

Higher Institute of Business Administration Course Syllabus
Fourth and Fifth Years
Banking and Finance Management Specialization

Course Assessment Criteria

Course Assessment Criteria:

Student performance will be evaluated on a combination of examinations, exercises and classroom participation as follows.

Component	Contribution
Work Grade (attendance & participation, assignments, presentations, interviews, etc.)	20% Set by the course Instructor at the beginning of the course
Quiz	20%
Final Exam	60%
Total	100%

The grade of each part of the above-mentioned is estimated at 100 by the instructor, the final grade will be calculated by the students affairs directorate.

STUDENT CONDUCT

- ❖ During class, your cell phone must be set to SILENT (not vibrate) or turned OFF.
- ❖ No electronic device, laptops and tablets may be used in class except with the instructor's permission.

Decisions Theory

Academic Department: Operations and Information Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

Decision theory deals with methods for determining the optimal course of action when a number of alternatives are available and their consequences cannot be forecast with certainty. This course will use quantitative methods (models) for problem solving and decision making. Theories and models to be covered include probability theory, utility theory and game theory, linear programming models, and nonlinear programming models.

Course Objectives:

- A. Learn theories and practices of decision making.
- B. be better prepared to face future challenges of decision making as an individual, in groups, and in organizations.

Student Learning Outcomes:

1. Understanding the foundations of decision theory and its evolution to date.
2. Understanding of the rationality principles of decision making.
3. Ability to develop prescriptive models of choices under uncertainty.
4. Understanding of the interplay between decision theory and game theory.
5. Understanding the relation between descriptive and normative modeling.
6. Awareness of the possible impact of biases and heuristics for decision analysis.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Abbas, A. E. (2018) Foundations of Multiattribute Utility. Cambridge University Press. Cambridge, UK.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	Understanding the elements of the Decision Matrix
4	Decisions under ignorance or uncertainty
5	Decision under risk
6	Utility
7	The Philosophy of Probability
8	Bayesianism
9	Risk Aversion
10	Game Theory

11	Social Choice Theory
12	General review of the course

International Business Management

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

This course introduces students to the practices of doing business in today's global environment. The course begins with an overview of the Globalization phenomenon and the key differences that characterized the various countries of the Globe. Then, students will be introduced to trends affecting the global trade and investment environment as well as the strategy and structure of international business.

Course Objectives:

- A. Provide student with a thorough grounding in international business management in a changeable global economy.
- B. Equip student with the skills and knowledge needed to become a flexible, effective manager who can spot market opportunities and drive businesses forward, to success in the international arena.

Student Learning Outcomes:

1. Understand the basic theories and frameworks in international business at the levels of both the country and the firm.
2. Understand the differences across country markets and their importance to the firm.
3. Assess positive and negative circumstances affecting the internationalization of firm activities.
4. Solve practical real-life problems in the context of international business management, both individually and through team work
5. Evaluate the important public policy issues relating to international business.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Hill, Charles; Hult, Tomas; Wickramasekera, Rumintha; MacKenzie, Kim & Gordon, Cameron (2019) Global Business Today: Asia Pacific Perspective [5th Edition]. McGraw Hill Education.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Globalization of Markets and the Internationalization of the Firm

3	Organizational Participants
4	The Cultural Environment of International Business (Emerging Markets, Developing Economies, and Advance Economies)
5	Theories of International Trade and Investment
6	The International Monetary and Financial Environment
7	Strategic and Organization in the International Firm
8	Global Market Opportunity Assessment
9	Exporting and Countertrade
10	Foreign Direct Investment and Collaborative Ventures
11	Licensing, Franchising, and Other Contractual Strategies
12	General review of the course

Quality Management

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction, and world-class performance. This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations.

Course Objectives:

- A. Give students a general idea about how to improve quality of goods and services.
- B. Ensure that students know tools of Quality Management.

