

MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT

Concentrations:

Management

Finance

Main Language of Instruction:

French ☐ English ☒ Arabic ☐

Campuses Where the Program Is Offered: CFDSS (all concentrations), CZB (concentration: Management)

OBJECTIVES

1) Master in Business Administration and Management, concentration: Management

This program aims to develop students' expertise in managing financial data within companies and other organizations and prepares them for careers in accounting, internal audit, and management control.

2) Master in Business Administration and Management, concentration: Finance

This program prepares students for careers in corporate finance by covering key areas such as innovation valuation, financial analysis, and mergers and acquisitions. It develops a comprehensive understanding of corporate finance, enabling students to manage complex financial decision-making processes throughout the different stages of business development and pursue diverse career opportunities.

PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Apply ICT tools for communication, information, and management
- Develop interpersonal and communication skills
- Understand organizational dynamics and management processes
- Analyze the fundamental dynamics of the business environment
- Enhance personal development and creativity
- Master quantitative models, corporate finance, and the economic environment
- Recognize the role of individuals in internal corporate activities and external relations
- Demonstrate a sense of ethics and values

ADMISSION REQUIREMENTS

- A Bachelor in Business Administration and Management or an equivalent degree
- File review
- Interview with the master's committee

PROGRAM REQUIREMENTS

120 credits: Required courses (100 credits including 40 as common courses), Institution's elective courses (20 credits)

Required Courses – Common Core (40 Cr.)

Business Plan (4 Cr.), Quantitative Research Methods (4 Cr.), Research Methodology (4 Cr.), Business Policy (4 Cr.), Decision-Making in Business (4 Cr.), Thesis Project (20 Cr.).

Institution's Elective Courses (20 Cr.), to be chosen from the list below:

Financial Performance Management (4 Cr.), Economic Analysis (4 Cr.), Corporate Communication (4 Cr.), Human Resources Management (4 Cr.), Customer Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional



Environment (4 Cr.), Company Valuation (4 Cr.).

Required Courses – Concentration: Management (60 Cr.)

Innovation Management (4 Cr.), International Management (4 Cr.), Market Strategy (4 Cr.), Organization Design (4 Cr.), Situation Analysis (4 Cr.), Business Processes and Company Structuring (4 Cr.), Negotiation (4 Cr.), Operations Management (4 Cr.), Project Management (4 Cr.) Thesis (24 Cr.).

Required Courses – Concentration: Finance (60 Cr.)

Foundations of Risk Management (2 Cr.), Financial Reporting and Analysis (4 Cr.), Merger and Acquisitions (4 Cr.), Advanced Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Advanced Finance (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Thesis (24 Cr.), Introduction to Cryptocurrencies (2 Cr.), Economics of Big Data and AI (2 Cr.).

SUGGESTED STUDY PLAN

Semester 1

Code	Course Name	Credits
	Required Courses – Common Core	
008BUPLM1	Business Plan	4
008GESSM1	Business Policy	4
008PPDGM1	Decision-Making in Business	4
008FPMGM1 008ANACM1 or 008COINM1 008HRMAM1	The student chooses 2 Institution's Elective Courses from the following: Financial Performance Management Economic Analysis or Corporate Communication Human Resources Management	8
	Total	20

Semester 2

Code	Course Name	Credits
	Required Courses – Common Core	
008MDLRM2	Research Methodology	4
008PROMM2	Thesis Project	20
008QRMTM2	Quantitative Research Methods	4
008DMANM2 008AIPFM2 008SUFIM2 008GPLEM2	The student chooses 2 Institution's Elective Courses from the following: Data Management and Analytics AI Unlocked: Powering the Future of Business ESG Investing Global Paradigms of Leadership	8
008COVAM2 or 008DBECM2	The student chooses 1 Institution's Elective Course: Company Valuation or Digital Business and E-Commerce Management	4
	Total	40

Semester 3

Code	Course Name	Credits
	Master in Business Administration and Management, Concentration: Management	
008INVMM3	Innovation Management	4
008ITMTM3	International Management	4
008MSTAM3	Market Strategy	4
008ORDAM3	Organization Design	4
008IFMAM3	Situation Analysis	4
	Total	20
	Master in Business Administration and Management, Concentration: Finance	
008FRKMM3	Foundations of Risk Management	2
008FRAAM3	Financial Reporting and Analysis	4
008FAQAM3	Mergers and Acquisitions	4
008AFMAM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	Total	20

