**The German Jordanian University**

**Graduate School of Business Administration**

**Master of Business Administration (MBA)**

**Objectives:**

GSBA MBA Program is designed for professionals seeking to move forward into strategic and leadership positions. Candidates will be exposed to a breadth of management contemporary challenges and issues through a thorough combination of theory and practical models. This can be accomplished by using a wide range of teaching methods lecturers, case studies, role plays, team projects, and industrial guest speakers. These conceptual and experiential components ensures that our graduates apply their knowledge in real-world business settings. The ultimate goal, then, is to prepare potential industry influencers, decision makers, and strategists ready to tackle various local, regional, and global business challenges.

**Rationale:**

1. The sound reputation and expertise GSBA has in the local and regional business environment increase the employment rate of our graduates and enhance their opportunities to occupy advanced managerial and leadership positions.
2. Winning the competitive advantage and adapting to the continuously changing business environment require managers who possess analytical thinking, business awareness, and innovative decision making competencies. Thus, the teaching environment, resources, and approaches available at GSBA (a theoretical framework combined to authentic industry-linked applications) meet the explicit demand and expectations of local and regional markets.
3. The faculty members at GSBA are characterized of holding PhDs obtained from reputable international universities in addition to their industrial background. This serves GSBA’s strategic goals of providing innovative teaching and preparing future leaders.

**Intended Learning Outcomes:**

The wide learning outcomes of the MBA program at GSBA are intended to enhance student learning in the following areas: experiential learning, communication, ethical reasoning, global outlook, analytical skills, critical thinking, innovative thinking, leadership and team interaction, and concentrated functional knowledge in several areas of management. Upon completion of the programme, graduates are expected to:

* **Experiential learning:**

Formulate integrative business projects, through the application of theoretical frameworks on real industrial settings, in alignment with organizations’ mission, vision, and strategic objectives.

* **Effect of global environment on business:**

Analyze specifically selected cases that reflect the realities of global management in order to manage business circumstances where social conventions and practices are different than those of the graduates’ local business environment.

* **Social, legal and ethical responsibilities:**
* Analyze the impact of actions and decisions on different stakeholders including environmental, societal, organizational, and interpersonal, considerations.
* Demonstrate awareness of legal, ethical, political, economic, and environmental contexts of local and international management practices.
* **Strategic and innovative thinking skills to enable effective decision-making and problem solving:**

Assess environment, identify problems, define objectives, collect and analyze data, evaluate opportunities and risks, and explore alternatives in order to implement strategic change and solve problems in uncertain and complex conditions.

* **Effective oral, written and presentation communication skills:**
* Prepare relevant and logically constructed written and oral arguments and information.
* Demonstrate professional communication and interaction skills.
* **Team participation and leadership:**
* Participate in producing positive team objectives and apply appropriate influence approaches and tactics.
* Differentiate between various leadership behaviours in order to select the most appropriate behaviour according to different organizational situations.
* **People:**

Managing, directing, and influencing individuals within organizations to apply best practices and corporate governance relationships.

* **Operations:**

Organizing and managing business operations by generating value-creating and novel products, services, policies and organizational protocols and forms.

* **Accounting and Finance:**

Analyze accounting information and employ financial decision models to facilitate strategic decision making

 **MBA (Comprehensive Exam Track)**

**Program Structure**

**First: Compulsory Core Courses (33 Credit Hours):**

**Compulsory Core Courses**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Core Courses** | **Credit Hours**  | **Prerequisites** |
| **MBA701** | Research Methodology | **3** | **-----** |
| **MBA712** | Management and Cost Accounting | **3** | **-----** |
| **MBA721** | Corporate Finance | **3** | **-----** |
| **MBA 731** | Managerial Economics | **3** | **MBA701** |
| **MBA740** | Organizational Behaviour and Human Resources | **3** | **-----** |
| **MBA743** | Strategic Management and Business Policy | **3** | **-----** |
| **MBA744** | Operations Management | **3** | **-----** |
| **MBA745** | Human Resources Management | **3** | **MBA740** |
| **MBA748** | International Business and Globalization | **3** | **MBA731** |
| **MBA750** | Marketing and Sales Management | **3** | **-----** |
| **MBA763** | Project Management | **3** | **-----** |
|  | **Credit Hours** | **33** |  |

