

Master of Business Administration Program in the Faculty of Business Administration and Economics

The Faculty of Business Administration and Economics at Haigazian University offers a degree program leading to the Master of Business Administration (MBA).

The Haigazian University MBA program is designed to develop the student's analytical, decision making and problem solving capabilities such that he/she might be able to meet the challenges of leadership in professional management positions within the current marketplace and in the business world of the future.

On completing the MBA program the student will be able to:

- Demonstrate the necessary analytical skills to diagnose business problems and offer innovative solutions
- Demonstrate leadership and team membership skills needed for identifying goals, coordinating organizational activities and developing action plans to implement necessary transformations
- Demonstrate an understanding of how global competitive environments are altering business methods and practices
- Display the ability to effectively manage conflict

The MBA program is open to students with a Bachelor's degree in non-business or in business fields from an accredited institution. The program may require between 39 and 64 credit hours depending on the student's prior academic preparation, and it can be completed in two years of full-time study. The MBA can be pursued on either a full-time or part-time basis.

Students may choose to specialize in different areas:

1. Accounting
2. Finance
3. General MBA
4. Human Resources Management
5. Management
6. Marketing

General Requirements for the MBA Degree

Thesis. The thesis must reflect the student's skills and efficacy in conducting independent research, reporting it, and defending the research and findings to a thesis committee and the public. The thesis must be a contribution to the field. The thesis is to be written in English. It should follow the scientific research report format of the latest edition of the APA.

A Committee of two members is approved by the department one semester before the defense. The chairperson of this committee serves as the thesis advisor and works with the student in preparing the proposal. Members of the Committee should receive copies of the thesis two weeks before the defense. After the defense, the student is to make any required modifications on the thesis and submit three bound copies signed by the Committee to the Barsumian Library. Acknowledgment by the Barsumian Library is required before a student receives his/her degree.

Grading of the thesis work and defense is given as Pass (P), Fail (F), or Excellent (E) for exceptional work. The defense may be repeated once within a period of 3-6 months, depending on limitations regarding residency requirements. For a second failure in the defense, the student is dropped from the graduate program.

The thesis is expected to take two semesters. All the details about thesis preparation, writing and defense are available in the HU Graduate Handbook on the University website. Graduate students who are in the process of thesis writing are required to complete their thesis without interruption. Exemptions may be allowed only after petitioning to the Graduate Studies Committee. Those who are in the process of thesis writing and withdraw from the University or fail to register without petitioning for a leave of absence, are required to register for 399A in case they decide to continue their studies.

Degree Requirements

The curriculum consists of two parts, prerequisite/core courses and professional/core courses. The prerequisite/core courses are defined by the course requirements listed below, and their completion is a prerequisite to enter the professional/core courses. Note that all or part of the prerequisite/core courses may be satisfied by a student's prior work at the undergraduate level. The professional/core courses consist of 39 credit hours of advanced course work that substantially extends and applies knowledge developed in the prerequisite/core courses.

Prerequisite /Core Courses	(24 cr.)
Finance	3 cr.
Financial Accounting	3 cr.
Management	3 cr.
Managerial Accounting	3 cr.
Marketing	3 cr.
Microeconomic Theory	3 cr.
Operations Research	3 cr.
Quantitative Methods	3 cr.

General MBA	(39 cr.)
Professional /Core Courses	(27 cr.)
BAD 306 Financial Analysis and Management	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 351 Human Resource Management	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 375 Management Information Systems	3 cr.
Electives	(9 cr.)
Any 3 electives in the Department	
BAD 399 Thesis	(3 cr.)
MBA in Accounting	(39 cr.)
Professional /Core Courses	(36 cr.)
BAD 306 Financial Analysis and Management	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 326 Intermediate Accounting	3 cr.
BAD 327 Advanced Accounting	3 cr.
BAD 328 Advanced Auditing Topics	3 cr.
BAD 329 Seminar in Tax Research	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 351 Human Resource Management	3 cr.
OR	
BAD 375 Management Information Systems	3 cr.
BAD 399 Thesis	(3 cr.)

MBA in Finance	(39 cr.)
Professional /Core Courses	(36 cr.)
BAD 306 Financial Analysis and Management	3 cr.
BAD 307 Investment Analysis	3 cr.
BAD 308 International Finance	3 cr.
BAD 309 Options, Futures and Other Derivatives	3 cr.
BAD 310 Corporate Finance	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 351 Human Resource Management	3 cr.
OR	
BAD 375 Management Information Systems	3 cr.
BAD 399 Thesis	(3 cr.)

