

جامعة اليرموك  
كلية الاقتصاد والعلوم الادارية  
قسم إدارة الاعمال  
وصف مساقات برنامج الماجستير في إدارة الاعمال

**MBA**  
**Course Description**

Faculty	Faculty of Economics and Administration Sciences
Department	Business Administration
Program	MBA
<b>Program Objectives</b>	MBA program- with the comprehensive track aims at providing MBA students with comprehensive knowledge and learning in the most advanced theories and business concepts in leadership, communication and problem-solving competencies. MBA graduates will greatly benefit and utilize the knowledge and practical underpinnings in strategic management, entrepreneurship courses, human resource management, organization theory and other contemporary issues and topics in management courses to be able to lead the future business enterprise and advance the private sector and economy in an effective direction to better serve the local and global community. Specifically, the comprehensive track enables students to enhance their system thinking and understanding of the business world and opens a path for them to work in business organizations around the globe.
<b>Program Outcomes</b>	<ul style="list-style-type: none"> <li>• Understand and practice of basic principles in business and entrepreneurship</li> <li>• Understanding general business and economic principles with its impact on the market, the customer, and the society.</li> <li>• Practice effective personal and interpersonal skills, professionalism, communication abilities, business know-how, and effective leadership and self-awareness.</li> <li>• Adopt knowledge and skills to solve business problems</li> <li>• Understand that contemporary business is moving toward democratization away from bureaucracy and red tape allowing for more self-reliance, empowerment, autonomy, and flat organization conveyed for followers to act their best self.</li> <li>• Master the skills needed to integrate concepts from various disciplines to identify and develop business strategies</li> <li>• Understanding globalization without losing localization conditions while integrating both</li> <li>• Develop and sustain the skills needed to work and lead effectively in a team-based context.</li> <li>• Ability to work in different sectors and different environments and apply business knowledge in different sectors and different cultures.</li> <li>• Respect of the Islamic values and self-concept and self-awareness</li> <li>• Development of emotional and social intelligence to deal with people with high levels of human skills</li> <li>• Being proactive and dependable</li> <li>• Improve English language and computer application skills</li> <li>• Ability to use research methods in conducting basic research and academic research</li> <li>• Develop the skills and the practice of collecting and analyzing data leading to effective business decisions</li> <li>• Recognize and respect synergy, collaboration and team learning</li> </ul>

Course Code	Course No.	Course Name	Course Description	Course Objectives	Course Outcomes
	BA 636	Advanced Operations Management	<p>This course is an advanced course of operations management; the course covers the operations strategy, developing a process strategy, analyzing processes, managing quality, planning capacity, aggregate production planning, designing lean systems, designing effective supply chains, locating facilities, integrating the supply chain, managing sustainable supply chain, planning and scheduling operations, planning sufficient resources .</p> <p>The main objective of this course is to provide the students with the skills required to make a strategic operational decision,</p>		<p>.1Defining the scope of operations and operations management .</p> <p>.2Developing the operations strategy</p> <p>.3Analyzing process and developing an effective process design .</p> <p>.4Configuration the operations into the appropriate facilities layout design</p> <p>.5Applying the principles of different quality management systems .</p> <p>.6Developing an effective capacity and aggregate production plan.</p> <p>7. Applying the principles of theory of constraints</p> <p>8. Developing an effective resources scheduling.</p> <p>9. Applying the principles of designing the lean systems.</p> <p>10. Designing and managing an effective supply chain.</p>
	BA 650	Advanced Human Resource management	<p>This advanced course of HRM handles the subject from a critical, transformative and integral perspective. It deals with HRM as systems composed and shaped of specific determinants (effects) making the functions and practices of HRM vary from a context to another; hence of the differences of culture, institutions and level of development.</p>		<p>as interrelated systems rooted in its wider societal contexts</p> <p>An understanding of HRM ability to criticize the Normative HRM discourse which is the varied cultural contexts incompatible with understanding of the transformative and sustainable HRM systems</p> <p>An understanding of key determinants of Jordanian HRM systems including labour law and civil servant system</p> <p>An understanding of how to transform HRM systems to be compatible with the requirements of Jordanian societal and cultural contexts</p>

BA  
681  
Advanced Organization Theory

This advanced course of Organization Theory views Organizations from multi perspectives. On one hand it sheds the light on organization and organizing from positivist perspective both conventional and normative contemporary. On the other hand, it deals with organization and organizing from critical contemporary as well as from post contemporary (or post-modernist) perspectives.

