

COURSE DESCRIPTIONS

A. BBA Course Descriptions

General Education

BBA211 Introduction to Arabic Language

The course introduces the students to the Arabic Language and covers words, grammar, and sentences. The students will be familiarized with the basic vocabulary, grammar, and conversation for daily communication and will develop basic skills to read and write in Arabic.

Learning Outcomes

- 1. Read the Arabic alphabets and words and pronounce them correctly. (Knowledge)**
- 2. Understand the meaning of words and texts (Knowledge)**
- 3. Speak simple Arabic dialogues and have conversation in Arabic. (Skill)**
- 4. Write small sentences in the Arabic language with proper grammar. (Skill)**

BBA212 Business Mathematics

The course focuses on basic mathematics concepts and usage of basic business, consumer and practical applied math. Proper understanding of this course will help the students in other accounting and business-related courses. This course familiarizes the students with different analytical tools used in business such as equations, functions, matrix, calculus, linear programming etc. It also sharpens the analytical capability of the students in decision-making.

Learning outcomes

- 1. Interpret economic issues based on mathematical results. (Knowledge)**
- 2. Solve problems of game theory, linear programming and calculus. (Skill; Autonomy & Responsibility)**
- 3. Assess basic equations and functions used in business. (Role in Context)**
- 4. Assess the issues of business and economics in scientific way using mathematics. (Self Development)**

BBA221 UAE Society and Islamic Civilization

The course constitutes an introduction to the cultural and social specificities of the UAE. It provides a broad understanding of the cultural, social and political trends in the UAE society

through class room lectures, readings and class discussions. The course also focuses on the economy, environment, quality of life, cultural beliefs and social context of the UAE and the impact of growth and development on the cultural and social landscape.

Learning Outcomes

- 1. Identify the various components of Islamic civilization and UAE society. (Knowledge)**
- 2. Converse and explain the various Islamic ways of life. (Skill)**
- 3. Explain developments in Islamic society and civilization. (Knowledge)**
- 4. Identify some of the social problems in Islamic and UAE society and suggest possible solutions. (Role in Context)**

BBA331 Introduction to Ecology

Principles of Ecology is an introductory, comprehensive, (Natural Science) course about interactions between organisms and their environments. The course introduces basic ecological principles and will describe ecological applications in the face of global changes. An overarching goal of the course is to convey the interconnectedness among various levels of ecological organizations. It does so by introducing general features of the dynamics of ecological systems at population and community levels.

Learning outcomes

- 1. Identify and distinguish various concepts underlying the organization of living organisms. (Knowledge)**
- 2. Assess the adaptations of species, population & community dynamics, energetics and nutrient flux (Knowledge)**
- 3. Appreciate the mutualism, commensalism, competition among living species in the ecosystem (Role in Context)**

BBA341 Introduction to Psychology

This course introduces students to the art and science of Psychology. Psychology is a field of study that encompasses human and animal behavior, brain mechanisms, and mental processes. The course will provide a basic introduction to all of the many facets of the science of psychology. The primary purpose of this course is to provide an overview of the theoretical approaches and empirical studies that have contributed to the current state of knowledge about the nature and causes of psychology.

Learning Outcomes

- 1. Identify the steps of the scientific method and explain how this method applies to psychological research methodology and statistical analyses- KNOWLEDGE**

- 2. Demonstrate an understanding of the general history of the field of psychology. KNOWLEDGE**
- 3. Identify the basic components and tools often studied in psychology. SKILL**
- 4. Apply theoretical models of behavior and thought to real-life settings and skills – SKILL**

BBA344 English Essay Writing

This course aims to develop an awareness of the rigors and potential pleasures entailed in reading, discussing, and crafting written essays. It focuses on processes and methods of the art of writing essays, and hones skills of writing imaginative and informative essays. The aim of the course is to enable students to produce cohesive, well-organized, and coherent essays on varied topics, as they prepare to write on both academic and non-academic subjects. Students would also learn to summarize writings and respond to other authors' writings. The course is divided into two modules with the first module focusing on the fundamental aspect of writing essays, and the second one on writing more specialized compositions, including comparison, contrast, opinions, argumentation, and cause and effect.

Learning outcomes

- 1. Plan and organize writing by working through the writing process (Knowledge)**
- 2. Develop the skill to apply process approach to writing by strengthening skills at revising drafts for organization, content, and language (Skill)**
- 3. Develop strategies used in writing coherent and unified academic essays. (Skill)**
- 4. Compose a cause and effect essay by explaining and analyzing and providing evidence for cause and effect (Role in Context)**
- 5. Write an argumentative essay on any contemporary topic by presenting the issue, formulating arguments to support and prove the claim at the same time identify, understand address and refute contrasting opinion. (Autonomy & Responsibility)**

Core Courses

BBA213 Theory and Practice of Management

This course introduces students to contemporary theories and practices of management. The management functions and activities of planning, organizing, decision making, leading and controlling are examined in context of current organizational examples and case studies. Students will view organizations from a manager's perspective. They will examine various pressures faced by managers – competitors, clients, leaders and colleagues, the organizational demands and personal demands, and shall attempt to seek a balance in these. Themes of ethics, diversity, globalization and information technology will run through the entire course as part of all discussions to ensure that students are able to understand classical theories in current context.

BBA214 Introductory Economics

Economics is a subject that studies the choices that individuals, business, governments and entire societies make as they deal with scarcity, and incentives that influence those choices. The subject has two broad parts i.e. Microeconomics and Macroeconomics. This course focuses on Microeconomics which studies the choices that individuals and businesses make and the way these choices interact and are influenced by governments. This course would help the students to gain theoretical as well as practical understanding of the application of the principles and techniques to real-world problems. Specific topics to be covered include applications of supply and demand, market structure, pricing with market power, decision-making under uncertainty, the economics of information and efficiency, and market failure. Students taking this course are expected to have some exposure to basic mathematics especially algebra. Some knowledge of calculus would also be helpful although not necessary.