MBA in Human Resources Management	(39 cr.)
Professional /Core Courses	(36 cr.)
BAD 306 Financial Analysis and Management	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 351 Human Resource Management	3 cr.
BAD 352 Organization Theory	3 cr.
BAD 356 Communication and Negotiation in Employee Relations	3 cr.
BAD 357 HR Development and Training	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 359 International Human Resources Management	3 cr.
BAD 399 Thesis	(3 cr.)

MBA in Management (39 cr.)

Professional /Core Courses (36 cr.)

BAD 306 Financial Analysis and Management	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 351 Human Resource Management	3 cr.
BAD 352 Organization Theory	3 cr.
BAD 354 Leadership	3 cr.
BAD 355 Creative and Innovative Management	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 375 Management Information Systems	3 cr.

BAD 399 Thesis (3 cr.)

MBA in Marketing (39 cr.)

Professional /Core Courses (36 cr.)

BAD 306 Financial Analysis and Management	3 cr.
BAD 315 Economic Analysis of the Firm	3 cr.
BAD 316 Statistical Methods for Business Decisions	3 cr.
BAD 318 Marketing Policy	3 cr.
BAD 319 Marketing Research	3 cr.
BAD 320 Consumer Behavior	3 cr.
BAD 321 Advertising and Promotion Management	3 cr.
BAD 322 International Marketing	3 cr.
BAD 325 Managerial and Cost Accounting Analysis	3 cr.
BAD 346 Quantitative Models for Business Decisions	3 cr.
BAD 358 Strategic Management	3 cr.
BAD 351 Human Resource Management	3 cr.
OR	
BAD 375 Management Information Systems	3 cr.

BAD 399 Thesis (3 cr.)

Business Administration Graduate Courses

BAD 306 Financial Analysis and Management (3 cr.)

This course examines the processes and methods of financial analysis and management. The course emphasizes the objectives of different users of financial statements and describes analytical tools and techniques to meet those objectives. Analytical methods range from the computation of ratio and cash flow measures to forecasting earnings for equity valuation. Topics include present values, future values, bond valuation, equity valuation, net present value, investment decisions criteria, capital budgeting, risk versus return analysis, and the management of working capital. Prerequisite: FIN 226.

BAD 307 Investment Analysis (3 cr.)

This course focuses on the examination and valuation of the major investment vehicles that are popular today throughout the world. Topics covered include: an overview of the investment decision-making process, asset allocation in the global investment setting, analysis of security types, analysis of security markets and trading practices, aggregate market analysis and market indicators, risk, diversification, and optimal portfolio formation, risk and expected return (CAPM, APT, and factor models), domestic and international fixed-income investing (instruments, valuation, and strategies), domestic and international equity investing (instruments, valuation, and strategies), forward and futures contracts (valuation and strategies), options contract (valuation and strategies) investment companies, and performance evaluation. Prerequisite: BAD 306.

BAD 308 International Finance (3 cr.)

This course introduces the student to the environment of international finance and its management. Topics covered are the evolution of the international monetary system, the structure of the balance of payments, the determination of foreign exchange rates, by the theories of purchasing power parity (PPP) and the law of one price, international parity conditions, like the closed interest rate parity and the uncovered interest rate parity, with and without the presence of a time-variable risk premium, foreign currency exposure, foreign currency futures, currency swaps and currency options, international financial markets and international investment and financial decisions, including international capital budgeting, multinational corporate cost of capital and foreign direct investment. Prerequisite: BAD 306.

BAD 309 Options , Futures and Other Derivatives (3 cr.)

This course is an advanced introduction to contingent claims, also known as derivatives, which may be used for risk management or for speculation. They

include forwards, futures, swaps, options and synthetic securities and derivatives. The underlying assets can be commodities, stocks, stock indexes, bonds, currencies and interest rates. The stress is on the analytical pricing of these contracts, and the course highlights the pay-off of each type of contract. The use of binomial trees to price derivatives is explained. Advances in Weiner processes and in the use of Ito's calculus are presented. The basic model relies on log-normal distributions and on the Black-Scholes differential and analytical equations. Prerequisite: BAD 306.

BAD 310 Corporate Finance (3 cr.)