**Second: Elective Courses (9 Credit Hours):**

**Elective Courses**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Elective Courses** | **Credit Hours**  | **Prerequisites** |
| **MBA764** | Corporate Governance and Ethics | **3** | **MBA740** |
| **MBA768** | Entrepreneurship and Innovation | **3** | **MBA748** |
| **MBA769** | Leadership and Management Development | **3** | **MBA740** |
| **MBA771** | Total Quality Management-Concepts and Applications | **3** | **MBA744** |
| **MBA720** | E-Business | **3** | **-----** |
|  | **Credit Hours** | **15** |  |

**Third: Comprehensive Exam (0 Credit Hours):**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Exam** | **Credit Hours**  | **Prerequisites** |
| **MBA799** | Comprehensive Exam | **0** | Students should complete 42 credit hours with a minimum GPA %75. |

**Compulsory Core Courses Description:**

**MBA701 Research Methodology**

The primary purpose of this course is to prepare students to critically read business research. The course is introductory in the sense that the emphasis is on exposure to a variety of research methods, rather than the development of expertise in any one particular method. More specifically, Research Methodology introduces students to types of scientific and quantitative methods and its applications to the business research process. Additionally, it is designed to acquaint students with the range of research methods available and the criteria for choosing among them.  ​

**MBA712 Management and Cost Accounting**

This course focuses on understanding the usefulness of management accounting information to businesses and managers to drive effective and efficient decisions. This course provides students with vital information on relevant costs, qualitative factors in the dynamic interaction of cost, volume and profit analysis. This course includes studying costing systems to make operational decisions such as costing and pricing in today’s competitive environments. Also, discussed is the profit planning and the impact of budgets on strategic plans and objectives, moreover, accounting for control, performance evaluation and appraisal is presented. Strategic management accounting including competitor analysis and customer profitability analysis are explained to evaluate decision making outcomes. Finally, Ethical practices of management accounting are essential components of this course as a mean of following the new trends of strategic management accounting.

**MBA721 Corporate Finance**

This course aims at developing the theoretical as well as the practical background behind financial decisions typically encountered by finance mangers and practitioners in today’s dynamic business environment. Such decisions include: the capital budgeting, capital structure, operating, and dividend policy. In addition, the course introduces the fundamental and technical security valuation techniques and presents common business combinations such as mergers and acquisitions. Upon completion of this course, students are expected to be able to apply finance principles to stock and bond valuation, valuation of the firm, leasing, and capital investment decisions. Students will also be able to apply risk-return principles to the estimation of a firm’s cost of capital, portfolio risk, and capital asset pricing applications. Students will become familiar with the extant models that are used in financial applications today, including the net present value rule, the capital asset pricing model, capital structure models, dividend policy, and the efficient markets hypothesis.

**MBA731 Managerial Economics**

The intent of this course is to familiarize the student with the key concepts, terminology, and principles from managerial economics. After finishing the course, you should have a richer appreciation of your environment—your customers, your suppliers, your competitors, and your regulators. You will learn principles that should improve your intuition and your managerial decisions. You will also be able to communicate more effectively with your colleagues and with expert consultants. As with much of microeconomic theory, many of the economic principles in our text book were originally derived with the help of mathematics and abstract models based on logic and algebra. In this course, the focus is on the insights gained from these principles, not the derivation of the principles, so only a modest level of mathematics is employed here and an understanding of basic algebra will suffice. We will consider some key economic models of managerial decision making, but these will be presented either verbally, graphically, or with simple mathematical representations.