BBA215 Financial Accounting I

This is the first financial accounting course in the Bachelor of Business Administration, covering the following: the concepts and principles of financial accounting, conceptual understanding of the financial accounting system including developing students' ability to identify asset, liability, equity, income and/or expense out of transaction and events, and ultimately developing students' ability and knowledge to prepare financial statements with adjustments, all of which provide information to various users like investors, lenders, and other external organizations in evaluating the operations of a business entity.

BBA216 Entrepreneurship

Entrepreneurship is the creation of a new business, as part of a new firm or from within an existing organization. This course will focus on the creation of a new firm. The aim of the course is to introduce the main concepts related to entrepreneurship to undergraduate students, and to immerse them into the early stages of the entrepreneurship process.

BBA217 Human Resource Management

Human Resource Management is a specialized function within the field of Management. It is the management activity undertaken by private, public and not for profit organizations to attract, motivate and retain a productive workforce. HRM is the bundle of policies, programmes and plans related to functions such as recruitment, selection, training, performance appraisal, compensation and separation. The effective performance of these functions requires knowledge of employment law, planning, job analysis and labor relations.

BBA222 Principles of Marketing

This course offers a broad introduction to the field and practice of marketing. Initially, it examines the nature and scope of marketing concepts used in business. It further includes theories and principles in consumer and business buying behavior that provides the base for a better understanding of the concepts such as segmentation, targeting and positioning. Later, the course looks at the process of developing the four elements of the marketing mix, (product, promotion,

price, and placement) and how marketing managers use these elements to gain competitive advantage in a global economy. The course is designed to be a foundation for concentrating in marketing later.

BBA223 Statistics for Business Decisions

This course introduces basic concepts in Statistics for business decision making. This course familiarizes the students with different analytical tools used in business. Topics such as exploring and summarizing data, statistical probability models, correlation, regression, test of significance etc. are covered.

BBA224 Introduction to Management Information Systems

This course provides an introduction to information needs and information systems in business. It will explore how integrated information systems support organizational functions, and how they assist managers in making operational, tactical and strategic decisions. Students will learn the importance of identifying and critically analyzing an organization's information needs, and then designing and implementing information systems that support those needs.

BBA226 Macroeconomics

Macroeconomics is a branch of economics that deals with the performance, structure, and behavior of a national or regional economy as a whole. It looks at the economy as a whole by focusing on aggregate phenomena. The study of aggregate includes growth in total output of the economy, living standard, business cycle, inflation, unemployment, productivity, balance of payments, etc. The course will explore and analyze economic data through a variety of learning activities. This course helps the student learn how macroeconomic analysis differs from microeconomics. The student will gain an understanding of how national economic events and policies impact everybody in the society by affecting income, consumption, investment, exports and imports etc. This course will help the students analyze the state of the economy in order to make more informed decisions about their future.

BBA332 Corporate Finance

This course is an introductory course in financial management. All of the important and basic areas of financial management are covered in this course. The course is designed as a first step into corporate finance for both finance and non-finance majors. It stresses the modern fundamentals of corporate financial decision making with special reference to investment and financing decisions. The course introduces the basics of valuation. Specific topics include time value of money, discounted cash flow valuation, stock and bond valuation, the risk return relationship, estimation of cost of capital, working capital and dividend decisions.

BBA333 Legal Environment of Business

It is essential for future business leaders and entrepreneurs to have an understanding of the law and legal risk in framing business decisions and achieving competitive advantage. The Course 'Legal Environment of Business' seeks to increase understanding of the legal issues affecting

business, i.e. the legal environment in which a business entity operates. Specific emphasis will be given to the business laws of the UAE and other GCC countries. This course provides an introduction to pertinent economic, commercial and employment laws that affect business activities with a thrust to develop legal reasoning of the students.

BBA334 Business Research Methodology

The course enables the students to identify and apply appropriate research methodology in order to plan, conduct, and evaluate basic research in real life. It focuses on basic concepts of research methodology that are normally used in business and economics. Proper understanding of this course will help the students in analytically examining issues relating to business. This course familiarizes the students with the difference between scientific methods and common sense knowledge along with setting platform for research at higher levels.

BBA335 Managerial Accounting

This course offers an introduction to the fundamentals of cost accounting. It emphasizes the importance of cost accounting in measuring business performance and quantifying it by showing marginal profit, cost behaviour and allocations, and different types of costs. The course emphasizes both the production and the use of relevant information for managerial decision-making purposes in different types of organizations operating in traditional and contemporary settings.

BBA336 Organizational Behaviour

Dealing with people is an important aspect of organizational life. Ability to understand, explain, and predict human behavior within organizations is a rare and valuable skill for employees, managers and top-level executives. The organizational behavior course is an introduction to the basic concepts and theories in understanding people behavior at workplace. This course examines the effectiveness of individual, group, and collective behavior at work.

BBA343 Corporate Governance and Business Ethics

This course offers a foundation in ethical thoughts and varied perspectives on ethical dilemmas. Using ethics to analyze business decisions is similar to checking legal compliance. This course offers an introduction into the concept of values, morality and cultural beliefs, and upbringing of ethical perspective in all areas of business, from labor, product safety, consumer rights to corporate social responsibility. In particular, it critically examines the issues of ethics in workplace, ethical approach to marketing and advertising, accounting ethics and code of conduct. This course also provides a foundation to the business students about the principles of corporate governance and explains how the governance issues are linked to listing agreement.