Student Learning Outcomes:

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing an organization.
2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Develop a strategy for implementing TQM in an organization.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Goetsch, David L., Davis, Stanley B. (2013). Quality Management for Organizational Excellence: Introduction to Total Quality, 7th edition, Pearson, Inc (ISBN- 978-0132558983).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction to Quality Management (QM)
2	Quality as a Strategic Decision & Customer Focus
3	Satisfaction and Customer Delight, Handling Customer Complaints
4	Quality Control Tools
5	Statistical Quality Control

6	Productivity
7	Supplier Relations
8	Quality Management System
9	Benchmarking
10	Employee Involvement and Team Building
11	Quality Awards
12	General review of the course

Project Management

Academic Department: Operations and Information Management

Semester and Year: First/ Fourth

Weight: 2

Course Description:

Project Management is one of the most critical elements in the competitiveness and growth of organizations. Projects are the drivers of innovation and change and no organization can survive today without projects.

Effective leaders in today's leading companies must be effective project managers. Furthermore, almost every business graduate may sooner or later be asked to manage a project. This course presents the classical foundations of project management and introduces students to the world of real-life project problems. Upon completion of this course, students will understand the basic concepts and critical factors of initiating, planning, organizing, controlling, and running a project. They will be able to develop a project plan, build a project team and adapt their project management style to the unique project characteristics.

Course Objectives:

Differentiate organizational principles that support project management and apply this to the efficient management of projects in a quality project management system based on the classic project lifecycle.

Student Learning Outcomes:

1. Recognize issues in a realistic project scenario.
2. Employ work breakdown structures (WBS) in a project application.
3. Demonstrate the use of appropriate network scheduling techniques.
4. Produce a project proposal.
5. Discuss the implementation of a proposed plan

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) (October 19, 2021) by Antonio Nieto-Rodriguez (Author)

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction (Project Management Growth: Concepts and Definitions)
2	Organizing and Staffing the Project Office and Team
3	Management Of Your Time and Stress
4	Network Scheduling Techniques
5	Project Graphics
6	Pricing and Cost Control

7	Trade-Off Analysis in a Project Environment
8	Risk Management
9	Learning Curves
10	Contract Management
11	Quality Management
12	General review of the course

Strategic Management

Academic Department: Human Resources Management

Semester and Year: First/ Fourth

Weight: 2

Course Description:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Course Objectives:

- A. Enable student to explain how decisions are made in an organization.
- B. Formulate ways to carry out the controlling function in organizations to describe the contents of a company's strategic management audit report.

Student Learning Outcomes:

1. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies
4. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
5. Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
6. Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively.
7. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
8. Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each.
9. Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value.
10. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.
11. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Textbook. Grant, R. and Jordan, J. 2012. Foundations of Strategy. NY: John Wiley & Sons, Ltd.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Strategy Formulation & Mission Statement Analysis
3	Corporate Governance and Social Responsibility
4	Environmental Scanning; Industry Analysis
5	Internal Scanning; Organizational Analysis
6	Strategy Formulation: Business level Strategy
7	Strategy Formulation: Corporate level Strategy
8	Strategy Formulation: Functional Strategy & Strategic Choice
9	Strategy Implementation: Organizing for Action
10	Strategy Implementation: Staffing and Leading
11	Evaluation and Control
12	General review of the course

Contemporary Economic Issues

Academic Department: Basic and Associate Sciences

Semester and Year: First/ Fourth

Weight: 2

Course Description:

This course is primarily concerned with contemporary economic issues at the domestic, regional and international levels. Specific topics are chosen from current and recent policy debates. Specifically, it will emphasize current economic subjects such as poverty and welfare, economic growth and development, inflation, energy prices, climate changes and environmental pollution. Students will be encouraged to use economic theory to evaluate present events. Students will learn to read and construct basic theories and diagrams that explain and illustrate economic phenomena.

