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Business today is full of challenges and to meet these pressing challenges, it is crucial that future business leaders are prepared with new learning models and fresh perspectives. If we recognize these challenges, and open ourselves up to new thinking, new ideas and new models together, I am sure we can do much for our shared economic prosperity, social betterment, and long-term prosperity. By constantly enhancing our global learning network, the College of Economics and Political Science (CEPS) MBA program continuously strives to provide its students with a superb platform for sharing and generating a diverse range of business experiences, practices, and visions.

Business today is global and your qualifications must be universal as well. CEPS MBA degree is recognized around the world. We have earned this strong reputation based on our innovative programs and diverse perspectives on entrepreneurship, management and leadership.

In your courses, as MBA student, you will deal with global issues and themes in all core and elective courses. You will be constantly exposed to multiple and varied perspectives on management through experienced students and qualified faculty members from Oman and around the world.

You will join a very well selected group of competent and skilled classmates. Your colleagues are with diverse backgrounds and leadership ability coming from private and public sectors. They are bright, accomplished and ambitious. They bring real-world experience and insight into the classroom. Our MBA program is not a traditional, lecture-based teaching method; rather it is a dynamic and interactive learning environment.

I would like to warmly welcome you to our MBA Program in its exciting and friendly environment. At CEPS, you will learn from the best, with the best. I am confident that your experience in CEPS MBA will be a rewarding one.

Dr. Saeed Al-Muharrami
2. Mission and Objectives

The CEPS endeavors to be recognized as a leading business and economics college in the Middle East, meeting the international standards for excellence in business and economics education. CEPS is the only fully-fledged College of Economics and Political Science in Oman.

Its main mission is to educate, train and continuously develop Omani youth in order to provide the labor market with highly needed managers, professionals, and business specialists who can contribute to the social and economic development of Oman. This can best be achieved by building strong and positive links with the business community in the country, and by acting as a catalyst for the dissemination of the knowledge and expertise that help enhance effectiveness and productivity.

The College of Economics and Political Science aims to develop students' skills, personalities and leadership capabilities. The strategies that outline the action plan in achieving the above include the following:

• Providing the state-of-the-art business education using the most advanced computer and audio-visual technologies to foster student learning and enhance teamwork.
• Offering a curriculum designed to take into account modern thinking in leading American, European, and other highly regarded schools, thus ensuring relevance to current world practices as well as the Omani business environment.
• Emphasizing innovative business practices as well as creative thinking and problem solving.
• Fostering hands-on experience through assignments that use advanced educational technologies, such as Internet, business simulations and multi-media case studies.
• Ensuring close interaction and alliances within the business community through a guest-lecture series, field studies and company internships.
• Participating in the economic development of Oman.

• Assembling a highly qualified faculty and staff who are dedicated to their profession and who are equipped to utilize modern methods and technology in the delivery of knowledge in their fields of specialization.
• Encouraging faculty involvement in business activities through consulting, training, lectures, seminars, workshops, and conferences.
• Promoting basic and applied research, this will add to the theoretical and practical knowledge in the various fields of specialization.

3. Admission Requirements:

Minimum admission requirements will be determined by the academic regulations for postgraduate study of the University. All applicants will be reviewed in terms of undergraduate record, letters of reference, and performance on the GMAT and TOEFL or IELTS. Specific requirements for admission are indicated below:

• Undergraduate cumulative grade point average of 2.75 (on a 4-point scale) or higher.
• GMAT score of 450 or higher.
• Minimum score of 550 on the test of English as a Foreign Language (TOEFL) or its equivalent.
• Band 6.0 or higher ranking on the academic International English Language Testing System (IELTS), with a minimum of 5 in each of its components.
• Interview Assessment (if required) by the College Post Graduate Committee

Candidates whose GPA's are between 2.50 and 2.75 or with GMAT scores between 400-450 may be considered for conditional admission subject to set criteria.

Furthermore, applicants who do not meet normal admission requirements and/or non-business degree holders may be required to complete up to 18 hours of bridging courses before being considered for admission, this requirement will stand unless waivers for some or all of these courses are granted. The bridging courses will not count towards the overall GPA required for satisfactory progress.
4. MBA Program Structure

The MBA program is a part-time evening program open to graduates of the College of Commerce and Economics of Sultan Qaboos University and graduates of other Colleges of SQU, and Bachelor’s degree holders from other recognized universities, provided all other pertinent requirements are met.