BBA344 English Essay Writing

This course broadly aims to develop an awareness of the rigors and potential pleasures entailed in reading, discussing, and crafting written essays. It focuses on the processes and methods of the art of writing essays and hones skills of imaginative, informative essays in ways that students can apply in multiple forms of writing. The aim of the course is to enable students to produce cohesive,

well organized and coherent essays on a number of topics while preparing for writing essays on academic as well as non-academic topics as well as summarize and respond to other authors' writing. The course is divided into two modules with the first module focusing on the fundamental aspect of writing essays, while the second module will concentrate on writing more specialized kinds of compositions, including comparison, contrast, opinions, argumentative and cause and effect.

BBA400 Global Immersion Program

Studying in another country is an exciting, enriching and rewarding experience. It sensitizes, enhances and changes the perspective of participants. They acquire new skills and become culturally more sensitive when they interact with fellow students in different settings. With this spirit in mind, IMT Dubai organizes its international exchange programs. IMT has signed agreements with leading accredited universities across the globe for student exchanges. International office at Dubai campus is single point contact to facilitate exchange of international students. International office is assisted by program office and student services.

BBA402 Strategic Management

Strategy is a fundamental aspect of management yet few people are able to think strategically. The course focuses acquiring strategic thinking skills and learning the process of strategy making in organizations. Strategy making includes developing an understanding of the strategic position of organizations, strategic choices for the future and how one can best translate strategies into action. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environments, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of plans. International and e-business issues are integrated throughout. The course will also reflect on the strategic purpose of organizations, and their role towards shareholders, stakeholders, and society in general. The intention is to provide students with strategy insights, with particular reference to global firms; reflect on strategic dilemmas; and practice strategy tools to enable students to become confident and creative strategic thinkers. The study of strategic management is intended to provide you with the foundations of successful general management. It requires integrating the business knowledge you have been learning in other courses such as finance, accounting, marketing, and organization behavior as well your general education courses.

Elective Courses

Accounting and Finance

BBA404 Corporate Financial Reporting

This course focuses on IFRS-based financial reporting. The purpose of this course is to introduce an international perspective to financial disclosure and to frame the substantial and formal changes in financial accounting reporting with the introduction of the international accounting standards. A few specific advanced topics addressed by some of the standards and consolidated financial reporting are also covered in this course.

BBA405 Financial Statement Analysis

Financial Statement Analysis is essential for all individuals working in the business world. Understanding financial accounting information is critical for a wide range of business decision-making. This course is designed to prepare students to analyze, interpret, and evaluate companies based on financial statements. This course inter alia covers financial ratios, trend analysis, and composite scores to evaluate a company from the perspective of the shareholders and other stakeholders.

BBA407 International Taxation

This course covers issues of international taxation and double taxation avoidance treaties designed for facilitating international business and employment. This includes analysis of the basis of international taxation, application and interpretation of tax treaties, and challenges of taxation of e-commerce transactions. Although UAE does not levy personal and corporate tax except oil sector, there are incidences of custom duty and value added tax (VAT). In GCC, there is formation of custom Union and mechanism of unified custom tariff that facilitates trade and services within GCC. Globalization impacted the geographical spread of trading goods and services and mobility of employment Overseas business no longer remains at the domain of large business enterprises.

More and more SMEs are getting engaged in internal business and earning profit overseas. Also employment income of non-residents and repatriation of such income to the country of origin has become a common phenomenon. In this context, importance of learning international tax issues is part and parcel of formulating international business strategies, At the individual level impact of taxation in the host country and country of origin becomes a major decision making factor. This course intends to highlight these important issues and provide insight to business and employment decision-making.

BBA408 Financial Markets and Institutions

The course emphasizes the role of financial instruments, financial markets and financial institutions. The special focus is on the structure and evolution of the banking industry, depository institutions, and regulation of financial intermediaries within the context of the global financial system and international monetary system. The course broadly introduces risk in financial institutions. The course covers different financial markets. The course also focuses on commercial banks, investment banks, insurance companies, mutual funds and private equity. The mainstream markets to be evaluated include the equity, money, bond, futures, options and exchange rate market.

BBA409 Bond and Equity Valuation

Valuation is an integral part of the field of finance. It has relevance in portfolio management, mergers and acquisitions, corporate finance, legal and tax purposes. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done in the real world. The course also focuses on bond valuation. The course is designed to prepare students to analyze, interpret, and evaluate companies' performance based on

financial statements using the advanced tools and techniques. The course focuses on different approaches of valuation. Equity analysis is an important task for research analysts, investment bankers, corporate finance specialists, mergers and acquisitions analysts, venture capitalists, and individual investors. Credit analysis is an important task for holders of debt.

BBA410 Investment Analysis and Portfolio Management

This is an introductory course in investments. It provides comprehensive coverage of basic concepts, theories, applications and decision-making rules in financial investments. In particular, the course will focus on the analysis of stocks, bonds, options and other derivative securities. Additionally, the course will examine the role and performance of portfolio managers, mutual funds and other investment companies.

BBA411 Derivatives

The global derivatives market is one of the most fast-growing markets, with over \$600 trillion notional value in total. The course provides an understanding of the main derivative financial instruments: futures, swaps and options. It explains the trading mechanisms used on derivative markets, the fundamental principles underlying the pricing of derivative instruments and their use in portfolio management. The course covers the theoretical foundations of derivative securities like financial forwards, futures, options and swaps.

BBA412 Islamic Finance

Islamic finance is one of the fastest growing and most innovative financial disciplines in the international financial market. It will help participants to fully understand the fundamental principles underlying modern Islamic finance, as well as modern practices prevailing in this industry.

BBA413 Performance Management

Performance Management is concerned with providing information to managers—that is, people inside an organization who direct, manage performance and control its operation. The objective of this course is to prepare the students for managerial decision-making.