Course Objectives:

The main objective of this course is to augment the students' comprehension of the various contemporary economic issues which arise in the world, and analyze their negative and positive effects on the Syrian community.

Student Learning Outcomes:

1. introduce the main current issues in the world of economics.
2. Students will understand the linkages and interactions in many macroeconomic and microeconomics variables.
3. Understanding issues in social policy such as the poverty and welfare topics and their effects on economy and society.
4. Explore several international issues and their internally and externally interactions such as the energy prices, the environment and the climate change, government deficit and foreign debt and economic growth and development.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Introduction to Modern Economic Growth Hardcover – Illustrated, 23 Jan. 2009 by Daron Acemoglu (Author).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Individuals, Society and Government
3	Efficient Markets and Government
4	Market Failures, Public Goods, and Externalities
5	Economics of environment
6	Economic inequality

7	Energy Prices
8	Stability and Instability of an Economic System
9	International Debt
10	Global Inflation
11	Current international issues
12	General review of the course

Financial Institutions Management

Academic Department: Financial and Banking Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

This course provides an insight into measuring and managing risk exposures of firms operating in the financial services industry. Introducing analytical tools of measuring interest rate risk, credit risk, and liquidity risk.

Course Objectives:

- A. Provide students with knowledge and key concepts in the financial institutions and the banking management with a focusing on the asset liability and risk management.
- B. Clarifying the structures and organization of the financial services sector.

Student Learning Outcomes:

1. Demonstrate knowledge of a broad spectrum of financial products and competence in measuring risk exposures of financial institutions.
2. Demonstrate critical thinking, analytical and problem solving skills in the context of methods of measuring and managing risks faced by financial intermediaries.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Financial Institutions Management by Anthony Saunders, 2023.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	Types of the Financial Services Industry
4-5	Regulation of the Financial Services Industry
6-7	Measuring Risk
8-9	Managing Risk Through Internal Policies and Procedures
10	Managing Risk Through Financial Instruments
11	Managing Risk Through Regulatory Action
12	General review of the course

International Finance

Academic Department: Financial and Banking Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

Integration and globalization of the modern world require a deep understanding of international finance. This course focuses on the explanation of up-to-date theories of international finance and its practical, real-world applications. Effective corporate decision making requires a deep understanding of the global financial markets; in particular, this course will cover foreign exchange markets and world capital markets. Moreover, hedging strategies and risk management are necessary for effective financial management.

Course Objectives:

- A. Build a theoretical framework of international finance questions.
- B. Demonstrate the controversial issues of international finance through discussions and papers.
- C. Provide students with an understanding of the importance of foreign trade and investment and how to finance and manage associated foreign exchange and capital investment activities

Student Learning Outcomes:

1. Identify the theoretical framework of international finance issues.
2. Develop the ability to deal with and solve real-world international finance problems.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

International Finance Techniques Kindle Edition by Dr. Rudolf Kirchmayr (Author), Heinz. M. Angerlehner, 2015.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction (International Real Business Cycles)
2	International Risk-Sharing
3	Balance of Payments
4	International Money Market
5	Interest Rates and Currency Swaps
6	Management of Transaction Exposure
7	Bond and Equity Market
8	International Portfolio Management
9	Foreign Direct Investment & Acquisitions

10	The Cost of Capital
11	Tax and Transfer Pricing
12	General review of the course

Financial markets

Academic Department: Financial and Banking Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

Financial markets or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently. The course studies the fundamental principles that govern financial markets and institutions. We attempt to understand the workings of the Banking Industry, the Reserve and the behavior of financial intermediaries.

Course Objectives:

- A. Study of the fundamentals of financial markets and financial instruments, the features of the formation of modern financial markets.
- B. The practical application of financial instruments.
- C. The types of financial institutions and their roles and functions in the financial markets.

