



THE AMERICAN UNIVERSITY OF ARMENIA

SCHOOL OF BUSINESS AND MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION

> > > Student Information Handbook

Academic Year 2012 - 13

> > > Forward

Dear Student:

Welcome to the American University of Armenia's School of Business and Management. For the 2012 – 2013 academic year, you represent our 21th MBA cohort and join a distinguished line of graduates who have moved into the ranks of business leaders in Armenia and abroad.

AUA's School of Business and Management, strives to educate and develop managers, marketers, accountants and financial experts who will reach leadership positions in their career paths. Leadership is the work of people. Through their vision, knowledge, skills, talents and dedication, leaders can succeed in their endeavors regardless of the field and position they hold in the organization. It is based on this premise that we provide our students with the intellectual environment and pedagogical tools they need to achieve their educational and career goals.

The quality of a school is determined by three main factors: faculty, students and curricula. Our MBA program distinguishes us on all these factors. Our faculty have the right blend of academic credentials and professional experience. They are extremely dedicated to their work and have a genuine commitment to teaching excellence and contributing to the economic development of Armenia and the region.

You, our students, are motivated, talented and creative individuals with a strong desire and determination to succeed. Our admission policy is designed to select only the most qualified from a highly competitive pool of applicants.

AUA MBA is a rigorous and demanding program. Based on the belief that business leaders should possess a fundamental understanding of various business functions and have the ability to integrate those functions within an ever-changing environment, our MBA offers a broad and integrated curriculum. It is due to these three distinguishing factors that the AUA SBM has emerged as the leading business school in Armenia and the region.

Maintaining a relevant and excellent program during the post-Soviet transition, marked by rapid and fundamental changes in the society and economy, and in a period marked by increased globalization and technological change has been and continues to be a formidable task. The global marketplace is constantly creating new challenges for business leaders as well as business educators. SBM has successfully responded to these challenges through continuous improvement in its curricula and enhancing its engagement with its stakeholders including students, alumni, the business community, the government.

By joining the AUA SBM, you join a proud past, a dynamic present and an exciting and promising future.

Eric Guevorkian
Interim Dean
School of Business and Management
16 July 2012

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> > > **Goals & Objectives of the Master of Business Administration**

The School of Business and Management strives to provide high quality, applied business education in a collegial, intellectually stimulating, and supportive learning and working environment. SBM is committed to innovative pedagogy and continuous improvement and seeks to offer a program that connects theory to practice, promotes critical thinking, and engages students in active and collaborative learning environment.

Predominantly serving Armenia and the Region, we aspire to prepare our students to provide effective and ethical business leadership in an increasingly complex, technologically sophisticated and interdependent world.

We select to retain a diverse and talented pool of faculty and staff who uphold the professional and ethical standards of their respective disciplines. Consistent with our mission, the School of Business and Management faculty produce quality applied, discipline-based learning and pedagogical scholarship. We treat individuals with integrity and respect.

Program Objectives:

No.	Program Objective
1	To develop an in-depth understanding of each of the functional fields in the MBA program (Accounting, Finance, Management, and Marketing) and their interrelationships within organizations
2	To encourage critical and creative thinking within a global business context
3	To prepare students with both entrepreneurial, as well as, organization leadership skills
4	To develop effective communication skills as business leaders
5	To instill a heightened sense of ethical considerations in decision-making
6	To develop the ability to work within teams as both leaders and followers
7	To empower graduates to be effective in the workplace and to exert significant and beneficial influence on future management practices in Armenia and the region

Learning Outcomes:

The Learning Objectives are measured using the following Learning Outcomes (last column links learning outcomes to objectives)

No.	Learning Outcome	Program Objective
A	Establish core understanding of functional areas and experts within each functional area	1
B	Ability to critically analyze business situations and provide alternative solutions	2
C	Ability to work in large multi-cultural environments, as well as, establish or manage small and medium size businesses as leaders	1,3
D	Ability to clearly and concisely communicate with all stakeholders	1,2,4
F	Ability to perform as effective and ethical team players	5,6
G	Ability to lead and influence business practices in Armenia and the region	1,3,5,7

> > > AUA Policies

The American University of Armenia is guided by a comprehensive set of policies, all of which may be found online at the AUA website (www.aua.am). If students find conflicts between this MBA Student Handbook and AUA policies, please contact the SBM Dean for clarification.

> > > Program Overview

The rigorous program leading to the degree of the Master of Business Administration (MBA) is designed to provide students with relevant knowledge and practical skills that will empower them to create a new standard of excellence as entrepreneurs, managers and executives.

The AUA MBA is a comprehensive, well-rounded program that strikes a balance between theory and practice, the quantitative and qualitative perspectives to business, and the economic and social responsibilities of business leadership.

The program provides students with an integrated perspective of the functional areas of business and the economic, political, legal, and social environments that affect the business enterprise. The program also prepares students to use up-to-date technologies, and to understand the strategic role of information and communication technologies in contemporary business practice.

The curriculum is designed to help students develop skills as:

- Managers with practical knowledge of accounting, finance, marketing and other functional areas essential for success in a dynamic and globalized business environment.
- Innovative and forward-looking thinkers, with the ability to analyze and solve problems effectively and to make decisions strategically.
- Creative and effective leaders, with the ability to take initiatives to bring about change.
- Valuable team members, able to work collaboratively and to motivate, guide and mentor others.
- Ethical business individuals, who value integrity, accountability and service to community.

The AUA MBA is designed for all individuals with strong leadership potential, regardless of their academic and professional background. Economics majors with work experience in the financial sector can benefit from the program as much as humanities and arts graduates or engineers and medical professional seeking a double competence or a career change through complementary knowledge and skills.

The MBA program is offered in two formats:

1. An extensive format of 30 consecutive months for working professionals who wish to undertake their studies and remain on the job. All classes are scheduled in the evenings starting at 18:30. Students typically come to campus 2-3 evenings per week.

2. An intensive format designed to be completed on a full-time basis in four semesters (20 months). Most classes meet in the afternoon starting at 14:00; usually four times per week. Those who enrol in the full-time program include students who have part-time jobs, international students and students who pursue complementary graduate studies in other institutions.

Both part and full-time students should allocate at least twice their class time for individual assignments and group work.

> > > Program Structure

The AUA MBA is composed of 64 credit units. The curriculum is designed to prepare graduates for competitive challenges of the global marketplace, technological and communication paradigm shifts, and the flexibility to adapt to rapid and abrupt changes in the business environment. The program also takes into consideration the unique economic conditions, the social mores, and the cultural needs of Armenia and the region.

The curriculum has four main components: the core courses, leadership development courses, elective courses, and experiential learning courses.

1. The MBA Core: The MBA core consists of required foundation courses in the major functional areas of business and a comprehensive study of the economic, political, legal, and social contexts within which the business enterprise operates. The MBA core gives students a firm understanding of the tools of general management and provides them with innovative techniques for solving managerial problems.

Students are required to take the following courses:

BA305	Managing People and Organizations
BA312	Legal Environment of Business
BA313	Corporate Ethics and Responsibility
BA320	Data Analysis for Business Decisions
BA322	Managerial Economics
BA328	Economic Policy for Development and Competitiveness
BA330	Financial Management
BA345	Financial Accounting
BA346	Managerial Accounting and Control
BA350	Taxation and Business Decisions
BA360	Marketing Management
BA380	Operations and Process Management
BA381	Management of Information Resources

2. Leadership Skills Development: Recognizing that business leaders increasingly must draw upon a range of skills that do not fit entirely into any one functional area, the MBA curriculum offers several stand-alone skills development courses. These courses usually

meet in small class size format allowing for a dynamic and personalized learning experience. Leadership development courses include:

- BA300 Introduction to International Competitive Strategy
- BA301 Effective Communications
- BA306 Managerial Negotiations
- BA308 Career Development Strategies

3. Elective Courses: The MBA curriculum is flexible enough to allow students to pursue special areas of interest by selecting a variety of elective courses. The electives allow students to integrate the knowledge and skills learned in core courses and to customize their learning experience. With a variety of elective courses to choose from, students have the opportunity to tailor their program of study in a way that fits their career goals and aspirations.