The course assumes that students are familiar with the basic knowledge of organization theory: Key terms, key principles and key themes. For those who don't possess such background have to consult a basic text of Organization Theory at an early stage of the semester in order to acquaint themselves with the basics of the subject and to be able to follow up the class lectures and discussions as well as to achieve a sound comprehension of the assigned readings.

Organization Theory from three An understanding of and transformative perspectives: positivist\normative, critical the important role of culture in molding the Acknowledging processes organization' structure and understanding of how Jordanian business organization can An transformed be developed and students' competencies in writing reports and Developing discussions as well as essays, conducting dialogue and presentations  
Developing students analytical, critical, and integral perspectives

BA  
684  
Advanced Strategic Management

§ Describe the strategic management process.  
 § Describe the benefits of good strategic management.  
 § Discuss how a firm may achieve sustained competitive advantage.  
 § Understand vision and mission and their roles in strategic management  
 § Upgrade students' awareness about the importance of the external and internal environment and their impact on strategic management process.  
 § Improve students' capability of evaluating, analyzing, and presenting business cases.  
 § Describe how to conduct an internal strategic management analysis and how to determine a firm's internal strengths and weaknesses.  
 § Identify the different types of business strategies used by organizations.  
 § Understand the process of developing, and choosing among alternative strategies.  
 § Explain how to use matching tools and techniques (I.e. a SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, QSPM) in strategy formulation and generation.  
 § Explain the importance of strategy implementation and its linkages with formulation and evaluation.  
 § Identify the different factors that cause failure or success in strategy implementation.  
 § Describe a practical framework for valuating strategies  
 § Integrating previously learned aspects of business courses and topics and understand how they are used in strategic decisions.  
 § Enhance students' critical thinking, team-work and intuitive skills.

components of strategic management process Describe the main §  
 .components and the relationships among these  
 Appreciate the benefits of utilizing strategic management to achieve §  
 .organizational objectives  
 Discuss the nature of strategy formulation, implementation, and §  
 .evaluation activities  
 .Develop vision and mission statements for some organizations §  
 statements for some organizations Evaluate vision and mission §  
 Appreciate and develop an understanding of the role of corporate §  
 Know how a firm §.and ethics in strategic management governance  
 know how to conduct §may achieve sustained competitive advantage  
 Apply Porter's Five-Forces §.strategic management analysis an external  
 Know how to §.competition Model for analyzing an industry and  
 conduct an internal strategic management analysis  
 § Assess the role of organizational culture in strategic analysis and  
 choice.  
 § Identify, compare and contrast between/among different types of  
 business strategies.  
 § Give examples of organizations pursuing different types of strategies  
 § Appreciate the role of organizational culture and structure in  
 strategic analysis and choice.  
 § Identify and describe the process of choosing among alternative  
 strategies.  
 § Explain how to develop a SWOT Matrix, SPACE Matrix, BCG Matric, IE  
 Matrix, and QSPM.  
 § Explain market segmentation and product positioning and their  
 importance for successful strategy implementation.  
 § Discuss procedures for determining worth of the business and their  
 importance for successful strategy implementation  
 § Explain the role of leadership in strategy implementation  
 § Understand the challenges of implementing strategy in a changing  
 environment and be able to identify methods and procedures to deal  
 with the inherent risk of long-term planning.  
 § Develop an evaluation system for a business organization

