



الجامعة الألمانية الأردنية
German Jordanian University

German Jordanian University

Business School
Department of Management Sciences
Master of Business Administration
Comprehensive Exam Track

Study Plan 2021

I. Program Objectives

The main objectives of the MBA/Management Program are:

- a. The ultimate goal of the MBA/Management program is to prepare professionals seeking to move forward into strategic and leadership positions.
- b. Exposing managers 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.
- c. Enabling managers to comprehend management conceptual and experiential components ensure through applying their knowledge in real-world business settings.
- d. Preparing potential industry influencers, decision makers, and strategists ready to tackle various local, regional, and global business challenges.

II. Learning Outcomes

The wide learning outcomes of the MBA/Management program at business school 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 program, graduates are expected to:

a. 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.

b. 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.

c. 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.

d. 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.

e. Effective oral, written and presentation communication skills:

- Prepare relevant and logically constructed written and oral arguments and information.
- Demonstrate professional communication and interaction skills.

f. 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.

g. People:

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

h. Operations:

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

i. Accounting and Finance:

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

Course Delivery Methods

Courses are in one of the following three methods:

- **Face-to-Face (F2F) Method**

Courses using this method are delivered by faculty in person in regularly scheduled class sessions physically on campus.

- **Blended (BLD) Method**

Courses are delivered in a hybrid mode of physical face-to-face class sessions and asynchronous material including online instructional videos, presentations, projects, and similar learning activities.

- **Online (OL) Method**

Courses are delivered exclusively online. This method consists of a hybrid of synchronous regularly scheduled class sessions delivered via the Internet, and asynchronous material including online instructional videos, presentations, projects, and similar learning activities. Virtual classrooms utilizing different online platforms are used. No physical face-to-face meetings are required.

j. Admission Requirements

To apply for admission, the following minimum requirements must be met:

- a. Academic Requirement: the applicant must hold an undergraduate degree in any field of study from a recognized university with a minimum average of "Good".
- b. English Language Requirement: the language of instruction at GSBA is English. As such, one of the admission requirements is proficiency in English; a minimum TOEFL score of 79 out of 120 on an Internet-based test (iBT), a minimum International English Language Testing System (IELTS) score of 5.5, or an English Equivalent Exam acknowledged by the Ministry of Higher Education score of 65.
- c. Work Experience of minimum two years.
- d. An acceptance interview with the school Committee.
- e. Applicants should submit a completed application form, official transcripts of all university work and any other supporting documents.

f. Degree Requirements (Credit hours)

Degree requirements _____

Classification	Credit Hours
Compulsory courses	24
Elective courses	9
Thesis	0
Total	33

g. Curriculum (Credit hours)

1. Compulsory Requirements: (24 credit hours)

Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA727	Business Research Methods	3		3	0	BLD	-----
MBA734	Accounting for Decision Making	3		3	0	BLD	-----
MBA745	Human Resources Management	3		3	0	OL	-----
MBA721	Corporate Finance	3		3	0	F2F	-----
MBA749	Strategic Management	3		3	0	BLD	-----
MBA790	Marketing Management	3		3	0	F2F	-----
MBA792	Capstone Project	3		3	0	OL	MBA 727
LOGS712	Production & Operations Management	3		3	0	F2F	MBA727
Total		24		24	00		

2. Elective Courses: (9 credit hours out of the following)

Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA702	Organizational behaviour & Leadership	3		3	0	BLD	-----
MBA794	Business Analytics	3		3	0	F2F	-----
MBA795	Total Quality Management	3		3	0	BLD	LOGS712
MBA720	E-Business	3		3	0	OL	-----
MBA768	Entrepreneurship and Innovation	3		3	0	BLD	-----
LOGS721	Logistics & Supply Chain Management	3		3	0	F2F	-----
LOGS724	Warehousing & Inventory Management	3		3	0	BLD	-----
Minimum required		21		21	00		

3. Thesis/Comprehensive Exam/Other: (00 credit hours)

Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA799E	Comprehensive Exam	0		0	0	F2F	Students should complete 33 credit hours with a minimum GPA %75.
Minimum required		00		00	00		

Study Plan Guide

First Year							
First Semester							
Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA727	Business Research Methods	3		3	0	F2F	----
MBA734	Accounting for Decision Making	3		3	0	BLD	----
MBA721	Corporate Finance	3		3	0	BLD	----
Total		9	0	9	0		

First Year							
Second Semester							
Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA790	Marketing Management	3		3	0	F2F	----
LOGS712	Production & Operations Management	3		3	0	F2F	MBA727
-----	Elective Course	3		3	0	BLD/F 2F/OL	----
Total		9	0	9	0		

First Year							
Summer Semester							
Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA745	Human Resources Management	3		3	0		----
-----	Elective Course	3		3	0	BLD/F 2F/OL	----
Total		6	0	6	0		

Second Year							
First Semester							
Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA749	Strategic Management	3		3	0	BLD	-----
MBA792	Capstone Project	3		3	0	OL	MBA 727
-----	Elective Course	3		3	0	BLD/F 2F/OL	----
Total		9	0	9	0		

Second Year							
Second Semester							
Course ID	Course Name	Credit Hours	ECTS	Contact Hours		Type	Prerequisites / Corequisites
				Lect	Lab		
MBA799E	Comprehensive Exam	0		0	0	F2F	Students should complete 33 credit hours with a minimum GPA %75.
Total		0	0	0	0		

h. Course Descriptions

1. Compulsory Courses

MBA727: Business Research Methods: **3 Cr Hr** **00 ECTS**

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 business research methods, rather than the development of expertise in any one particular method. More specifically, Business Research Methods 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.