The program requires the completion of eight core courses (24 credits) and four elective courses (12 credits) for a total of 36 credits to graduate. Students with non-business undergraduate degrees or inadequate preparation in business studies, may be required to take up to six (18 credit hours), Bridging courses. See details as follows:

Required Courses (24 credits)

• Accounting for Managers
• Quantitative Analysis
• Marketing Strategy
• Managerial Economics
• Organizational Behavior
• Managerial Finance
• Management Information Systems
• Strategic Management

Elective Courses (12 credits) - Following completion of five required core courses

• Elective 1
• Elective 2
• Elective 3
• Independent Study/Elective 4

Bridging Courses (up to 18 credits)

• Fundamentals of Management.
• Principles of Accounting.
• Principles of Marketing.

• Principles of Economics.
• Quantitative Methods.
• Principles of Finance.

The normal course load of a part-time MBA student is 6 credits per semester. In general a student will be able to complete the MBA in 3 years. However, all students must complete all degree requirements within five years of admission, excluding bridging courses.

5. Degree Plan

Total Required Credits 36
• Required (8 courses) 24
• Electives (4 courses) 12

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Required</td>
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<tr>
<td>Non business-graduates may be required to take up to 18 credit hours of (Bridging Courses)</td>
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<tr>
<td>REQUIRED COURSES (24 Credits)</td>
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<tr>
<td>ACCT 6111</td>
<td>Accounting for Managers</td>
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<tr>
<td>POMG 6713</td>
<td>Quantitative Analysis</td>
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<td>MRKT 6631</td>
<td>Marketing Strategy</td>
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<tr>
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<td>Organizational Behavior</td>
<td>3</td>
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<td>Management Information Systems</td>
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<td>ELECTIVE (12 Credits)</td>
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<tr>
<td>-</td>
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<td>-</td>
<td>Elective 3</td>
<td>3</td>
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<tr>
<td>-</td>
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Accounting
Bridging Courses:

- ACCT 5111/ Principle of Accounting

Required Course:

- ACCT 6111/ Accounting for Managers

Elective Courses (select any four courses)

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
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<tbody>
<tr>
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<td>Financial Reporting and Analysis</td>
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<tr>
<td>ACCT6131</td>
<td>Strategic Management Accounting</td>
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<tr>
<td>ACCT6141</td>
<td>Contemporary Issues in Accounting</td>
</tr>
<tr>
<td>ACCT6151</td>
<td>Financial and Management Control System</td>
</tr>
<tr>
<td>ACCT6161</td>
<td>International Accounting</td>
</tr>
<tr>
<td>ACCT6171</td>
<td>Independent Study in Accounting</td>
</tr>
</tbody>
</table>

Bridging Courses:

- ACCT 5111/ Principles of Accounting

  The course covers the fundamental concepts associated with financial and management accounting. The financial accounting component places emphasis on the use of financial accounting information rather than its preparation. No prior accounting knowledge is assumed.

Required Course

- ACCT 6111/ Accounting for Managers

  The course is designed to build on the student’s knowledge of financial and management accounting by focusing on the use of accounting information for a decision-making. One-third of the course will be devoted to developing the student’s ability to read and analyze annual reports. Two-thirds of the course will focus on the development of management accounting systems from a strategic perspective.

Elective Courses:

- ACCT 6121/ Financial Reporting and Analysis

  The course provides an understanding of the nature of, and assumptions implicit in, the preparation of financial statements and their interpretation. More specifically, the course enables students to appreciate the methods, rules and assumptions underlying the preparation of published financial statements and to appraise the role of financial accounting data in the measurement of management performance through time and across companies. The course also examines the links between accounting information and stock price behavior.

- ACCT6131/ Strategic Management Accounting

  The course aims to provide knowledge and insights concerning generation and use of managerial accounting information for strategic decision-making purposes. The currency and relevance of traditional managerial accounting techniques in the new manufacturing and services environment will be explored, alongside relatively newer techniques and practices such as target and kaizen costing, activity-based costing/management, the balanced scorecard, value chain analysis and economic value-added measures.

