



**Design, Technology and Management Society International**  
Company Limited by Guarantee  
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in collaboration with



**POTGIETER TRAINING CONSULTANTS**  
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**DTMSI DIPLOMA PROGRAM  
AND  
DEGREE EQUIVALENCY PROSPECTUS**

**POSTGRADUATE PROGRAMS**

**BUSINESS MANAGEMENT**

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## PROFILE

The Design, Technology and Management Society International officially started in 1995 as a professional learned institution with a vision to provide a service to the world community in the fields of endeavor encompassed by it. It is one of the most diversified and structured institutions and has a multi-disciplined structure with two chapters. Membership is possible within either the Technological Chapter or Managerial Chapter. Both chapters are structured with sub-divisions and interest groups. Some of these sub-divisions are The MBA and Professional Managers Guild, International of Institute Engineers, International Guild of Academicians and the International Institute of Scientists.

The Society is one of few professional learned institutions in the world with its own developed degree programs from diploma level to the doctoral level in many fields of endeavor. Degree programs are available through approved academic institutions associated with the DTMS – International. It is one of few professional learned institutions worldwide with a certification and registering sub-division in many fields of endeavor. It also provides a certification service to the managerial community and is one of few institutions of this nature in the world.

The Society operates internationally with representation in many countries in the world such as: The Peoples Republic of China, Japan, Indonesia, Hong Kong, Macau, Vietnam, Malaysia, Singapore, Philippines, United Kingdom, USA, Italy, Malta, India, Fiji Islands, France, South Africa, Tanzania, Sierra Leone and Nigeria, Uganda, Ghana and several other countries.

Through its links all over the world, it has buildup relations with many prominent organizations and educational establishments. The Society's objects are to assist its members to gain the maximum level of professionalism and professional standing in their careers, which is possible to achieve. Professional development is the key objective along with the society's usual services to members and member organizations.

## PROGRAM AND COURSE EVALUATION



The Design, Technology and Management Society International Professional Development Education meets the minimum standards and requirements by law in the USA applicable to professional education providers. Our staff's qualifications have been evaluated by California University FCE as having met the requirements of the U.S. Law on Continuing Education of Licensed Professionals. DTMSI graduates may apply to California University FCE for the evaluation of their DTMSI Professional Development Education based on the rules and regulations applicable to Continuing Education Providers as meeting the equivalent academic standards comparable to accredited university degree level coursework. For more information about their services, applicable fees and an application, kindly contact them at:

<http://www.cufce.org/> **E-mail Address:** [cauniversity@cufce.org](mailto:cauniversity@cufce.org)  
Tel No: (323) 464-5285, Tel No: (213) 447-3546, Fax No: (323) 871-0863

### **Postal Address:**

6556 Fountain Avenue, Los Angeles, CA 90028-7823

### **Rush Delivery Address:**

California University Foreign Credential Evaluations & Research  
6556 Fountain Avenue, Los Angeles, CA 90028-7823



# California University FCE

Los Angeles

## Certificate of Affiliation

Be it known that in recognition of the splendid performance and achievements in higher continuing education for the promotion and development of Engineering, Design, Science, Technology and Management, his certificate of affiliation is hereby awarded upon

### Design, Technology & Management Society International

Whereas, its member-graduates are awarded certificates and continuing education credits; these credits shall be given the equivalency credits awarded by the regionally and nationally accredited colleges and universities of the United States of America.

In testimony whereof, the seal of California University FCE, the signature of the President, the Secretary and the Executive Director are hereunto affixed. Given at the Los Angeles, California, United States of America, this 17th day of September 2008.

Document No. CU4314-09-1808



*Luis Amoroso*  
LUIS AMOROSO  
President

*Dil Nentia Valladares*  
DIL NENTIA VALLADARES  
Executive Director

*Luciano S. Amador*  
LUCIANO S. AMADOR  
Secretary



## **RECOMMENDATION TO STUDENTS**

The DTMSI highly recommend our graduates have their Society diplomas evaluated by CUFCE as per the above samples. The following is recommended:

1. An Apostille from the USA Secretary of State testifying the authenticity of your DTMSI credential
2. The CUFCE Credential Report stating its USA equivalency, and
3. The equivalent CUFCE Diploma with Transcript with USA equivalency suitable for usage and framing

These documents are legal in any country and testify that your diploma is equivalent to a regionally accredited USA degree from a recognized USA university.

Benefits of credential evaluation:

1. These credentials can also be used by students to seek employment or to apply to USA or similar institutions abroad for further studies.
2. It may also serve to assist students to apply for professional registration or membership with such organizations.
3. Prove you have an acceptable and recognized qualification to your employer for career advancement.

## **APPLICATION PROCEDURES TO STUDY DTMSI COURSE PROGRAMS**

Prospective students are requested to apply through your consultant or agent and to provide all the information to them. This will ensure that all the required information copies of documents and any further requested information shall be obtained. It will ensure that there will be no delays. Where mature students apply, the agency or consultancy may on the request of the DTMSI interview the applicant and also conduct a survey to assess the eligibility of the applicant. Such applicants will be enrolled provisionally under conditions applicable to each case. The agency shall also give the student all the relative information and guidance to enroll into the appropriate program best suited to their ability. An assessment shall also be conducted to ensure that the student can meet the practical and laboratory requirements as well as having the minimum time available to undertake and complete the course of study.

This procedure is applicable to all enrolments for all the schools listed below.

1. Completed application form
2. Copies of credentials with transcripts detailing subjects completed
3. Comprehensive CV – resume with a detailed description of the prospective student's employment, responsibilities, practical experience and EXPERIENTIAL LEARNING achievement.
4. recommendation letters from referees where required or letter from employer
5. Information about completed research, studies or work undertaken NOT PREVIOUSLY PRESENTED for diploma/degree award.
6. Information about how tuition shall be paid and the presentation of such documents
7. Registration fee applicable
8. Copy of ID or valid passport
9. Statement of how you wish to study and whom will be appointed as mentor where required
10. Postgraduate student's needs to complete a narrative as required for the program in the proposed field of study. Details will be given to the applicant what is required.

# **AVAILABLE CERTIFICATE AND DIPLOMA PROGRAMS**

**Postgraduate Diploma (Equivalent to MS) Degree in Financial Mathematics**

**Postgraduate Diploma or MS Degree in Risk Management**

**Postgraduate Diploma or Master of Business Management (MBA)  
ALTERNATIVE OPTION – EMBA EQUIVALENT PG DIPLOMA**

**Postgraduate Diploma or Master of Science Degree in Finance Accounting**

**Postgraduate Diploma or MS Degree in Public Administration**

**Postgraduate Diploma or MS Degree in Logistics Management**

**Postgraduate Diploma or MS Degree in Procurement Management**

## **GENERAL INFORMATION**

All DTMSI developed programs are equivalent to university degree programs. For example, a BBA would be equivalent to the Advanced Diploma and a Masters Degree equivalent to the Postgraduate Diploma. Usually when students are enrolled within universities where they study DTMSI developed degree programs they are eligible to apply to the DTMSI for the appropriate Society credential. The Society will award them our related credential and appropriate transcript upon application and payment of the applicable fee. Where students are enrolled into joint DTMSI – University Degree programs, students will receive their DTMSI credentials at no additional cost upon successful completion of the program.

Likewise, where DTMSI enrolled students have successfully completed their Society diploma program they may apply to the DTMSI for the equivalent degree awarded by the cooperating university. In this case the appropriate graduation fees and any administrative fees payable must be paid.

It is usually advantageous for students to choose to enroll first into the DTMSI program and to transfer their credits to the equivalent university degree program at a later stage or to apply for the degree upon completion. During their studies they are able to study more flexible as well as having more freedom due to different rules and regulations while enrolled via the DTMSI. The equivalency of the programs makes it possible to consider this as an option because the same textbooks, study guides and coursework requirements are used.

Students may apply to the DTMSI through our appointed representatives or cooperating partners for these awards.

## **ENROLMENT**

The DTMSI uses the open enrollment system, which means students may enroll at any date and time throughout the year. Students may also enroll for the complete program or part of any program or for each section such as the certificate, diploma and complete program. The usual rules applicable to universities will apply. Where students do not have the required entry level knowledge or requirements, the DTMSI will prescribe bridging coursework as required to meet the minimum entry level requirements.

## SINGLE SUBJECTS

Any subjects for any diploma program may be taken as a single course. Students may enroll at any time to study single subjects. Subjects may be listed on transcripts and specified as independent completed coursework. For less than seven completed courses, the DTMSI will issue the usual transcript in the prescribed manner. For completed coursework containing more than seven subjects, the DTMSI will award a certificate and transcript. For more than fourteen subjects, a diploma will be awarded when students choose to study single subjects.

## Postgraduate Diploma in Financial Mathematics (Equivalent to MS) Degree in Financial Mathematics

This diploma program is specially designed as an academic diploma program degree equivalent for those who wish to specialize in financial mathematical professional. The program is structured with an emphasis to equip the student with basic skills needed in the financial environment. This course aims to provide the student with all the knowledge and expertise to be able to work independently as an analyzer or advisor in positions as a financial mathematical expert or to work as part of a team. The purpose is also to enable students to acquire the knowledge and theoretical understanding with skills to equip themselves to advance further from basic principles to their desired level of expertise in the managerial environment.

### Core Course Section 1:

FIN5100	Algebraic Number Theory	3 credits
FIN5110	Algorithm and Complexity Theory	3 credits
FIN5220	Advanced Real Analysis	3 credits
FIN5310	Group Theory	3 credits
FIN5410	Linear Algebra	3 credits
FIN5420	Differential Equations	3 credits

### Core Course Section 2:

FIN5510	Statistics for Business and Economics	3 credits
FIN5530	International Economics	3 credits
FIN5610	Econometrics	3 credits

### Electives: select two courses from –

FIN5720	Strategic Financial Management	3 credits
FIN5730	Corporate Social Responsibility	3 credits
FIN5740	Corporate Finance	3 credits
FIN5750	Financial Management	3 credits

### Course Completion - Compulsory Units:

MTH4208	Financial Derivatives	3 credits
EMR4003	Research Methods	3 credits
Course Completion: Thesis/project		6 credits

**POSTGRADUATE DIPLOMA  
or  
MASTER OF SCIENCE  
in  
RISK MANAGEMENT**

This program has been carefully prepared to provide the required knowledge to those individuals who wish to specialize in risk management ranging from business to technical management. It equips the person with much needed knowledge in the most appropriate areas of risk management. Graduates will be able to work independently or part of a team of advisors in risk environment.

BUS5241	Business Administration	3 credits
BUS4037	Decision Management	3 credits
BUS3027	Strategic Management	3 credits
CNE5113	Risk Management	3 credits
MBM5100	Management Information systems	3 credits
MBF5022	Operations Management	3 credits
CEM 5770	Dispute Avoidance and Resolution	3 credits
Electives: Select one course from -		
CNE 5117	Decision & Risk Analysis for Project Man	3 credits
BUS4031	Risk and Insurance Management	3 credits
BUS4035	Risk Management in Banking	3 credits
Compulsory coursework		
BUS5220	Quantitative Methods	3 credits
EMR4003	Research Methods	3 credits
	Thesis/project	6 credits
<b>Total Credits</b>		<b>45 credits</b>

## **Postgraduate Diploma awarded by DTMSI or Master of Business Management (MBA) Degree in Business Management**

Awarded by affiliated universities

This program has been developed to fulfill the needs for those who are seeking a diploma at the master's degree level and whom wish to specialize in a particular field of endeavor not usually available as a study option. The main scope of this program is to emphasize the usual administrative aspects of management at the appropriate master's degree level. The MBA is today a professional degree and one of the most popular degree programs in the managerial or administrative fields of endeavor and the basis of our diploma program. Our program has been designed to focus on major study areas of management and administration. The core courses forming the basis of the diploma program equips the student with the usual fundamental aspects of management and administration applicable to the master's degree level.

The core course section is common to all the majors and students must choose a major study area from the option section below.