This course continues and extends corporate financial management covered in BAD 306 and provides the student with the tools for and theoretical foundations of optimal financial policy. The purpose of the course is to introduce the student to financial decisions involving capital budgeting, financial structure, dividend policy, mergers, acquisitions, takeovers, spin-offs and sell-offs. The stress is put on asymmetry of information, agency problems between shareholders, debt-holders, and other stakeholders in the operations and production process, on signaling theories, on the effects of financial distress, on the pecking order and other theories of capital structure. The values of an unlevered and a levered firm, in the presence of taxes, are derived. Techniques to calculate return on equity for unlevered and levered firms are discussed. Prerequisite: BAD 306.

BAD 311 Commercial Banking Theory (3 cr.)

The theory and operation of a successful commercial bank. The interrelation of various departments, loan and investment mix, marketing, statement preparation, reserves management, audit and examination and deposit analysis of a commercial bank.

BAD 312 Money and Capital Markets (3 cr.)

This course is a comprehensive treatment and analysis of money and capital markets. It covers the study and the valuation of short term, and long term securities, of foreign exchange, and of derivatives. Financial instruments like Treasuries, repos, reverses, CDs, commercial paper, bank loans, and corporate bonds are studied in depth. The interest rate techniques and conventions for calculating the cost of issuing securities by firms, and the return to investors from purchasing these securities are explained. The course also dwells upon the interaction between financial markets and the macro-economy. The roles of the central bank and of other regulatory authorities in the financial markets are described. Prerequisite: BAD 311.

BAD 314 Asset Management and Financial Decisions(3 cr.)

Considers the interrelated decision-making process of asset allocations, corporate fund raising, dividend policies and market maximization. Prerequisite: BAD 306.

BAD 315 Economic Analysis of the Firm (3 cr.)

The application of economic theory to business and management problems and the determination of business policy. Prerequisite: ECO 217 or BAD 271.

BAD 316 Statistical Methods for Business Decisions (3 cr.)

This is an advanced course in statistics. It will cover all aspects of statistics, from descriptive statistics and data analysis, to probability frequency distributions, probability concepts, discrete and continuous probability distributions, sampling, estimation, hypothesis testing of the mean, or of the proportion, for one population or for two populations, ANOVA, simple and multiple regression analysis, and the use of non-parametric methods in research. The student will learn how to use spreadsheets, and other statistical packages to estimate parameters or to test hypotheses. The stress is on the applied part of statistics, and the course is especially useful for students preparing their MBA theses. Prerequisite: ECO 232.

BAD 318 Marketing Policy (3 cr.)

Fundamental problem solving concepts are developed. Students consider problems of consumer needs, product planning, promotion, distribution and pricing. The discovery and application of marketing management skills are developed through the use of cases and a major planning project. Prerequisite: ADC 241 or equivalent.

BAD 319 Marketing Research (3 cr.)

Advanced coverage of market research. Topics include defining the problems in marketing, developing marketing approaches, formulating a research design, project and case analysis. Prerequisite: BAD 318; Corequisite: BAD 316.

BAD 320 Consumer Behavior (3 cr.)

The study of behavioral science research findings, principles and theories, especially those from psychology and sociology as they relate to the determinants of consumer buying behavior. The case approach is utilized to stimulate the development of creative marketing strategy. Prerequisite: BAD 318.

BAD 321 Advertising and Promotion Management (3 cr.)
Managerial functions in advertising and promotion programs. The role of the promotion mix in overall marketing strategy and determination of budgets, campaigns and effectiveness. Prerequisite: BAD 318.

BAD 322 International Marketing (3 cr.)
Analysis of major foreign markets. Marketing policies and techniques coupled with practical application of theoretical concepts. Prerequisite: BAD 318.

BAD 325 Managerial and Cost Accounting Analysis (3 cr.)
This is a graduate course in managerial accounting. A review of the material covered in ACC 213 is provided. Additional material covers such subjects as the difference between managerial and accounting information, normal costing, Activity-Based Costing (ABC) or Activity-Based Management (ABM), financial planning and control, differential cost analysis for marketing and for production decisions, capital expenditure techniques, profit planning and budgeting, and variance analysis. Applications are drawn from accounting, finance, management, management science, marketing, economics and statistics. The emphasis of the course is on problem solving and on case studies especially those that come in professional exams. Prerequisite: ACC 213.