Although students are not required to declare a concentration, the AUA MBA provides students with the opportunity to specialize in one of the three functional areas of Accounting, Finance or Marketing. MBA students have also the opportunity to take courses in other academic programs within the American University of Armenia and to have those units count toward their MBA degree requirements. However, prior to registration, students must obtain the approval of the School of Business and Management and the hosting department to ensure they meet the requirements of both departments.

4. Experiential Learning: In addition to a solid academic coursework, the MBA program offers students the opportunity to engage in experiential activities such as the internship (BA393) and consulting projects (BA390 and BA392) that combine in-class and in-the-field learning. The objective of such activities is to immerse students in real-world dynamic business situations, allowing them to apply their classroom knowledge and skills to the needs of an organization and to enhance their skill sets.

> > > Professional MBA Program (PMBA)

The Professional MBA is offered on a part-time basis over 10 consecutive terms (30 months) for working professionals who wish to undertake their studies and remain on the job. All classes are scheduled in the evenings starting at 18:30. Students typically come to campus 2-3 evenings per week.

Summary of Degree Credit Requirements:	
Core courses	38 Credits
Leadership skills courses	7 Credits
Elective courses	11 Credits
Action learning practicum's	8 Credits
Internship	0 Credits
Total required	64 Credits

Strong Foundation

The coursework and activities during the first four terms take students through functional areas of accounting, finance, organizational behavior, operations and marketing. In conjunction with the case-study method, students are equipped with a comprehensive set of tools during the first year of the program.

Comprehensive Development

The second and third year curricula build on concepts and tools learned during the first year of study. The focus of the second and the third year's curriculum is on subjects and competencies required for exercising high-level managerial responsibility. The curriculum emphasizes critical and creative thinking, effective leadership, and strategic analysis. During this phase, students also have the opportunity to take elective courses that will allow them to build a customized experience that fits their career goals and aspirations.

Applied & Integrative Learning

The curriculum emphasizes integrative and experiential learning. For example, in the first term of the second year, students take an integrative action learning course BA390 - Entrepreneurship, Innovation & Incubation. This course is designed to help them understand how new business opportunities are identified and commercialized. The course integrates much of what students have learned in their first year courses and challenges them to apply the newly acquired knowledge and tools to the preparation and presentation of a business plan for a real new venture.

Similarly, in the first term of the third year of studies, students take BA392 - Strategic Project Consulting. This course combines theoretical and applied learning, including "live" projects that require student teams to integrate and apply the knowledge and tools

acquired in the previous two years to complex, real-world business challenges. The course also allows students to enhance and develop their project management, consulting and leadership skills.

Opportunities to Focus

Although the professional MBA students are not required to declare a concentration, the program provides the opportunity for students to concentrate in Accounting, Finance or Marketing. However, as mentioned declaring a concentration is optional.

Students can formally declare their concentration after 38 credits of coursework which is after completing the first year of foundation courses and completing of one elective course. The concentration is noted on the student transcript.

Accounting Concentration:

The Accounting concentration provides students with an opportunity to develop knowledge and practical skills in key areas of accounting, in terms of the use of accounting information for internal decision making and external users of financial statements. Completion of this concentration will reinforce core concepts, provide additional insight into accounting processes and principles, and enhance the ability to analyze and interpret accounting reports. The accounting concentration prepares students for a career in accounting as an auditor, a controller, treasurer, or positions where strong integration of finance and accounting is required.

Students will be required to complete:

- BA345 Financial Accounting (MBA requirement)
 - BA348 Financial Statement Analysis (concentration requirement)
 - BA353 Auditing and Evaluation Controls (concentration requirement)
- At least two additional accounting courses
- BA393 Internship in a relevant position (if applicable)

Finance Concentration:

The Finance concentration provides students with a theoretical understanding of the financial management of the firm. Decision-making is emphasized both to the assets the firm should acquire and the capital structure of the firm. Students learn how investment values are set in the financial markets, how banking operates and particularly how both affect the functioning of the firm. Students also develop the analytical and quantitative skills and decision-making techniques needed to successfully apply their knowledge of Finance in a business environment. This concentration suits students who choose to pursue careers in corporate finance, commercial banking, investment management, insurance, real estate development or other aspects of finance.

Students will be required to complete:

- BA330 Financial Management (MBA requirement)
 - BA332 Corporate Finance (concentration requirement)
 - BA348 Financial Statement Analysis (concentration requirement)
- At least two additional finance courses

BA393 Internship in a relevant position (if applicable)

Marketing Concentration:

The Marketing concentration is designed to provide students with an in-depth understanding of how businesses relate to customers. It also develops students' critical perspective and skills necessary for the marketing function which includes their ability to analyze, plan, develop, implement and control marketing activities. The concentration prepares students for successfully exercising managerial responsibilities in marketing or marketing-related positions such as brand and product management, marketing research, pricing, new product development, marketing communications and promotional strategy.

Students will be required to complete:

BA360 Marketing Management (MBA requirement)

BA365 Marketing Research (concentration requirement)

At least three additional marketing courses

BA393 Internship in a relevant position (if applicable)

Sequence of Courses for a Typical PMBA Program:

The PMBA program has 51 credits of courses in common with the full-time MBA program including most of the required and some elective classes. The PMBA, however, has a number of unique courses designed to allow students develop knowledge and skills necessary for high-level managerial positions. These courses are: Entrepreneurship, Innovation & Incubation; Project Management; and Strategic Project Consulting.

Time	Course Title	Credits
July	BA050 –Pre-term Quantitative Methods	0
Fall 1	BA320 – Data Analysis for Business Decisions	3
	BA345 – Financial Accounting	3
	BA331 – Effective Communications	2
	BA300 – Introduction to International Competitive Strategy	2
	Total Semester	10
Spring 1	BA322 – Managerial Economics	3
	BA380 – Operations & Process Management	2
	BA346 – Managerial Accounting & Control	3
	BA305 – Managing People & Organizations	3
	Total Semester	11
Summer 1	BA360 – Marketing Management	3
	BA330 – Financial Management	3
	Total Semester	6
	Total Year	27
Fall 2	BA390 – Entrepreneurship, Innovation, Incubation	4
	BA306 – Managerial Negotiations	2
	BA381 – Management of Information Resources	2
	Elective Course 1 (Finance, Marketing or Accounting)	3
	Total Semester	11
Spring 2	BA328 – Economic Policy for Development & Competitiveness	2
	BA315 – International Strategic Management	3
	BA350 – Taxation & Business Strategy	2
	BA308 – Career Development Strategies	1
	Elective Course 2 (Finance, Marketing or Accounting)	2
	Total Semester	10
Summer 2	BA380 – Project Management	2
	BA313 – Corporate Ethics & Responsibility	2
	BA312 – Legal Environment of Business	2
	Total Semester	6
	Total Year	27
Fall 3	BA392 – Strategic Project Consulting	4
	Elective Course 3 (Finance, Marketing or Accounting)	3
	Elective Course 4 (Finance, Marketing or Accounting)	3
	Total Semester	10
Total MBA		64

> > > Full-time MBA Program (FTMBA)

The full-time MBA program provides a comprehensive and well-rounded business education for individuals who seek a management career. It also provides the opportunity for students to specialize in Accounting, Finance or Marketing.

FTMBA is an intensive program designed to be completed in six terms (20 months). Most classes meet in the afternoon starting at 14:00; usually four times per week. Those who enroll in the full-time program include students who have part-time jobs, international students and students who pursue complementary graduate studies in other institutions.

Summary of Degree Credit Requirements:	
Core courses	37 Credits
Leadership skills courses	7 Credits
Elective courses	20 Credits
Internship project	0 unit
Total required	64 Credits

First Year of the Program:

The first year of the FTMBA program consists mainly of required, core and leadership development courses. These courses give students a firm understanding of the tools of general management by providing innovative techniques for solving managerial problems.