MBM5010	Marketing Management	3 credits
MBM5011	Strategic Management	3 credits
MBM5012	Foundations of Financial Management	3 credits
MBM5013	Human Behavior and Organizations	3 credits
MBM5014	Quantitative Methods	3 credits
MBM5015	Economic Models and Policy	3 credits
MBM5100	Management information systems	3 credits
<b>ELECTIVES 1:</b> Select any one course from –		
MBA5020	Advanced Accounting	3 credits
MBA5021	Financial Accounting	3 credits
MBA5022	Managerial Control	3 credits
MBA5023	Corporate Finance	3 credits
<b>ELECTIVES 2:</b> Select any one course from –		
MBT5021	Management for Design	3 credits
MBT5022	Total Quality Management	3 credits
MBT5023	Technology Management	3 credits
MBF5020	Computer Integrated Manufacturing Management	3 credits
<b>ELECTIVES 3:</b> Select any one course from –		
MBF5021	Manufacturing Management	3 credits
MBF5022	Operations Management	3 credits
MBF5023	Production Management	3 credits
MBT5025	Project Management	3 credits
<b>Course Completion Section:</b>		
EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits
Course Completion:	Thesis	9 credits

### **ALTERNATIVE OPTION – EMBA EQUIVALENT PG DIPLOMA**

**Common Course Section (compulsory to all majors):**

MBM5010	Marketing Management	3 credits
MBM5011	Strategic Management	3 credits
MBM5012	Foundations of Financial Management	3 credits
MBM5013	Human Behavior and Organizations	3 credits
MBM5014	Quantitative Methods	3 credits
MBM5015	Economic Models and Policy	3 credits
MBM5100	Management information systems	3 credits

**Choice of two options below -**

**Option 1: Business Management**

**Electives:** select any three courses from –

MBT5022	Total Quality Management	3 credits
MBT5023	Technology Management	3 credits
MBF5022	Operations Management	3 credits
MBF5023	Production Management	3 credits
MBT5021	Manufacturing Management	3 credits
MBT5025	Project Management	3 credits

**Option 2: Agricultural Economy**

**Electives:** select any three courses from: -

AGR5027	Agricultural Economics	3 credits
AGR5028	Agricultural Financing	3 credits
AGR5029	Agricultural Competition	3 credits
AGR5030	Agricultural International Marketing	3 credits
AGR5031	Agricultural Marketing	3 credits
AGR5032	Agricultural Resources Management	3 credits

**Compulsory Course Section Program Completion:**

EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits
Course Completion:	Thesis	9 credits

**Postgraduate Diploma awarded by DTMSI or**  
**Master of Science (M S) Degree in Finance Accounting and Management**  
 Awarded by affiliated universities

These programs have been developed to fulfill the needs for those who are seeking a diploma at the master's degree level and whom wish to specialize as financial managerial executives in the management environment. The main scope of each program is to emphasize the usual administrative aspects of accounting and finance at the appropriate master's degree level. These particular masters of science degrees are academic degrees and amongst the popular degree programs in the accounting and finance fields of endeavor. Our programs have been designed to focus on those aspects most common to the study areas of accounting and finance applicable to managerial executives. The core courses forming the basis of the degree program equips the student with the usual fundamental aspects of accounting, finance, management and administration applicable to the master's degree level.

### OPTION 1: PG in Financial Management

**Course Structure:**

BUS5200	Financial Management	3 credits
BUS5201	Corporate Finance	3 credits
BUS5220	Quantitative Methods	3 credits
BUS5221	Economics for Financial Managers	3 credits
BUS5222	Marketing Management	3 credits
BUS5240	Business Management	3 credits
BUS5241	Business Administration	3 credits
BUS5205	Portfolio Analysis & Investment Portfolio Management	3 credits

**Compulsory Course Section:**

EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits

**Course Completion:**

Thesis 20,000 to 30,000 words	9 credits
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### OPTION 2: PG in Accounting and Finance

**Course Structure:**

BUS5241	Business Administration	3 credits
BUS5200	Financial Management	3 credits
BUS5201	Corporate Finance	3 credits
BUS5202	Managerial Control (Auditing, Fraud detection and Investigation)	3 credits
BUS5203	Advanced Accounting	3 credits
BUS5204	Financial Accounting	3 credits

**Electives: Select any two courses below:**

BUS5205	Portfolio Analysis & Investment Portfolio Management	3 credits
BUS5206	Derivative Investments	3 credits
BUS5207	Emerging Market Investments	3 credits
BUS5208	EU Directives and Regulations	3 credits

**Compulsory Course Section:**

EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits

**Course Completion:**

Thesis 20,000 to 30,000 words	9 credits
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### OPTION 3: PG in Financial Accounting

**Course Structure:**

BUS5241	Business Administration	3 credits
BUS52000	Financial Management	3 credits
BUS5201	Corporate Finance	3 credits
BUS5220	Quantitative Methods	3 credits
BUS5221	Economics for Financial Managers	3 credits

**Electives: Select any three courses below:**

BUS5202	Managerial Control (Auditing, Fraud detection and Investigation)	3 credits
BUS5203	Advanced Accounting	3 credits
BUS5204	Financial Accounting	3 credits
BUS5205	Portfolio Analysis & Investment Portfolio Management	3 credits
BUS5206	Derivative Investments	3 credits
BUS5207	Emerging Market Investments	3 credits

BUS5208	EU Directives and Regulations	3 credits
<b>Compulsory Course Section:</b>		
EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits
Course Completion:		
Thesis 20,000 to 30,000 words		9 credits

## Option 4: PG in Accounting

<b>Course Structure:</b>		
BUS5241	Business Administration	3 credits
BUS5200	Financial Management	3 credits
BUS5201	Corporate Finance	3 credits
BUS5221	Economics for Financial Managers	3 credits
BUS5240	Business Management	3 credits
BUS5202	Managerial Control (Auditing, Fraud detection and Investigation)	3 credits
BUS5203	Advanced Accounting	3 credits
BUS5204	Financial Accounting	3 credits
<b>Compulsory Course Section:</b>		
EMR4002	Research Methodology	3 credits
EMR4003	Research Methods	3 credits
Course Completion:		
Thesis 20,000 to 30,000 words		9 credits

## Postgraduate Diploma in Public Administration or MS in Public Administration

The Master of Public Administration (MPA.) is a broad program designed to prepare students for a career in administration in the public sector. The major objective is to provide the student with a generalist perspective of public administration, including tools of decision-making, an understanding of the total public administrative system, and a capacity for working within the public environment. This degree is intended for career employees and pre-service students seeking to develop and strengthen academic and professional skills for advancement in the professional practice of public administration. The program is open to all students, regardless of undergraduate major.

### Core courses

MPA4600	Foundations of Public Administration	3 credits
MPA4620	Public Policy	3 credits
MPA5710	Intergovernmental Relations	3 credits
MPA5720	Public Sector Organization and Management	3 credits
MPA5730	Public Sector Human Resource Management	3 credits
MPA5740	Public Budgeting and Financial Administration	3 credits
MPA5780	Research Design for Public and Nonprofit Managers	3 credits
MPA5790	Public Sector Information Management	3 credits
MPA5800	Data Analysis for Public and Nonprofit Managers	3 credits
MPA6243	Values and Ethics in Public Administration	3 credits
<b>Total Credits</b>		<b>30 credits</b>

### Electives: Select any three courses from -

MPA6230	Productivity Improvement in the Public Sector	3 credits
MPA6241	Non-Profit Administration	3 credits
MPA6242	Public Planning and Growth Management	3 credits
MPA6246	Political Environment of Public Administration	3 credits
MPA6247	Behavior in Public Organizations	3 credits
MPA6249	Information Systems in Public Organizations	3 credits
MPA6110	Public Administration Theory and Practice	3 credits
MPA6720	Administrative Regulation	3 credits
<b>Total Credits</b>		<b>9 credits</b>

### Course Completion - Compulsory Units:

EMR4003	Research Methods	3 credits
Course Completion:	Thesis/project	9 credits
<b>Course Total Credits</b>		<b>50 credits</b>

## Postgraduate Diploma in Logistics Management or MS in Logistics Management

These programs have been developed to fulfill the needs for those who are seeking a diploma at the master's degree level and whom wish to specialize as logistical managerial executives in the management environment. The main scope of each program is to emphasize the usual administrative aspects of accounting and finance at the appropriate master's degree level. These particular masters of science degrees are academic degrees and amongst the popular degree programs in this field of endeavor. Our programs have been designed to focus on those aspects most common to the study areas of logistical and services applicable to managerial executives. The core courses forming the basis of the degree program equips the student with the usual fundamental aspects of logistics, planning, analysis, operations, services in management and administration applicable to the master's degree level.

MBL5020	Accounting for Managers	3 credits
MBL5021	Supply Chain Management	3 credits
MBL5220	Quantitative Methods and Decision Making	3 credits
MBL5095	Transport Management and Logistics Planning	3 credits
MST5095	Transportation Network Analysis	3 credits
MBL5096	Operations Management	3 credits
MBL5097	Procurement Management	3 credits
MBL5098	Business Logistics and Information Technology	3 credits
MBL5006	Service Management	3 credits
MBL5101	Inventory Management	3 credits
MBL5033	Management Information and Logistics	3 credits
<b>Total Credits</b>		<b>33 credits</b>
 <b>Course Completion - Compulsory Units:</b>		
EMR4003	Research Methods	3 credits
Course Completion:	Thesis/project	9 credits
<b>Total Course Credits</b>		<b>45 credits</b>

## Postgraduate Diploma in Procurement Management or MS in Procurement Management

The PG/MS Strategic Procurement Management: This program is aimed at students who wish to develop a career in procurement and supply management in the private sector and procurement and purchasing activities within government and public sector organizations. This specialist Masters program offers high-level strategic teaching in the areas of strategic procurement and supply chain management, creative procurement, economic policy and market analysis, global supply chain networks and trends, operational strategies and project management, commercial law and relationships, financial management, sustainability, ethics and corporate and social responsibility, and research methodology and complexity thinking. We aim to produce graduates with a sound grasp of current and emerging theories and philosophies associated with purchasing and supply chain management, with emphasis on relationships with other corporate functions and other activities in the supply chain. Students will have the opportunity to develop their knowledge of concepts and practices, which can, in turn, be applied to the benefit of their own organization.

MBP3027	Strategic Management	3 credits
MBF4028	Organization and Resource Management	3 credits
MBF4014	Strategic Marketing	3 credits
MBF5200	Financial Management	3 credits
MBF5022	Operations Management	3 credits
MBF5023	Procurement Management	3 credits
MBF5024	International Business and Risk Management	3 credits
MBF5025	Power Regimes and Supply Chain Management	3 credits
MBF5026	Business Strategy and Procurement Competence	3 credits
MBL5101	Inventory Management	3 credits
MBL5098	Business Logistics and Information Technology	3 credits
MBL5006	Service Management	3 credits
MBL5220	Quantitative Methods and Decision Making	3 credits
<b>Total Credits</b>		<b>39 credits</b>
<b>Course Completion - Compulsory Units:</b>		
EMR4003	Research Methods	6 credits
Course Completion:	Thesis/project	9 credits
<b>Total Course Credits</b>		<b>51 credits</b>

## Course Description Business Diploma Programs

### **FIN5100 Algebraic Number Theory**

Basic definitions; Rings of Integers; Dedekind Domains; Factorization; The Finiteness of the Class Number; The Unit Theorem; Cyclotomic Extensions; Fermat's Last Theorem.; Valuations; Local Fields; Valuations; Global Fields; Extending valuations; The product formula; Decomposition groups; The Frobenius element; Applications of the Chebotarev density theorem

### **FIN5110 Algorithm and Complexity Theory**

**What This Book Is About** -Background; Hard vs. easy problems; **Mathematical Preliminaries** - Orders of magnitude; Positional number systems; Manipulations with series; Recurrence relations; Counting; Graphs; **Recursive Algorithms** - Quicksort; Recursive graph algorithms; Fast matrix multiplication; The discrete Fourier transform; Applications of the FFT; **The Network Flow Problem** - Algorithms for the network flow problem; The algorithm of Ford and Fulkerson; The max-flow min-cut theorem; The complexity of the Ford-Fulkerson algorithm; Layered networks; The MPM Algorithm; Applications of network flow; **Algorithms in the Theory of Numbers** - Preliminaries; The greatest common divisor; The extended Euclidean algorithm; Primality testing; Interlude: the ring of integers modulo  $n$ ; Pseudoprimalty tests; Proof of goodness of the strong pseudoprimalty test; Factoring and cryptography; Factoring large integers; Proving primality; **NP-completeness** - Turing machines; Cook's theorem; Some other NP-complete problems; Half a loaf' Backtracking (I): independent sets; Backtracking (II): graph coloring; Approximate algorithms for hard problems

**FIN5220          Advanced Real Analysis**

Sets and statements; The real number; Neighborhoods and limit points of a set; Sequences; Infinite series with positive terms; Infinite series with positive and negative terms; Real functions limit and continuity; Real functions; The derivative; Riemann integrability.

**FIN5310          Group Theory**

Introduction; Argument structure; Argument evaluation; Propositional logic; The propositional calculus; The logic of categorical statements; Predicate logic; The predicate calculus; Introduction to fallacies; The probability calculus; Further developments in formal logic.