- ACCT 6141/ Contemporary Issues in Accounting

  The course is aimed at familiarizing managers with important contemporary and conceptual issues in the area of international financial accounting and reporting. The course will cover topics such as national/international voluntary and mandatory accounting regulations; conceptual frameworks and their effects; asset, liability, revenue and expense controversies; accounting research and professional issues; earnings management; value and business relevance of accounting numbers; practitioner and professional domains; and accounting responses and business milieu.
• **ACCT 6151/ Financial and Management Control Systems**  
  This course aims to enable participants to acquire knowledge and analytical skills relating to designing and using control systems to implement the strategies of the organization. Case studies will be used to examine the nature of management control systems; organizational structure, including revenue and cost centers, and profit and investment centers; transfer pricing; measuring and controlling assets employed; the management control process, including planning and budgeting and performance measurement and incentives; controls for differentiated strategies; and controls for service and multinational organizations.

• **ACCT 6161/ International Accounting**  
  As globalization becomes pervasive in world trade and finance, today's managers require knowledge and understanding of accounting and reporting matters in an international context. This course aims to provide students with the knowledge and insight or accounting in an international world of fast-paced globalization. The course will also familiarize students with the International financial Reporting Standards and its recent development.

• **ACCT 6171/ Independent Study in Accounting**  
  This is an advanced research-based course. Students select a contemporary topic in accounting to study in greater depth and write a report. Students are taught and supervised by experienced faculty in the area selected.
Bridging Courses:
• ECON 5211/ Principles of Economics
• FINA 5311/ Principles of Finance

Required Course:
• ECON 6211/ Managerial Economics
• FINA 6322/ Managerial Finance

Economics: Elective Courses (select any four courses)

<table>
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<tr>
<td>ECON6352</td>
<td>Development Finance</td>
</tr>
<tr>
<td>ECON6353</td>
<td>Special Topics in Economics</td>
</tr>
<tr>
<td>ECON6354</td>
<td>International Money and Finance</td>
</tr>
<tr>
<td>ECON6355</td>
<td>Independent Study in Economics</td>
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</table>

Finance: Elective Courses (select any four courses)

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>FINA6361</td>
<td>Multinational Financial Management</td>
</tr>
<tr>
<td>FINA6362</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>FINA6363</td>
<td>Commercial Bank Management</td>
</tr>
<tr>
<td>FINA6364</td>
<td>Capital Structure and Budgeting</td>
</tr>
<tr>
<td>FINA6365</td>
<td>Strategic Finance</td>
</tr>
<tr>
<td>FINA6366</td>
<td>Current Issues in Finance</td>
</tr>
<tr>
<td>FINA6371</td>
<td>Independent Study in Finance</td>
</tr>
</tbody>
</table>

Bridging Courses:
• ECON 5211/ Principles of Economics
  The objective of this course is to introduce MBA students to the principles of economics. The aim of the course is to analyze and understand the allocation and utilization of course resources to influence income, wealth and well-being. Students will be exposed to various areas of interaction at (i) the firm, household, and individual level (micro), and (ii) the aggregate level (macro) in addition to international linkages. The course will also provide insights into policy and implementation.

• FINA 5311/ Principles of Finance
  This is introductory course in finance. The objective of the course is to introduce students to the essential concepts in managerial finance, both descriptive and analytical. The background in which financial process takes place is covered early in the course, before moving on to the tools of finance. Topics include the general business environment, valuation theory, instruments of finance, time value of money, risk and return, financial management decisions concerning uses and sources of fund and survey of financial markets.

Required Courses:
• ECON 6211/ Managerial Economics
  Managerial Economics is concerned with the application of economic principles and methodologies to the decision-making process of the business firm operating under conditions of risk and uncertainty. Topics that will be covered include demand theory, analysis and estimation; production and cost analysis; pricing; and output decisions.

• FINA 6322/ Managerial Finance
  The course examines the various aspects of investment, financing, and their application to the formulation of today’s business practice and policy. Topics covered in this course include management of working capital, capital structure and budgeting decisions, dividend policy, cost of capital, long term financial planning, and theories. Applicable problems and cases will be assigned.
ECONOMICS Elective Courses:

- **ECON 6351/ Macroeconomics**
  Macroeconomics is concerned with the structure, performance and behavior of the economy as a whole. The prime concern is to analyses and understands the underlying determinants of the main aggregate trends in the economy with respect to total output of goods and services, unemployment, inflation and the balance of payments.