In the second semester of the first year, students register for the internship program. Students can start the internship at any time during spring and complete it during the summer term. The internship is required for all students with less than two years of full-time or four years of part time relevant work experience at the date of their admission to the program. The internship program affords students the chance to clarify their career goals, assess personal strengths and weaknesses in the work environment, develop professional competencies, understand the culture and practice of their chosen profession, and improve opportunities for future employment.

Second Year of the Program:

The second year curriculum has a higher degree of flexibility by including a greater number of elective courses. With a variety of electives to choose from, students have the opportunity to tailor their learning experience in a way that helps them master skills need to succeed.

In addition to the electives, students must successfully complete the rest of required courses including BA396 – Business Policy and Strategy in A Global Context. Offered in the last semester of the second year, this is a comprehensive 6-unit course that caps and integrates all that students have learned throughout the program. The course includes a consulting project that caps knowledge and skills learned in concentration courses.

Opportunities to Focus:

Although students are not required to declare a concentration, FTMBA provides the opportunity for students to concentrate in Accounting, Finance or Marketing. Declaring a concentration is optional but strongly encouraged.

Students formally declare their concentration at the beginning of the second year; after completing the first year fundamental functional courses, the Career Development Strategies course, concentration courses in spring of the first year, and the summer internship. The concentration is noted on the student transcript.

Marketing Concentration:

The marketing concentration is designed to provide students with an in-depth understanding of how businesses relate to customers. It also develops students' critical perspectives and skills necessary for the marketing function including their ability to analyze, plan, develop, implement and control of marketing activities. The concentration prepares students for exercising managerial responsibilities in marketing or marketing-related positions such as brand or product management, marketing research, pricing, new product development, marketing communications and promotion strategies.

Students will be required to complete 15 credits of coursework:

- BA360 Marketing Management (MBA requirement)
- BA365 Marketing Research (concentration requirement)
- At least three additional marketing courses
- BA393 Internship in a relevant position (if applicable)

A marketing-related consulting project within BA395–Business Policy and Strategy in A Global Context course.

Finance Concentration:

The finance concentration provides students with a theoretical understanding of the financial management of the firm. Decision-making is emphasized both as to the assets the firm should acquire and firm's capital structure. Students learn how investment values are set in the financial markets, banking operations, and how both affect the functioning of the firm. Students develop the analytical and quantitative skills and decision-making techniques needed to successfully apply their knowledge of Finance in a business environment. The concentration suits students who wish to pursue careers in corporate finance, commercial banking, investment management, insurance, real estate development or other aspects of finance.

Students will be required to complete 15 credits of coursework:

- BA330 Financial Management (MBA requirement)
- BA332 Corporate Finance (concentration requirement)
- BA348 Financial Statement Analysis (concentration requirement)
- At least two additional finance courses
- BA393 Internship in a relevant position (if applicable)

A finance-related consulting project within BA395–Business Policy and Strategy in A Global Context course

Accounting Concentration:

The accounting concentration provides student with an opportunity to develop their knowledge and practical application skills in key areas of accounting, in terms of the use of accounting information for internal decision making and that of external users of financial statements. Completion of this concentration will reinforce core concepts, provide additional insight into accounting processes and principles, and enhance the ability to analyze and interpret accounting reports. The concentration prepares students for a career in accounting as an auditor, a controller, treasurer, and positions where strong integration of finance and accounting is required.

Students will be required to complete 15 credits of coursework:

BA345 Financial Accounting (MBA requirement)

BA348 Financial Statement Analysis (concentration requirement)

BA353 Auditing and Evaluation Controls (concentration requirement)

Two additional accounting courses

BA393 Internship in a relevant position (if applicable)

An accounting-related consulting project within BA395–Business Policy and Strategy in A Global Context course.

Sequence of Courses for a Typical FTMBA Program:

The FTMBA is a 20-month intensive program composed of 44 credits of required and 20 credits of elective courses. Almost 80 percent of the 64-credit curriculum is identical to the PMBA option. The FTMBA includes a larger selection of specialization elective courses. This allows students to gain expertise in one of the three main functional areas of Accounting, Finance and Marketing.

Time	Course Title	Credits
July	BA050 – Pre-term Quantitative Methods	0
Fall 1	BA320 – Data Analysis for Business Decisions	3
	BA345 – Financial Accounting	3
	BA360 – Marketing Management	3
	BA301 – Effective Communications	2
	BA300 – Introduction to International Competitive Strategy	2
	BA305 – Managing People & Organizations	3
	Total Semester	16
Spring 1	BA330 – Financial Management	3
	BA322 – Managerial Economics	3
	BA312 – Legal Environment of Business	2
	BA380 – Operations & Process Management	2
	BA346 – Managerial Accounting & Control	3
	BA313 – Corporate Ethics & Responsibility	2
	BA308 – Career Development Strategies	1
	Total Semester	16
Summer 1	BA393 – Internship	0
	Total Year	32
Fall 2	Elective 1 (Finance, Marketing or Accounting)	3
	Elective 2 (Finance, Marketing or Accounting)	3
	Elective 3 (Finance, Marketing or Accounting)	3
	Elective 4 (Finance, Marketing or Accounting)	3
	BA306 – Managerial Negotiations	2
	BA381 – Management of Information Resources	2
	Total Semester	16
Spring 2	BA328 – Economic Development & Competitiveness	2
	BA395 – Business Policy & Strategy in the Global Context	4
	BA350 – Taxation & Business Decisions	2
	Elective 5 (Finance, Marketing or Accounting)	2
	Elective 6 (Finance, Marketing or Accounting)	3
	Elective 7 (Finance, Marketing or Accounting)	3
	Total Semester	16
	Total Year	32
	Total MBA	64
	Environmental elective	1

> > > Dual MBA/MPH Program

The MBA + Master of Public Health dual degree program is a multidisciplinary option that provides students with comprehensive theoretical and practical basis for effective management and administration in the healthcare sector. The program is condensed to allow students to complete both programs and earn two degrees in three years instead of the usual four.

The MBA + MPH dual degree program opens up a wide range of employment opportunities for the graduates, including leading positions as administrators, entrepreneurs, innovators, and reformers in the healthcare delivery systems in Armenia and abroad.

Master of Public Health Program

Our partner program, the Master of Public Health, provides health professionals a thorough grounding in population-based approaches to health sector problem identification, investigation, analysis, and managed response. The program consists of 64 semester credit units in required and elective coursework, plus the university-wide requirement of the course in Environmental Sciences.

The courses are taught in intensive, sequential blocks, which build upon and integrate with each other. The overall objective of the MPH Program is to prepare health professionals to draw on the knowledge and skills from a variety of disciplines to define, critically assess, and resolve problems affecting the public's health. Thus, the intensive, modular curriculum emphasizes basic public health sciences and essential managerial and analytic skills including project planning and evaluation, epidemiologic investigation, understanding complex determinants of health, effective communication to professional and lay audiences, and leadership.

All classes are scheduled in the afternoon. Students typically come to campus every day. Students proceed through the program as part of a defined cohort, fostering group spirit and gaining experience in multi-disciplinary group problem solving, project leadership, and management.

Dual Degree Program Requirements

Students enrolled in the dual degree program should complete at least 94 semester credits toward both degrees:

- Students take core courses for both degrees: 40 credits for MBA core and leadership development courses, 35 credits for MPH core courses, 5 credits for combined inferential statistics course
- Students must complete the combined internship (3 credits)
- Students must complete MPH Integrating Experience Project (7 credits) on a topic at the intersection of public health and management (each student will have Academic Advisors from both CHS and SBM).
- For the consulting project module within BA395–Business Policy and Strategy, the MBA capstone course (4 credits), students will be expected to work with functional

managers and senior executives at organizations in the healthcare sector to develop applicable solutions for the strategic challenges these organizations face.