**FIN5410          Linear Algebra**

Linear equations in linear algebra; Linear equations in linear algebra; Matrix algebra; Determinants; Vector spaces; Eigen-values and Eigenvectors; Orthogonality and least squares; Symmetric matrices and quadratic forms

**FIN5420          Differential Equations**

Elementary differential equations; Equations of first order and first degree; Trajectories; Linear equations with constant coefficients; Homogeneous linear equations and Cauchy-Euler equations; Equations of the first order but not of the first degree and singular solutions; Extraneous loci; Ordinary simultaneous differential equations; Number integration; Picard's interactive methods; Existence and uniqueness theorems; Independence of solutions of linear differential equations; Linear equations of second order; Simultaneous equations of the form  $dx/R = dy/Q = dz/R$ ; Total differential equations; Riccati's equations; Integration in series; Series solutions of linear differential equations; Legendre polynomials and functions; Legendre functions of second kind; Hermite polynomials; Laguerre polynomials; Partial differential equations' Linear partial differential equations of order one; Non-linear partial differential equations with constant coefficients; Partial differential equations of order two with variable coefficients; Monge's methods

**FIN5510          Statistics for Business and Economics**

Probability and Probability Distributions, Characteristics of Probability Distributions, Some Important Probability Distributions, Statistical Inference: Estimation and Hypothesis Testing, Basic Ideas of Linear Regression: The Two-Variable Model, The Two-Variable Model: Hypothesis Testing, Multiple Regression: Estimation and Hypothesis Testing, Functional Forms of Regression Models, Dummy Variable Regression Models, Model Selection: Criteria and Tests Multicollinearity, Heteroscedasticity, Autocorrelation, Simultaneous Equation Models, Single Equation Regression Models, Using Cointegration to Hedge and Trade International Equities (Neil Burgess), Modeling the Term Structure of Interest Rates: An Application of Gaussian Affine Models to the German Yield Curve (Nuno Cassola and Jorge Barros Lu), Forecasting and Trading Currency Volatility: An Application of Recurrent Neural Regression and Model Combination (Christian L. Dunis and Xuehuan Huang), Implementing Neural Networks, Classification Trees, and Rule Induction Classification Techniques: An Application to Credit Risk (George T. Albanis), Switching Regime Volatility: An Empirical Evaluation (Bruno B. Roche and Michael Rockinger), Quantitative Equity Investment Management with Time-Varying Factor Sensitivities (Yves Bentz), Stochastic Volatility Models: A Survey with Applications to Option Pricing and Value at Risk (Monica Billio and Domenico Sartore), Applied Volatility and Correlation Modelling Using Excel (Frédéric Bourgoin), Optimal Allocation of Trend-Following Rules: An Application Case of Theoretical Results (Pierre Lequeux), Portfolio Management and Information from Over-the-Counter Currency Options (Jorge Barros Luís), Filling Analysis for Missing Data: An Application to Weather Risk Management (Christian L. Dunis and Vassilios Karalis)

**FIN5530          International Economics**

Trade between countries of different characteristics; Trade between similar countries; Trade policy; The Heckscher-Ohlin model; The two gap model of foreign aid model; Simple exchange rate theory; Economic policy in a small open economy – short run; Economic policy in a large open economy – the short run; Connecting the short and long run curves; Effect on the growth in the very long run.

**FIN5610          Econometrics**

Introduction; Brief overview of the statistical applications to econometrics; Multi-collinearity – correlated regressions; Heteroscedasticity – error-variance is non-constant; Auto-correlation – error terms are correlated; Econometric modeling – model specification and diagnostic testing; non-linear regression models; Qualitative response regression models; Panel data regression models; Dynamic econometric model – autoregressive and distributed lag model; Simultaneous equation problem; The identification problem; Simultaneous equation methods; Time series econometrics – basic concepts and forecasting.

**FIN5720          Strategic Financial Management**

Introduction; The investment decision; Capital budgeting and the case for NPV; The treatment of uncertainty; Equity and the cost of capital; Debt valuation and the cost of capital; Capital gearing and the cost of capital; Shareholder wealth and value added.

**FIN5730          Corporate Social Responsibility**

Defining Corporate Social Responsibility (CSR); The principles of CSR; Stakeholders and the Social Contract; Issues concerning Sustainability; Ethics, CSR and corporate behavior; Performance, evaluation and performance reporting; Globalization and CSR; CSR in not for profit organizations; CSR and strategy; Corporate social Responsibility and leadership.

**FIN5740          Corporate Finance**

Finance and the financial manager; Present value and the opportunity cost of capital; Calculation of present value; The value of common stocks; The net present value lead to better investment decisions and other criteria; Making investment decisions with net present value rule; Introduction to risk, return and the opportunity cost of capital; Risk and return, Capital budgeting and risk; The generation of positive present value; Financing decisions and market efficiency; An overview of corporate financing; Issuing of securities; The dividend policy; The influence of debt policy; Limits in the borrowing of money; Financing and valuation; Spotting and valuing options; Real options; Warrant and convertibles; Valuing debt;

Different kinds of debt; Managing risk; Managing international risk; Financial analysis and planning; Short-term financial planning; Credit management; Cash management; Short-term lending and borrowing; Mergers; Control, governance and financial architecture; Conclusions.

### **FIN5750 Financial Management**

Using financial statements; Analyzing business earning; Cost-volume-profit analysis; Activity-based costing; Information technology and you; Forecasts and budgets; Measuring productivity; Choosing a business form; The business plan; Planning capital expenditure; Taxed and business decisions; Global management of risks; Going public; The board of directors; Information technology and the firm; Profitable growth by acquisition; Business valuation.

### **MTH4208 Financial Derivatives**

Mechanics of Futures Markets, Hedging Strategies Using Futures, Interest Rates, Determination of Forward and Futures Prices, Interest Rate Futures, Swaps, Mechanics of Options Markets, Properties of Stock Options, Trading Strategies Involving options, Binomial Trees, Wiener Processes and Ito's Lemma, The Black-Scholes-Merton Model, Options on Stock Indices, Currencies, and Futures, Greek Letters, Volatility Smiles, Basic Numerical Procedures, Value at Risk, Estimating Volatilities and Correlations for Risk Management, Credit Risk, Credit Derivatives, Exotic Options, Insurance, Weather, and Energy Derivatives, More of Models and Numerical Procedures, Martingales and Measures, Interest Rate Derivatives: The Standard Market Models, Convexity, Timing, and Quanto Adjustments, Interest Rate Derivatives: Models of the Short Rate, Interest Rate Derivatives: HJM and LMM, Real Options, Derivatives Mishaps

### **BUS5241 Business Administration**

**An Introduction to Management** - Managing in organizations, Models of management; **The Environment of Management** - The business environment, The international context of management, Corporate social responsibility; **Planning** - Planning, Decision making, Strategy, Marketing; **Organizing** - Organization structure and culture; Human resource management; The developing organization; Managing change; **Leading** - Influence and power; Motivation; Communication; Teams; **Controlling the Business** - Finance and budgetary control; Managing operations and quality; Managing information systems.

### **BUS4037 Decision Management**

Decision making concepts; Issues and skills; Classification of corporate decisions; Process of corporate decision making; Factors affecting decision making; Models of decision making; Ex-ante evaluations for project decisions; Break even analysis and corporate decision making; Production function and decision making; Pricing and decision making skills; Decision making in production and formulation of strategies; Decision tree; Transportation problems; Assignment problems; Competitive situations – theory of games; Replacement decisions; Markov analysis; Simulations of management systems; Time-management decisions; Corporate decision making and statistical approach.

### **BUS3027 Strategic Management**

Basic concepts of strategic management; Corporate governance and social responsibility; Environmental scanning and industry analysis; Internal scanning organizational analysis; Strategy formation – situation analysis and business strategy, corporate strategy, functional strategy and strategic choice; Strategy implementation – organizing for action, staffing and leading; Evaluation and control; Case studies.

### **CNE5113 Risk Management**

Part I: Fundamentals of Whole Life Cycle Costing; Towards an understanding of whole life cycle costing; Whole life cycle costing risk management; Key decisions in the whole life cycle costing process; Fundamentals of whole life cycle cost analysis; Whole life risk analysis techniques; Part II: Whole Life Cycle Costing: The design stage; Design service life planning; Design environmental life cycle assessment; Whole life cycle cost planning at the design stage; Whole life risk and risk responses at design stage; Whole life cycle costing of mechanical and electrical services: A case study. Part III: Whole Life Cycle Costing: Construction and occupancy stages; Whole life risk and risk responses in the construction stage; Whole life risk and risk responses at operation stage; Whole life cycle costing in the operation stage; Whole life costing of building assets occupancy: A case study

### **MBM5100 Management Information systems**

An overview; Information systems decision making; Computer hardware for information systems; Data communications systems; Database management technology; Client-server computing; Artificial intelligence; Office information systems in business; Systems analysis and design; Strategic management information system; Information resources management.

### **MBF5022 Operations Management**

Operations as a competitive weapon - Decision making; Operations strategy; Process design strategy; Process analysis – simulation; Process performance and quality; Process capacity – waiting lines; Process layer; Planning and managing projects; Supply-chain management; Location; Lean systems; Information technology and value chains; Forecasting; Aggregate planning – linear planning; Inventory management – special inventory models; Resource planning; Scheduling; References.

### **CEM5770 Dispute Avoidance and Resolution**

Time is money; Planning the project; During the works; Completion dates; Claim preparations – preliminary considerations; Legal considerations; Analyzing the causes of delay; Presentation; Proceedings – arbitration, litigation and alternative dispute resolution; Appendices; Notes; Table of Cases; Table of Statutes

### **CNE5117 Decision & Risk Analysis for Project Man**

This course is an introduction to identifying, analyzing, assessing, and managing risks inherent to engineering projects. Students will learn about probability modeling, choice and value theory, schedule and cost risk, risk mitigation and transfer, and contract considerations of project risk.

Examples are drawn from construction, software development, systems integration, and other large engineering projects, and cover probability basics, subjective probability, statistical data analysis, introduction to decision theory, Monte Carlo simulation, value of information, and risk-based decision making.

### **BUS4031 Risk and Insurance Management**

Risk and its management; Objectives of risk management; Risk identification and measurement; Pooling arrangements and diversification of risk; Insurer ownership, financial and operational structure; Insurance regulation; Insolvencies, solvency ratings and solvency regulation; Insurance pricing; Risk aversion and risk management by individuals and corporations; Insurability of risk, contractual provisions and legal doctrines; Loss control; Legal liability for injuries; Automobile insurance; Homeowners insurance; Life insurance and annuities; Employee benefits – group medical coverage; Retirement plans; Worker's compensation and employee injuries; Social securities; Corporate risk management and shareholder wealth; Tax, regulatory and accounting factors affecting corporate risk management; Risk retention/reduction decisions; Commercial insurance contracts; Hedging with derivative contracts; Alternative risk transfer; Analysis tools used in corporate management – case studies; Corporate liability to customers, third parties and shareholders; Issues in liability risk and its management.

### **BUS4035 Risk Management in Banking**

The need for risk management; Lessons from financial disasters; Regulatory capital standards with VAR; Regulatory capital standards with VAR; Measuring financial risk; Computing value at risk; Back testing VAR models; Portfolio risk – analysis methods; Forecasting risks and correlations; VAR testing; Stress testing Implementing Delta-normal VAR; Simulation methods; Credit risk; Liquidity risk; Using VAR measure and control risk; Using VAR for active risk management; VAR in investment management; The technology of risk; Operating risk management; Integrated risk management; Risk management – guidelines and pitfalls.

### **BUS5220 Quantitative Methods**

The basics of time value of money; The dynamics of present value; The significance of present value; The fundamentals of cash flows; The beauty of bonds; The decision-making power of Internal rate of return and net present value; Organizing data for better decision-making; Describing variation; Fundamentals of probability distributions; Probability and normal distributions; Hypothesis testing; Regression testing; Regression and estimation; References.

### **MBM5010 Marketing Management**

The essence of marketing - the customer first, last and always; Marketing and strategy – using tested concepts and new ideas for marketing strategy; The international challenge – planting your flag abroad and helping it take root; Marketing research and information – the search for customer insight; Profiling markets and forecasting sales – the art and science behind the numbers; Understanding buyer behavior – customers on the couch; Segmentation, targeting positioning – from mass marketing to one-to-one with the customer; Product development – the business of innovation; Product management – birth, death and sometimes resurrection; The nature of pricing – making money and capturing the customer; The distribution function – innovative guidelines for profitability; Promotion – the many faces of marketing.

### **MBM5011 Strategic Management**

Basic concepts of strategic management; Corporate governance and social responsibility; Environmental scanning and industry analysis; Internal scanning organizational analysis; Strategy formation – situation analysis and business strategy, corporate strategy, functional strategy and strategic choice; Strategy implementation – organizing for action, staffing and leading; Evaluation and control; Case studies.

### **MBM5012 Foundations of Financial Management**

Using financial statements; Analyzing business earnings; Cost-volume-profit analysis; Activity-based costing; Information technology and you; Forecasts and budgets; Measuring productivity; Choosing a business form; The business plan; Planning capital expenditure; Taxed and business decisions; Global management of risks; Going public; The board of directors; Information technology and the firm; Profitable growth by acquisition; Business valuation.

### **MBM5014 Quantitative Methods**

The basics of time value of money; The dynamics of present value; The significance of present value; The fundamentals of cash flows; The beauty of bonds; The decision-making power of Internal rate of return and net present value; Organizing data for better decision-making; Describing variation; Fundamentals of probability distributions; Probability and normal distributions; Hypothesis testing; Regression testing; Regression and estimation; References.

### **MBM5015 Economic Models and Policy**

The economic perspective; Production and trade; Demand and supply; The power of prices; The firm; The price taker; Market power; Earnings and income distribution; Public goods, regulation and information; The environment and common property resources; Public choice; Output, employment and price level; A framework for macroeconomic analysis; Money and monetary policy; Fiscal policy; Economic growth; Exchange rates and international trade.

### **MBA5020 Advanced Accounting**

Partnerships; Business combinations and consolidations; Financial statements; Accounting for non-business organizations; Accounting for fiduciaries; International accounting issues; Accounting for estates and trusts; Financial reporting and the securities and exchange commission.