BA  
628  
Advanced International Business

- Understand the role of globalization on domestic as well as international businesses.
- Enhance students' knowledge about the international business environment.
- Identify and describe the basic forms of international business activities.
- Comprehend the growing role of emerging markets in the world economy.
- Improve communication and interpersonal skills of students in international context.
- Understand how domestic laws affect the ability of firms to conduct international business.
  - Discuss ethics in cross-cultural and international context.
  - Discuss social responsibility in cross-cultural and international context.
  - Categorize the different forms of international investment.
- Contrast the different forms of economic integration among cooperating countries.
  - Understand how firms analyze foreign markets.
  - Understand, compare and contrast the different forms of strategic alternatives available to firms.
  - Understand the different strategies for entering foreign markets.
  - Understand different forms of strategic alliances
- Upgrade students' understanding and improve their knowledge about the role of culture and how it affects international operations.
- Improve students' analytical and creative thinking skills

of globalization and its impact on Describe the process §  
markets and production  
the cultural, political, Identify the different components of §  
their impact on legal, and technological environments and  
International business and multinational corporations  
.practices  
Compare and contrast the types of international business §  
.activities  
Identify the components of culture and explain its impact §  
.international operations on  
§ Explain ethics and social responsibility and the key  
challenges facing multinational corporations  
§ Identify, compare and contrast the different types of  
international strategies  
§ Present basic knowledge on International Trade and  
Investment Theory and the formulation of National Trade  
policies  
§ Compare and contrast the different types of entry  
strategies to international markets.  
§ Know the techniques used for assessing market sizes for  
given countries.  
§ Enhance students' capability about how marketing  
principles are applied in international context  
§ To review the basic sources that multinational  
corporations (MNCs) can tap when filling management  
vacancies in overseas operations in addition to options of  
subcontracting and outsourcing.

BA  
638  
Management Information Systems

- Understand the role of globalization on domestic as well as international businesses.
- Enhance students' knowledge about the international business environment.
- Identify and describe the basic forms of international business activities.
- Comprehend the growing role of emerging markets in the world economy.
- Improve communication and interpersonal skills of students in international context.
- Understand how domestic laws affect the ability of firms to conduct international business.
- Discuss ethics in cross-cultural and international context.
- Discuss social responsibility in cross-cultural and international context.
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- Improve students' analytical and creative thinking skills

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Identify the different components §markets and production  
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.practices multinational corporations  
Compare and contrast the types of international business §  
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Identify the components of culture and explain its impact §  
.international operations on  
Explain ethics and social responsibility and the key §  
multinational corporations challenges facing  
Identify, compare and contrast the different types of §  
strategies international  
International Trade and knowledge on Present basic §  
Trade Investment Theory and the formulation of National  
policies  
Compare and contrast the different types of entry §  
.international markets strategies to  
Know the techniques used for assessing market sizes for §  
.countries given  
Enhance students' capability about how marketing §  
in international context principles are applied  
To review the basic sources that multinational §  
tap when filling management corporations (MNCs) can  
options of vacancies in overseas operations in addition to  
.subcontracting and outsourcing

BA  
690  
Contemporary Issues in Management

This course presents recent, important and contemporary issues and concepts in management. This course provides business students with the concepts necessary to enforce their knowledge and skill in modern issues that help the manager and the leader to improve the health of their businesses and organizations. Topics: The list below is not a final one; the instructor will work on creating a list of final topics and articles to be covered over the course time. Two weeks' time and the list will be final but for now we will work on one important area that is the blue ocean leadership.- Blue ocean leadership- Blue ocean strategy- Job crafting- Job engagement - Strategy and society - Learning organization- Social innovation and social entrepreneurship- Empowerment - Corporate governance - Going green - Other issues  
Outcome One: Students are expected to gain a thorough understanding of performances in modern business issues and emerging management developments.Outcome 2: Students are expected to gain knowledge of new business concepts and be able to compare between traditional and contemporary business and management principles.Competency 3: Describe how contemporary business knowledge may support different functions and different levels in the organization

the importance of contemporary Competency 1: Understand  
Competency 2: .organizations issues in advancing business  
issues Explain why organizations and leaders need to value new  
Competency 3: describe the role of .in business and leadership  
and effectiveness of different modern concepts in the health  
.organizations  
Understand how to adopt new and :1 Competency  
current organization contemporary organization concepts in  
.setting  
extent modern concepts Understand to which :Competency 2  
effectively are necessary to impact current organizations more  
.considering the local culture and tradition  
Competency 3: Describe how contemporary business  
different functions and different levels knowledge may support  
.in the organization  
Competency 1: Understand how contemporary business  
knowledge may support internal business activities and  
functions.  
Competency 2: Understand how future organizations might  
operate differently than present and past business  
organizations and practices.