Semester 4

Code	Course Name	Credits
	Master in Business Administration and Management, Concentration: Management	
008BPPCAM4	Business Processes and Company Structuring	4
008NEGOM4	Negotiation	4
008OPMAM4	Operations Management	4
008POMAM4	Project Management	4
008THSAM4	Thesis	24
	Total	40
	Master in Business Administration and Management, Concentration: Finance	
008ADFIM4	Advanced Finance	4
008PFMAM4	Portfolio Management	4
008FAOMM4	Future and Options Markets	4
008CERFM4	Compliance, Ethics and Regulations in Finance	2
008MEMSM4	Thesis	24
008EBDIM4	Economics of Big Data and AI	2
	Total	40

COURSE DESCRIPTION

oo8BUPLM1	Business Plan	4 Cr.
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This course equips students with the knowledge and techniques required to develop a business plan for a new venture, an internal corporate project, or the expansion of an existing business. It guides students through the preparation of a comprehensive business plan that integrates key concepts from finance, marketing, and management. By consolidating these disciplines into a coherent strategic plan, the course prepares students to evaluate opportunities and enhance the potential for project success.

oo8BUPAM1	Business Policy	4 Cr.
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This course covers the following topics: the differentiation, positioning, expansion, diversification and market penetration strategies; the consequences of the various strategies as well as their impact, on the business environment.

oo8PPDGM1	Decision-Making in Business	4 Cr.
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This course familiarizes students with management tools in a dynamic environment by reviewing key theories and management models. Students will apply these concepts through the Shadow Manager's Domotix corporate simulation, which enables them to manage a company over multiple simulated years. The simulation exposes students to the complexity of decision-making and its outcomes in the face of internal and external constraints and opportunities. It also develops essential interpersonal skills, including leadership, teamwork, negotiation, conflict management, and decision-making.

oo8ANACM1	Economic Analysis	4 Cr.
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This course covers the analysis of economic problems, and the effectiveness and limitations of fiscal, monetary and anti-inflationary policies based on the theoretical proposals of the different schools of economic thought.

oo8COINM1	Corporate Communication	4 Cr.
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This course examines the key aspects and tools of integrated communication and explores how communication plans can be developed and incorporated into comprehensive marketing strategies. It introduces students to the communication profession and its requirements through a practical approach. The course also covers emerging digital communication technologies, evolving web-based communication practices, changing consumer behaviors, and crisis communication as an essential component of strategic planning.

oo8FPMGM1	Financial Performance Management	4 Cr.
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This course equips students with the skills needed to develop strategies aligned with an organization's strategic direction and define the actions required to achieve them. Students will learn to formulate and defend their viewpoints, reconcile them with existing practices and alternative perspectives in financial reporting, and take responsibility for analyzing business cases. The course covers financial planning models, cash flow forecasting, performance measurement, and their contribution to enhancing shareholder value and maximizing shareholder wealth.

oo8HRMAM1	Human Resources Management	4 Cr.
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This course addresses the rapid and continuous changes in human resources management, emphasizing the need to anticipate the future and adapt practices to environmental developments. It defines the nature of the human resources function, analyses its role and objectives, and explains the links between its activities and those of other company departments. The course also introduces students to the operational dimension of human resources management, covering its various areas while retaining a theoretical perspective.

oo8MDLRM2	Research Methodology	4 Cr.
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This course is divided into two complementary parts. The first, Research Design, introduces the main research paradigms, the research process, and qualitative and quantitative research methods in the social sciences, with particular emphasis on management. Students will learn how to collect empirical data and draw evidence-based conclusions about organizational and social phenomena. The second, Statistical Research Methods, introduces the statistical techniques used in quantitative social science research. Building on the fundamentals of descriptive statistics, students will learn to conduct univariate, bivariate, and multivariate analyses, apply inferential statistics, and test research hypotheses.

oo8QRMTM2	Quantitative Research Methods	4 Cr.
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This course introduces basic concepts and statistical methods of primary and secondary data analysis applied in business. By the end of this course, students will be able to: (i) organize and describe data in different schemes, (ii) interpret and compare observed results for more than two variables, (iii) efficiently use different tests to validate the chosen hypotheses, (iv) undertake advanced analysis over research questions, and (v) implement statistical models to forecast the studied variables.

oo8DMANM2	Data Management and Analytics	4 Cr.
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This course introduces data management and analytics, focusing on the collection, organization, protection, and interpretation of organizational data. It explores how raw data can be transformed into meaningful insights by identifying patterns, trends, and valuable information. The course also develops students' skills in data visualization and reporting to effectively communicate insights to stakeholders.

oo8SUFIM2	ESG Investing	4 Cr.
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This course introduces students to the principles of responsible investment, with a particular focus on environmental, social, and governance (ESG) factors. It examines the key issues underlying each ESG dimension, the broader sustainability context, and major global initiatives. Students will also explore the ESG market, including its relevance, scope, key drivers, challenges, risks, and opportunities.