### **MBA5021 Financial Accounting**

Financial statements and business decisions; Maxi-drive corporation; Investing and financing decisions and the balance sheet; Operating decisions and the income statement; The adjustment process and financial statements; The communication of accounting information; Measuring and reporting sales revenue; Receivables and cash; Reporting and interpreting costs of goods sold and inventory; Reporting and interpreting property, plant and equipment; Natural resources and intangibles; Reporting and interpreting liabilities; Measuring and reporting bonds; Measuring and reporting investments; Statement of cash flows; Using and interpreting financial statements.

**MBA5022            Managerial Control**

The nature of management control systems; The management control environment; Understanding strategic behavior in organizations responsibility centers; Revenue and expense centers; Profit center transfer prices; Measuring and controlling assets; Management control process; Strategic planning budget preparation; Analyzing financial performance reports; Performance measurement; Management compensation; Variations in management control; Controls for differential strategies; Modern manufacturing environments; Service organizations; Financial services organizations; Multinational organizations; Management control of projects.

**MBA5023            Corporate Finance**

Introduction and overview; The financial environment – Concepts and principles; Accounting, cash flows and taxes; The time value of money; Valuing bonds and stocks; Business investment rules; Capital budgeting cash flows; Capital budgeting in practice; Risk and return – stocks; Risk and return – asset pricing models; Risk, return and capital budgeting; Risk, return and contingent outcomes; Risk, return and agency theory; Capital market efficiency – explanation and implications; Capital structure policy; Managing capital structure; Dividend policy; Issuing securities and the role of investment banking; Long-term debt; Leasing and other asset-based financing; Derivatives and hedging; Cash and working capital management; Accounts receivable and inventory; Financial planning; Mergers and acquisitions; Financial distress; International corporate finance.

**MBT5020            Reliability in Engineering**

Reliability – what, when and how; Defining reliability; Computing reliability parameters; Reliability predictions; Evaluating data for failure rate estimation; Graphical evaluation for reliability prediction; Restorability; Reliability modeling for systems predictions; Reliability modeling of complex systems; System availability and dependability; Reliability and restorability demonstration testing; Reliability growth testing; Risk assessment; References.

**MBT5021            Management for Design**

Motion and time study in management; The human factor; The scope of motion and time study; Introduction to motion study techniques and time study techniques; Applying motion and time study; Possibility guides; Work-unit analysis; Work activity analysis and work sampling; Process chart-product analysis; Horizontal time bar charts; Network diagrams; Motion economy; Process chart-person analysis; Information flow analysis; Operation charts and robot analysis; Multiple-activity charts; Quality control; Photographic and electronic data-recording aids; Micro-motion and memo-motion analysis; Direct time study-intensive and extensive sampling; Developing skill at rating time studies; Predetermined time systems; Standard data systems; Computer-assisted standard times; The fractioned professional estimate; Time standards by fiat and mathematical analysis; Measuring the productivity of a manufacturing organization and a service organization; Policies for the use of motion and time study; Auditing the motion and time study program and training for participation.

**MBT5022            Quality Management**

Organizational effectiveness; Organizational philosophy; Quality systems; Creating a customer focus; Organizational leadership; Strategic planning; Human resource development and management; Measures of organizational success; Process management; Problem-solving tools and techniques; Project management; Business results; References.

**MBT5023            Technology Management**

Innovation and commercialization; Recognizing and screening technology opportunities; Developing and testing a technology business concept; High-technology product development strategies; The concept of intellectual property; Licensing intellectual property; Intellectual property strategy; Building and valuing the business model; Funding growth; Moving from R&D to opportunity; Marketing high technology; Growing the high-tech venture; Entrepreneurial venturing inside a corporation; Developing a business plan for sustained innovation.

**MBF5020            Computer Integrated Manufacturing Management**

Introduction; Manufacturing operations; Introduction to automation - control systems, sensors, actuators and other control system components; Numerical control; Industrial robotics; Discrete control using programmable logic controllers and personal computers; Introduction to material handling; Material transport systems; Storage systems; Automatic data capture; Introduction to manufacturing systems; Single station manufacturing cells; Group technology and cellular manufacturing; Flexible manufacturing systems; Manual assembly lines; Transfer lines and similar automated manufacturing systems; Automated assembly systems; Introduction to quality assurance; Statistical process control; Inspection principles and practices; Inspection technologies; Product design and CAD/CAM in the production systems; Process planning and concurrent engineering; Production planning and control systems; Lean production and agile manufacturing.

**MBF5021            Manufacturing Management**

Productivity and manufacturing management; Background of manufacturing management; Modern manufacturing management; Engineering functions and activities; Research and development; Organization and planning for manufacturing; Design of manufacturing processes; Industrial equipment and maintenance; Methods engineering; Work measurement; Materials handling; Physical facilities; Fundamentals of control; Cost control; Inventory management and control; Purchasing; Production planning and control; Quality assurance and control; Human resources management; Labor relations; Wage and salary administration; Forms of ownership; Financial management; Marketing and sales.

**MBF6022            Operations Management**

Operations as a competitive weapon - Decision making; Operations strategy; Process design strategy; Process analysis – simulation; Process performance and quality; Process capacity – waiting lines; Process layer; Planning and managing projects; Supply-chain management; Location; Lean systems; Information technology and value chains; Forecasting; Aggregate planning – linear planning; Inventory management – special inventory models; Resource planning; Scheduling; References.

**MBF5023            Production Management**

Introduction; Guide to process redesign; Process management; Leadership; Organizational assessment; Define and classify processes; Identify core processes; Measure performance; Understand the customer; Document processes; Assess the process; Planning the improvement; Continuous improvement; Process benchmarking; Re-engineering; Installing the improved process; References.

**MBA5023 Corporate Finance**

Introduction and overview; The financial environment – Concepts and principles; Accounting, cash flows and taxes; The time value of money; Valuing bonds and stocks; Business investment rules; Capital budgeting cash flows; Capital budgeting in practice; Risk and return – stocks; Risk and return – asset pricing models; Risk, return and capital budgeting; Risk, return and contingent outcomes; Risk, return and agency theory; Capital market efficiency – explanation and implications; Capital structure policy; Managing capital structure; Dividend policy; Issuing securities and the role of investment banking; Long-term debt; Leasing and other asset-based financing; Derivatives and hedging; Cash and working capital management; Accounts receivable and inventory; Financial planning; Mergers and acquisitions; Financial distress; International corporate finance.

**MBF5010 Investments, Portfolio Analysis and Derivatives**

Introduction; Bonds, stocks and other securities; Security markets; Institutional investors; Security regulation and investment ethics; Rates of return; Fundamentals of portfolio analysis; Mean-variance analysis; Portfolio diversification; The capital asset-pricing theory; Efficient markets – theory and evidence; Interest rates and bond valuation; Bonds – analysis and management; Stocks – valuation and selection; Financial statement analysis; Macroeconomic analysis; Technical analysis; Future, options and other derivatives; Derivatives valuation; Risk management; Performance evaluation; References.

**MBF5011 Bank Financial Management**

Financial Services – an industry in transition; Financial services and value production; Financial services and the economy; Assessing financial institution's stock performance; Analysis of performance using accounting data; Financial services – economic overview; Overview of financial service markets and instruments – credit; Value production in credit services; Securities trading, dealing and origination; Transaction processing services; Insurance services; Asset management and information and advisory services; The economic environment; Regulation of deposit-taking financial institutions; Regulation of securities markets; Regulation of insurance activities and markets; The tax environment and financial services; Portfolio management and financial services; Portfolio risks – measurement and management; Forward and future contracts and portfolio risk and pricing financial services; Projecting financial institution performance; Financial institution operating costs; Optimizing financial institution performance.

**MBF5012 Auditing Investment and Derivatives**

Introduction; International auditing overview; The audit market; Ethics for professional accountants; An auditor's service; Client acceptance; Understanding the entity, risk assessment and materiality; Control risk, audit planning and test of controls; Analytical procedures; Substantive testing sampling and other selective testing procedures; Audit reports and communication; Overview governance; References

**MBM5010 Marketing Management**

The essence of marketing - the customer first, last and always; Marketing and strategy – using tested concepts and new ideas for marketing strategy; The international challenge – planting your flag abroad and helping it take root; Marketing research and information – the search for customer insight; Profiling markets and forecasting sales – the art and science behind the numbers; Understanding buyer behavior – customers on the couch; Segmentation, targeting positioning – from mass marketing to one-to-one with the customer; Product development – the business of innovation; Product management – birth, death and sometimes resurrection; The nature of pricing – making money and capturing the customer; The distribution function – innovative guidelines for profitability; Promotion – the many faces of marketing.

**MBM5011 Strategic Management**

Basic concepts of strategic management; Corporate governance and social responsibility; Environmental scanning and industry analysis; Internal scanning organizational analysis; Strategy formation – situation analysis and business strategy, corporate strategy, functional strategy and strategic choice; Strategy implementation – organizing for action, staffing and leading; Evaluation and control; Case studies.

**MBM5012 Foundations of Financial Management**

Using financial statements; Analyzing business earning; Cost-volume-profit analysis; Activity-based costing; Information technology and you; Forecasts and budgets; Measuring productivity; Choosing a business form; The business plan; Planning capital expenditure; Taxed and business decisions; Global management of risks; Going public; The board of directors; Information technology and the firm; Profitable growth by acquisition; Business valuation.

**MBM5013 Human Behavior in Organizations**

Introduction; Human resource planning; Job analysis; Acquisition of human resources; Training and development; Human resources motivation; Organizational development and change; Group behavior; Working life and its quality; Communication; Leadership; Workers participation in management; Promotion, transfer and career; Counseling in human resources management; Job evaluation; Performance appraisal; Managing stress and conflict at workplace; Industrial disputes; Time management; Computer applications in HRM; HRM scenario in today's environment.

**MBM5014 Quantitative Methods**

The basics of time value of money; The dynamics of present value; The significance of present value; The fundamentals of cash flows; The beauty of bonds; The decision-making power of Internal rate of return and net present value; Organizing data for better decision-making; Describing variation; Fundamentals of probability distributions; Probability and normal distributions; Hypothesis testing; Regression testing; Regression and estimation; References.

**MBM1015 Economic Models and Policy**

The economic perspective; Production and trade; Demand and supply; The power of prices; The firm; The price taker; Market power; Earnings and income distribution; Public goods, regulation and information; The environment and common property resources; Public choice; Output, employment and price level; A framework for macroeconomic analysis; Money and monetary policy; Fiscal policy; Economic growth; Exchange rates and international trade.

**MBT5022 Total Quality Management**

Organizational effectiveness; Organizational philosophy; Quality systems; Creating a customer focus; Organizational leadership; Strategic planning; Human resource development and management; Measures of organizational success; Process management; Problem-solving tools and techniques; Project management; Business results; References.

**MBT5023 Technology Management**

Innovation and commercialization; Recognizing and screening technology opportunities; Developing and testing a technology business concept; High-technology product development strategies; The concept of intellectual property; Licensing intellectual property; Intellectual property strategy; Building and valuing the business model; Funding growth; Moving from R&D to opportunity; Marketing high technology; Growing the high-tech venture; Entrepreneurial venturing inside a corporation; Developing a business plan for sustained innovation.

**MBF5022 Operations Management**

Operations as a competitive weapon - Decision making; Operations strategy; Process design strategy; Process analysis – simulation; Process performance and quality; Process capacity – waiting lines; Process layer; Planning and managing projects; Supply-chain management; Location; Lean systems; Information technology and value chains; Forecasting; Aggregate planning – linear planning; Inventory management – special inventory models; Resource planning; Scheduling; References.