Elective Courses – Digital Business

BBA425 Digital Start-Ups

Digital start-ups are the most popular new ventures. The development of high-speed internet all over the world has made it possible for any digital venture to address customers from all countries. The aim of the course is to explain students what are the specificities of these companies, and how they can develop one.

BBA433 Developing Digital Business

Managing any business can be challenging these days especially with the increasing impact of factors such as technology, social media and globalization. This course explores what a digital

business is and how it is managed. Digital Business is an interdisciplinary topic encompassing both business and technology. Basic business aspects and applications throughout the business world include commercial business, government, education, and health services. The major characteristics, opportunities, and limitations of this form of business are explored. Students study various issues and risks that exist in the rapidly changing world of digitally run business. This course helps students understand how to capitalize on their strengths, navigate the challenges, and guard against the weaknesses of e business.

BBA434 Social Media Management

Social media has disrupted communication channels and created challenges for marketing in the digital age. The change of control of the brand has shifted from the company to the consumer. Brands have become perplexed by this new phenomenon requiring a new found dynamic to their approach. The course integrates the management of the brand on social media and reinforces the creation of the social media strategy. The understanding of various theoretical frameworks towards an optimal social media strategy in a specific industry are emphasized. The use of social media applications such as Word-press, Pinterest, Twitter, YouTube and Google+ are essential ingredients to understand the importance of managing the business in the online world.

BBA435 Big Data for Decision-Making

This course introduces basic technology (algorithms, architectures, systems) for big data. The course will start by introducing Big data models, databases and query languages, and cover modern distributed database systems and algorithms and Big data systems adopted in industry and science applications. This course is a dissemination of data warehousing methods, data mining, business intelligence (BI), Business analytics and big data.

BBA437 Growth Strategy for The Digital World

This course helps students understand how to capitalize on the strengths, navigate the challenges, and guard against the weaknesses of these companies. What approach is sufficient to sustain the growth and health of your business and demark you from competition in the longer term? Using a wide range of tools and frameworks, this course examines the strategies that owners or leaders can use to grow a business. The managerial, strategic, financial and behavioral complexities in the growing firms will also be analyzed.

BBA438 Digital Innovation

Innovation has always been central in corporate world. Digital innovation has gained an even higher status, implying increased threats and opportunities for all businesses, whatever their industry. The aim of the course is to help students understand what is specific to digital innovation, and how they can use these characteristics in a relevant manner in their future professional life.

BBA440 Valuation of Digital Business

The Valuation of digital business course explores both the theoretical basis and practical applications of major elements of all major valuation methods: - discounted cash flow valuation,

relative valuation and asset-based valuation. The course focuses on how to evaluate companies in different industry sectors with special emphasis on digital businesses. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done for digital businesses. **BBA441 Digital Accounting** The purpose of the course is to enable the students to have a strong conceptual knowledge of Digital Accounting. This course and examines how information technology affects the nature of business in general and accounting in particular. Digital Accounting aims to provide students with hands-on usage of accounting information systems (AIS) and tools relevant to the area.

BBA473 Web and Digital Analytics

This course exposes learners to the analytic methods that can be used to convert social media data to business insights. Web and digital Analytics is the science of analysis that focuses on Internet data. It involves the collection, analysis, and data-informed decisions leading to the optimization of an organization's digital ecosystem and supporting business processes. Data from websites, mobile applications, social media, Internet of Things, or third party sources are commonly combined with Sales systems to inform business decisions. This course covers fundamental concepts of analytics and deep dives into web, social, content and mobile analytics common scenarios and covers the popular web analytics tools used by marketers across the major industry domains.

Elective Courses –MARKETING

BBA415 Consumer Behaviour

Consumer behaviour investigates the manner in which consumers interact with products and their Retail/Marketing environment. This can include the purchase of products, consumption of services, or disposal of goods. Understanding consumer behaviour is the most visible indication that a retailer is working for customers. It helps retailers figure out what customers may want from them, respond to those needs, wants and desires through an appropriate market research and offerings and thus, persuade them to buy their goods and services such that will ensure delight to the buyers and profit to the retailers at the same time. The course will emphasize on learning concepts and skills related to needs and attitudes of buyers.

BBA416 Integrated Marketing Communication

This course provides the students with a comprehensive view of communication management with skills to apply the same in a practical managerial environment. It explains the concept of promotion for organizations and brands, how they are created and managed, and how they add value to consumers and to the marketing firm. The aim of integrated marketing communication is to stimulate understanding and insights into the various decisions and principles that managers have to consider when developing an overall communications and promotions strategy for their firm.

BBA417 Marketing of Services

The services industry has been one of the major driving forces for Dubai's growth over a period of time. It has been contributing around 74% of GDP of Dubai and 70% of jobs are created in the

services industry. This trend similar to other developed countries in the world. Approximately 80% of USA's GDP is contributed by services industry and 80% of jobs are supplied by services industry. This course is designed for those students who may be interested in working in service industries and will address the distinct needs and problems of service organizations in the area of marketing. The main purpose of the course is to highlight that service organizations (e.g., banks, educational institutions, hospitals, hotels, professional services, transportation companies) need to implement specific marketing strategies to suit the characteristics of services. Further the course will also emphasize how manufacturing organizations can also formulate services strategy for competitive advantage.

BBA418 Retail Management

Retailing is changing every day. Successful business will need to constantly know how to identify, adapt and plan with the changes and integrate their core competencies. Towards the goal, this course provides the students with a more comprehensive view of retailing concepts in a practical retail managerial environment. This will help them analyze current multi-channel retail strategies among bricks-and-mortar and web-based firms. At the same time, key operational issues such as the analysis of a target market, demographic analysis related to site selection, retail personnel issues, and category management. Buying, financial analysis, and pricing will also be discussed.