Dual Degree Program Structure

The MBA/MPH dual degree students should complete at least 94 semester credits toward both degrees:

1. MPH Courses (45 credits)

General Principles of Public Health Problem Solving (3)

Data Management Systems (1)

Epidemiology (3)

Social & Behavioral Sciences in Public Health (3)

Problem Investigation in Environmental Health (3)

Economics & Finance (4)

Comparative Health Systems (2)

Program Planning (3)

Health Services Management (3)

Program Development and Evaluation (4)

Training of trainers (3)

Elective course (3)

Internship (3)

MPH Integrating Experience Project I and II (7)

2. Combined Courses (5 credits)

Inferential Statistics/Data Analysis (5)

3(A) FTMBA Courses (44 credits)

FTMBA is an intensive program; most classes meet in the afternoon starting at 14:00; 4-5 times per week. Students who combine the MPH program with the full-time MBA option should complete the following courses:

Financial Accounting (3)

Marketing Management (3)

Introduction to International Competitive Strategy (2)

Effective Communications (2)

Operations and Process Management (2)

Financial Management (3)

Corporate Ethics and Responsibility (2)

Managerial Economics (3)

Managerial Accounting and Control (3)

Management of Information Resources (2)

Taxation and Business Decisions (2)

Economic Policy for Development and Competitiveness (2)

Legal Environment of Business (2)

Career Development Strategies (1)

Managerial Negotiations (2)

Elective courses (6)

Business Policy & Strategy (capstone course) (4)

3(B) PMBA Courses (44 credits)

The Professional MBA is offered on a part-time basis for working professionals who wish to undertake their studies and remain on the job. All classes are scheduled in the evenings starting at 18:30. Students typically come to campus 2-3 evenings per week. Students who combine the MPH program with PMBA should complete the following courses:

- Financial Accounting (3)
- Marketing Management (3)
- Introduction to International Competitive Strategy (2)
- Effective Communications (2)
- Operations and Process Management (2)
- Financial Management (3)
- Corporate Ethics and Responsibility (2)
- Managerial Economics (3)
- Managerial Accounting and Control (3)
- Management of Information Resources (2)
- Taxation and Business Decisions (2)
- Economic Policy for Development and Competitiveness (2)
- Legal Environment of Business (2)
- Career Development Strategies (1)
- Managerial Negotiations (2)
- Entrepreneurship, Innovation, Incubation (4)
- International Strategic Management (3)
- Elective course (3)

4. University-wide Requirement:

- Environmental elective course (1)

> > > Teaching & Learning Methods

Our pedagogy is based on student-focused learning. Student integration and interaction are key elements of the classroom experience, and provide students the opportunity to share ideas, learn from each other, and develop the skills that will help them throughout their career.

The AUA MBA strikes a balance between theory and practice. The program favors the study of real-world situations. This provides students with hands-on learning experiences and allows them to develop effective decision-making and analytical skills.

AUA MBA program uses the case study method extensively.. Typically, students are introduced to a real decision to make situations, and given some background on the organization and its operating environment. Students are then expected to identify the key issues in the case, evaluate different options, make a reasonable decision, recommend a clear plan of action, and defend their position.

In addition to the case method, instructors use and combine other teaching methods such as role-playing, field trip, inviting guest speakers, interactive discussion, lecture, oral presentation, simulation, and research project. The faculty choose the most appropriate method for each subject. For instance, a marketing course might combine interactive discussion and the case study while a finance course might rely on lecture and simulation. This variety allows students to have a rigorous and professionally relevant learning experience.

One of the practical aspects of the AUA MBA is the internship program. The internship is designed to immerse the students in a realistic and dynamic business environment allowing them to apply their classroom knowledge and skills to the needs of an organization.

The AUA MBA recently introduced action learning courses that mainly rely on live case studies. Students who enroll in these courses are expected to study real business problems, meet with the managers of concerned organizations and, under the guidance of the faculty, propose meticulous plans for organizational change and improvement.

Teamwork is encouraged in most courses. The AUA MBA students are expected to prepare some of their assignments such as papers, oral presentations and case studies in a collaborative way. Considering that students come from different educational and professional backgrounds and most of them have substantial work experience, team assignments help them to become engaged in learning from each other as well as from faculty, texts and cases.

> > > Student Evaluation & Grading

The AUA MBA faculty members use a combination of methods to evaluate student work throughout their studies. These include oral presentations, project reports, written exams, quizzes, research papers, and case study reports.

The high frequency of assessments allows the faculty to provide students with a timely feedback. In addition, the variety of assessment methods favors a more comprehensive and accurate evaluation of student's work.

Each faculty member, at the start of his/her course, will clearly define the evaluation criteria for the course. What may not be clear is that the expected performance indicators necessary to receive a specific letter grade may differ among faculty. Some instructors may take away credit when a student is consistently late for class or does not turn in assignments on time. In some courses a numerical score of 75 may indicate acceptable or superior accomplishment; but in others, this numerical score may indicate poor or unacceptable performance. The faculty will explain to the students their grading criteria and the typical distribution of grades. They will provide an interpretation of their expectations and scores for a particular assignment. Students must be alert to the grading differences among the faculty. Ultimately, it is the student who is responsible for performing to the best of his or her ability on every assignment: The faculty do not give grades, the student *earn* them.

Please remember that it is very important that should a student not understand the assignment of a grade on a particular item, he or she should direct inquiries to the faculty member as soon as possible. The intent of grading exercises is not only to assess abilities, but to provide constructive information for improvement in subsequent evaluations.

AUA students will receive one of the following grades per course, and the corresponding grade points. Grade points are used to compute a student's Grade Point Average or GPA.

Grade	Description	Points	Credit Awarded
A+	Outstanding	4.00	Yes
A	Excellent	4.00	Yes
A-	Very good	3.67	Yes
B+	Good	3.33	Yes
B	Satisfactory	3.00	Yes
B-	Poor	2.67	Yes
C+	Very poor	2.33	Yes
C	Very poor	2.00	Yes
C-	Low pass	1.67	Yes
D	Fail	1.00	No
F	Fail	0	No

In addition, occasions arise that necessitate assigning symbols that fall outside the standard range. These are: P (pass), NP (no pass), F (fail) and I (incomplete). SBM permits the retaking of courses with a grade of C, C+ or C-.

Resolving Grade Disputes:

Should a student believe he or she has been unfairly graded on an assignment or a course, this concern must first be raised with the course faculty. The AUA Student Handbook specifies “Within 3 days of being notified of any specific grade (exam, assignment or course grade), a student may appeal the grade by discussing the matter with the instructor who issued the grade. Within 3 days of an instructor’s response, or if the instructor has not responded, the student may appeal the matter in writing to the dean. The dean shall confer with the instructor and the student. The Dean shall then render a final decision in writing on the appeal within 5 days from receiving the appeal. A grade may only be changed based on discovery of a mathematical error or for misapplication of a grading standard previously announced in the syllabus.”

If the appealing student truly feels an injustice has occurred and lower grading is a result of biased assessment the grievance may be filed with the Ethics and Grievance Committee of the Faculty Senate at AUA.

This process is NOT to be abused to seek a higher letter grade for any reason other than rectifying an incorrect or biased assessment.

For more details see the AUA Catalog (<http://www.aua.am/catalog/x.html>) and AUA Student Handbook (<http://www.aua.am/students/Handbook.pdf>).

Guidelines for Taking Tests:

1. Students should arrive to on time. If a student is late more than 5 minutes s/he may not be allowed to take the test. There will not be an opportunity to make up for the lost time.
2. Students will turn-off their cell phones or other electronic communication devices and leave them at a designated area during the test.
3. Students should come prepared bringing their own pencil, pen or eraser. Students are not allowed to borrow or use such material from their colleagues. AUA does not provide you with these items.
4. Before starting the test, all books, notebooks, computers or any other material not related to the test should be placed on the floor or in the front of the room away from the student.
5. Only examinations and writing materials are to be visible. Any other item(s) may be considered as cheating.
6. Once the examination begins, students are not allowed to leave the room for any reason.

7. The use of printed or electronic dictionaries is strictly prohibited. Students should only ask the instructor for clarification.
8. Any conversation between students; looking at other student's exam or making your material available to others will be considered cheating. Instructor without any warning will remove the student's test. The student will receive zero for the test.
9. Once the time is called for the test, students are to stop writing and turn in their exam. Anyone who ignores the warning will receive a zero for the test.
10. Upon completion of the test, the student should turn in the test and leave the room immediately.