- **ECON 6352/ Development Finance**
  The focus of the course will be on the study and use of theory and practical approaches in understanding sustainable socioeconomic development and development planning that use selective financing instruments, sources and methods to promote sustainable development outlook. Thus prevalent and future development programs launched by national development authority in Oman and international development financing instruments will be studied in the light of conceptual and policy analysis. This will involve the study of international development institutions, and their policies and programs for sustainable development. Together with this, statistics on critical development institutions will be used to critically examine the role of global development financing institutions while keeping sight of the conceptual reference.

- **ECON 6353/ Special Topics in Economics**
  This course is designed to cover emerging topic or topics that warrant special treatment in the area of Economics. The course intends to give students an opportunity to gain knowledge about current issues of interest that are not normally covered in the main curriculum and also to take advantage of special faculty.

- **ECON 6354/ International Money and Finance**
  This advanced course in macroeconomics extends the principles of macroeconomics to an international setting. Topics covered include models of exchange rate determination, balance of payments, the role of money and relative interest rates, the choice of exchange rate regimes, the economics of monetary unions, and past and present monetary arrangements.

- **ECON 6355/ Independent Study in Economics**
  The aim of this course is to provide a directed individual research study on a selected topic in economics supervised by economics faculty members. It provides a platform to MBA students to develop certain research skills and knowledge by independently immersing in depth research work in the field of economics that will eventually result in a final written project.

FINANCE Elective Courses:

- **FINA 6361/ Multinational Financial Management**
  The course covers the international aspects of modern financial management. It combines both: macroeconomic and corporate perspectives (managerial aspects) on topics such as, international financial markets, international flow of funds, exchange rate determination and forecasting, nominal and real interest rate integration, portfolio investment, foreign direct investment, and exposure to exchange rate risk.

- **FINA 6362/ Security Analysis and Portfolio Management**
  This is an elective course dealing with investments and investment management for MBA students. After looking at instruments of investment, securities markets and the current investment environment, the course deals with the analysis of the trade-off between risk and return in the construction of investment portfolios and the principles and practices used in the management of individual and institutional portfolios.
• FINA 6363/ Commercial Bank Management
This course discusses the management of deposits, cash & liquidity, lending, investing, trust services, capital structure and adequacy, international operations, current banking laws and regulations. The major objectives of this course are: to provide students with a comprehensive picture of the importance of banking to the economy and financial system, and to assist in educating and training prospective bank managers to prepare themselves for possible career opportunities in banking, especially in GCC countries.

• FINA 6364/ Capital Structure and Budgeting
This course is designed to provide students with the knowledge and skills required to analyze short-term and long-term financial decisions made by businesses and the tools required to make investment and financial decisions. Topics covered in the course include capital budgeting and investment decision making, capital structure, dividend policy, issuing securities to the public and long-term financing. The objective of the course is to enhance students understanding of both the theory of corporate finance and how it applies to the real world. Every effort will be made to integrate current business news into the presentation and discussion of the material.

• FINA 6365/ Strategic Finance
Strategic finance is an advanced course in finance that considers the linkages that exist between corporate strategy and objectives, financial policy and financing strategies, corporate governance, and the creation and allocation of wealth. The purpose of the course is to provide students with the appropriate tools that can be applied to structuring and managing the business and financial affairs of a firm under varying conditions. The students also will learn valuation techniques and examine how valuation analysis can be applied to enhance financial and strategic decision-making. The course addresses the issues of corporate control; the creation, destruction and allocation of value resulting from financial contracting transactions; and the financial implications of pursuing alternative business-financing strategies.

• FINA 6366/ Current Issues in Finance
This course is covered the topic of Personal Financial Planning, which is a comprehensive study of the integrated decisions needed to complete the financial planning process. The course focuses on the strategies required for coordinating financial planning for individuals. Students will become skilled at identifying and dealing appropriately with their own financial goals, needs, and problems in the areas of investment and investment planning. The course is designed to address the importance of time value of money, financial statement analysis, cash flow planning, financial investment, risk management and other related topics.

• FINA 6371/ Independent Study in Finance
The objective of this course is to give students an opportunity to engage in a research project on a particular finance topic under a supervision of finance faculty member with research interests and expertise in the chosen area. Students are expected to present a written report to the department.
Management Information Systems
**Required Course:**
- INFS 6411/ Management Information Systems

**Elective Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>INFS 6451</td>
<td>IT Project Management</td>
</tr>
<tr>
<td>INFS 6461</td>
<td>E-Commerce from a Managerial Perspective</td>
</tr>
<tr>
<td>INFS 6462</td>
<td>IT Infrastructure, Strategies and Implementation</td>
</tr>
<tr>
<td>INFS 6463</td>
<td>Knowledge Management Systems</td>
</tr>
<tr>
<td>INFS 6471</td>
<td>Independent Study in Information Systems</td>
</tr>
</tbody>
</table>

**Required Course**
- **INFS 6411/ Management Information Systems**
  An overview of information systems, current issues, technologies, problems and perspectives in the area of information systems, development and maintenance strategies of information systems.