**MBF6023 Production Management**

Introduction; Guide to process redesign; Process management; Leadership; Organizational assessment; Define and classify processes; Identify core processes; Measure performance; Understand the customer; Document processes; Assess the process; Planning the improvement; Continuous improvement; Process benchmarking; Re-engineering; Installing the improved process; References

**MBT5024 Human Resources Management**

Introduction; Human resource planning; Job analysis; Acquisition of human resources; Training and development; Human resources motivation; Organizational development and change; Group behavior; Working life and its quality; Communication; Leadership; Workers participation in management; Promotion, transfer and career; Counseling in human resources management; Job evaluation; Performance appraisal; Managing stress and conflict at workplace; Industrial disputes; Time management; Computer applications in HRM; HRM scenario in today's environment

**AGR5027 Agricultural Economics**

Agricultural economics, Country's food and fiber industry; Theory of consumer behavior, Consumer and market demand; Measurement and interpretation of elasticities, Assessing business performance; Assessing business performance, Introduction to production and resource use; Introduction to production and resource use, Economics of input substitution; Economics of product substitution, Market equilibrium and product price; Perfect competition and imperfect competition; Government intervention in agriculture; Supporting farm prices and income, Product markets and national output; Consequences of business fluctuations, Money, money markets and monetary policy; Fiscal and budget deficits, Macroeconomic policy and agriculture, Agriculture and international trade; Exchange rates and agricultural trade, International trade, Agricultural trade policy, Emerging issues in agricultural trade, The formation of preferential trading arrangements

**AGR5028 Agricultural Financing**

Nature and scope of financial management, Managerial goals; Financial statements and information flows, Financial analysis and control; Financial planning and feasibility analysis, Capital structure; Leverage and financial risk, Liquidity and credit; Risk management, The time value of money; Capital budgeting methods, Capital budgeting – inflation, risk and financial planning, Controlling farm land; Leasing non-real estate assets, Costs of financial capital; Financial intermediation in agriculture, The intermediaries in agriculture; Policy issues affecting financial markets for agriculture; Legal aspects of agricultural finance, Business organization in agriculture; Outside equity capital in agriculture

**AGR5029 Agricultural Competition**

Introduction, Production under uncertainty; Coping with risk, Financial transactions, diversification and hedging; Farm output and input pricing; Far-level demand; The theory of commodity and pricing; Measuring welfare effects; Industrial organization of agriculture methods; Analysis of farm programs; Comparative static analysis; Production decisions in an uncertain world; Farm input and output pricing; Special equilibrium analysis, Welfare analysis

**AGR5030 Agricultural International Marketing**

Introduction to food marketing, Analyzing agricultural and food markets; Agricultural production marketing, Food processing and manufacturing; Food wholesaling and retailing, Price analysis and the exchange function; Competition in food markets, Farm and food industry; Market development and demand expansion, Market and bargaining power; Market information, Standardization and grading; Transportation, Storage; Risk management and future market, Government; Price, Income and marketing programs; Livestock and meat market, Milk and dairy product marketing, Poultry and egg marketing; Cotton and textile marketing, Tobacco and tobacco product marketing, Fruit and vegetable marketing

**AGR5031 Agricultural Marketing**

Introduction to food marketing, Analyzing agricultural and food markets; Agricultural production marketing, Food processing and manufacturing; Food wholesaling and retailing, Price analysis and the exchange function; Competition in food markets, Farm and food industry; Market development and demand expansion, Market and bargaining power; Market information; Standardization and grading; Far-level demand; Risk management and future market, Government; Price, Income and marketing programs, Livestock and meat market; Milk and dairy product marketing, Poultry and egg marketing, Cotton and textile marketing; Tobacco and tobacco product marketing, Fruit and vegetable marketing

**AGR5032 Agricultural Resources Management**

Economics of resources, Agriculture and food, Economics of demand; Production functions and product curves, Costs; Returns and profit maximization, Theory of markets; Multiple inputs and outputs, Forms of market competition; International trade, Agribusiness organization; Management and finance, Economic performance of agribusiness; Introduction to macroeconomics; Gross domestic product and fiscal policy; Gross domestic product and monetary policy, Gross domestic product and monetary; Gross domestic product, International transactions and

macroeconomics policy; Resource and environmental management, Agriculture and development; Agriculture and development, Agricultural price and income policy, Putting together the economic system

#### **BUS5200 Financial Management**

Part 1 The Financial World, Part 2 The Investment Decisions and Appraisal, Part 3 The Banking Firm and Bank Valuation, PART 4: RISK AND RETURN Risk and Project Appraisal, Portfolio Theory, The Capital Asset Pricing Model and Multi-Factor Models, PART 5: SOURCES OF FINANCE Stock Markets, Raising Equity Capital, Long-term Debt Finance, Short-term and Medium-term Finance, Treasury and Working Capital Management, Stock Market Efficiency, cost of funds and funding operations, PART 6: CORPORATE VALUE -Value Management, The Pervasiveness of Value Principles, Value Creation Metrics Entire Firm Value Measurement, The Cost of Capital, Valuing Shares, Capital Structure, Dividend Policy, Mergers, PART 7: MANAGING RISK Derivatives, Managing Exchange-Rate Risk, Liquidity Management, Interest Rate Risk Management, Credit Risk Analysis and Management, Part 8 Capital Management

#### **BUS5221 Corporate Finance**

The Financial Manager, Present Value, the Objectives of the Firm and Corporate Governance, The Value of Bonds and Common Stocks, Net Present Value, Making Investment Decisions, Risk, Return and the Opportunity Cost of Capital, Capital Budgeting, Strategy and the Capital Investment Decision, Agency Problems, Management Compensation and the Measurement of Performance, Corporate Financing and Market Efficiency, How Corporations Issue Securities, Payout Policy, Debt Policy and Firm Borrowing, Financing and Valuation, Understanding Options, Valuing Options, Real Options, Valuing Government Bonds, Credit Risk, The Many Different Kinds of Debt, Leasing, Managing Risk, Managing International Risks, Financial Analysis and Planning, Working Capital Management, Short-Term Financial Planning, Mergers, Corporate Restructuring, Governance and Corporate Control around the World

#### **BUS5220 Quantitative Methods**

Probability and Probability Distributions, Characteristics of Probability Distributions, Some Important Probability Distributions, Statistical Inference: Estimation and Hypothesis Testing, Basic Ideas of Linear Regression: The Two-Variable Model, The Two-Variable Model: Hypothesis Testing, Multiple Regression: Estimation and Hypothesis Testing, Functional Forms of Regression Models, Dummy Variable Regression Models, Model Selection: Criteria and Tests Multicollinearity, Heteroscedasticity, Autocorrelation, Simultaneous Equation Models, Single Equation Regression Models, Using Cointegration to Hedge and Trade International Equities Neil Burgess), Modeling the Term Structure of Interest Rates: An Application of Gaussian Affine Models to the German Yield Curve (Nuno Cassola and Jorge Barros Lu), Forecasting and Trading Currency Volatility: An Application of Recurrent Neural Regression and Model Combination (Christian L. Dunis and Xuehuan Huang), Implementing Neural Networks, Classification Trees, and Rule Induction Classification Techniques: An Application to Credit Risk (George T. Albanis), Switching Regime Volatility: An Empirical Evaluation (Bruno B. Roche and Michael Rockinger), Quantitative Equity Investment Management with Time-Varying Factor Sensitivities (Yves Bentz), Stochastic Volatility Models: A Survey with Applications to Option Pricing and Value at Risk (Monica Billio and Domenico Sartore), Applied Volatility and Correlation Modelling Using Excel (Frédéric Bourgoïn), Optimal Allocation of Trend-Following Rules: An Application Case of Theoretical Results (Pierre Lequeux), Portfolio Management and Information from Over-the-Counter Currency Options (Jorge Barros Luís), Filling Analysis for Missing Data: An Application to Weather Risk Management (Christian L. Dunis and Vassilios Karalis)

#### **BUS5221 Economics for Financial Managers**

**The Problem of Economic Organization** - Does organization matter, economic organization and efficiency, Concepts and methods, The economic and social framework; **The theory of the consumer** -The preference ordering, The feasible set, The consumption decision, The comparative statics of consumer behavior, Offer curves and net demand curves, The expenditure function, The indirect utility function, Roy's identity and the Slutsky equation, Measuring the benefits of price changes, Composite commodities, separability and homotheticity, Revealed preference, The consumer as a labor supplier, Consumption and the allocation of time, Households; **Production** – The production function, Variations in scale, Variations in input proportions, The multi-product case, Cost, Long-run cost minimization, Short-run cost minimization, Cost minimization with several plants, Multi-product cost functions, Long-run profit maximization, Short-run profit maximization, The multi-product firm, The profit function and comparative statics, The entrepreneurial firm, Labor managed firms; **The theory of a competitive market** - Short-run equilibrium, Stability of equilibrium, Long-run equilibrium, Monopoly, Price and output determination under monopoly, Price discrimination, Monopoly welfare loss; **Capital markets** – Optimal consumption over time, The optimal investment decision, Capital market equilibrium under uncertainty, Extensions to many periods; **Game theory** - Game representation and solutions, Imperfect and incomplete information, Mixed strategies, Cooperative bargaining, Non-cooperative bargaining, Delay and disagreement in bargaining; **Oligopoly Choice under uncertainty** - A formalization of 'uncertainty', Choice under uncertainty, Properties of the utility function, Risk aversion and indifference curves, Measures of risk, Comparative statics under uncertainty; **Production under uncertainty** - Competitive firm under uncertainty, Production with futures markets; **Insurance, risk spreading and risk pooling**: The insurance decision, Incomplete insurance markets, Risk spreading- the Arrow-Lind Theorem, Risk pooling, Asymmetric information in insurance markets - adverse selection, Asymmetric information in insurance markets - moral hazard, Agency and contract theory; **Motivation, Contracts Information and Incentives** bounded rationality and private information, moral hazard and performance incentives; **Finance, Investments, Capital Structure, and Corporate Control** -The classical theory of investments and finance, financial structure, ownership, and corporate control

#### **BUS5222 Marketing Management**

Part I; Understanding Marketing Management, Developing Marketing Strategies & Plans; Part II; Capturing Marketing Insights; Gathering Information & Scanning the Environment, Conducting Marketing Research & Forecasting Demand; Part III; Connecting with Customers; Creating Customer Value, Satisfaction, & Loyalty, Analyzing Consumer Markets, Analyzing Business Markets, Identifying Market Segments & Targets; Part IV; Building Strong Brands; Creating Brand Equity, Crafting the Brand Positioning, Dealing with Competition; Part V; Shaping the Market Offerings; Setting Product Strategy, Designing & Managing Services, Developing Pricing Strategies & Programs; Part VI; Delivering Value; Designing & Managing Value Networks & Channels, Managing Retailing, Wholesaling & Logistics; Part VII; Communicating Value; Designing & Managing Integrated Marketing Communications, Managing Mass Communications: Advertising, Sales Promotion, Events & Public Relations, Managing Personal Communications: Direct Marketing & the Sales Force; Part VIII; Creating Long-Term Growth; New Market Offerings, Tapping into Global Markets, Managing a Holistic Marketing Organization.

**BUS5240 Business Management**

**An Introduction to Management** - Managing in organizations, Models of management; **The Environment of Management** - The business environment, The international context of management, Corporate social responsibility; **Planning** - Planning, Decision making, Strategy, Marketing; **Organizing** - Organization structure and culture; Human resource management; The developing organization; Managing change; **Leading** - Influence and power; Motivation; Communication; Teams; **Controlling the Business** - Finance and budgetary control; Managing operations and quality; Managing information systems.

**BUS5241 Business Administration**

**Ethics for Individual Administrators** - Public Administration in Modern and Post-modern Society: The Context of Administrative Ethics, Administrative Responsibility: The Key to Administrative Ethics, Conflicts of Responsibility: The Ethical Dilemma; **Ethics in the Organizations** - Maintaining Responsible Conduct in Public Organizations, Integrating Ethics with Organizational Norms and Structures, Safeguarding Ethical Autonomy in Organizations: Dealing with Unethical Superiors and Organizations

**BUS5202 Managerial Control (Auditing, Fraud detection and Investigation)**

Unit 1 - Investment and Derivative Auditing - What is Risk? – A Discussion for Internal Auditors; what are Derivatives? – A Comparison of Instruments and their Risks for the Internal; Auditing the Mark-to-Market and Risk Management of Derivatives; Auditing Quantitative Techniques and Model Risk in Derivatives Businesses; Credit Risk and Derivatives – Key Concepts and Approaches for the Internal Auditor; Operational Risk Management and Measurement in Financial Institutions; Regulatory Considerations of Derivatives and Risk Management – A Trans- Global Review for Internal Auditors; Strategic Sourcing of Audit Functions – An Aid to Decision Making; Corporations and Derivatives: A Case Study of The Boots Company pl; Unit 2 - Preventing and Detecting Fraud - The Nature of Fraud; Who Commits Fraud and Why; Fighting Fraud: An Overview; Avoiding the Fraud Problem; Recognizing Symptoms of Fraud; Proactive Approaches to Detection; Unit 3 - Investigating Fraud - Theft and Concealment Investigation Methods; Conversion Investigative Methods; Inquiry Investigation Methods; Unit 4: Management Fraud - Financial Statement Fraud: An Overview; Revenue and Inventory Frauds; Liability, Asset Overstatement, and Inadequate Disclosure Frauds; Unit 5: Other Types of Fraud - Fraud against Organizations; Divorce and Bankruptcy Fraud; E-Business Frauds; Unit 6: Resolving Fraud - Legal Follow-Up

**BUS5205 Portfolio Analysis & Investment Portfolio Management**

Part 1: Introduction -Financial Securities, Financial Markets; Part 2: Portfolio Analysis - Section 1: Mean Variance Portfolio Theory; The Characteristics of the Opportunity Set Under Risk; Delineating Efficient Portfolios; Techniques for Calculating the Efficient Frontier; Section 2: Simplifying the Portfolio Selection Process; The Correlation Structure of Security Returns: The Single-Index Model; The Correlation Structure of Security Returns: Multi-Index Models and Grouping Techniques; Simple Techniques for Determining the Efficient Frontier; Section 3: Selecting the Optimum Portfolio; Utility Analysis; Other Portfolio Selection Models; Section 4: Widening the Selection Universe; International Diversification; Part 3: Models of Equilibrium in the Capital Markets –The Standard Capital Asset Pricing Model; Nonstandard Forms of Capital Asset Pricing Models; Empirical Test of Equilibrium Models; The Arbitrage Pricing Model APT- A New Approach to Explaining Asset Prices; Part 4: Security Analysis and Portfolio Theory – Efficient Markets; The Valuation Process; Earnings Estimation; Interest Rate Theory and the Pricing of Bonds; The Management of Bond Portfolios; Option Pricing Theory; The Valuation and Uses of Financial Futures; Part 5: Evaluating the Investment Process - Evaluation of Portfolio Performance; Evaluation of Security Analysis; Portfolio Management Revisited; Part 6: Readings Risk, Return and Diversification; The Efficient Market and Stock Selection; The Bond Market; Strategic and Tactical Asset Allocation; Investment Asset Pot-Pourri; International Investment