MBA734: Accounting for Decision Making **3 Cr Hr** **00 ECTS**

In this course students will examine every aspect of cost data and how it relates to decision making, planning and control. More than just numbers and columns, accounting information can be an effective management tool if leveraged correctly. Students will gain insight into the versatility of this data as well as how accounting practices are evolving in manufacturing, service delivery technologies and more. Through this case study-oriented course, students will become familiar with the two basic types of product costing systems as well as the concept of cost flow. From how process costing measures the costs of direct labor, direct materials, and overhead costs for each process, department, or function, to value-based systems that help companies manufacture and deliver products and services while minimizing waste, Students will discover methods for improving operations and lowering costs.

MBA745: Human Resources Management **3 Cr Hr** **00 ECTS**

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. Emphasis will be placed on these practices as they apply to the current Jordanian employment environment.

MBA721: Corporate Finance **3 Cr Hr** **00 ECTS**

This course aims at developing the theoretical as well as the practical background behind financial decisions typically encountered by finance managers 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.

MBA749: Strategic Management **3 Cr Hr** **00 ECTS**

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 at the top levels of management. Resources-based theory, dynamic strategic capabilities, governance, and business politics are an essential part of this course.

MBA790 Marketing Management	3 Cr Hr	00 ECTS
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Marketing 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.

MBA792: Capstone Project	3 Cr Hr	00 ECTS
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The Capstone Project is designed to provide students with an opportunity to engage in high-level inquiry focusing on an area of specialization within the profession. It requires the student to develop a deep level of analysis and understanding of the theory and processes of organisations and the business environment through the completion of a piece of individual research. It will involve critical engagement with a body of literature and concepts and designing and conducting research that generates new data or new theory addressing gaps in the literature and adding to the body of knowledge. Students meet with an Adviser to receive regular formative feedback on progress during the project.

Prerequisites: MBA 727

LOGS712: Production and Operations Management	3 Cr Hr	00 ECTS
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This course is designed to introduce the students to the concepts, principles and practices in the field of operations management and its relationships with other functions in an organization. In addition, this course attempts to provide techniques required for the effective management of operations in both service and manufacturing organizations. Students will have substantial benefit from understanding the role of operations management in organizations.

Prerequisites: MBA 727

2. Elective Courses

MBA702 Organizational Behaviour & Leadership	3 Cr Hr	00 ECTS
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This course is about people in organizations, focusing on how management and leadership practices affect the attitudes, motivation, behaviors, and performance of employees and teams. Course content is derived mostly from contemporary theory, research, and practice in the organizational behavior and management disciplines. Students will be encouraged to use course material to be self-aware and mindful about how they lead and interact with others, and to adopt an ethic of continuous self-improvement in their leadership, teamwork, and interpersonal skills. This course is experiential and interactive. Real case examples will be presented often along with guest speakers and students are encouraged to read the news and stay abreast of changes in the business environment which directly apply to classroom topics.

MBA795 Total Quality Management	3 Cr Hr	00 ECTS
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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 basis of all quality theories as well as its application in the form of performance improvement initiatives. Deployment strategies can be applied to typical businesses in a public and private sector of the economy. In this course we discuss pillars of TQM, concepts of quality gurus, quality models such as Malcolm Baldrige 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.

Prerequisites: MBA712

MBA794 Business Analytics	3 Cr Hr	00 ECTS
<p>This course prepares students to lead in analytics-driven organizations. Students will explore the capabilities and challenges of data-driven business decision making. The course will include hands-on work with data and software. Topics to be covered include data manipulation, predictive analytics, decisions under uncertainty, and decision analytics tools (linear and nonlinear optimization).</p>		
MBA720 E-Business	3 Cr Hr	00 ECTS
<p>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.</p>		
MBA768 Entrepreneurship and Innovation	3 Cr Hr	00 ECTS
<p>Due to the harsh competition, technological 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.</p>		
LOGS721 Logistics & Supply Chain Management	3 Cr Hr	00 ECTS
<p>The focus of this course is on supply chain management. Topics include the evolution and objective of supply chain management; the major stages and processes involved in planning and managing supply chains; and why the concept of strategic fit is so important to supply chain managers. Successful students will also understand the major drivers of supply chain performance; key metrics for managing performance; and how to plan and forecast demand under conditions of uncertainty to meet desired customer service levels. This course also addresses the purpose and content of the Supply Chain Operations Reference (SCOR) Model. Case studies and problems are used throughout the course to highlight important principles and best practices in supply chain management.</p>		
LOGS724 Warehousing & Inventory Management	3 Cr Hr	00 ECTS
<p>This course covers two Topics. The inventory part aims to introduce the students to the fundamental nature of inventory from a financial, physical, forecasting, and operational standpoint. The ultimate goal of this course is to present immediately usable information in the areas of forecasting, physical control and layout, and problem recognition and resolution. The warehouse part is designed to help students to understand warehouse functions, processes, organization and operations. It includes analysis of warehouse location, operation, management, controls, procedures, finance, security, cargo/materials handling, and productivity.</p>		

3. Comprehensive Exam

MBA799E Comprehensive Exam	9 Cr Hr	00 ECTS
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MBA/Management students should complete 33 credit hours with a minimum GPA 75% in order to be qualified to set for the comprehensive exam. The MBA/Management students are expected to pass the comprehensive exam MBA799E, which is multi-disciplinary in management on the executive level of the MBA/Management program. The comprehensive exam result is Pass/Fail only; no grade is provided on MBA/Management students transcripts.