BA  
682  
Organization Development

This is a course in managing change to discuss change and development for organizations given the 21st century turbulent environment. This course will provide students with understanding and learning of the basics for change, development, effectiveness, innovation, creativity, culture for change and how to manage resistance for change. This course will blend both academic and professional knowledge in an integrative approach.

The purpose of this course is to learn the right approaches to improve and enhance the health of the organization to provide better quality for stakeholders and for economy. Students will review practical examples showing turnaround initiatives and how exemplary orgs shift from ordinary to extraordinary performance using some OD best approaches for change and progress. Outcome One: Students are expected to gain a thorough understanding of organization development as a concept and practices.

Outcome 2: Students are expected to gain knowledge of OD interventions and strategies to renew and advance business organizations in turmoil and hyper environments.

Outcome 3: Students are expected to gain a great deal of understanding of modern organizational functions and management.

the importance of OD in advancing Competency 1: Understand organization in business organizations and developing the .rather a more total and comprehensive fashion  
Competency 2: Explain why organizations and leaders need to .renew their organizations develop and  
Competency 3: describe the role of different modern concepts .and effectiveness of organizations in the health

Understand how to adopt new interventions :1 Competency like TQM and Team building

extent OD interventions Understand to which :Competency 2 enhance and change management concepts are necessary to organizations more effectively considering the local culture and .tradition

Competency 3: Describe various OD approaches and methods .leaders can adopt at their organizations by which effective  
Competency 1: Understand how contemporary business knowledge may support internal business activities and functions.

Competency 2: Understand how organization culture and core values are so vital for developing and renewing organizations.  
Competency 3: Understand the importance of participation and empowerment in advancing organizations and how to develop and change programs for development and transformation.

Competency 4: Understand how to deal with resistance to change and manage resistance instead of denying it.

BA  
692  
Managing Change

This is a course in managing change to discuss change and development for organizations given the 21st century turbulent environment. This course will provide students with understanding and learning of the basics for change, development, effectiveness, innovation, creativity, culture for change and how to manage resistance for change. This course will blend both academic and professional knowledge in an integrative approach. The purpose of this course is to learn the right approaches to improve and enhance the health of the organization to provide better quality for stakeholders and for economy.

Students will review practical examples showing turnaround initiatives and how exemplary orgs shift from ordinary to extraordinary performance using some OD best approaches for change and progress.

Outcome One: Students are expected to gain a thorough understanding of organization development as a concept and practices. Outcome 2: Students are expected to gain knowledge of MANAGING CHANGE interventions and strategies to renew and advance business organizations in turmoil and hyper environments. Outcome 3: Students are expected to gain a great deal of understanding of modern organizational functions and management.

the importance of MANAGING Competency 1: Understand developing CHANGE in advancing business organizations and the organization in rather a more total and comprehensive Competency 2: Explain why organizations and leaders .fashion Competency 3: .renew their organizations need to develop and describe the role of different modern concepts in the health .and effectiveness of organizations

Understand how to adopt new interventions :1 Competency like TQM and Team building

extent MANAGING Understand to which :Competency 2 CHANGE interventions and change management concepts are necessary to enhance organizations more effectively .culture and tradition considering the local

Competency 3: Describe various MANAGING CHANGE which effective leaders can adopt approaches and methods by .at their organizations

Competency 1: Understand how contemporary business knowledge may support internal business activities and functions.

Competency 2: Understand how organization culture and core values are so vital for developing and renewing organizations.

Competency 3: Understand the importance of participation and empowerment in advancing organizations and how to develop and change programs for development and transformation.