**BUS5206 Derivative Investments**

Mechanics of Futures Markets, Hedging Strategies Using Futures, Interest Rates, Determination of Forward and Futures Prices, Interest Rate Futures, Swaps, Mechanics of Options Markets, Properties of Stock Options, Trading Strategies Involving options, Binomial Trees, Wiener Processes and Ito's Lemma, The Black-Scholes-Merton Model, Options on Stock Indices, Currencies, and Futures, Greek Letters, Volatility Smiles, Basic Numerical Procedures, Value at Risk, Estimating Volatilities and Correlations for Risk Management, Credit Risk, Credit Derivatives, Exotic Options, Insurance, Weather, and Energy Derivatives, More of Models and Numerical Procedures, Martingales and Measures, Interest Rate Derivatives: The Standard Market Models, Convexity, Timing, and Quanto Adjustments, Interest Rate Derivatives: Models of the Short Rate, Interest Rate Derivatives: HJM and LMM , Real Options, Derivatives Mishaps

**BUS5207 Emerging Market Investments**

The Emerging Markets Phenomenon, Financial Repression and Financial Development, Privatization and Financial Liberalization, Legal Foundations, Information and Control, Inflation and Currency Stability, The Trouble with Banks Financial Crises, Building Financial Institutions

**BUS5208 EU Directives and Regulations**

Business & Company Law (UK Variant); - Financial Law & Regulations (UK Variant); Section A - Prevention of Money Laundering; the Act; Guidelines and handbooks; Section B - Company Law; Company Compliance; Section C - Financial Services Regulations; Banking Regulations; Capital Adequacy Requirements; Banking Act; Financial Markets Regulations; Prevention of Financial Market Abuse Act – Insider Dealing and Market manipulation; Financial Markets Act; Recognized Investment Exchanges; Off-Exchange Trading; Securities/Investments Regulation; Investment Services Act; Collective Investment Schemes; Insurance Regulations; Pensions Regulations; Trusts & Trustees.

**BUS5203 Advanced Accounting**

Business Combinations, Stock Investments: Investor Accounting and Reporting, Consolidated Financial Statements, Techniques and Procedures, Inter-company Profit Transactions, Consolidations: Changes in Ownership Interests, Indirect and Mutual Holdings, Subsidiary Preferred Stock, Consolidated Earnings per Share, and Consolidated Income Taxation, Consolidation Theories, Push-Down Accounting, Corporate Joint Ventures, and Variable Interest Entities, Foreign Currency Concepts and Transactions, Foreign Currency Financial Statements, Segment and Interim Financial Reporting, Partnerships: Formation, Operations, and Changes in Ownership Interests, Partnership Liquidation, Corporate Liquidations and Reorganizations, Accounting for State and Local Governmental Units, Accounting for Not-For-Profit Organizations

**BUS5204 Financial Accounting**

**The framework of Financial Reporting** – Key accounting Concepts; **Combined Corporate Entities and Consolidations** - Consolidated Statements: Date of Acquisition; Consolidated Statements: Subsequent to Acquisition; Possible New Consolidation Procedures-Goodwill; Inter-company Transactions: Merchandise, Plant Assets, and Notes; Inter-company Transactions: Bonds and Leases; Cash Flow, EPS, Taxation, and Unconsolidated Investments; Special Issues in Accounting for an Investment in a Subsidiary; Subsidiary Equity Transactions, Indirect and Mutual Holdings; Leveraged Buyouts; **Financial position and financial performance** - Balance sheet: an overall view; Income statement: an overall view; Revenue and trade receivables; Inventory and Cost of Sales; Tangible and intangible assets; Liabilities; Owners Equity; **Preparation of financial statements** - How to record transactions and prepare financial reports for a single enterprise; Preparation of financial reports for a group of enterprises; Measuring and reporting cash flows; **Analysis and Interpretation of Financial Statements** – Trends and common-size statements; Corporate liquidity and solvency; Operating performance; Determinants of corporate value; **Multinational Accounting and Other Reporting Concerns** – The International Accounting Environment; Derivatives and Accounting Related Issues; Foreign Currency Transactions; Translation of Foreign Financial Statements; Interim Reporting and Disclosures about Segments of an Enterprise; **Partnerships** - Partnerships: Characteristics, Formation, and Accounting for Activities; Partnerships: Ownership Changes and Liquidations; **Governmental and Non-for-Profit Accounting** - Corporate reporting and corporate governance; Public trust in corporate reporting; Governmental Accounting: The General Fund and the Account Groups; Government Accounting: Other Governmental Funds, Proprietary Funds, and Fiduciary Funds; Financial Reporting Issues; Accounting for Private Not-for-Profit Organizations; Accounting for Not-for-Profit, Colleges and Universities and Health Care Organizations; **Fiduciary Accounting** - Estates and Trusts: Their Nature and the Accountant's Role; Debt Restructuring, Corporate Reorganizations, and Liquidations

### **MPA4600 Foundations of Public Administration**

Defining Public Administration; The Political and Cultural Environment of Public Policy and Its Administration; The Continuous Reinventing of the Machinery of Government; Intergovernmental Relations; Honor, Ethics, and Accountability; The Evolution of Management and Organization Theory; Organizational Behavior; Managerialism and Performance Management; Strategic Management and Government Regulation; Leadership; Personnel Management and Labor Relations; Social Equity; Public Financial Management; Program Audit and Evaluation

### **MPA4620 Public Policy**

Policy Analysis: What Governments Do, Why They Do It, and What Difference it Makes; Models of Politics: Some Help in Thinking about Public Policy; The Policymaking Process: Decision-Making Activities; Criminal Justice: Rationality and Irrationality in Public Policy; Health and Welfare: The Search for Rational Strategies; Education: The Group Struggle; Economic Policy: Incrementalism at Work; Tax Policy: Battling the Special Interests; International Trade and Immigration: Elite-Mass Conflict; Environmental Policy: Externalities and Interests; Civil Rights: Elite and Mass Interaction; American Federalism: Institutional Arrangements and Public Policy; Defense Policy: Strategies for Serious Games; Homeland Security: Terrorism and Non-Deterable Threats; Policy Evaluation: Finding Out What Happens after a Law Is Passed.

### **MPA5710 Intergovernmental Relations**

**Part I. The Research and Writing Process:** Topic Selection and Question Development; Scholarly Literature and the Literature Review; Project Definition and Systematic Investigation; Analysis and Writing; **Part II. Project Resources:** International Conflict and Military Force; Foreign Policy; International Cooperation and International Law; International Political Economy, Globalization, and Development; **Part III. Writing Resources:** Organizing Sources and Notes; Citing Sources; Following Style Guidelines

### **MPA5720 Public Sector Organization and Management**

Introduction; Organization Structure; Organizations and Their Environments; Organization Goals; Technology, Strategy and Size; Organizational Change; Power, Politics and Conflicts in Organizations; Organizational Culture; Of Individuals, Organizations and Work; Motivation; Stress and Burnout; The Good Organization; Measuring Organizational Effectiveness.

### **MPA5730 Public Sector Human Resource Management**

Part One Introduction: Introduction: Personnel Management in Government; Agencies and Nonprofit Organizations; Part Two Public Policies for Personnel Management in Government Agencies and Nonprofit Organizations; The Development of the Merit System; Ethics, Rights and Responsibilities; Diversity; Productivity; Organization for Personnel Management; Part Three Organizational Needs; Succession Planning; Position Analysis and Job Evaluation; Performance Evaluation; Selecting Employees; Part Four Employee Needs; Employee Training and Development; Health and Safety; Discipline and Dismissal; Compensation; Collective Bargaining; Part Five Conclusion; Summary and Conclusions

### **MPA5740 Public Budgeting and Financial Administration**

Budgeting as Conflicting Promises; Budgets as Struggles for Power: A Historical Perspective; The Dance of the Dollars: Classical Budgeting; The Collapse of Consensus; The Politics of Dissensus; The Politics of Balancing Budgets; Deficits and Surpluses; Entitlement; Budgeting for Defense; Reform; Budget of Opposites

### **MPA5780 Research Design for Public and Nonprofit Managers**

Beginning a Research Project: The Preliminary Steps; Designs for Description; Designs for Explanation; Measuring Variables; Sampling; Contacting and Talking to Subjects; Data Collection: Questions and Questionnaires; Protection of Human Research Subjects and Other Ethical Issues; Secondary Data Analysis: Finding and Analyzing Existing Data; Combining Indicators: Index Construction; Univariate Analysis; Examining Relationships among Variables: Tests of Statistical Significance; Examining Relationships among Variables; Contingency Tables with Measures of Association, Analysis of Variance; Regression Analysis and Correlation; Communicating Findings and Completing the Project

### **MPA5790 Public Sector Information Management**

Why the Social Researcher Uses Statistics; The Nature of Social Research; Why Test Hypotheses?; The Stages of Social Research; Using Series

of Numbers to Do Social Research; The Functions of Statistics; Looking at the Larger Picture: A Student Survey; DESCRIPTION: Organizing the Data; Frequency Distributions of Nominal Data; Comparing Distributions; Proportions and Percentages; Simple Frequency Distributions of Ordinal and Interval Data; Grouped Frequency Distributions of Interval Data; Cumulative Distributions; Dealing with Decimal Data; Flexible Class Intervals; Cross-Tabulations; Graphic Presentations; Measures of Central Tendency; The Mode; The Median; The Mean; Taking One Step at a Time; Step-by-Step Illustration: Mode, Median and Mean; Comparing the Mode, Median, and Mean; Measures of Variability; The Range; The Variance and Standard Deviation; Step-by-Step Illustration: Standard deviation; The Raw-Score Formula for Variance and Standard Deviation; Step-by-Step Illustration: Variance and Standard Deviation Using Raw Scores; The Meaning of the Standard Deviation; Comparing Measures of Variability; Terms to Remember; Looking at the Larger Picture: Describing Data; II. FROM DESCRIPTION TO DECISION MAKING: Probability and the Normal Curve; Probability; Probability Distributions; The Normal Curve as a Probability Distribution; Characteristics of the Normal Curve; The Model and the Reality of the Normal Curve; The Area Under the Normal Curve; Finding Probability Under the Normal Curve; Step-by-Step Illustration: Probability under the Normal Curve; Samples and Populations; Random Sampling; Sampling Error; Sampling Distribution of Means; Standard Error of the Mean; Confidence Intervals; The *t* Distribution; Step-by-Step Illustration: Confidence Interval Using *t*; Estimating Proportions; Step-by-Step Illustration: Confidence Intervals for Proportions; Looking at the Larger Picture: Generalizing From Samples to Populations; III. DECISION MAKING: Testing Differences Between Means; The Null Hypothesis: No Difference Between Means; The Research Hypothesis: A Difference Between Means; Sampling Distribution of Differences Between Means; Testing Hypotheses with the Distribution of Differences Between Means; Levels of Significance; Standard Error of the Difference Between Means; Testing the Difference Between Means; Step-by-Step Illustration: Test of Difference Between Means; Comparing the Same Sample Measured Twice; Step-by-Step Illustration: Test of Difference between Means for Same Sample Measured Twice; Two Sample Tests of Proportions; Step-by-Step Illustration: Test of Difference Between Proportions; Requirements for Testing the Difference Between Means; Terms to Remember; Analysis of Variance; The Logic of Analysis of Variance; The Sum of Squares; Mean Square; The *F* Ratio; Step-by-Step Illustration: Analysis of Variance; Requirements for Using the *F* Ratio; Terms to Remember; Nonparametric Tests of Significance; The Chi-Square Test; Step-by-Step Illustration: Chi-Square Test of Significance; Step-by-Step Illustration: Comparing Several groups; The Median Test; Step-by-Step Illustration: Median Test; Looking at the Larger Picture: Testing Differences; IV. FROM DECISION MAKING TO ASSOCIATION: Correlation; Strength of Correlation; Direction of Correlation; Curvilinear Correlation; The Correlation Coefficient; Pearson's Correlation Coefficient; Step-by-Step Illustration: Pearson's Correlation Coefficient; Terms to Remember; Regression Analysis; The Regression Model; Interpreting the Regression Line; Regression and Pearson's Correlation; Step-by-Step Illustration: Step-by-Step Illustration: Regression Analysis; Nonparametric Measures of Correlation; Spearman's Rank-Order Correlation Coefficient; Step-by-Step Illustration: Spearman's Rank-Order Correlation Coefficient; Goodman's and Kruskal's Gamma; Step-by-Step Illustration: Goodman's and Kruskal's Gamma; Correlation Coefficient for Nominal Data Arranged in a 2 x 2 Table; Correlation Coefficients for Nominal Data in Larger Than 2 x 2 Tables; Looking at the Larger Picture: Measuring Association; V. APPLYING STATISTICS: Applying Statistical Procedures to Research Problems; Research Situations; Research Solutions.