BBA419 Business to Business Marketing

Business to Business refers to marketing activities that are directed toward organizations as opposed to consumers. This course enables the students to understand specific issues and problems firms faced by having organizations as customers. The course provides students insight into the unique features of understanding, creating and delivering value in business-to-business markets. This course is designed for students seeking a marketing career in organizations that market products and services to other organizations. The course emphasizes the tactical aspects of business marketing as well as the conceptual and strategic elements. The course begins by explaining the complex nature of organizational buying behavior and then shows students how to plan and design the marketing program for business markets and manage buyer-seller relationships.

BBA420 Customer Relationship Management

With the advancement of competition, information technology and changing customer preferences customer relationship management (CRM) offers significant opportunities for organizations to better understand and serve their customers and to personalize experiences according to their needs. It is necessary for organizations to invest in customers who are the long-term assets of any organization in order to increase their revenues and profitability. The businesses have realized the importance of retaining customers in today's competitive world. To be successful in the new millennium, organizations have to practice long-term relationships with all their customers. This course focuses on the application of CRM as a tool, strategy and philosophy along with its application in marketing, sales, service, and information technology. Theories on relational

marketing, analytical CRM, operative CRM, and collaborative CRM will be discussed along with the Conceptual background of relationship marketing and CRM theories.

BBA421 International Marketing

This course provides an overview of fundamentals and current issues of international marketing following a practical approach that includes critical examination of the impact of political, economic, legal, technological and cultural environment and resulting marketing opportunities. The course also focuses on development and implementation of international marketing strategies and programs.

BBA423 Sales Force Management

This course provides students with a comprehensive view of the basic functions of sales force management in retail sector. It is concerned with how to manage retail sales force; how to maximize its efficiency and effectiveness. Further, it covers the key areas such as salesperson effectiveness, deployment, motivation, organizational design, compensation, and performance appraisal.

Elective Courses – ENTREPRENEURSHIP

BBA424 Motivations for Entrepreneurship

There are a lot of valid reasons to become an entrepreneur. Some of the most famous entrepreneurs did not even consider becoming a. What pushes people to become entrepreneurs can seem very mysterious. But there are some commonalities behind all entrepreneurs. This course explores these commonalities to motivate the students to explore the world of entrepreneurs.

BBA425 Digital Start-Ups

Digital start-ups are the most popular new ventures. The development of high-speed internet all over the world has made it possible for any digital venture to address customers from all countries. The aim of the course is to explain students what are the specificities of these companies, and how they can develop one.

BBA426 Business Model Canvas

The Business Model Canvas is a tool developed in 2010. It offers a step-by-step approach to the creation of a new business. This course will explain what these steps are, and how to apply them to any business idea in order to reach a viable business proposition.

BBA428 Entrepreneurial Finance

The course is aimed at undergraduate students who may be involved in an entrepreneurial venture or a start-up. The course examines the elements of entrepreneurial finance including the focus on technology based start-up ventures. The course addresses key questions like sources and amount of financing; reasonable valuation of the company etc. The course provides a thorough understanding on financial decision making for small and medium companies from their start up

until the exit. The course will provide students with the understanding of various aspects and processes in financial planning and financial management of new ventures or young companies as well as investment analyses and financing techniques.

BBA429 Social Entrepreneurship

Social Entrepreneurship is an emerging field that examines the practice of identifying, starting and growing successful mission driven for profit and non-profit ventures. Social Entrepreneurship focusses on creating and leading organizations that advance a social mission using the structures and market place of business. The course is designed to provide a socially relevant academic experience for students to gain in depth insights into economic and social value creation across a number of sectors /areas including poverty alleviation, energy, health and sustainability. The course offers a practical introduction to social entrepreneurship and involves entrepreneurship, innovation, society and corporate social responsibility issues. Using the social enterprise concept, it is now increasingly possible for major companies to move social responsibility from a cost center to profit center.

BBA430 Entrepreneurship Simulation

The simulation game, New Venture Strategy simulation, is a business entrepreneurship game that is suitable for Entrepreneurship Simulation course. Here the entrepreneurial mindset is evaluated considering the complex international corporate environment that most businesses now operate within. The team (consisting of 3-4 players) will take business decisions across different functions including product development, human resource management, manufacturing, quality management, marketing (both physical stores and web), accounting, financial, and so on, to earn very high profits. All this is done each quarter (round) under the changing natural environment of business, such as economic, political, and so on, that tests the entrepreneurial reaction of the students. Even changes of the market, such as changes in regional demand, exchange rate and tariff changes, and so on are considered. The entrepreneurial tactics followed by each team (business) are expected to be linked with their overall strategy, which cascades from the overall objective of the firm. This course will employ the New Venture Strategy simulation as a learning environment to realize the entrepreneurial orientation of the student. The exercise is expected to be a transformational experience for most. The student will learn what it's like to compete in the fast-paced, competitive market where customers are demanding and the competition is working hard to take away your business. In the simulation game, the students will start-up and run their own company, struggling with business fundamentals and the interplay between marketing, human resources, operations, finance, and accounting. The team is given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, the student must analyze the situation, plan a business strategy to improve it and then execute that strategy out into the future. The team faces great uncertainty from the outside environment and from the reaction of their own decisions. Incrementally, the student learns to skilfully adjust their entrepreneurial strategy as they discover the nature of real-life decisions, including the available options, linkages to other parts of the business, conflicts, trade-offs and potential outcomes. To add to the challenge, the students are confronted to an international market in constant flux. Market potential will rise

and fall on local and worldwide economic and political conditions and your venture will be challenged by fluctuating exchange rates and tariffs between regions. The game has two distinct parts: (i) when the student team starts their business and (ii) when they seek external funds (venture capital) to expand and grow. During the game, not only the student team will run their business efficiently, you will also be presenting their business plan and profitability to the venture capitalist for funds. The course invites real venture capital fund managers to look at the team's business performance, strategy etc. and invest (virtual money, naturally) in your business. This game is competitive and emulates the real business world to a large extent.