The above are minimum guidelines established by SBM, various faculty at their own discretion may augment the above list. All SBM faculty members will strictly enforce the above rules. Violations of any of the points listed above entitle faculty or the proctor to remove student test, quiz, paper etc. The student will receive a zero for that specific portion of the grade. Two or more violations may cause dismissal of the student from the MBA program.

Class Attendance and Absenteeism:

Class attendance is mandatory at AUA and the School of Business and Management, as such; students are required to attend classes. Two components common amongst faculty syllabi are designation of class participation points in the final calculation of the grade. Class participation points are not to be negotiated. A student who due to personal reasons, emergency or otherwise, cannot attend classes acknowledges and accepts the responsibility of being penalized for being absent. Furthermore, it is the responsibility of the student to collect all lecture and handout materials distributed during class. It is also the students' responsibility to submit all projects, homework, etc. due on that day.

Make-Up Exams:

Faculty are not required to give makeup exams to students. Makeup exams are given at the discretion of the faculty. The faculty has the ultimate decision making power to determine whether to give a makeup exam and how to grade the student for the missed exam which can include a more difficult make-up exam, submitting zero for the missed exam or assigning a different weight to a follow up exam, or any other options the faculty member chooses to exercise.

In cases where the faculty agrees to give a makeup exam, the student accepts and acknowledges that the makeup exam maybe more difficult. In other words, the student gives up their right to question or appeal the difficulty of the makeup exam. Students who elect to take a makeup exam due to personal reasons, emergency or otherwise, must notify the faculty in advance. Faculty may choose not to give a makeup exam.

> > > The Center for Business Research & Development

The Center for Business Research and Development (CBRD) was established in 1992 to help foster the economic development of Armenia in its transition to a market economy. CBRD is a non-profit organization and is supported through a major donation by the Ed Avedissian Family and subcontracts and grants from public and private organizations. The School of Business and Management administers the Center.

CBRD carries out organized research and development projects through teams of faculty, local experts, alumni and graduate assistants. It is an academic meeting place that provides unique opportunities for the development of young researchers, both in and outside of Armenia, committed to making contributions to business decision-making and strategic processes.

CBRD serves as a resource for information and expertise for both local and international firms. The Center was the first to provide western research and consulting services in the areas of business and management in Armenia and the region. With this experience, CBRD has developed a unique mix of knowledge and capabilities that apply to a wide range of situations. Some of its partners include Synopsys Armenia, The Echmiadzin Church, Nork Marash Medical Center, and Kotayk Beer.

Services:

CBRD designs and implements a variety of studies and research projects including but not limited to business analysis and planning, feasibility studies for business start-ups, market research and analysis, industry analysis, due diligence reviews and financial analysis, production planning and optimization, accounting conversion, and implementation of classroom and on-the-job training programs.

The Center provides full research services from the development of reliable and valid measures and indicators and sample designs to complete quantitative and qualitative data analysis and report writing. The Center staff is expert in survey research and methodology, focus groups, in-depth interviews and analysis, and the use of SPSS for statistical analysis.

CBRD provides hands-on research experiences that permit the School's best students and graduates to apply concepts and skills learned in the classroom directly in development projects. Students must be in good academic standing in order to apply for research assistantships. When hiring Research Assistants, CBRD gives weight to academic success in the program.

> > > Roles & Responsibilities of MBA Students

Over and above the expectations made of all students at AUA, it is the responsibility of each student in the MBA Program to meet the following expectations:

1. Share responsibility with the rest of the class to uphold the law and respect the rights of others. This includes living honorably, holding other members of the community to the same high standard of conduct, and taking action when necessary to safeguard the interest of the University and its community.
2. Read and comply with all rules and regulations of the University as stated in the AUA Catalog, AUA Student Handbook, and other official documents.
3. Take responsibility to assure understanding of the academic policies and procedures regarding the MBA curriculum and graduation requirements, registration and advising processes, and grading policies.
4. Accept responsibility for the maintenance of the academic integrity of the institution and for preserving an environment conducive to the safe pursuit of the program's educational, research, and professional practice missions.
5. Attend all classes unless previously excused. In addition, each student is expected to be on time for the start of class, submit assignments by due dates, prepare papers and reports in a scholarly manner, and participate in classroom discussions and activities. In an unusual situation such as an emergency when this is not possible, timely communication with the course instructor, the SBM Operations Coordinator, or the Dean as soon as possible is required.
6. Adhere to a high standard of academic ethics which includes individual performance on homework, examinations, written reports, and assignments. Exceptions are when projects are assigned to teams and when quoted sources receive proper citation (referencing). Cheating or copying work from other people or materials are unacceptable behaviors and constitute serious offenses which could result in dismissal from the program. Carefully read the AUA Student Handbook, particularly the section on the Student Code of Ethics.
7. Engage in constructive dialogue with faculty and administration in resolving problems.
8. Identify and develop professional career goals and interests. If they are compatible with course objectives, include relevant or related subject material when selecting projects or study areas.
9. Anticipate and discuss major issues or questions concerning the academic program and pertinent non-academic concerns. Heed reminder notices and other academic advisement information.

10. Follow through on obligations to understand administrative policies and procedures affecting payment of tuition and fees, academic eligibility for scholarship, and other financial aspects of the course. Observe registration and payment deadlines; complete and submit appropriate forms.

For more information see the AUA Student Handbook (<http://www.aua.am/students/Handbook.pdf>).

> > > Course Descriptions

The following course descriptions give a sense of the scope and the range of the course offerings at the AUA MBA program. The content of both required and elective courses is reviewed on regular basis and, if and when necessary, revised to reflect changes in both the business world and in academic research. Course offerings, therefore, may vary from year to year, and each instructor may differ in how he or she teaches the topic.

Required Core & Leadership Development Courses:

BA 050 - Pre-term Quantitative Methods

Credits: 0

This intensive workshop for incoming students is designed to refresh the basic quantitative tools essential for the successful completion of the program. The course content provides the student with a number of mathematical and statistical tools frequently used in business analysis, marketing research, operations management and finance. Topics include: linear and exponential growth, data analysis and description statistics (mean, median, mode, range, variance, deviation), basic concepts of probability, hypothesis testing, introduction to linear regression, basics of linear programming, compound interest, discounting and calculation of Net Present Value. Topics may change according to the needs of the participating students. The main software used is Microsoft Excel. The course can be waived by placement test.

Prerequisite: None

BA300 - Introduction to International Competitive Strategy

Credits: 2

This course is intended to develop students' ability to think strategically about business problems. At the same time it serves as an introduction to the use of the case method. The course is a systematic examination of models and techniques used to analyze a competitive situation within an industry from a strategic perspective. It examines the roles of key players in competitive situations and the fundamentals of analytical and fact-oriented strategic reasoning. Examples of applied competitive and industry analysis are emphasized. The course examines the different stages involved in making and implementing strategic decisions; defining the problem(s), establishing the criteria (both quantitative and qualitative), designing alternative solutions, and making a decision based on objective criteria and the ease of successful implementation of the solution chosen.

Prerequisite: None

BA301 - Effective Communications

Credits: 2

This course prepares students to meet the challenge of professional oral communications. Through prepared and impromptu speeches, peer coaching, and lectures, it provides students with the opportunity to develop the necessary skills for effective public speaking; skills that will make them articulate, confident, organized, competent and persuasive speakers. The course exposes students to a variety of

communication and presentation styles and modes, helps students develop critical listening skills, and improve their abilities to give, receive, and apply feedback.

Prerequisite: None

BA 305 - Managing People & Organizations

Credits: 3

This course provides an intensive overview of the major concepts in organizational behavior and issues facing contemporary managers. The course approaches management as the processes and techniques used to reach organization goals by working with and through people and other resources. These processes include a study of individual differences; group behavior; organizational culture; job design and job satisfaction; motivation; decision-making; power and leadership; and communication. The course makes use of theories that transcend the workplace, such as the psychology of individual and group behavior. The course examines how people influence organizational events and how events within the organization influence people's behavior. The course uses a combination of conceptual and experiential approaches, including case analyses, videos, simulations, group exercises and class discussions.