oo8PROMM2	Thesis Project	20 Cr.
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The M1 thesis is an independent research project that goes beyond a preliminary draft or a simple statement of the research question. It requires students to produce a structured and well-developed study that presents a clearly defined research proposal, demonstrates effective use of the relevant literature, and develops a rigorous and coherent academic argument.

oo8COVAM2	Company Valuation	4 Cr.
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This course provides an overview of the main methods used to assess company value, including discounted cash flow (DCF), comparable multiples, and asset-based approaches. It equips students with the knowledge required to understand valuation processes and their applications in finance, investment, and corporate strategy. Through real-world examples and case studies, students will learn to analyze financial data, select appropriate valuation methods, and identify key drivers of value creation.

oo8AIPFM2	AI Unlocked: Powering the Future of Business	4 Cr.
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This course is strategically focused on equipping business leaders with the knowledge and judgment needed to effectively leverage artificial intelligence. Rather than focusing on technical implementation, it emphasizes strategic decision-making, responsible AI adoption, and organizational transformation. Students will explore AI fundamentals, strategic applications, marketing analytics, generative AI, ethics, and organizational readiness through real-world cases, practical tools, and a final project.

oo8DBECM2	Digital Business and E-Commerce Management	4 Cr.
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This course provides students with a comprehensive managerial and strategic understanding of digital transformation and its impact on modern organizations. It examines how digital technologies reshape competitive advantage, customer experience, organizational capabilities, and business models, with emphasis on leadership, decision-making, and strategic execution. Through structured frameworks, managerial cases, and applied



assignments, students will develop the ability to evaluate digital initiatives, manage transformation risks, and lead cross-functional efforts. The course prepares future managers to drive and sustain digital transformation initiatives effectively.

008GPLEM2	Global Paradigms of Leadership	4 Cr.
This course provides students with an international perspective on the application of leadership skills, theories, and practices in a global context. It develops an understanding of key elements related to international human resource management, team building and leadership, knowledge management, change management, content management, and crisis management. The course examines the relationship between local and global leadership approaches, situational strategies, cultural considerations, transformational and motivational techniques, and structural implications for transnational organizations.		
008FRKMM3	Foundations of Risk Management	2 Cr.
This course provides students with a thorough understanding of the fundamentals of risk management in the financial and business context. It explores the different categories of risk faced by organizations, including financial, operational, strategic and market risks, and examines the tools, techniques and strategies used to manage them.		
008FRAAM3	Financial Reporting and Analysis	4 Cr.
This course enables students to make strategic financial decisions in a dynamic, realistic environment. Using market simulations, real-time financial data and portfolio management models, students will apply their finance skills and develop a deep understanding of portfolio management.		
008FAQAM3	Mergers and Acquisitions	4 Cr.
This course provides an in-depth examination of the processes, strategies, and financial implications of mergers, acquisitions, and divestitures. Students will develop a comprehensive understanding of the key issues surrounding mergers and acquisitions, preparing them for careers in corporate finance, strategy consulting, business law, and corporate management.		
008AFMAM3	Advanced Financial Markets	4 Cr.
This course provides students with an in-depth understanding of financial markets, their functioning, and their role in corporate finance. It explains how financial markets support financing decisions, portfolio management, and risk management.		
008FDAPM3	Financial Data Analytics and Programming	4 Cr.
This course trains students in the advanced use of data analytics and programming within a financial context. It develops essential skills for corporate finance professionals, enabling them to make informed decisions, automate processes, and optimize financial operations.		
008ADFIM4	Advanced Finance	4 Cr.
This course develops advanced financial analysis skills with a focus on their application in corporate finance. It covers advanced analytical concepts and techniques to assess companies' financial performance and health.		
008PFMAM4	Portfolio Management	4 Cr.
This course develops the skills required to design, manage, and optimize financial asset portfolios. It covers key portfolio management principles, including diversification, asset valuation, risk management, and performance evaluation.		
008FAOMM4	Future and Options Markets	4 Cr.
This course provides an in-depth understanding of derivative markets, including futures and options. It covers the theoretical foundations and practical applications of these financial instruments.		



oo8CERFM4	Compliance, Ethics and Regulations in Finance	2 Cr.
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This course enables students to understand and integrate ethical principles and social responsibilities into the financial context. It explores the ethical dilemmas specific to financial decisions and asset management, while emphasizing the importance of CSR in these areas.