BBA431 Design Thinking for Innovation

This course introduces students to the basics of Design Thinking and the role it plays in innovation. There is great and continuing need for professionals at all levels to possess and employ the skills and dispositions to tackle complex problems and develop novel and sustainable solutions. And, despite the practically infinite power of the human intellect, creative problem-solvers and strategic thinkers are in short supply. To make matters worse, some with obvious individual capabilities (or potential) find it difficult to work with and through others. Contemporary organizational and global challenges make imperative that we identify, understand, and counter the impediments to problem-solving and solutions that ensure a brighter future. Many of today's problems and issues exist because traditionally and historically we have taken short-cuts to solving problems, seeking immediate, temporary ("quick-fix") solutions with little thought to long-term implications. There are many reasons for such behaviour as well, both conscious and unwitting, but the consequences are the same: doing irreparable damage to society or the planet, creating other problems in pursuit of solving one, or having to repeatedly throw resources at solving the same problem as we have not actually gotten to its roots (core causes). Few problems are as simple as we like to think. This course exposes students to counterproductive habits, ways of thinking, and common hindrances arising when we attempt to solve problems, and helps learners develop effective strategies to overcome such tendencies. Students will learn how to transcend the limits of their own thinking and how to harness the power of the collective mind and spirit. Students will learn that they can—and should—improve their creativity and inventiveness. This may involve seeing things they never before saw or seeing them in new and different ways. It may also lead to them seeing themselves, their roles, and their capabilities differently, as well as providing insights into and strategies for getting the most out of groups. It will probably require the learning of new skills and tools, and may require learners to discard or "unlearn" ways of approaching problems and decisions that undermine creativity and effectiveness. Important skills and methods students will learn more about through the course include:

- The importance of future and sustainable thinking, and how to improve the nature of solutions.
- That everyone can become more creative and innovative, and the importance of doing so.
- That individual brilliance and drive may be insufficient to solving problems and getting things done; and, in fact, may be counterproductive in the long run.
- How to identify and overcome the limits of one's thinking and behaviour patterns.
- How to generate a greater number and creativity of ideas and options.
- That ideas as well as strategies (approaches) can be (and sometimes need to be) novel.
- How to move from ideas to actions.
- How to identify and overcome impediments to effective problem solving and decision-making.

Elective Courses – LOGISTICS AND SUPPLY CHAIN MANAGEMENT

BBA442 Supply Chain Management

This course provides an overview of supply chain management (SCM), allowing for business competitiveness. SCM involves the design of supply chain networks. Supply chains involve the coordination of different partners mainly suppliers, manufacturers, distributors, and retailers, hence allowing the timely and cost-effective provision of products and services to consumers.

The course further provides a discussion and overview of the concepts and decision processes in effectively managing the flow of goods, services, and information in a global environment. Managers in such an environment require new strategies and thinking skills to develop a decision framework that facilitate the optimal design of a well-integrated supply chain system, and the effective use of an enterprise's resources. The course involves operations and execution of company policies and programs

BBA443 Global Logistics Management

This course discusses logistics as a critical factor in today's global business environment, in which it is considered a key factor for the customers of various multi-national enterprises. This course focuses on the movement of goods and services among firms in multiple countries. The students will be exposed to different international logistics issues. They will be familiarized with the role of logistics and global strategy development. The students will be familiar with the logistics of the different flows through different transportation systems and regulations (e.g. law, duties, and international agreements) with emphasis on GCC countries in general and UAE in particular. They will learn current ideas and technologies in the field e.g. transportation, security, packaging, warehousing, inventory, and reverse logistics, and look at global and management issues.

BBA444 Decision Tools for Logistics

This course provides knowledge and hands-on experience of quantitative problem solving in logistics and supply chain management. Certain problems are redressed, including facility design and planning, routing, transportation, and inventory decision-making. Students will learn several tools commonly used in the fields, including linear/nonlinear programming and simulations. The course laboratory work is based on spreadsheet computer programs and some online simulators. Students will learn the use of different quantitative tools relevant to logistics and supply chain management.

BBA445 Procurement and Sourcing

Managers with good procurement skills can ensure efficient acquisition of right material or services, with the right quantity and quality, at the right time, at competitive price. Good purchasing avoids operational problems and ensures smooth running of operations of an organization and enhances productivity. The course studies procurement and sourcing processes including planning, scheduling and contractual issues. Topics covered include procurement policies, strategic alliances, make or buy decisions, selection of suppliers, use of principles and

practices of quality management in ensuring quality supplies. It also emphasizes on financial, legal and regulatory aspects in procurement and sourcing.

BBA446 Inventory Management, Material Handling and Warehousing

Inventory decisions are high risk and high impact from the perspective of logistics operations and must be integrated to meet organization objectives. Material handling permeates logistics from raw material to finished product. Warehouses play a crucial role in the success of logistics and supply chain by providing timely delivery of material to customers and users. The course focuses on designing optimum inventory management, material handling and warehousing policies. It exposes students to fixing stock levels, analyzing inventory costs. It includes demonstrating and simulating inventory, material handling and warehousing policies and carrying out sensitivity analysis. It exposes students to principles, systems and equipment for efficient material handling so as to reduce cost and time, increase safety and productivity. It present strategies for acquiring and developing warehouse space. It also covers characteristics, material flow, safety and security issues related to warehouse functions and successful operations of logistics processes and supply chain.

