

# Al-Ahliyya Amman University's and Edinburgh Business School

## MBA Programme

### Course Description:

**Accounting(ACC):** This course is an introduction to the basic concepts and standards underlying both financial and managerial accounting systems. Several important concepts will be studied in detail, including: introduction to accounting and the accounting equation, profit and loss account, balance sheet, cash flow statement, framework for financial reporting, interpretation of financial statements, emerging issues and managerial options in reporting, introduction to cost and management accounting, cost characteristics and behaviour, allocating costs to jobs and processes, costs for decision making, budgeting, standard costing, accounting for divisions, investment decisions and new developments in management accounting. This course deals with both the basis of preparation, content and interpretation of financial accounting statements and the classification, behaviour and use of management accounting data.

**Economics(EC):** This course is concerned with how society allocates its scarce resources. It is about how the world works. The objective of the Economics course is to provide managers with a better appreciation of the system within which they operate and provide them with various frameworks that can be used to analyse. Several important concepts will be studied in detail, including: Economic concepts, issues and tools, demand and supply, market, economic efficiency, organisation of industries, public goods, externalities, income distribution, international sector, macroeconomics, income distribution, potential output, circular flow of income, simple and expanded models of income determination, fiscal policy, money, the central bank and monetary policy, quantity theory and the Keynesian theory of money, integration of the real and monetary sectors of the economy, inflation, unemployment and the world economy.

**Finance(FIN):** The course provides managers with an understanding of the range and depth of finance functions within a company and develops the skills whereby a manager can contribute meaningfully to the financial performance of a company. Several important concepts will be studied in detail, including: Basic ideas, scope and tools of finance, investment decisions and cash flows estimation, earnings, profit and cash flow, risk and investment decisions, dividend policy, capital structure, working capital management, international financial management and options, agency, derivatives and financial engineering.

**Human Resources Management (HRM):** The course is concerned with the effective management and utilization of human resources in organizations. By the end of this course, the student will understand HRM from a strategic perspective and an operational perspective. Strategically, HRM policies and activities are designed to support and reinforce more general business strategies and objectives. Operationally, HRM is concerned with the design and implementation of procedures to optimize the day-to-day management of people in organizations. Several important concepts will be studied in detail, including: The origins and nature of HRM, models of HRM, key themes in HRM, analysis of performance requirements, recruitment and selection, performance appraisal and performance management, training and development, and careers and career management.

**Marketing (MKT):** This course provides managers with an understanding of the role of marketing in developing competitive advantage and the tools of strategic marketing analysis. This course aims to provide students with a strong grasp of both the strategic elements of establishing a long-term customer orientation and the operational techniques that are required of marketing managers to implement the marketing orientation successfully. Several important concepts will be studied in detail, including: The marketing management process, corporate strategies and their marketing implications; business strategies and their marketing implications, environmental analysis; industry analysis and competitive advantage, consumer buying behaviour, organisational markets and buying behaviour, Measuring market opportunities, market segmentation and target marketing, Positioning, product decisions, pricing decisions, distribution channel decisions, integrated promotion decisions, marketing strategies for new market entries, marketing strategies for growth markets, marketing strategies for mature and declining markets, organising and planning for effective implementation, measuring and delivering marketing performance.

**Organisational Behaviour (OB):** This course is fundamental to managers to work effectively with people in organisations and therefore core to the MBA. By understanding the principles of organisational behaviour you will acquire a deeper knowledge of how you relate to other members of the organisation, provide appropriate incentives, develop effective teams, design an attractive job environment and manage the dynamics of organisational change. Several important concepts will be studied in detail, including: Basics of organisational behaviour related to management; stress and well-being at work; contemporary theories of motivation; organisational control and reward systems; job design and employee reactions to work; workgroup dynamics and group-based problem solving; influence processes in organisations: power, politics, leadership; organisational design and new service-driven organisations and managing transitions: organisational culture and change.

**Project Management (PM):** This course examines project management in theory and practice and the roles and responsibilities of the project manager. The course offers a practical approach to manage projects, focusing on organizing, planning, and controlling the efforts of the project. Several important concepts will be studied in detail, including: Individuals and team issues; project risk management; project management; organisational structures and standards; project time planning and control; project cost planning and control and project quality management.

**Research Methods for Business and Management (RMBM):** This course is an important core course within the programme to qualify the student in the research

area. The course introduces students to the critical issues faced in business and management research. Several important concepts will be studied in detail, including: Research methods for business and management; project process; research process; semi-structured primary data techniques; fully structured primary data techniques; writing the dissertation.

**Strategic Planning (SP) (The Comprehensive Exam):** This course provides managers with a framework within which core business concepts can be applied in the running of complex organisations. The core subjects provide the tools for understanding the main dimensions of business and students must have a secure understanding of each of these business disciplines in order to understand and operate at higher levels of strategic decision making. Several important concepts will be studied in detail, including: Introduction to strategy, planning and structure; modelling the strategic planning process; company objectives; company and the economy; company and the market; internal analysis of the company; making choices among strategies and implementing and evaluating strategy.

Under the Collaborative programme, the Strategic Planning examination is the comprehensive exam and students are required to understand, apply and integrate their prior knowledge gained from all core courses to pass the exam. The Strategic Planning examination is very demanding and students do not pass this unless they can demonstrate that they have mastered all the academic business administration disciplines studied in the core courses to a high level of competence. The Strategic Planning examination is offered three times a year. Within the Collaborative programme, AAU students will be required to complete all core courses prior to taking the Strategic Planning course.