**Elective Courses:**
- **INFS 6451/ IT Project Management**
  This course examines the application and integration of the project management body of knowledge (PMBOK) areas to managing information technology (IT) projects. This course focuses on project management tools and techniques for defining and managing the project’s goal, scope, schedule, and budget. Other topics include quality management, risk management, and knowledge management as they relate to IT projects.

- **INFS 6461/ E-Commerce from a Managerial Perspective**
  This course examines the linkage of organizational strategy and electronic methods of delivering products, services and exchanges in inter-organizational national and global environments. It addresses concepts in enterprise resource planning (ERP), business processes and functions, business models, E-business transformation, E-business technologies, limitations and issues.

- **INFS 6462/ IT Infrastructure, Strategies and Implementation**
  Overview of contemporary information technology (IT), computers, telecommunications and office systems management issues and principles, setting the direction of IT resources and managing IT policy and strategy.

- **INFS 6463/ Knowledge Management System**
  This course covers the topic of “Knowledge Management System” (KMS). Knowledge Management has become one of the main imperative of the information age economy. The course provides knowledge on how to plan, design, develop, deploy and manage a knowledge Management System for a specific business. This course assists MBA students to gain knowledge and skills on how to identify the most crucial knowledge for their business, align business strategy and knowledge management, leverage existing knowledge IT infrastructure that make KM work, and assess the impact of knowledge management systems.

- **INFS 6471/ Independent Study in Information Systems**
  This is a research based course. Students will conduct a guided research in a chosen area of Information Systems and will submit a report. Students will be supervised by the faculty through the course. There will be regular weekly meetings between the student and the faculty to discuss issues, problems, solutions, strategy and progress of the work. Students will develop a detailed plan of their work. The grading will cover various aspects of the work and the final report.

*Pre-requisite: Consent of the department and the completion of core courses.
Bridging Courses:

- MNGT5511/ Fundamentals of Management

Required Course:

- MNGT6520/ Organizational Behavior
- MNGT6521/ Strategic Management

Elective Courses

<table>
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<tr>
<th>Course</th>
<th>Description</th>
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<td>MNGT6512</td>
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<td>MNGT6513</td>
<td>Entrepreneurship</td>
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<tr>
<td>MNGT6514</td>
<td>Current Issues in Management</td>
</tr>
<tr>
<td>MNGT6516</td>
<td>Organizational Development &amp; Change</td>
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<tr>
<td>MNGT6517</td>
<td>Managing Entrepreneurial Growth</td>
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<td>MNGT6518</td>
<td>Management &amp; Society</td>
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<td>MNGT6519</td>
<td>International Business Management</td>
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<td>MNGT6522</td>
<td>Effective Leadership</td>
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<td>MNGT6523</td>
<td>Managerial Decision Making</td>
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<tr>
<td>MNGT6571</td>
<td>Independent Study in MNGT</td>
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</table>

Required Courses:

- MNGT6520/ Organizational Behavior
  This course introduces and analyses important concepts of organization and management, and concentrates upon the problems and theories of organizational behavior. An overall aim of the course is to develop students' ability to apply managerial and organizational concepts and theories to real-life situations.

- MNGT6521/ Strategic Management
  This capstone course introduces the students to the fundamental concepts and principles of strategy. It reflects current academic thinking and management practice, and gives students the tools they need to analyze, formulate and implement strategies that will enhance the performance of their organizations.

Elective Courses:

- MNGT6512/ Human Resource Management
  This course provides a survey of the concepts and current issues of HRM. It also examines the various functions of HRM such as human resource strategic planning, development and maintenance. This includes the examination of policies, practices, programs and procedures of human resource planning, recruitment, selection, orientation training, compensation and retention. Current issues as the implications of globalization, IT and WTO are also covered.