### **MPA5800 Data Analysis for Public and Nonprofit Managers**

Setting the Scene; Purposes of Evaluation; Understanding the Program; Planning the Evaluation; Roles for the Evaluator; Developing Measures; Collecting Data; Design of the Evaluation; The Randomized Experiment; Extensions of Good Design; Qualitative Methods; Analyzing and Interpreting the Data; Writing the Report and Disseminating Results; Evaluating with Integrity; Glossary; References.

### **MPA6230 Productivity Improvement in the Public Sector**

Organization of the Personnel Function; Planning; Motivation and Productivity; Position Management; Staffing; Compensation; Performance Appraisal; Training and Development; Employee Rights; Labor Relations and Negotiations; Exercises; References.

### **MPA6241 Non-Profit Administration**

**PART ONE: THE DYNAMIC CONTEXT OF PUBLIC ORGANIZATIONS:** The Challenge of Effective Public Organization and Management; Understanding the Study of Organizations: A Historical Review; What Makes Public Organizations Distinctive; Analyzing the Environment of Public Organizations; The Impact of Political Power and Public Policy; **PART TWO: KEY DIMENSIONS OF ORGANIZING AND MANAGING:** Organizational Goals and Effectiveness; Formulating and Achieving Purpose: Power, Strategy, and Decision Making; Organizational Structure, Design, Technology, and Information Technology; Understanding People in Public Organizations: Values and Motives; Understanding People in Public Organizations: Theories of Work Motivation and Work-Related Attitudes; Leadership, Managerial Roles, and Organizational Culture; Teamwork: Understanding Communication and Conflict in and Among Groups; **PART THREE: STRATEGIES FOR MANAGING AND IMPROVING PUBLIC ORGANIZATIONS:** Managing Organizational Change and Development; Advancing Effective Management in the Public Sector.

### **MPA6242 Public Planning and Growth Management**

Introduction; I. AN OVERVIEW: An Overview of Public Management Systems; II. INPUT-ORIENTED SYSTEMS: Tracking Inputs: Financial Management Systems; III. OUTPUT-ORIENTED SYSTEMS: Management by Objectives; Political Effects of MBO; Performance Monitoring Systems; Further Topics in Performance Monitoring Systems; IV. LINKING MANAGEMENT SYSTEMS TO OTHER SYSTEMS: Connecting Budgetary Systems to Management Systems; Structure as a Management Tool: Links to Management Systems; Connecting Productivity Improvement Efforts to Management Systems; V. INSTALLING MANAGEMENT SYSTEMS: Installing Management Systems; After-word: The Future of Management Systems.

### **MPA6243 Values and Ethics in Public Administration**

**PART ONE: AMERICAN VALUES, ETHICAL ANALYSIS, AND DEMOCRATIC PROCESS:** Introduction; Ethics and Policy-Making Overview; American Political Culture: Core Values; Five Value Clusters; Values and Generational Change; A Framework for Ethical Public Policy Analysis; Utilitarianism; Deontological Ethics (Kantianism); Prudent Pragmatism; Prudent Pragmatism and Consensus: Case Ethics in Monist and in Pluralist Society; The Fusion of Religion and Politics in Monist Society; Case Morality in Monist Society; Casuistry in Medieval Europe Consensus in Pluralist Society; Prudent Pragmatism and Democratic Polity: Citizen, Representative, and Policy Analyst Citizenship in a Democracy Representation and Representatives Policy Analysis in Deliberative Democracy; **PART TWO: ISSUES AND CASES:** Preface to Part

Two; National Health Care Policy The United States Public Health System; Controlling Tobacco As a Hazardous Substance; *Case Study: New York's Response to Second-Hand Smoke* Paying for Individual Health Care: The Insurance Dilemma; *Prescription Drugs and Medicare: A Case Study*; Criminal Justice The Administration of Criminal Justice: An Historical Perspective; Racial Profiling and the War on Drugs; *Racial Profiling in New Jersey: A Case Study*; Combating Subversion: Crime Control or War; *The Lackawanna Six: A Case Study*; Social Welfare in the U.S.: Conflicting Principles of Distributive Justice; The Welfare State in Europe and in America America's Response to Immigration: Illegal's and Welfare; *Welfare and Illegal Aliens: the Case of California Health Care for the Poor Medicaid and the Poor in Allegany County: A Case Study*; Biotechnology and Humanity; The Biotechnology Revolution Public Control of Scientific Research; Stem Cell Research; *The Bush Prohibition: A Case Study*; Organ Transplantation and Organ Donation *Enhancing the Organ Supply by Changing the Mora; Culture: A Case Study*; The Natural Environment and Human Well-Being; Environmental Policy a Major Concern; Clean Air; *The Clear Skies Initiative: A Case Study*; The Harnessing of America's Rivers *Problems and Contradictions in the Dam Complex: A Case Study*; Ethical Defense; America in the World: Leader or Hegemon?; America at War; Preemptive War; *The Invasion of Iraq: A Case Study*; The Treatment of Enemy Prisoners in Wartime: *Jus in Bell; Interrogations in Abu Ghraib Prison: A Case Study*

### **MPA6245 Dynamics of Change and Planning in PA**

Introduction: Today's Business-Government Relationship; I. BUSINESS AS A POLITICAL ACTOR: Lobbying; Political Action Committees; II. SOCIAL REGULATION; Tobacco Road; Times Beach; Dalkon Shield; III. ECONOMIC REGULATION: Airline Deregulation; Privatization; The Sports Industry; IV. INTERNATIONAL COMPETITIVENESS; The Steel Industry and Industrial Policy; Foreign Investment in the United States; V. GOVERNMENT AS BANKER AND BROKER: The Politics of Bailouts; Wall Street Watch

### **MPA6246 Political Environment of Public Administration**

I. Politics, Administration, and Bureaucrat Bashing; Phillip K. Howard, *The Death of Common Sense: How Law Is Suffocating America*. Richard C. Box, *Running Government Like a Business*; II. The Public Manager As Leader; Benn, *What Right Do Public Managers Have to Lead?*; Michael Lipsky, *The Critical Role of Street-Level Bureaucrat*. Michael Lipsky, *Street-Level Bureaucrats as Policy Makers*; Morgan Douglas, *What Middle Managers Do In Local Government: Stewardship of the Public Trust and the Limits of Reinventing Government*; III. Engaging the Public In Agency Decision Making; Robert B. Reich, *Policy Making in a Democracy*; John Nalbandian, *Facilitating Community, Enabling Democracy: New Roles for Local Government Manager*; IV. The Manager As Bureaucratic Politician; John P. Kotler, *Power Dependence, and Effective Management*; Sally Helgeson, *The Web of Inclusion*; Myron D. Fottler, *Assessing Key Stakeholders: Who Matters to Hospitals and Why?*; Peter F. Drucker, *Really Reinventing Government*; V. Managing the Resources Of Public Agency Power; Francis E. Rourke, *Mobilizing Political Support*; Kelly Rossman-McKinney and R. Dee Woell, *Why Public Relations Is Important Even to Public Administrator*; Eric M. Patashnik, *Budgeting More, Deciding Less*; Sharon Dawes, et al, *Four Realities of IT Innovation in Government*; VI. The Politics of Managing Public Policy; James D. Slack, *From Affirmative Action to Full Spectrum Diversity in the American Workplace*; Steven W. Hays and Shawn Beninger Whitney, *Reinventing the Personnel Function: Lessons Learned from a Hope-Filled Beginning in One Stat*; VII. Reform, Accountability and the Public Entrepreneur; Jeffrey Berry, *Coalitions, Sub-governments, and Networks*; George Avery, *Outsourcing Public Health Laboratory Services: A Blueprint for Determining Whether to Privatize and How*; VIII. Reform, Accountability, and the Public Entrepreneur; William T. Gormley, *Custody Battles in State Administration*; Carl J. Bellone and George Frederick Goerl, *Reconciling Public Entrepreneurship and Democracy*; IX. Globalization and the Future Of Public Management; Harlan Cleveland, *The Future Is Uncentralized*; Ali Farazmund, Globalization and Public Administration.

### **MPA6247 Behavior in Public Organizations**

Introduction; Organization Structure. Organizations and Their Environments; Organization Goals; Technology, Strategy and Size; Organizational Change; Power, Politics and Conflicts in Organizations; Organizational Culture; Of Individuals, Organizations and Work; Motivation; Stress and Burnout; The Good Organization; Measuring Organizational Effectiveness.

### **MPA6249 Information Systems in Public Organizations**

THE FIELD OF INFORMATION SYSTEMS AND ITS PROBLEMS; The Field of Information Systems: Crucial but Confused; Information Systems: The Anatomy of a Confusion; BASIC THINKING: INFORMATION IN SUPPORT OF PURPOSEFUL ACTION; Organizations: The Main Context of Work on Information Systems; Information in Support of Action; RHETORIC AND REALITY IN THE IS FIELD; The Information System which Won the War; Soft Systems Methodology in Action Research; Experiences in the Field; A CONCEPT OF THE FIELD; The Field of Information Systems; Conclusion; References.

### **MPA6110 Public Administration Theory and Practice**

I. NORMATIVE FUNCTIONS: History of Public Administration as an Academic Discipline; Ethics in Public Administration; Normative Foundations of Public Administration; II. PUBLIC ADMINISTRATION AS MANAGEMENT: A Conceptual History of the Budget Process; A Conceptual History of Public Personnel Management; A Conceptual History of Administrative Law; A Conceptual History of Policy Analysis; III. PUBLIC ADMINISTRATION AS ORGANIZATION THEORY: Organization Theory as a Problem of Structure; Organization Theory as a Problem of Human Behavior; Organization Theory as a Problem of Democracy; IV. PUBLIC ADMINISTRATION AS PLANNED CHANGE: Theory and Practice of Planned Change; Public Sector Strategic Management; Theory and Practice of Organization Development; V. POLITICS AND ADMINISTRATION: The Legislature in Administrative and Organizational Perspective; Administration in Comparative Perspective; Politics and Administration: American Political Theory and Bureaucracy; I. NORMATIVE FUNCTIONS: History of Public Administration as an Academic Discipline; Ethics in Public Administration; Normative Foundations of Public Administration; II. PUBLIC ADMINISTRATION AS MANAGEMENT: A Conceptual History of the Budget Process; A Conceptual History of Public Personnel Management; A Conceptual History of Administrative Law; A Conceptual History of Policy Analysis; III. PUBLIC ADMINISTRATION AS ORGANIZATION THEORY: Organization Theory as a Problem of Structure; Organization Theory as a Problem of Human Behavior; Organization Theory as a Problem of Democracy; IV. PUBLIC ADMINISTRATION AS PLANNED CHANGE: Theory and Practice of Planned Change; Public Sector Strategic Management; Theory and Practice of Organization Development; V. POLITICS AND ADMINISTRATION: The Legislature in Administrative

and Organizational Perspective; Administration in Comparative Perspective; Politics and Administration: American Political Theory and Bureaucracy.

### **MPA6640 Management of Public Organizations**

*Part I: Paradigms of Public Administration*; Big Democracy, Big Bureaucracy; Public Administration's Century in a Quandary; *Part II: Public Organizations*; The Threads of Organization: Theories; The Fabric of Organizations: Forces; The Fibers of Organizations: People; *Part III: Public Management*; Clarifying Complexity: The Public's Information Resource; Corruption's Consequence: Public Productivity; The Public Trough: Financing and Budgeting Governments; Managing Human Resources in the Public Sector; *Part IV: Implementing Public Policy*; Understanding and Improving Public Policy; Intersectoral Administration; Intergovernmental Administration; Toward a Bureaucratic Ethic; Appendix A: Information Sources, Journals, and Organizations in Public and Nonprofit Administration by Specialization

### **MPA6720 Administrative Regulation**

I. THE RULE OF LAW IN PUBLIC ADMINISTRATION; Why Administrative Law?; The Origins and Meaning of Administrative Law; II. ELEMENTS OF MODERN ADMINISTRATIVE LAW; The Constitutional Law of Agencies; The Statutory Authority of Agencies; Information and Administration; Informality and Formality in Administrative Law; Elements of an Administrative Hearing; Ambiguities in Rulemaking Procedure; Enforcement of Administrative Policy; Judicial Review; III. PRACTICAL PROBLEMS IN ADMINISTRATIVE LAW; Liability; Licensing; The Law of Public Employment; IV. EVALUATING ADMINISTRATIVE LAW; Principles and Policies in Administrative Law; Appendix A. the Informality-Formality Continuum in Administrative Law; Appendix B. Federal Administration Procedure Act; Uniform Law Commissioners' Model State Administrative Procedure Act (1981); Occupational Safety and Health Act (1970); The Constitution of the United States.

### **MBL5020 Accounting for Managers**

Partnerships; Business combinations and consolidations; Financial statements; Accounting for non-business organizations; Accounting for fiduciaries; International accounting issues; Accounting for estates and trusts; Financial reporting and the securities and exchange commission.