Student Learning Outcomes:

1. Apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.
2. Determine and analyze the appropriate measures of risk and return for various financial instruments. Understand the mechanics and regulation of financial securities exchanges and determine how the value of stocks, bonds, and securities are calculated.
3. Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.
4. Research and analyze specific problems or issues related to financial markets and institutions.
5. Explore the international integration of international financial markets and analyze the implications for financial managers.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Foundations of Financial Markets and Institutions Frank J. Fabozzi, Franco P. Modigliani, and Frank J. Jones Prentice Hall, 4th Edition, 2010

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Financial Institutions, Financial Intermediaries, and Asset Management Firms
3	Depository Institutions: Activities and Characteristics
4	The Reserve and the Creation of Money

5	Monetary Policy in Syria
6	Investment Companies and Exchange-Traded Funds
7	Properties and Pricing of Financial Assets
8	Markets for Common Stock: The Basic Characteristics
9	The Residential Mortgage Market
10	OTC Interest Rate Derivatives
11	Market for Credit Risk Transfer Vehicles
12	General review of the course

Corporate Finance

Academic Department: Financial and Banking Management

Semester and Year: Second/ Fourth

Weight: 3

Course Description:

This course presents the foundations of finance with an emphasis on applications vital for corporate managers. We discuss most of the major financial decisions made by corporate managers both within the firm and in their interactions with investors.

Course Objectives:

- A. Introducing the company's investment and financing decisions and its interaction with the capital markets.
- B. Teach students the basic principles of financial evaluation and analysis.

Student Learning Outcomes:

1. Value projects and make capital budgeting decisions using various investment decision rules.
2. Evaluate the financial and strategic implications of alternative corporate financing decisions in different environments.
3. Relate agency problems to corporate financing and pay-out decisions and their ethical implications.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material: Corporate Finance: The Basics by Terence C.M. Tse, 2017.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Analysis of Financial Statements
3	Time Value of Money
4	Bonds and Interest Rates
5	Portfolio Theory
6	CAPM
7	Risk/Return Tradeoff
8	Stock Valuation
9	Capital Budgeting & Evaluating Cash Flows
10	Derivatives
11	Financing Decisions
12	General review of the course

Banking Services

Academic Department: Financial and Banking Management

Semester and Year: Second/ Fourth

Weight: 3

Course Description:

The course covers basic knowledge about traditional banking services such as documentary credits, letters of guarantee, remittances, etc., and modern banking services such as electronic banking and electronic payment.

Course Objectives:

- A. Determine the different types of banking services that are provided.
- B. Understand who the customers are for each type of service.
- C. Learn how a bank makes money.
- D. Differentiate the various banking career paths.

Student Learning Outcomes:

1. Describe the functions of commercial and thrift banking institutions as well as other financial service providers such as investment banking firms, security brokers and dealers, insurance companies and other non-depository organizations.
2. Explain the evolution of banking, the organizational structure of banks.
3. Explain how commercial banks operate in Syria. Describe the importance of risk management in their operations.
4. Recognize types of crimes, such as money laundering that can affect a banks and how external and internal crime can negatively impact net income and reputation.
5. Identify leading trends affecting the banking services industry.
6. Utilize various financial techniques to measure a bank's financial performance and condition.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Bank Management & Financial Services Peter S. Rose & Sylvia C. Hudgins McGraw Hill, 9th Edition, 2012

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The financial statements of banks.
3	Measuring and evaluating the performance of banks and their principal competitors.
4	The investment function in Banking-services management
5	Liquidity and reserves management

6	Managing non-deposit liabilities
7	Management and pricing of deposit services.
8	Letters of guarantee
9	Lending policies and procedures
10-11	Electronic banking services
12	General review of the course

Insurance Fundamentals

Academic Department: Financial and Banking Management

Semester and Year: Second/ Fourth

Weight: 3

Course Description:

Fundamentals of Insurance enhances students' understanding of insurance risks and the implications for individuals, businesses and society. A review of insurance mechanisms and common types of property casualty insurance and community benefits will be provided. The basic functions of insurance companies including marketing, underwriting and claims will also be discussed. The structure of the insurance policy will be introduced.