- MNGT6513/ Entrepreneurship
  This course aims to familiarize students with concepts of Entrepreneurship, and to provide them with critical ability to identify new business opportunities, start-up processes and challenges facing new business ventures. The course examines contemporary cases of Entrepreneurship, and looks at the issues encountered by Entrepreneurs in the Middle East.

Bridging Courses:

- MNGT5511/ Fundamentals of Management
  This course introduces and surveys the main concepts of Management. It analyses the various roles and functions of management including planning, organizing, leading and controlling. The course thus aims to develop an understanding of the manager and his/her impact on the success or failure of an organization.
• MNGT6514/ Current Issues in Management
  This course enables students to explore any contemporary management issues in depth. The course concentrates on current management cases and new or emerging themes in management Field.

• MNGT6516/ Organizational Development & Change
  An overview of behavioral science interventions for organizational and trans-organizational improvement; explores the concepts and history of organization development, power and politics in change, role of change agents, types of interventions, importance of measurement and empiricism, ethical considerations, and models of organizational change.

• MNGT6517/ Managing Entrepreneurial Growth
  The objective of this course is to provide some insights into the problems and opportunities that are involved with entrepreneurial management and entrepreneurial growth. Through readings, case discussions, lectures and guest speakers, the students will critically examine some of the problems and issues which arise during the passage from the company’s start to its maturity.

• MNGT6518/ Management & Society
  The inter-relationships and interactions of business with the social, political, legal and environmental issues. The topics covered in the course include the role of businesses in corporate social responsibility, protecting environment and achieving sustainability, as well as addressing the ethical and legal issues.

• MNGT6519/ International Business Management
  This course introduces the students to the international business issues and the operation of organizations in the international economy. It covers topics such as globalization of markets and internationalization of firms, theories of international trade and investment, and management of multinational enterprises.

• MNGT6522/ Effective Leadership
  This course will focus on the challenges of effective leadership in today’s complex and changing world. It emphasizes the leadership behaviors necessary to be an effective leader. Challenges specific to senior leaders within organizations are discussed.

• MNGT6523/ Managerial Decision Making
  This course will examine the theories and contemporary approaches to the study of decision making in the managerial contexts. Special emphasis will be given on analyzing and solving many decisional problems faced by managers in today’s dynamic business environment.

• MNGT6571/ Independent Study in Management
  This course is designed to allow advanced students to explore an issue of personal or organizational interest in greater depth, and to produce rigorous research that will be of either of academic interest, or of practical use in their working lives. Students can choose any Management-related topics, to be approved by the Head of Department of Management and the appropriate supervisor.
**Bridging Courses:**
- MRKT 5611/ Principles of Marketing

**Required Course:**
- MRKT 6631/ Marketing Strategy

**Elective Courses (select any four courses)**

<table>
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<tr>
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<th>Course Name</th>
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<td>Strategic Internet Marketing</td>
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</tr>
<tr>
<td>MRKT6661</td>
<td>Global Marketing</td>
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<tr>
<td>MRKT6662</td>
<td>Marketing Research</td>
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<tr>
<td>MRKT6671</td>
<td>Independent Study in Marketing</td>
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**Bridging Courses:**
- MRKT 5611/ Principles of Marketing

An introductory course in marketing for post-graduate students. Topics include analysis of customer needs and wants; segmenting and targeting markets; developing product, promotion, pricing and distribution strategies.

**Required Course:**
- MRKT 6631/ Marketing Strategy

An examination of marketing systems, concepts, institutions, the role of marketing function in organizations and the marketing management decision processes. Emphasis is on developing integrated approaches to solving marketing problems in a changing environment through a variety of innovative instructional approaches including case analyses. Major course topics include: marketing organization, marketing research, consumer (and buyer) behavior, product policy, marketing communications, pricing, distribution and strategic marketing planning.

**Elective Courses:**
- MRKT 6641/ Consumer Behavior

An integration study of concepts, models and theories explaining the buying consumption behavior of customers; review of relationships between customer characteristics and cultural and environmental factors; and measurement of customer satisfaction.

- MRKT 6651/ Strategic Internet Marketing

An examination of the impact of Internet on marketing of products and services through case analysis; exploring the existing and future uses of Internet and developing strategies for product planning, advertising, marketing research, brand creation, customer service, and channel redesign.

- MRKT 6652/ Services Marketing

The course focuses on problems and strategies commonly encountered in service business- such as service recovery, service guarantees, internal marketing, assessing satisfaction, and defining and measuring quality. In addition, the course covers standard marketing actions such as branding, positioning, pricing, promotion, product and channels of distribution as they apply to services.