### **MBL5021 Supply Chain Management**

PART ONE – SUPPLY CHAIN LOGISTICS MANAGEMENT; 21st Century Supply Chains; Logistics; Customer Accommodation; Procurement and Manufacturing; Information Technology Framework; PART TWO – SUPPLY CHAIN LOGISTICS OPERATIONS; Inventory; Transportation Infrastructure; Transportation Operations; Warehousing; Packaging and Materials Handling; Operational Integration; PART THREE – SUPPLY CHAIN LOGISTICS DESIGN; Global Strategic Positioning; Network Integration; Logistics Design and Operational Planning; PART FOUR – SUPPLY CHAIN LOGISTICS ADMINISTRATION; Relationship Development and Management; Operational, Financial and Social Performance

### **MBL5220 Quantitative Methods and Decision Making**

The basics of time value of money; The dynamics of present value; The significance of present value; The fundamentals of cash flows; The beauty of bonds; The decision-making power of Internal rate of return and net present value; Organizing data for better decision-making; Describing variation; Fundamentals of probability distributions; Probability and normal distributions; Hypothesis testing; Regression testing; Regression and estimation; References.

### **MBL5095 Transport Management and Logistics Planning**

The transport system; Administrative structure and finance; Operational and vehicular characteristics; Human factors in transportation; An introduction to transportation planning; Transportation modeling; Development and evaluation of transportation planning options; Design roadways, railways and guide-way systems – location and route layout; Airport planning and layout; The airport passenger terminal area; Introduction to water transportation; Planning and design of harbors; References.

### **MST5095 Transportation Network Analysis**

Introduction; Statistical and data system analysis; Transportation networks; Optimality; Cost functions; Deterministic user equilibrium assignment; Stochastic user equilibrium assignment; Trip table estimation; Network reliability; Network design; Network testing and implementation; Summaries; References.

### **MBL5096 Operations Management**

Operations as a competitive weapon - Decision making; Operations strategy; Process design strategy; Process analysis – simulation; Process performance and quality; Process capacity – waiting lines; Process layer; Planning and managing projects; Supply-chain management; Location; Lean systems; Information technology and value chains; Forecasting; Aggregate planning – linear planning; Inventory management – special inventory models; Resource planning; Scheduling; References.

### **MBL5097 Procurement Management**

PROCUREMENT AND BEST BUSINESS PRACTICES; SOURCING MANAGEMENT; SELECTING SUPPLIERS AND MEASURING PERFORMANCE; CONTRACT ADMINISTRATION; ADMINISTERING CONTRACTS FOR OPTIMUM SUPPLIER PERFORMANCE; PROJECT MANAGEMENT; NEGOTIATIONS; LEVERAGING COMPUTER SYSTEMS; QUALITY; PROCUREMENT'S INTERNAL RELATIONSHIPS; SUPPLIER RELATIONSHIP MANAGEMENT; FINANCIAL DECISIONS FOR SOURCING; MATERIAL MANAGEMENT AND SUPPLY OPERATIONS; LOGISTICS; PROVIDING VALUE TO THE ORGANIZATION; STRATEGIC PLANNING FOR PROCUREMENT; THE PROCUREMENT ORGANIZATION; HUMAN RESOURCES FOR PROCUREMENT.

### **MBL5098 Business Logistics and Information Technology**

Introduction to Logistics; Part I: Defining a Supportable Design; The Evolving System Requirement; Creating the Design Solution; Reliability, Maintainability, Testability, and FMECA; Supportability Characteristics; Functional Supportability Analysis; System Safety and Human Factors Engineering; Reliability-Centered Maintenance; Software Support; Availability; Cost of Ownership; Logistic Support Analysis; Part II: Developing the Support Solution; Physical Supportability Analysis; Level of Repair Analysis; Logistics Support Information; Manpower and Personnel; Support Equipment; Provisioning and Supply Support; Technical Manuals; Training and Training Equipment; Facilities; Packaging, Handling, Storage, and Transportability; Part III: Logistics Management; Logistics Management Plans; Contracts; Logistics Management

### **MBL5006 Service Management**

Concept of service; Services characteristics; Service expectations; The service product; Service location; Pricing for services; Promotional services; The service process; Physical evidence; People and services; Services marketing organizations and research; Service design; Service demand and supply; The service delivery; Service quality; Service performance and measurement; The service encounter; Service employees and internal marketing; Customer management and service guarantees; Customer retention and relationship; Service leadership; Service mix scenario; Service profitability and productivity; International marketing of services.

### **MBL5101 Inventory Management**

PART I: INTRODUCTION; Stocks and Inventories; Stocks within an Organization; PART II: METHODS FOR INDEPENDENT DEMAND; Economic Order Quantity; Models for Uncertain Demand; PART III: INFORMATION FOR INVENTORY MANAGEMENT; Sources of Information; Forecasting Demand; Planning and Stocks; PART IV: METHODS FOR DEPENDENT DEMAND; Material Requirements Planning; Just-in-Time.

### **MBL5033 Management Information and Logistics**

An overview; Information systems decision making; Computer hardware for information systems; Data communications systems; Database management technology; Client-server computing; Artificial intelligence; Office information systems in business; Systems analysis and design; Strategic management information system; Information resources management.

### **MPB3027 Strategic Management**

Basic concepts of strategic management; Corporate governance and social responsibility; Environmental scanning and industry analysis; Internal scanning organizational analysis; Strategy formation – situation analysis and business strategy, corporate strategy, functional strategy and strategic choice; Strategy implementation – organizing for action, staffing and leading; Evaluation and control; Case studies.

### **MBF4028 Organization and Resource Management**

**Part One: Organizational Culture and Leadership Defined:** The Concept of Organizational Culture: Why Bother?; The Levels of Culture; Cultures in Organizations: Two Case Examples; How Culture Emerges in New Groups; **Part Two: The Dimensions of Culture:** Assumptions About External Adaptation Issues; Assumptions About Managing Internal Integration; Deeper Cultural Assumptions About Reality and Truth; Assumptions About the Nature of Time and Space; Assumptions About Human Nature, Activity, and Relationships; Cultural Typologies; Deciphering Culture; **Part Three: The Leadership Role in Culture Building, Embedding, and Evolving:** How Leaders Begin Culture Creation; How Leaders Embed and Transmit Culture; The Changing Role of Leadership in Organizational “Midlife”; What Leaders Need to Know About How Culture Changes; A Conceptual Model for Managed Culture Change; Assessing Cultural Dimensions: A Ten-Step Intervention; A Case of Organizational (Cultural?) Change; The Learning Culture and the Learning Leader; References.

### **MBF4014 Strategic Marketing**

Marketing-oriented perspectives underlie successful corporate business and marketing; Corporate strategy decisions and their marketing implications; Business strategies and their marketing implications; Identifying attractive markets; Industry analysis and competitive advantage; Measuring market opportunities; Targeting attractive market segments; Differentiation and positioning; Marketing strategies for new and growing markets; Strategies for new market entries; Strategic choices for new and growing markets and for mature and declining markets; Organizing and planning for effective implementation; Designing control systems to deliver superior marketing performance.

### **MBF5200 Financial Management**

Part 1 The Financial World, Part 2 The Investment Decisions and Appraisal, Part 3 The Banking Firm and Bank Valuation, PART 4: RISK AND RETURN Risk and Project Appraisal, Portfolio Theory, The Capital Asset Pricing Model and Multi-Factor Models, PART 5: SOURCES OF FINANCE Stock Markets, Raising Equity Capital, Long-term Debt Finance, Short-term and Medium-term Finance, Treasury and Working Capital Management, Stock Market Efficiency, cost of funds and funding operations, PART 6: CORPORATE VALUE -Value Management, The Pervasiveness of Value Principles, Value Creation Metrics Entire Firm Value Measurement, The Cost of Capital, Valuing Shares, Capital Structure, Dividend Policy, Mergers, PART 7: MANAGING RISK Derivatives, Managing Exchange-Rate Risk, Liquidity Management, Interest Rate Risk Management, Credit Risk Analysis and Management, Part 8 Capital Management

### **MBF5022 Operations Management**

Operations as a competitive weapon - Decision making; Operations strategy; Process design strategy; Process analysis – simulation; Process performance and quality; Process capacity – waiting lines; Process layer; Planning and managing projects; Supply-chain management; Location; Lean systems; Information technology and value chains; Forecasting; Aggregate planning – linear planning; Inventory management – special inventory models; Resource planning; Scheduling; References.

**MBF5023 Procurement Management**

PROCUREMENT AND BEST BUSINESS PRACTICES; SOURCING MANAGEMENT; SELECTING SUPPLIERS AND MEASURING PERFORMANCE; CONTRACT ADMINISTRATION; ADMINISTERING CONTRACTS FOR OPTIMUM SUPPLIER PERFORMANCE; PROJECT MANAGEMENT; NEGOTIATIONS; LEVERAGING COMPUTER SYSTEMS; QUALITY; PROCUREMENT'S INTERNAL RELATIONSHIPS; SUPPLIER RELATIONSHIP MANAGEMENT; FINANCIAL DECISIONS FOR SOURCING; MATERIAL MANAGEMENT AND SUPPLY OPERATIONS; LOGISTICS; PROVIDING VALUE TO THE ORGANIZATION; STRATEGIC PLANNING FOR PROCUREMENT; THE PROCUREMENT ORGANIZATION; HUMAN RESOURCES FOR PROCUREMENT.

**MBF5024 International Business and Risk Management**

The Facility Professional; Why a Disaster Planning and Recovery Strategy?; Problems and Performance; Prescriptives; Risk Management; Managing Risks: Reducing the Probability of Problems, Impacts, and Consequences; The Vulnerability Search, Vulnerability Analysis, and Vulnerability Rectification; Contingency Management; "...But the Process is Tedious." Communication; Myths and Some Precarious Perceptions; Appendices.

**MBF5025 Power Regimes and Supply Chain Management**

Introduction; Inventory Management and Risk Pooling; Network planning; Supply contracts; The Value of information; Supply Chain integration; Distribution strategies; Strategic alliances; Procurement and Outsourcing Strategies; Global Logistics and Risk Management; Coordinated product and supply chain design; Customer Value; Smart Pricing; Information Technology and Business Processes; Technology standards

**MBF5026 Business Strategy and Procurement Competence**

Strategic Business Management through Multiple Projects (Karlos A. Artto and Perttu H. Dietrich); Moving From Corporate Strategy to Project Strategy (Ashley Jamieson and Peter W. G. Morris); Strategic Management: The Project Linkages (David I. Cleland); Models of Project Orientation in Multi-Project Organizations (Joseph Lampel and Pushkar P. Jha); Project Portfolio Selection and Management (Norm Archer and Fereidoun Ghazemzadeh); Program Management: A Strategic Decision Management Process (Michel Thiry); Modeling of Large Projects (Ali Jaafari); How Projects Differ, and What to Do About It (Aaron J. Shenhar and Dov Dvir); Value Management (Michel Thiry); Project Success (Terry Cooke-Davies); Management of the Project-Oriented Company (Roland Gareis); Managing Project Stakeholders (Graham M. Winch); The Financing of Projects (Rodney Turner); Private Finance Initiative and the Management of Projects (Graham Ive).

**MBL5101 Inventory Management**

PART I: INTRODUCTION; Stocks and Inventories; Stocks within an Organization; PART II: METHODS FOR INDEPENDENT DEMAND; Economic Order Quantity; Models for Known Demand; Models for Uncertain Demand; PART III: INFORMATION FOR INVENTORY MANAGEMENT; Sources of Information; Forecasting Demand; Planning and Stocks; PART IV: METHODS FOR DEPENDENT DEMAND; Material Requirements Planning; Just-in-Time.

**MBL5098 Business Logistics and Information Technology**

Introduction to Logistics; Part I: Defining a Supportable Design; The Evolving System Requirement; Creating the Design Solution; Reliability, Maintainability, Testability, and FMECA; Supportability Characteristics; Functional Supportability Analysis; System Safety and Human Factors Engineering; Reliability-Centered Maintenance; Software Support; Availability; Cost of Ownership; Logistic Support Analysis; Part II: Developing the Support Solution; Physical Supportability Analysis; Level of Repair Analysis; Logistics Support Information; Manpower and Personnel; Support Equipment; Provisioning and Supply Support; Technical Manuals; Training and Training Equipment; Facilities; Packaging, Handling, Storage, and Transportability; Part III: Logistics Management; Logistics Management Plans; Contracts; Logistics Management

**MBL5006 Service Management**

Concept of service; Services characteristics; Service expectations; The service product; Service location; Pricing for services; Promotional services; The service process; Physical evidence; People and services; Services marketing organizations and research; Service design; Service demand and supply; The service delivery; Service quality; Service performance and measurement; The service encounter; Service employees and internal marketing; Customer management and service guarantees; Customer retention and relationship; Service leadership; Service mix scenario; Service profitability and productivity; International marketing of services.

**MBL5220 Quantitative Methods and Decision Making****Part I**

The systems approach to problem solving; Problems leading to linear programming; Network; Integer and non-linear programming; Algorithms for solving such models; Tasks including computer packages

**Part II**

Estimation procedures; Estimation mathematics; Efficiency and productivity; Earthwork; Concrete; Masonry; Structural and miscellaneous steel; Wood and plastics – doors and windows; Thermal and moisture protection; Finishes; Specialty divisions; Mechanical and plumbing; Electrical; The bid package, contract and follow-ups; References.