BBA447 Transportation and Port Management

Due to globalization, companies are operating across national boundaries together with many local partners. As a result, logistical issues are becoming more complex due to diverse nature of industry sectors and demand efficient management. This course provides knowledge and understanding of transportation and port management and addresses their issues and problems faced. It covers different transportation modes in logistical system and transport infrastructure and provide approaches for arriving at cost effective transport solutions. It acquits participants with transport regulations, safety aspects and transportation documentation. It explains international logistic systems, customer clearance, insurance, payment of terms and packaging of goods aspects in international shipments and other related challenges in international ocean transportation, international air transportation and port management. It covers concepts and understanding of distribution structures, functions and its management.

BBA448 Quality Management

Quality is a strategic issue for any organization. Logistics must aim at providing high quality services at low cost and meeting delivery schedules in order to remain competitive in a global environment. For this we need to continuously improve our systems and processes associated with logistics and supply chain. This course offers insight into concepts, quality principles, quality management systems, tools and different approaches for meeting and exceeding customer needs and expectations. It also covers application of quantitative methods and human resources to improve all business processes and systems.

BBA449 Business Process Management

This course teaches the student the key concepts, terms, methodologies, techniques, and technologies in Business Process Management (BPM) and Enterprise Resource Planning (ERP).

It provides practical access to industry-standards tools and technologies, namely Microsoft Dynamics NAV and iGrafx, allowing students to experience how enterprise systems function and is used for logistics and supply chain systems. Practical case studies are included throughout redressing implementation issues.

IRP (Industry readiness Program)

Courses BBA 218 Professional Communication

Professional Communication forms the basis of professional conduct. Working executives are expected to know and demonstrate this conduct in all their interactions. Students in the bachelor's program will be introduced to the corporate expectations of etiquette, decorum and conduct. This is to ensure that they know, understand and adopt this conduct so as to easily fit in the corporate world and effectively demonstrate efficient, effective, respectful and collaborative work behavior. Be it conduct with seniors, peers or juniors or be it interaction with internal or external associates, executives are expected to conduct themselves in ways that respect time and boundaries of others. These boundaries, and behaviour thereof, are not necessarily documented but are certainly expected in all professional organizations. This course is designed to acquaint students with expected conduct during meetings and interviews. Students will get an opportunity to develop their listening, speaking and dialoguing abilities. A major part of business communication is over emails and this course introduces students to basic email etiquette expected of them for professional conduct. A very practical hands-on approach will be adopted. Students will participate in role plays, do practice sessions, read essential articles on best practices in professional communication and interaction, and internalize the behavior expected of them as professionals.

BBA 227 Team Work and Collaboration

This course introduces students to key concepts, theories, and principles of teamwork and collaboration. While the course concentrates on teams and teamwork, the knowledge, skills, and dispositions developed in the course apply to many groups. For example, the course explores group dynamics and how people behave and interact in groups; how they influence and are influenced by others; communication patterns; the roles people play; how they organise themselves. This is relevant to all kinds of social groupings, including those found in communities and organizations. The course is relevant to most forms of purposeful groups and committees, as well as teams—where people pull together to get things done. It provides a framework for analyzing how work is accomplished in groups and teams, that is, collaboratively, revealing why things don't happen as expected or desired, for example, and what to do about it.

The courses touches on many aspects germane to the effective functioning of groups and teams, with main objectives being to help learners become more effective in working with others, and to help groups and teams perform at a higher and more-satisfying level. Important areas students will learn more about through the course include:

- Team Performance Management, especially goal-setting, planning, and allocating work.
- Chartering Teams—how to give teams and groups a head start.
- The Nature of Collaboration, what it actually consists of and requires; communicating and coordinating.
- Getting the Most of Teams—reducing waste, redundancy, and unnecessary

conflict; capitalizing on opportunities for leverage and synergy. ▪ Ways to assess team and group performance, morale, and effectiveness. ▪ Team-building and interventions to improve team functioning. ▪ Team Leadership—what it is and how it works; why it succeeds and so often fails. Participants will also learn more about their team skills and orientations, and improve their teamwork and collaboration competence; that is, become better at working with others.

BBA 337 Negotiations Skills

If there is one skill in which every business leader must excel, it is the skill of negotiating. The more skilled a leader is in negotiating; the more value he/she is able to generate for all stakeholders. This value is created in environments that foster gainful relationships. The results of well-negotiated deals fuel more deals and more results and the cycle continues. While not everyone has a natural knack for negotiating, the good news is that it is a skill that can be developed. Research shows that people with average negotiating skills can hugely increase their results by understanding how skilled negotiators perceive, analyze, interpret and respond to offers. What skilled negotiators seemingly make concessions, they ultimately make bigger gains. How these negotiators pull off a deal while making the other party contented and wanting to do more business with them is fascinating and is a skill that can be developed. This learning can make an average negotiator more precisely estimate the need, the desire and the agreeableness of the other party, and thereby make more reasoned and winning offers. This course is designed to help students enhance their sphere of influence, and get a close glimpse into how people negotiate differently. What is it that makes one successful and another not so? Are there behaviours that decide the outcomes? The course helps students get an appreciation of their personal negotiation style, and their communication competence, a comparison on where they are compared to the rest. They learn about negotiation tactics that people employ and how to deal with such tactics. They learn to deal with the more powerful other and also the less powerful other. The course is packed with action. Role plays, simulations, video guided sessions, films and case analysis make the learning dynamic and interesting.

BBA 345 Interview Skills

Entry into professional employment is a rigorous process wherein companies scout, screen, select and recruit candidates that best fit the organizational culture and requirements. They need to make this estimation through a short process of screening and selection. While the companies take responsibility of selecting the best fit, the candidates also have a responsibility of presenting their capabilities and true potential to recruiters in a true, clear and efficient manner. This course is run as a series of workshops. It is designed to help students prepare for this process of screening and selection. The workshop modules provide students a glimpse into the corporate world and its expectations from job candidates. It guides them to explore their own strengths and weaknesses, and build their own story. Students also get a chance to learn from experiences of other candidates so as to avoid unnecessary pitfalls in their path to success. They get to learn preparation strategies, appearing for the interview and the post interview management process. Lectures, presentations, discussions, instruments of self-discovery, videos and mock interviews are used to prepare students for job interviews that they are likely to appear for, sooner or later.