Prerequisite: None

BA306 - Managerial Negotiations

Credits: 3

This course introduces students to negotiation skills and practices and improves their abilities to diagnose conflict situations. It provides a conceptual framework to diagnose problems and promote agreements, both outside and inside an organization. Upon completion of this course, students will have a sound understanding of using negotiation and conflict resolution skills in a variety of settings. Course format involves simulated negotiation and experiential exercises, case analysis, discussion, and lecture.

Co-requisite: BA305

BA308 - Career Development Strategies

Credit: 1

Drawing upon human resources management and organizational studies and using case studies, this course examines how career paths and systems operate within an organization given the need for coherence between them and the strategy of the organization. The course also introduces students to several skills, tools and techniques required for effective career planning and advancement. The course provides students with the opportunity to practice and improve themselves in the following areas: identifying career goals and paths; dealing with gaps in their critical career and professional skills; professional networking and liaising. Students also examine the challenges and opportunities associated with the application of knowledge and skills learned in the program to their current/future work environments.

Co-requisite: BA305

BA312 - Legal Environment of Business

Credits: 2

This course provides students with a basic understanding of how legal, regulatory and political processes affect business strategy and decision making. Readings and lectures provide students with a basic background in the theoretical foundations and practical workings of the two main legal systems of the world, how they evolved and presently

work. The course includes a survey of basic rules of criminal law, intentional torts, and negligence; the rules affecting the making and performance of contracts; general contract law as well as specific rules that exist in the sale of goods and merchandise, and in the purchase, ownership and sale of real property; and the choices available for dispute resolution, including mediation, arbitration, and trial at court.

Prerequisite: None

313 - Corporate Ethics & Responsibility

Credits: 2

This course examines contemporary issues in ethical behavior in organizations. Drawing from the fields of philosophy, law, ethics, business and society, and management, the course explores decision dilemmas that require multi-disciplinary thinking as it pertains to corporate ethics and responsibility in today's global marketplace. Emphasis is to practice decision principles that allow students to take into account their own moral principles in making business decisions. This course is taught drawing heavily on the case method along with didactic lectures, group discussions, and group presentations.

Co-requisite: BA305

BA 315 - International Strategic Management

Credits: 3

This course provides an opportunity for students to integrate concepts from prior functional courses through the development and implementation of a business strategy. The course format involves lectures, class discussion, comprehensive case studies and an intensive business strategy simulation. The latter requires student teams to formulate and implement strategy for a simulated firm within a highly competitive industry. The course is designed to deepen students understanding of strategy formulation, competitive advantage, rivalry and competition, negotiation, financial control, operational excellence, and team building.

Prerequisites: BA300, BA330, BA345, BA346, BA360, BA380

BA 320 - Data Analysis for Business Decisions

Credits: 3

This course is an introduction to statistical methods and techniques as tools for management decision-making. Specific topics to be covered include: sampling and sampling distributions, parametric and non-parametric statistical inference methods, simple and multiple regression, and forecasting techniques as applied to business and management problems. Students will gain the ability to build forecasting models using a variety of techniques, employing mathematical and statistical models including regression techniques, time series analysis, and business and economic indicators for forecasting. Students will also learn to use various computer software including Excel, SPSS and Access.

Prerequisite: BA050 or placement test

BA 322 - Managerial Economics

Credits: 3

This course focuses on the economic decisions made by managers of business firms, and the structures of various market environments within which these decisions are made. The course reviews the application of fundamental concepts, such as opportunity costs, transaction costs and market power as they apply to managerial and individual decision-

making. In addition, the course covers utility analysis; demand, supply, and cost functions; and applies these models to pricing and vertical integration issues. An introduction to the economics of information and uncertainty is included.

Prerequisite: None

BA 328 - Economic Policy for Development & Competitiveness

Credits: 2

The course combines a macroeconomic view of development and competitiveness and a microeconomic or business-level view. The macroeconomic analysis provides a contextual background for the discussions on the evaluation of business opportunities. Particularly, the course focuses on public policy as a basic element for ensuring national and industry-level competitiveness. The course draws on economic development theory and refers to specific country cases as well as business cases to examine the challenges of equitable economic growth; reviews the role of technology, innovation, public-private partnerships, and entrepreneurship in promoting sustainable economic development; and analyzes public policies affecting poverty and inequality. The course aims at helping future business leaders make a meaningful impact on the economic competitiveness and prosperity of the country.

Prerequisites: BA322

BA 330 - Financial Management

Credits: 3

This course focuses on the firm's goal to maximize shareholder value. Topics include risk, return and pricing of financial assets, time value of money, investment decisions, capital markets, and cost of capital and corporate financing decisions.

Prerequisite: BA345

BA 345 - Financial Accounting

Credits: 3

This is a foundation course designed to provide a basic understanding of the theory and practice of accounting, with emphasis upon principles, concepts and controls involved with Financial Accounting. The objective of financial accounting is to collect accurate, systematic, and timely financial data and other financial information, and to compile and consolidate it in an organized and systematic way, according to the principles and rules of accounting, for external reporting purpose.

Prerequisite: None

BA 346 - Managerial Accounting and Control

Credits: 3

Managerial Accounting is the process of identifying, measuring, analyzing and communicating financial information needed by management to plan, evaluate and control an organization's operations. In this course students understand the role of a management accountant in organizations; identify relevant and irrelevant revenues and costs; understand cost-volume-profit analyses; calculate and interpret product costs, construct income statements and identify inventory balances; understand the budget process and responsibility accounting; and understand standard cost systems and production cost variances.

Prerequisite: BA 345

BA350 - Taxation and Business Decisions**Credits: 2**

This course provides students with an overall framework for taking tax considerations into account when making business decisions. It provides students with a solid understanding of the decision contexts that give rise to tax planning opportunities, how to integrate tax strategy into the bigger picture of corporate decision making, and the impact that changes to transaction structure can have on after-tax cash flows. Many Armenian tax rules including profit tax, income tax, VAT, excise tax and property tax are reviewed throughout the course and a general framework of the tax rules are provided so as to facilitate a discussion of how they affect business decision-making.

Prerequisite: BA346

BA 360 - Marketing Management**Credits: 3**

This course is an introduction to the role of marketing within the business firm. Quantitative methods and behavioral theories are utilized. It provides the student an opportunity to apply analytical concepts and techniques developed in psychology, economics, quantitative analysis, accounting, and finance to marketing problems. The course will utilize case studies, and oral and written presentations. Specific topics to be covered include: customer analysis and buyer behavior, market segmentation, market research, distribution channels, product pricing and strategy, pricing, advertising, and sales force management.

Prerequisite: None

BA 380 - Operations and Process Management**Credits: 2**

The focus of this course will be on the quantitative aspects of the elements, which contribute to the effective and efficient operations of an enterprise. Emphasis will be equally placed on the means for attaining organizational objectives for both service and manufacturing oriented entities. Topical areas will be the planning for and management of services and/or products, the design of processes, facility location and layout, forecasting, scheduling, and quality control.

Prerequisite: None

BA381 - Management of Information Resources**Credits: 2**

This course is designed to make the students knowledgeable about the fundamentals underlying the design, implementation, control, evaluation, and strategic use of modern, computer-based information systems for business data processing, office automation, information reporting, and decision-making. The course focuses on using and managing information technologies to derive business value and to secure a competitive advantage.

Prerequisite: None

BA 385 - Project Management**Credits: 2**

In this course students learn project management skills that are essential for current or future managers regardless of their career concentration. Some of the topics covered include life cycle models; project selection; project monitoring and control; planning

with uncertainty; managing scope, risk, quality, time and costs; procurement; human resources and communications; the critical chain method; and managing multiple projects. It also discusses commercial project management software and how to overcome its limited functionality to address the requirements of managing risky, complex projects in practice.