Course Objectives:

- A. Provide students with the fundamental knowledge of insurance, including the economic theory of insurance.
- B. Introducing the insurance classification system, the insurance environment in Syria, and the functions of insurance companies.

Student Learning Outcomes:

1. examine insurance and its importance in making decisions in organizations.
2. explain how insurance benefits society at large.
3. distinguish between the common types of insurers and insurance.
4. summarize Syrian government regulation of insurance.
5. Understand basic terminology of insurance and components of insurance contracts.
6. Explain different functions in insurance company operations.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

The Fundamentals of Insurance: Theories, Principles and Practices, 2017 by Hargovind Dayal.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	Functions of Insurance
4	Economic Theory of Insurance
5	Elements in an insurance contract
6-7	Types of Insurance Systems
8	Insurance Company Operations
9	Underwriting and Rating: Setting Insurance Rates
10	Insurance Documents and Processes

11	Claims
12	General review of the course

E-management

Academic Department: Operations and Information Management

Semester and Year: First/ Fifth

Weight: 2

Course Description:

This course will provide overview of e-business. It covers many topics in e-business, including basic knowledge of e-business and the related information technology, e-business models, e-Payment and e-stock. this course also includes the understanding to unbundling the corporation and the implementation of e-business in practice.

Course Objectives:

- A. Students are expected to understand recent developments in e-Business and be able to employ e-Business strategically to enhance business processes.
- B. Students will learn how to apply skills and knowledge in planning and designing a business-to-business (B2B) or business-to-consumer (B2C) e-Business.

Student Learning Outcomes:

1. Identify the main e-Business Models.
2. understanding how Internet security, privacy, and intellectual property issues impact online business activities
3. Specify the requirements for starting an online business.
4. Apply e -business concepts to different fields, such as: education, banking, tourism

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

E-Management @ Work: The Internet and the Office Productivity Revolution, 2002 by Godefroy Beauvallet, Michael Ballé

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	E-Business models
4-5	applications
6-7	E-Business design tools
8	E- Business environment.
9	E- Business Infrastructure
10-11	E- business service implementations
12	General review of the course

Economic feasibility studies

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

A typical feasibility study consists of a number of related studies. It starts with the marketing study to ascertain whether there is a market, how large it is, and how to reach it. Following is a technical study to determine, among other things, facility location, appropriate technology, capacity, and availability of qualified workforce. Also, a financial study to determine the financial viability of the project and the appropriate capital structure is needed. In addition, a legal, organizational, and environmental and national impact studies are conducted.

Course Objectives:

- A. The purpose of this course is to introduce students to how feasibility studies are conceived, conducted, and appraised.
- B. This course develops a student's ability to undertake complex feasibility studies. Students will learn these skills and techniques through performing various feasibility studies of differing size and complexity.

Student Learning Outcomes:

1. Understand concepts, principles, and steps of feasibility studies.
2. Realize the aspects of Marketing, Technical, Financing and Financial feasibility studies.
3. Understand the different methods of projects appraisal from private sector point of view.
4. Analyze and evaluate the concepts and steps of doing feasibility studies.
5. Recognize when and why the proposed projects will be accepted or rejected according to private sector point of view.
6. Develop the ability to self-appraise and reflect on practice relevant to commercial projects feasibility studies.
7. Develop appropriate effective written and oral communication skills relevant to feasibility studies.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

PCH Publication (Ed), "Feasibility Study Preparation and Analysis Book", PCH Publications, USA, 2011.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The concept of the economic project and its forms
3	Investment concept

4	Feasibility study components
5	Factors to be considered when preparing a feasibility study
6	Estimating project costs
7-8	Estimating cash flows
9-10	Funding sources
11	Feasibility assessment methods
12	General review of the course

Organization Theories and Regulation

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

Course explores how to think about and practice organizing in complex workplace environments. It also offers various conceptual tools and theoretical frameworks to systematically investigate organizing processes and contexts and solve practical problems.