BAD 326 Intermediate Accounting (3 cr.)
This course covers in depth the principles and standards of financial accounting. It also provides an advanced analysis of working capital management, debt and equity financing, and dividend policy. The effects of changing prices on financial statements are discussed. A review of the cash flow statements will also be carried out.

BAD 327 Advanced Accounting (3 cr.)
The primary focus is on business combinations and preparing consolidated financial statements, and financial statement analysis. The course will examine the use of accounting information in investment and credit decisions. Prerequisite: BAD 325.

BAD 328 Advanced Auditing Topics (3 cr.)
The course covers special topics in accounting such as the standards, practices, and procedures followed in the audit function. Included are statistical sampling, advanced computer systems, advanced applications, and reporting problems. Both internal audit and external audit principles are discussed. The objective of the course is to help the student become a professional auditor and to acquire additional practical knowledge to perform a good audit.

BAD 329 Seminar in Tax Research (3 cr.)

This course is a study of the tax-planning process and research tools that are available to both the professional business manager and the tax practitioner. A clear understanding of the source and use of primary tax research materials is a prerequisite for success in tax work. This course highlights the procedures governing tax controversies and tax compliance. Also covered are the tools of tax planning from a business point of view, case studies of the effect of tax law on business decisions, and an emphasis on emerging issues, methodology and data gathering.

BAD 346 Quantitative Models for Business Decisions (3 cr.)

This course presents in depth the mathematical tools used in decision-making. It continues and deepens the discussion of management science techniques from the undergraduate operations research course BAD 255. The course coverage includes linear programming, inventory control, CPM/PERT, simulation, decision analysis and queuing. The stress is on sensitivity analysis which involves studying how sensitive a model solution is to variation in one or more than one parameter. Solving problems by spreadsheets and computer software is explained. Pitfalls in mathematical modeling are discussed.

BAD 351 Human Resource Management (3 cr.)

Modern personnel administration: job analysis and design, evaluation and appraisal, recruitment and interviewing, training, wages and benefits and health and safety. Manpower planning. Prerequisite: BAD 231 or equivalent.

BAD 352 Organizational Theory (3 cr.)

Concepts of contingency and systems management applied to contemporary organizations; integrative function of management in terms of situational and environmental factors; analysis of selected organizational types. Prerequisite: BAD 231 or equivalent.

BAD 353 Entrepreneurship (3 cr.)

Topics concerning the entrepreneurial process in small and large organizations, including needs assessment, sources and methods of innovation, financing and barriers entrepreneurship. Prerequisite: BAD 358.

BAD 354 Leadership (3 cr.)

A review of the theory, research, and practice of leadership in organizations. Special attention to contemporary leadership issues, including transactional and transformational leadership. Prerequisite: BAD 358.

BAD 355 Creative and Innovative Management (3 cr.)

The course examines the emerging theories and practices related to creative and innovative management. It combines the creativity of new ideas and directions with their innovative implementation in management. Prerequisite: BAD 231 or equivalent.

BAD 356 Communication and Negotiation in Employee Relations (3 cr.)

The course examines the necessary skills needed to undertake successful negotiations and communications with employees and employers, business negotiations (salary, budget, labor etc.). The course will discuss Labor relations and practical issues.

BAD 357 HR Development and Training (3 cr.)

The course focuses on the main aspects of human resource development, training and career development. Students should become familiar with various types of current training and development programs. The course will provide students with the techniques and information to successfully address different learning styles. The full training cycle and methods of execution will be emphasized.

BAD 358 Strategic Management (3 cr.)

The formulation and implementation of strategy, from both domestic and international perspectives, is explored through cases, readings and decision making simulations. Prerequisite: BAD 231 or equivalent.

BAD 359 International Human Resources Management (3 cr.)

This course provides an international perspective for the review and evaluation of human resource practices into cultures that are both similar to and foreign from the home culture. It offers students a current and comprehensive understanding of the essential elements of international human resource management. It will emphasize the link between strategy, structure and HRM in international organizations.

BAD 375 Management Information Systems (3 cr.)

The course is designed to give the manager a foundation in management information systems sufficient to understand and effectively use information systems at the personal and organizational level. Prerequisite: MIS 272 or equivalent.

BAD 399 Thesis**(3 cr.)**

A requirement for the MBA degree. It must be based on original and independent research. To be undertaken upon the completion of at least 36 credits of core and elective courses. A committee consisting of an advisor and a second reader will guide and supervise the students throughout the project. All topics selected by the students must be first approved by the committee.