**MBA740 Organizational Behaviour and Human Resources**

The course provides main conceptual frameworks, models and concepts of topics required to understand people’s behaviour in organizations at individual, group and organizational levels. These include: perception, motivation and job satisfaction; leadership; decision making; organizational structure and change management. The course also highlights the importance of Human Resource Management in business organizations and introduces its key functions that are recruiting, training and development, performance appraisal and rewards.

**MBA743 Strategic Management and Business Policy**

The course brings together what the MSc. students have learned in the business disciplines into strategy to achieve a sustainable competitive advantage through discussions of strategy formulation, selection and implementation. It relies heavily on interactive and case analysis learning methods. This course teaches MSc. students the science and art of business and corporate level strategies in modern organisations to achieve long term strategic objectives in today’s turbulent business environment. It teaches MSc. students the process of strategic management and business policy as a usual business practice that is embedded in the organisation’s culture especially on the top levels of management. Resources-based theory, dynamic strategic capabilities, governance and business politics are an essential part of this course*.*

**MBA744 Operations Management**

More than ever before, proper operations management techniques stand as a key success factor for modern organizations. Managing operations is really managing the processes that fulfil marketing and organization strategies. This course covers the concepts, processes, and managerial skills needed in producing goods or services (operations). The course focuses on decisions that convert broad policy directives into specific actions. It also deals with monitoring and evaluating operations' activities to ensure that they conform to established plans. The major techniques of quantitative analysis are applied to a variety of managerial decision problems. Emphasis is placed on developing formal analytic skills, especially in structured problem solving and on recognizing the strengths, limitations, and usefulness of management science techniques. Topics include capacity planning, operations design, facility layout, production planning, inventory management, material requirement planning, forecasting and process improvement techniques.

**MBA745 Human Resources Management**

This course is an introduction to the human resource management (HRM) functions, related elements, and activities to examine the role of the human resource professional as a strategic partner in managing today’s organizations. Even if your specialization is not HRM, this course gives you a strong grounding in the key HR functions that will assist you while managing, developing, supporting, and engaging your subordinates. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labour relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, employee engagement, and the rising cost of benefits are analyzed. Emphasis is placed on the strategic and modern day importance of HRM at the corporate level as well as the view of HRM from the perception of both management and subordinate employees. Particular emphasis will be placed on these practices as they apply to the current Jordanian employment environment.

**MBA748 International Business and Globalization**

This course covers a wide scope of issues relating to conducting business in different international arenas. The course includes topics such as business environments, global public relations strategies, organizational behaviour, international human resources, ethics, social responsibility, law, and information technology. The nature and economic role of Multinational Corporation, including the impact of legal, political, educational and cultural variables, are examined for their influence upon business performance and managerial activity. International business provides students with skills to identify international opportunities/threats and analyse their impacts, as well as with knowledge on how to formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today’s competitive global environments, marketing, finance, and policy and provide them with an in-depth knowledge and critical understanding of current issues in international business and globalization. Finally, the course will provide a comprehensive analysis of the external and internal factors that affect firms engaged in international business through analysing international market environments, and understanding international trade theories, policies and agreements.

**MBA750 Marketing and Sales Management**

Marketing and sales management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value as well as building profitable customers relationships on the long term. The marketing management process is important at all levels of the organisation, regardless of the title applied to the activity. Marketing management seeks to meet organisational objectives by effectively satisfying customers in a dynamic environment. This course provides a solid foundation of marketing management, processes, strategic marketing, tactical marketing and marketing implementation activities. Further, this course focuses on sales management as well as ethical practices that today’s organisations practice as an essential part of marketing. Finally, it provides students with the opportunity to apply the key concepts in marketing to practical business situations.

**MBA763 Project Management**

Project Management (PM) is a course that examines the organization, planning, leading and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure, Gantt charts, network diagrams (CPM and PERT), and resource allocation decisions. Concepts are applied through team projects and workshops using project management software. This course provides students with knowledge related to project selection and portfolio management, leadership, and how to handle issues related to project team building conflict and negotiation. Risk management and cost estimation and budgeting will be explained to students. Finally, project scheduling, evaluation and control will be discussed practically through practical project cases.