BBA 401 Design Thinking

There is great and continuing need for professionals at all levels to possess and employ the skills and dispositions to tackle complex problems and develop novel and sustainable solutions. And, despite the practically infinite power of the human intellect, creative problem-solvers and strategic thinkers are in short supply. To make matters worse, some with obvious individual capabilities (or potential) find it difficult to work with and through others. Contemporary organisational and global challenges make imperative that we identify, understand, and counter the impediments to problem-solving and solutions that ensure a brighter future. Many of today's problems and issues exist because traditionally and historically we have taken short-cuts to solving problems, seeking immediate, temporary (“quick-fix”) solutions with little thought to long-term implications. There are many reasons for such behaviour as well, both conscious and unwitting, but the consequences are the same: doing irreparable damage to society or the planet, creating other problems in pursuit of solving one, or having to repeatedly throw resources at solving the same problem as we have not actually gotten to its roots (core causes). Few problems are as simple as we like to think. This course exposes students to counterproductive habits, ways of thinking, and common hindrances arising when we attempt to solve problems, and helps learners develop effective strategies to overcome such tendencies. Students will learn how to transcend the limits of their own thinking and how to harness the power of the collective mind and spirit. Students will learn that they can—and should—improve their creativity and inventiveness. This may involve seeing things they never before saw or seeing them in new and different ways. It may also lead to them seeing themselves, their roles, and their capabilities differently, as well as providing insights into and strategies for getting the most out of groups. It will probably require the learning of new skills and tools, and may require learners to discard or “unlearn” ways of approaching problems and decisions that undermine creativity and effectiveness.

BBA 403 Decision Making

Decision-making is an integral part of our daily lives. We may not think too much about the decisions we make or the decision-making process until we are forced to make a difficult decision. Decisions may be difficult for a variety of reasons, including the pressure we feel to make the right decision. To make matters worse, what makes a decision “right” may have many aspects, themselves difficult to ascertain or weigh, and, in fact, “right” may be a matter of perspective. What is seemingly right, necessary, or obvious in one person's view may be entirely different for another person. You might appreciate what this means when there are multiple parties (stakeholders) interested in the outcome of a decision, each with a different view of what is best. A decision may be difficult for at least two reasons. The first is the number and kind of details, particulars, and factors to take into consideration, including implications, consequences, and risks of a given decision or chosen course of action, both quantifiable and qualifiable, concrete or intangible. This is largely a matter of complexity. Then, somewhat separate, there are the moral, ethical dimensions of the decision—what seems to be best all things considered. The more debatable, contestable, provocative, or far-reaching, the greater the difficulty the decisionmaker faces. For people who see primarily two sides—black and white, right and wrong; it either is or it isn't—decisions are simple. But for many decisions to be made, there is often a great deal of grey.

There will be grey areas whenever there are competing or conflicting interests and multiple stakeholders. Grey exists where and when there is uncertainty, unpredictability, ambiguity. The level of need for clarity and definition (or, alternatively, with the level of comfort with ambiguity) may impact the approach individuals take to making decisions and thus the decisions they make. This course examines some of the ways people make decisions and considers merits of one approach over another in a particular situation (decision context). It seeks to provide students with the skills, tools, and discipline for a reasoned and deliberate approach to decision making. Grey areas arise when we have no precedent or rule book to follow, when we encounter a challenge we have not seen before or when known solutions do not work. Dilemmas present grey areas, as well—when a choice is forced between courses of action where none is ideal. Whether or not and how we deal with difficult decisions says a lot about us as individuals. Do we short-cut them and seek simple solutions? Over-analyze and overcomplicate? Leave them to someone else or to popular opinion? One of the purposes of this course is to identify and critique our decision styles, and learn alternative strategies for decision making. Thus, this course explores and compares various decision-making styles, processes, and techniques. For example, one approach might be more logical and rational, while another is more intuitive or creative. Both can be valuable, with either being more useful in a particular situation than the other. Still, both might need to be brought to bear on a given problem. Students will have a chance to experiment with a variety of techniques in this course. Through dialogue and case examples, students will also consider pressures and constraints in decision-making, amongst them the pervasive belief that leaders must be decisive and the implications of such drivers. We will also consider the typical biases and other problems in decision making that undermine the efficacy of decisions, and entertain some of the strategies for overcoming or contending with such tendencies. Work that students did in the Design Thinking course, such as Critical Thinking, will have prepared them for this. Bottom line is that everybody makes—and must make—decisions all the time. Many decisions lack conscious thought, insight, and foresight, and, thus, fail or make matters worse. This is bad enough at the individual level, but is unacceptable and downright dangerous in the complex, global world in which today’s leaders operate. Thus, this course is designed to instill habits of effective decision making and to make the decision process more conscious and open to critique and improvement. While individuals will learn processes that make them personally and professionally more effective, they may benefit even more learning about and through shared decision making and the collaborative process. Important knowledge students will acquire and skills and methods they will learn more about through the course include:

- Typical (and one’s own) decision-making styles, and the relative advantages and downsides of particular styles.
- Steps in the decision-making process and how to optimize them.
- Differences between individual and group decision-making processes and outcomes.
- Processes and criteria for evaluating the decision-making process and resultant decisions.
- Basic impediments to effective decision making, including but not limited to bias and subjectivity.
- Differences and relationship between problem solving and decision making.

- Basic action planning, and essential relationships amongst decision making, action planning, and implementation.
- Improving decision making: learning from and through the decision-making process
- Factors in decision success, including viability and buy-in.
- Sustainability in decision making.