- MRKT 6661/ Global Marketing

A review of concepts and techniques to assess opportunity for entering foreign markets, preparing marketing plans for multi-country operations; studying of cultures and customer behaviors in markets around the world; developing of global marketing strategies and programs.
• **MRKT 6662/ Marketing Research**
  This course covers some of the key approaches and techniques used in researching the likely demand or the problem existing in the market. It considers types of market research, the market research process, secondary research, survey research, and choice of sample frame, questionnaire design, data analysis and the importance of market research to marketing.

• **MRKT 6671/ Independent Study in Marketing**
  A directed individual research study on a selected marketing topic supervised by a marketing faculty member.
Bridging Courses:
• POMG 5711/ Quantitative Methods

Required Course:
• POMG 6713/ Quantitative Analysis

Elective Courses (select any four courses)

<table>
<thead>
<tr>
<th>Course Code</th>
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<tr>
<td>POMG6722</td>
<td>Logistic and Supply Chain Management</td>
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<td>POMG6723</td>
<td>Technology and Project Management</td>
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<td>POMG6723</td>
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<td>POMG6725</td>
<td>Managing Service Operations</td>
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<td>POMG6726</td>
<td>Total Quality Management</td>
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<td>POMG6771</td>
<td>Independent Study in Operations Management</td>
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Bridging Course:
• POMG 5711/ Quantitative Methods

This refresher course will introduce the students to basic analytical tools and build their foundation for more advanced courses in quantitative analysis. The students will learn basic mathematical and statically decision making tools for business.

Required Course:
• POMG 6713/ Quantitative Analysis

This course examines the Key principles involved in operations management. It familiarizes students with the analysis, planning, and control of operations and resources in both production and service organizations. Besides learning the fundamentals for short-term and long-term operational decisions, students will also get a chance to work on case studies to get first-hand knowledge of practical issues and difficulties involved in making operations decisions. The course covers operations management in the areas of business strategy and competitiveness, capacity planning, location decisions, process planning and design, supply chain management and quality control. Issues that arise in managing global operations will also be discussed.

Elective Courses:
• POMG 6722/ Logistics and Supply Chain Management

The course concentrates on managing and optimizing the logistics and supply chain capabilities, which have become a key competitive weapon for many companies. Students taking this course will explore logistics and supply chain strategies to create value for an organization. The key focus will be the modeling, optimization and integration of supply chain and logistics functions. The link between supply chain and e-commerce will also be examined.

• POMG 6723/ Technology and Project Management

Technology management needs of a developing country require efficient project management for both technology import and indigenous development of technology. This course is designed to include issues on technology management and technology transfer at various levels, project life cycle studies, project selection and scheduling, control and risk management of projects.

• POMG 6724/ Data Processing and Analysis for Decision Making

Data processing and analysis processes are the very essentials of information generation in order to make sound decisions in organizations. This course introduces two different kinds of decision making approach: (1) statistical models and (2) optimization models. Several real-life examples will be given for both types of decision-making models such as statistical
inventory management for the first group, and managing competitiveness to drive profitability for the second group. The data requirements for these two groups of models will be introduced in terms of data warehousing, data mining, and decision support systems.

**POMG 6725/ Managing Service Operations**

This course is organized around three aspects of service operations management: First, an overview of the service sector and characteristics of services. Second, the design of service systems will be studied through: queuing models, location, layout, and capacity planning. Finally, management and control of services: human resource management, monitoring, service quality control, and service information systems. Cases and projects may be used to expose students to the practical of service.

**POMG 6726/ Total Quality Management**

Total Quality Management (TQM) focuses on total quality assurance applied in business as a strategic and control tool for the purpose of gaining competitive advantage in the market. This course addresses the issues related to TQM, in both service systems producing intangible goods and manufacturing systems producing tangible goods. This course will be in two phases, the first being devoted to the state of the art in TQM philosophy tools and applications. The second phase will focus on exploring the concepts of total quality management, using real world case studies, by discussing the practical issues in implementing a TQM philosophy in manufacturing and service organizations. Topics addressed will include continuous process improvement, business process design, benchmarking, and organization.

**POMG 6771/ Independent Study in Operations Management**

A directed individual research study on a selected topic in operations management supervised by a faculty member.
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