oo8EBDIM4	Economics of Big Data and AI	2 Cr.
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The course explores the economic impacts of the use of big data and artificial intelligence (AI) in business and finance. Students will explore how these technologies are transforming financial decisions, asset management and business models.

oo8ITCAM3	Introduction to Cryptocurrencies	2 Cr.
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The course explores emerging financial technologies (Fintech) and the world of digital finance, including cryptocurrencies and blockchain technology. Students will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.

oo8MEMSM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of an independent research process in which students develop and contribute to knowledge. In collaboration with their thesis supervisor, students will define their research topic and apply appropriate methodologies and approaches. The thesis demonstrates their ability to critically analyze a subject, conduct a research project, and combine initiative with compliance with academic writing and presentation standards.

oo8INVMM3	Innovation Management	4 Cr.
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This course emphasizes innovation as a strategic management process. It examines how firms acquire and leverage information, integrate technical and societal knowledge, and develop attractive value propositions for products and services. The course explores the role of partnerships and networks in accessing the capabilities required for innovation and explains how organizations can improve their innovation processes to create new products and services. It highlights the importance of innovation in achieving competitive advantage and long-term financial success.

oo8ITMTM3	International Management	4 Cr.
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This course provides global theoretical and analytical perspectives on managing multinational corporations. It examines environmental factors, social responsibility, conflict and culture, corporate strategy, structure and control, human resources, motivation, and leadership in international business contexts. The course equips students with a broad understanding of the management challenges, opportunities, and practices faced by firms operating globally through practical scenarios and applied case studies.

oo8MSTAM3	Market Strategy	4 Cr.
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This course broadens the perspective beyond traditional marketing activities to focus on identifying, selecting, and implementing strategic positioning.

oo8ORDAM3	Organization Design	4 Cr.
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This course examines the evolution of organizations and management theories, including the history of work, organizational design, and organizational transformation. It covers institutional theory, conflict, power, and politics, as well as decision-making processes and the role of IT in organizations.

oo8IFMAM3	Situation Analysis	4 Cr.
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This course introduces Situational Analysis (SA), an advanced qualitative research methodology that uses analytic maps to examine situations, processes, and relationships based on approaches pioneered in Grounded Theory. Part I introduces the principles and methods of SA, highlighting recent developments in the field. Part II explores key dimensions of the approach, including the history of Grounded Theory and Situational Analysis, SA as critical pragmatist interactionism, its application in mixed-methods research, and the use of SA mapping in



social policy and clinical counseling. Part III presents exemplary research applications drawn from fields such as energy, international relations, public health, disability studies, environmental conservation, and military research. Through selected readings and case studies, students will examine the broad applicability of Situational Analysis as an innovative relational approach to qualitative data analysis across the social sciences, healthcare, and related disciplines.

oo8BPPCAM4	Business Processes and Company Structuring	4 Cr.
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This course provides an intermediate to advanced study of organizational management, examining key organizational characteristics, including processes, systems, decision-making, performance management, and change management. It explores organizations across diverse contexts, including businesses, startups, universities, hospitals, non-profit organizations, and public institutions. The course views organizations as complex systems that must continuously adapt while effectively managing human, material, and operational resources to achieve their objectives. It highlights the challenges faced by modern managers in improving organizational efficiency amid evolving expectations and global competition. Through case studies and academic literature, students will examine organizational design theories and best practices and develop tools and strategies to enhance their effectiveness as individuals and team members within organizations.

oo8NEGOM4	Negotiation	4 Cr.
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This course develops students' understanding of negotiation strategies and processes by examining situational contexts, relationship dynamics, and negotiation objectives. Focusing on business negotiations, it covers preparation techniques, strategy development, and practical negotiation approaches. The course also introduces third-party intervention in negotiation and conflict resolution, as well as the challenges of cross-cultural negotiations in increasingly diverse and globalized organizations.

oo8OPMAM4	Operations Management	4 Cr.
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This course addresses decision-making in operations management to optimize enterprise performance while considering the business environment and uncertainty. It covers key areas including supply chain management, project planning, inventory and transportation management, queuing systems, and the experience curve.

oo8POMAM4	Project Management	4 Cr.
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This course introduces the principles and practices of project management. Students will learn to plan, organize, and control projects using project management tools and techniques aligned with the PMI's Certified Associate in Project Management (CAPM) framework.

oo8THSAM4	Thesis	24 Cr.
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This course presents the thesis as the culmination of an independent research process in which students develop and contribute to knowledge. In collaboration with their thesis supervisor, students will define their research topic and apply appropriate methodologies and approaches. The thesis demonstrates their ability to critically analyze a subject, conduct a research project, and combine initiative with compliance with academic writing and presentation standards.