Prerequisites: BA305, BA345, BA346, BA380

BA 390 - Entrepreneurship, Innovation & Incubation

Credits: 4

The purpose of this integrative practicum is to understand how new business opportunities are identified and commercialized. The course structure follows the evolutionary process of a new venture: Idea assessment, organization formation, capitalization, growth, and exit. The course integrates much of what students have learned in their first year courses and challenges them to apply the newly acquired knowledge and tools to a real business situation. The course combines theoretical and applied learning, including lectures, guest speakers, traditional case studies and “live” new venture projects. Under the guidance of the faculty and with the support of mentors, student teams take a multi-disciplinary approach to the preparation and presentation of a business plan for a real new venture. In the process, students are expected to make difficult business choices with less than perfect information, dealing with ambiguity and uncertainty. Students conclude their project with an oral presentation in addition to a full written report.

Prerequisites: BA330, BA345, BA346, BA360

BA 392 Strategic Project Consulting

Credits: 4

The third-year integrative practicum combines theoretical and applied learning, including lectures, guest speakers, traditional case studies and “live” projects that requires student teams apply classroom learning to complex, real-world business challenges for partner organizations. Under the guidance of the faculty member(s) and with the support of mentors, student teams develop practical problem-solving and consulting skills while their partners – ranging from multinational corporations to local nonprofit organizations - benefit from the student’s experience and knowhow. Students are expected to integrate and apply the knowledge and tools acquired in the previous two years of MBA studies and in their professional career to a real business situation; enhance and develop their project management and consulting skills; and hone their leadership skills. Students conclude their project with an oral presentation in addition to a full written report.

Prerequisites: BA314, BA315, BA385

BA393 - Internship

Credits: 0

This is required for MBA students who lack at least two years of relevant fulltime or four years of relevant part-time work experience at the date of their admission to the program. The internship allows students to clarify their career goals, assess personal strengths and weaknesses in professional work environment, develop professional competencies, understand the culture and practice of particular profession, and improve their opportunities for future employment. Students work for at least 360 hours, under the guidance of an on-site supervisor, with small/medium size businesses,

manufacturing companies, governmental agencies or non-profit and/or service organizations in order to analyze and solve actual and current problems facing the organization. At the end of the internship, a performance evaluation is given by the hosting organization. Students present an updated resume and a short written report describing their experience to complete the Career Development Strategies course.

Prerequisite: Approval of the Dean's Office

BA395 - Business Policy & Strategy in A Global Context

Credits: 4

This FTMBA course provides an opportunity for students to cap and integrate concepts from prior functional courses through the development and implementation of a business strategy. The course is designed to deepen students understanding of strategy formulation, competitive advantage, rivalry and competition, negotiation, financial control, operational excellence, and team building. The course format involves lectures, class discussion, comprehensive case studies, an intensive business strategy simulation, and a consulting project. The strategy simulation requires multifunctional teams of students to formulate and implement strategy for a simulated firm within a highly competitive industry. The consulting project module challenges students with real-world problems faced by partner organizations in specific functional areas. Student teams, formed according to their selected MBA concentration tracks, work with the functional managers and senior executives at these organizations to develop applicable solutions. Students conclude their project with an oral presentation in addition to a full written report.

Prerequisites: BA300, BA345, BA322, BA330, BA305, BA360, BA380

Elective Courses:

BA307 - Human Resource Management

Credits: 3

The objective of this course is to introduce the student to a general overview of personnel policies and best practices in organizations. The course will focus on human resources from the perspective of the human resource professional. Specific topics to be covered include staffing, training and development, performance evaluation, compensation, employee discipline, work safety/health, and labor/management relations to name a few. This course will rely heavily on case analysis, along with didactic lectures, group discussions, and presentations.

Prerequisite: BA305

BA309 - Special Topics in Management

Credits: 2 or 3

This course is designed to introduce graduate students to some of the emerging global trends in management. The course covers concepts and practice not covered by other management courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region. The primary method of instruction will be to use didactic lectures, case analysis and group presentations.

Prerequisite: TBD

BA311 - Entrepreneurship**Credits: 3**

The course is designed to explore the complexities of creating and sustaining an entrepreneurial venture. Concentration is on the impact of innovative behavior and its implication to decision-making. The primary focus of the course is on the behaviors involved in forming new enterprises: recognizing and evaluating opportunities; developing a network of support; building an organization; acquiring resources; identifying customers; estimating demand; selling, writing and presenting a business plan; and exploring the ethical issues entrepreneurs face. The course format includes case studies and discussion, in-class exercises, readings, and guest speakers.

Prerequisites: BA305, BA345, BA330, BA360

BA 316 - Organizational Leadership**Credits: 2 & 3**

This course will focus on an overview of the fundamental concepts of leadership in today's global marketplace. The course will serve as an introduction to tools for topics such as strategic thinking, leading change and performance, critical thinking, leading teams and groups, influencing others, conflict resolution and Emotional Intelligence to name a few. The method of instruction for this course will combine didactic lectures, self-assessments, case analysis and group interactions.

Prerequisite: BA305

BA329 - Special Topics in Economics**Credits: 2 & 3**

This course is designed to introduce graduate students to some of the emerging global trends in Economics. The course covers concepts and practice not covered by other Economics courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.

Prerequisite: TBD

BA332 - Corporate Finance**Credits: 3**

This course builds upon BA330 by examining advanced topics in corporate finance including dividend policy, mergers & acquisitions, cost of capital, capital budgeting and financial decision-making. Course concepts are integrated into the standard theories of risk and return, valuation of assets, the role of financial markets, and market structure.

Prerequisite: BA330

BA333 - Advanced Corporate Finance**Credits: 2**

This course builds upon BA332 by delving deeper into the theory behind capital budgeting and valuation theory to examine new techniques for making these decisions, such as using option pricing models to make a capital budgeting decision, instead of the traditional net present value. The course covers mergers, leveraged buy-outs, divestitures and financial distress, along with the financial management of non-profit businesses. Additionally, the course examines in some detail the capital structure decision in terms of hybrid financing, and the most current instruments available for long funding of a corporation.

Prerequisite: BA332

BA334 - Commercial Banking**Credits: 2**

This course involves the study of modern commercial bank management, reasons for regulation; economics of banking, risk management including credit and interest rate risk, standards of liquidity, capital and solvency and recent changes in the modern commercial bank environment.

Prerequisite: BA332

BA335 - Banking Operations and Simulations**Credits: 3**

This course offers students a chance to take the theoretical underpinnings of commercial bank management and macroeconomics and apply it directly to operating a bank in a simulated environment. The Stanford Bank Computer Simulation will be enlisted to afford students an opportunity to simulate the managing of a large, metropolitan bank. Based on the economic data provided, students will need to forecast the direction of interest rates, set rates for loans and deposits, set fees for services, open or close branches, allocate the time of the bank's officers, and make other equally critical, logistical decisions that are in fact made every day by professional bank practitioners. The course will probe in great detail how bank profitability and value are impacted by operational decisions.

Prerequisite: BA332

BA336 - Management of Financial Institutions**Credits: 3**

This course focuses on the study of financial policies and practices of commercial banks, savings and loan associations, pension funds, insurance companies, and other major financial institutions. It will review the current major problems facing senior managers in these financial institutions.

Prerequisite: BA332

BA337 - Risk Management**Credits: 2**

This course provides a broad-based survey of the fundamental risks faced by financial institutions and other firms. These include interest rate risk, market risk, credit risk, off-balance sheet risk, technology and operational risk, foreign exchange risk, energy risk, country of sovereign risk, liquidity risk, insolvency risk, model risk, and a myriad of others. Effective management of these risks is central to the performance of any firm. The course explores the various techniques used to identify risk, measure risk, and manage risk. The knowledge gained in basic finance, portfolio management, derivatives, business management, economics, and statistics will be made practical.

Prerequisite: BA332

BA338 - Investment Analysis and Management**Credits: 3**

This course will address theory and practice of investment analysis. Topics include organization of security markets, legal and institutional environment, financial intermediation, security classification and general principles of asset valuation with application to specific securities.

Prerequisite: BA332

BA339 - Special Topics in Finance

Credits: 2 or 3

This course is designed to introduce graduate students to some of the emerging global trends in Finance. The course covers concepts and practice not covered by other Finance courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.