Competency 4: Understand how to deal with resistance to change and manage resistance instead of denying it.

<p>BA 640 Supply Chain Management</p>	<p>This course is an advanced course of Supply Chain management; the course covers the contemporary trends in supply chain management, key supply chain processes and management responsibilities, procurement, logistics, managing returns, managing risks, and creating an effective supply chain</p> <p>The main objective of this course is to provide the students with the skills required to design and manage supply chains, select the appropriate members to deal with, manage supply chain processes to create and sustain an effective and efficient supply chain; learn how and when to take the decision of outsourcing.</p> <p>Further, the student will learn how to use some MCDM techniques to manage their supply chains; also, this course seeks to provide students with the research skills</p>	<p>.management Discuss the key issues of supply chain 1 .supply chain management Name the contemporary trends in 2 outsourcing as a Summarize the motivations and risks of 3 .strategy that are involved with global State some of the complexities 4 .supply chains operational List some of the strategic, tactical, and 5 .responsibilities of supply chain management .of e-business Give examples of some advantages 6 7 Explain the importance of supplier partnerships. 8 Discuss the issues involved in managing returns. 9 List the requirements of an effective supply chain. 10 Name some of the challenges in creating an effective supply chain.</p>
<p>BA 630 Advanced Quantitative Methods</p>	<p>This course is an advanced course of quantitative methods; the course covers the scientific approach in decision making, Linear programming – Graphical, Linear programming simplex, Transportation, Forecasting, MCDM, Integer LP, Decision analysis, etc. models. Additionally, this course concern about computer applications for these models and sensitivity analysis.</p> <p>The main objective of this course is to provide the students with conceptual and empirical understanding of quantitative methods and their role in the decision-making process. The course covers the fundamental and advanced quantitative techniques applied for making better decisions. The course builds the skills required to make a strategic quantitative decision, select the appropriate quantitative techniques to make decision, setup the problem according to the requirements of each technique, apply the technique, and make decision according to outcomes. Further, the student will learn how to use some packages as QM for Windows OR Microsoft Excel; also, this course seeks to provide students with the research skills.</p>	<p>according to the appropriate Formulate the problem -1 Transportation, Integer LP, ,programming principles (LP, Simplex Control, MCDM, Forecasting, Inventory mgmt., Quality (Aggregate Planning, etc. the problem according to the model principles, Make the Solve ,results decision Conduct the sensitivity analysis for the outcomes results -3 4- Ability to understand quantitative problems, variables, and constraints to select the appropriate quantitative method/model to be used. 5- Understand the advantages and disadvantages of each model/technique and learned when/how to use them.</p>

BA  
688  
Business Ethics

This course aims at highlighting the importance of business ethics for business and other types of organizations. It also aims at enhancing students' awareness about the ethical challenges facing organizations and improving their competency to apply ethical theories and reasoning to handle ethical dilemmas and challenges. The course also covers the relationships and ethical issues between business organizations and each of its stakeholders (consumers, employees, suppliers, competitors, government...etc.).

- Provide an introduction to, and definition of, business ethics.
- Discuss the importance of business ethics for business and other types of organizations.
- Consider ethical challenges in different types of organizations.
- Analyze the notion of responsibility as it applies to corporations.
- Outline the concept of corporate accountability and establish its importance in understanding the role of firms in society.
  - Identify the different types of ethical theories.
- Review ethical decision-making models and identify the factors that affect ethical-decision making process.
  - Analyze the rights and duties of shareholders in the context of corporate governance
  - Identify the core ethical topics of employees' rights and duties.
- Identify the ethical issues and problems faced in business-consumer relations.
  - Describe the ethical issues and problems that arise in an organization's dealing with its suppliers and competitors.
- Examine the tactics that civil society organizations might employ towards corporations to achieve their objectives.

- .1Describe ethical issues that arise in business situations.
- .2Appreciate and understand the importance of ethics for business and different types of organizations.
- .3Apply ethics theories and reasoning to real-world scenarios in business ,management, and decision-making process.
- .4Come up with solutions to ethical dilemmas and challenges.