Course Objectives:

- The course introduces the complex relationship between an organization's design (architecture/structure), behavior, and performance. It emphasizes the dependence of this relationship on company strategy, technology, size, and other contingencies.
- The course urges students to think critically about the organization in its entirety, relating different functions to the overall strategy of the organization and emphasizing the role of human resources.

Student Learning Outcomes:

- Explain the building blocks of organization theory and design, and link them to organizational challenges in the environment.
- Contrast different strategic processes to attain organizational goals and anticipate their impact on organizational design.
- Compare the strengths and weaknesses of various organizational structural forms.
- Examine how different organizational designs and structures respond to different characteristics of the external environment.
- Evaluate the nature of organizational culture and values, and their impact on organization's strategy and structure.
- Compare different types of change in organizations, and assess their impact on organizational design.
- Appraise several models of decision making in organizations.
- Identify the different sources and types of conflict, and the use of power and political tactics to reduce conflict in organizations.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Daft, R. L., & Armstrong, A. (2015). Organization theory & design. (3rd Canadian ed.). Toronto, ON: Nelson. ISBN: 978-0-17-653220-8

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Strategy, Organizational Design, and Effectiveness

3	Fundamentals of Organizational Structure
4	The External Environment
5	Inter-organizational Relationships
6	Manufacturing and Service Technologies
7-8	Organizational Culture
9	Innovation and Change
10	Decision Making
11	Designing Organizations for International Environments
12	General review of the course

Financial Analysis in Financial Organizations

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course covers current practices in corporate financial reporting and fundamental issues relating to asset valuation and income determination. The emphasis is on financial statement analysis and interpretation of financial disclosures to help improve risk assessment, forecasting, and decision-making. The main focus is developing a set of powerful analytical tools to understand the environment in which financial reporting choices are made, what the options are, how financial data are used for various types of decisions, and how to avoid misusing financial statements.

Course Objectives:

- A. Explain how information contained in financial statements can be used in financial decision-making; in particular, to assess and credit risk.
- B. Review different discounted cash flow techniques used in equity evaluation.
- C. Discuss how to utilize the information contained in financial statements and capital markets to conduct prospective financial analysis (forecasting).

Student Learning Outcomes:

1. Analyze financial statements using knowledge of the underlying accounting principles, and financial analysis techniques.
2. Recognize the impact of operating, investing, and financing decisions on financial statements and how financial analysts interpret results.
3. Identify Securities and Financial Markets Authority rules affecting financial reporting and disclosure.
4. Apply the principles of business combinations and how they affect analysis of financial performance and valuation of the company.
5. Demonstrate the ability to prepare prospective financial information.
6. Be able to present the financial results and position of a company relative to its industry and peer group in oral and written format

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Analyzing Financial Institutions Paperback – 2016 – by Mr. Andrew G. Lacey (Author).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Financial reporting and analysis
3	Analyzing financing activities

4	Analyzing investing activities
5	Analyzing operating activities
6	Cash flow analysis
7	Profitability analysis
8	Prospective analysis
9	Credit analysis
10	Equity analysis and valuation
11	Company Appraisal
12	General review of the course

Risk Management

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course discusses risk management from the perspective of non-financial corporations. The course examines various types of risks (market risks, credit risks and operational risks) and risk-management procedures in the context of the general framework of enterprise-wide risk management (ERM). The emphasis of the course is on theoretical approach of creating value with implementation of ERM rather than on the technical details of statistical measurement and pricing of derivatives. The course considers issues of risk measurement, risk aggregation, performance evaluation, capital allocation and strategic decision making.

Course Objectives:

- A. Assist the student in understanding what is contained in a dynamics and technical applications of risk management.
- B. know how and when to use risk management procedures.