Prerequisite: TBD

BA340 - International Financial Management

Credits: 2

This course approaches financial management within an international context. Topics include international monetary system and financial markets, management of foreign investments, financing for development, foreign exchange markets and risks, international diversification, and global funds.

Prerequisite: BA332

BA348 - Financial Statement Analysis

Credits: 3

This course provides a framework for using financial statements in business analyses. Emphasis is placed on understanding business as a financial system where management makes decisions in three key areas: investment, financing and operations. The course will outline the main financial statements used in the decision-making process and the main profitability and risk ratios used in comparing/assessing companies across different sizes and industries. The course will also include studying the main accounting principles used for compiling financial statements and analyzing qualitative information appearing in the financial statements and, finally, the role of financial Information in Valuation.

Prerequisite: BA346

BA351 - Cost Accounting

Credits: 2

Intense competition in product markets has forced firms to look inward to become more cost-efficient. Tracing various resource costs accurately to products has become increasingly important as product margins are squeezed. Through a number of case studies supplemented by some lectures, this course exposes students to recent advances in cost accounting, and highlights important inputs into the design of cost systems. The cases cover a variety of decision-making settings and illustrate the role of cost information in these settings. Specific topics to be covered include the important characteristics of good costing systems, various cost allocation systems, reporting and the control of scrap/spoilage/rework products, accounting controls for production activities and for decentralized operations, including transfer pricing, customers profitability analysis, sales mix variances and performance measurement, and capital budgeting.

Co-requisite: BA380

Prerequisite: BA346

BA353 - Auditing and Evaluation Controls**Credits: 3**

The focus of this course is on independent auditors' examinations of accounting information systems and related internal controls and evidential matter as a basis for expressing an opinion on financial statements. In this course students will develop a sound understanding of auditing theory and concepts. The rationale and objectives of specific auditing techniques will be emphasized. The focus will be on helping students develop analytical and critical thinking skills. It will also cover professional ethics, internal controls, and International Standards of Auditing.

Prerequisite: BA346

BA355 - Advanced Financial Accounting**Credits: 3**

The objective of this course is to introduce students to the advanced topics such as Business Combinations, Consolidations, Accounting for Multinational Enterprises, Partnership, Governmental Accounting and Accounting for Nonprofit Organizations. At the completion of this course, the student will be able to apply the equity method to accounting for investments; understand the difference between pooling of interest and purchase methods of accounting for investment; prepare consolidated financial statements; prepare and discuss segment reporting; explain the accounting issues, presentation and alternatives relating to foreign current transactions and translations; and explain how governmental and nonprofit accounting differs from for-profit accounting.

Prerequisite: BA346

BA357 - International Accounting**Credits: 2**

This course examines the international dimension of financial reporting and analysis. It provides students with an in-depth look at the multinational enterprise and the preparation and presentation of financial statements in different nations. Topics covered include international corporate taxation, transfer pricing, foreign currency translation, financial disclosure, and international accounting harmonization.

Prerequisite: BA346

BA359 - Special Topics in Accounting**Credits: 2 or 3**

This course is designed to introduce graduate students to some of the emerging global trends in Accounting. The course covers concepts and practice not covered by other Accounting courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.

Prerequisite: TBD

BA362 - Services Marketing**Credits: 2**

Services marketing is intended to broaden the understanding of how marketing is practiced in the service industry. The course will apply the principles of service marketing to organizations in the private, non-profit and public sectors. Service Marketing is designed to help individuals understand the critical elements in the

development of customer satisfaction and service quality in today's competitive business world.

Prerequisite: BA360

BA364 - International Marketing

Credits: 2

The international arena is a requirement for any firm that wishes to achieve its maximum growth potential. The main objectives of this course are to present the main approaches to international marketing (from export to global marketing), help students to tackle strategic marketing problems facing international companies, and familiarize students with tools and techniques required in a complex and ever changing environment.

Prerequisite: BA360

BA365 - Marketing Research

Credits: 3

The objective of this course is to examine marketing research as an information providing activity for the purpose of management decision-making. Students will acquire the skills to examine alternative research designs and their relative strengths and weaknesses; to develop the meaning of measurement and scaling and their application in marketing research; to have a general understanding of the process of obtaining information by surveys of respondents, and to discuss the analysis of data obtained through marketing research. Upon successful completion of this course, the students will understand how to develop a research proposal, compose questionnaires, and conduct market data analysis.

Prerequisite: BA320, BA360

BA366 - Advertising Management

Credits: 3

This course is designed to give students the basic understanding of advertising principles and practices. Methods used and effectiveness of various types of advertising will be analyzed. Because our environment has grown increasingly complex and technology is rapidly changing, it is essential that students understand the role played by advertising in our society and the advertising consequences: every principle and practice that stimulates the purchase act.

Co-requisite: BA360

BA369 - Special Topics in Marketing

Credits: 2 or 3

This course is designed to introduce graduate students to some of the emerging global trends in marketing and advertising. The subjects of Armenian market trends are investigated, as well as, global technology and developments which then are applied to the country's transitional business techniques. Different topics will be covered.

Prerequisite: TBD

BA370 - Strategic Marketing

Credits: 2

It is an integrative course designed to provide an executive perspective of strategy. This course focuses on making and analyzing complex decisions to describe the firm's

strategies for long-term survival and growth in competitive markets. Techniques for analysis of environmental conditions and trends, opportunities and threats, and resource strengths and limitations are examined. The primary method of instruction will be case analysis.

Prerequisite: BA360

BA 372 - Measurement Issues in Marketing

Credits: 2

The objective of this course is to acquaint student will the application of various multivariate techniques to specific marketing problem areas. Students will learn how to apply factor analysis, discriminant analysis, cluster analysis, multidimensional scaling, and conjoint analysis to develop segmentation, product development, pricing and advertising models.

Prerequisite: BA320, BA360

BA 373 - Innovation Marketing

Credits: 2

Students will learn about the wisdom acquired over many years regarding the managerial practice in new product development, innovation management, and launching of new products in the market. By the end of the course students are expected to be learn about the innovation process, how to create a successful innovation, the process of design and marketing new products, how to bring an existing product, service or technology into the market, and how state of the art innovation analytic methods can reduce risks and improve the possibilities of market success.

Prerequisite: BA360

BA382 - Supply Chain Management

Credits: 2

This course focuses upon the strategic importance of supply chain management. The purpose of the course is to design and manage business- to-business to retail supply chain purchasing and distribution systems, and to formulate an integrated supply chain strategy that is supportive of various corporate strategies. New purchasing and distribution opportunities for businesses and inter/intra company communications systems designed for creating a more efficient marketplace are explored.

Prerequisite: BA380

BA384 - Digital Commerce

Credits: 2

This course covers e-commerce applications, methodologies, and services that address business solutions needed for electronic procurement, supplier management, and customer relationship management. Real-life examples and case studies are examined to provide the student with working knowledge of constructing an E-Business, Business and Revenue Models, E-Marketplaces, Internet auctions, Internet and Web Programming, Legal Issues and E-Commerce /Digital Commerce strategy.

Prerequisite: BA380

BA396 - Independent Study**Credits: 2 or 3**

Students choosing to further develop their skills in a specific functional area through an Independent Study. More than just a class, the Independent Study is a learning experience that provides tangible results. Students will study a significant business issue in an industry or interest area, conduct research and create solutions under the direction of a faculty member.

Prerequisite: Approval of the Dean's Office

> > > **SBM Contact Information**

SBM Interim Dean

Eric Guevorkian
51-26-10
eguevorkian@aua.am

SBM Coordinator of Operations

Varduhi Hyusisyan
51-26-25
vhyusis@aua.am
Sbmoffice@aua.am

MBA Coordinator of Internship Program

Mané Beglaryan
51-26-15
MBAInternship@aua.am

SBM Coordinator of Corporate Relations

51-26-03
Sbmoffice@aua.am
appliesbm@aua.am

SBM Administrative Assistant

Heghine Simonyan
51-26-00
hsimonyan@aua.am
Sbmoffice@aua.am

SBM CBRD Office

51-26-26
cbrd@aua.am