**Elective Courses Description:**

**MBA764 Corporate Governance and Ethics**

Corporate governance is one of the most talked about topics in business, indeed in society, today. The course examines the issues surrounding corporate governance from a multi-disciplinary perspective. The course is organized around four major themes. In the first part of the course we examine the corporate governance problem using an agency theory framework. Thus the implications arising from the separation of ownership and control will be examined, in addition to examining the role played by different ownership groups in either promoting or constraining good corporate governance. In the second part of the course there will be a specific focus on the Jordanian laws and regulations, and their practices in corporate governance, practical real cases will be discussed. Finally, the course examines executive compensation and board of directors’ composition and their usefulness as mechanisms to constrain agency problems. In the concluding section we examine some broader issues relating to corporate governance and investigate whether there is divergence or convergence of corporate governance regimes.

**MBA768 Entrepreneurship and Innovation**

Due to the harsh competition, technology advancement, globalization, and dramatic change in the business environment, innovation and entrepreneurship have become the vital source for enhancing organizational effectiveness and wealth in market economies. Thus, this course examines relevant theories and best practices of managing and promoting entrepreneurship thinking and processes along with placing a special emphasis on innovation in existing and start-up organizations. Specifically, topics include leadership, strategy, design-driven innovation, business model innovation, knowledge management, information technology, change management, performance measurement, and process improvement will be covered throughout this course. In addition, a special emphasis is placed in funding techniques, frameworks and strategies, risks, business models, and innovation and entrepreneurship challenges and barriers.

**MBA769 Leadership and Management Development**

Over the last couple of decades, organizations are standing at the crossroads of the most significant business transformation. The multitude of opinions and debates of change all agree about the vital role managers should play in motivating individuals, creating and seizing opportunities, developing strategic goals, and creating targets, and managing performance to produce results. Thus, this course is designed to help students acquire the key leadership skills and advance their managerial abilities. Students will be exposed to theories, concepts, models, metrics, and tools that will augment and improve their effectiveness and efficiency in executing managerial and leadership roles. In particular, this course helps students to refine and expand their skills in innovative thinking, critical analysis, problem solving, and decision making in order to position their organizations at the cutting edge of innovation and change. Specifically, topics include introduction to leadership studies, measurement of leadership and management performance, assessment of development needs, learning of leaders and managers, leaders' and managers' development (LMD), evaluation of LMD, social capital and LMD, securing the future of organizational leadership, equal opportunities, diversity and leadership, and future perspectives will be covered throughout this course.

**MBA771 Total Quality Management-Concepts and Applications**

After hundreds of years of quality innovation and exploration, the world is filled with so many quality theories and methodologies. This course introduces the concept of Total Quality Management; its philosophies, theories, and strategies as they apply to the business environment. The course will show the bases of all quality theories as well as its application in a form of performance improvement initiatives. Deployment strategies can be applied to typical businesses in a public and private sectors of the economy. In this course we discuss pillars of TQM, concepts of quality gurus, quality models such as Malcolm Baldridge National Quality Award (MBNQA), European Foundation of Quality Management (EFQM), and Deming’s Prize. The course also discusses numerous quality tools, quality trends and ISO 9001.

**MBA720 E-Business**

This course provides students with insights on the content and interconnections of the building blocks of an e-business model, in particular customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure. This course also provides students with advanced learning opportunities on understanding and explaining how and when the use of Internet in doing business provides challenges and opportunities for entrepreneurs and consumers and how it can affect business operations and consumer behaviour. The course will help students acquire the needed skills to judge the quality and relevance of theories and models, in particular the skills to apply process models and causal models to describe, analyse and improve a specific e-business in practice. Finally, the course will introduce students to the central mission, the quality, and the scientific and managerial relevance of more specialised cases, for instance web design, social networks and e-loyalty to cover the impact of the strategic business applications enabled by the emerging global information network.