Student Learning Outcomes:

1. know main features of firm-wide risk management
2. know key risk-management procedures applicable to market, operational and credit risks
3. Classify risks
4. Evaluate risk exposure
5. Describe the process of risk measurement, risk aggregation, performance evaluation, capital allocation and strategic decision making.
6. At the end of this course the student will be able to discern the need, application, and implementation of the following aspects of risk management:
 - ✓ Master an understanding of conditions and specification standards associated with risk management and communications
 - ✓ Conduct risk management analyses (and assessments) in various industrial/business environments addressing regulatory requirements and concerns
 - ✓ Demonstrate skills to assess and communicate risks
 - ✓ Develop action plans appropriate for augmenting, promoting and maintaining risk management programs.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Nason, R., and L. Fleming, Essentials of Enterprise Risk Management: Practical Concepts of ERM for General Managers, 2018, Business Expert Press, (NF)

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The Role of Risk Management
3	The Importance of Risk Management
4	Risk Management and Complexity
5	Risk Frameworks
6	Risk Governance
7	Qualitative Risk Techniques
8	Financial Risk Management
9	Credit Risk Management
10	Strategic and Operational Risk
11	Financial Institutions and Risk Management
12	General review of the course

Investment Analysis

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course provides students with a deeper understanding and appreciation of the complex questions and tradeoffs facing any investor, and the necessary theoretical background to critically evaluate alternative investment strategies and the modern literature on investments. It will cover the fundamental principles of portfolio management and investment management, risk-return trade-off and different asset classes.

Course Objectives:

- A. Provide students the fundamental knowledge on investing in securities.
- B. Enable students to understand financial markets, estimate risk and return from the securities, appraise them to form portfolio for investment, and analyze the economy and the industry in which they make an investment.

Student Learning Outcomes:

1. Students should be familiar with the most common financial markets and instruments, including money market instruments and derivatives, and demonstrate an advanced level of knowledge with respect to bonds and stocks.
2. demonstrate an advanced level of knowledge of portfolio theory including expected return, risk, covariance and correlation and other asset pricing models, the minimum risk portfolio, optimal portfolio and multi-stock portfolios.
3. demonstrate the ability to access and analyze financial data

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Modern Portfolio Theory and Investment Analysis, by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Portfolio Theory
3	Asset Allocation
4-5	The Capital Asset Pricing Model (CAPM)
7-8	Market Efficiency
9	Return Predictability
10	Bonds

11	the Term Structure of Interest Rates
12	General review of the course

Islamic Finance

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

Over the recent decades, Islamic banking and finance has emerged as a viable way of financial intermediation. It has gained credibility and has spread worldwide and is the preferred way of banking for one fifth of the world's population. This course provides students an overview of the Islamic financial system and explains the core principles and basic models of Islamic finance and establish a framework for understanding Islamic financial system

Course Objectives:

- A. Provide a great influence on all aspects of Islamic Banking and Islamic Finance for various government/ corporate/ monetary organization/ business entities despite the size of the operation.
- B. Explain various aspects of Islamic Financing principles and the concept of detailed recordings, transactions and scope.

Student Learning Outcomes:

1. The core principles of the Islamic financial system.
2. The various norms and prohibitions that govern activities and contracts in the Islamic financial system.
3. The differences between the Islamic financial system, and its institutions, and the conventional system.
4. Some of the basic modes of Islamic finance.

Course Material: materials will be available to the student by the instructor

Supplemental Material:

Introduction to Islamic Banking and Finance, 2008 by Brian Kettell

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	introduction
2-3	Financial Instruments, Financial Markets and Islamic Banking Institutions
4	Introduction to Basic contracts in Islamic Banking
5	Source of Funds
6-7	Uses of Funds
8-9	Evaluating Islamic Bank Performance
10-11	Analyzing Islamic Bank Performance with financial Ratios
12	General review of the course