

MBA Program Outline and Study Plan

The program covers 40 credit hours of instruction spanning all business-related areas, structured as 36 credit hours of coursework complemented by a 4-credit-hour consulting project.

Classes are held on Thursdays from 3:00 PM to 6:00 PM and on Fridays and Saturdays from 9:00 AM to 4:00 PM.

First Semester (First Year)

No	Course Name	Course Code	Credit	Lecturer
1	Business Simulation	MBAF601	1	ESSEC
2	Design Thinking and Business Models	MBAF602	1	AGU
3	Managing People	MBAF603	1	ESSEC
4	Financial Accounting (I)	MBAF604	1	ESSEC
5	Financial Accounting (II)	MBAF605	1	ESSEC
6	Finance	MBAF606	1	AGU
7	Scenario-Planning and Risk Management	MBAF607	1	AGU
8	Managerial Economics	MBAF608	1	ESSEC
9	Fundamental Marketing	MBAF609	1	AGU
10	Digital Marketing and Social Media	MBAF610	1	AGU
11	Geo-Strategy of the Middle East	MBAF611	1	AGU
12	Ethics and Corporate Social Responsibility	MBAF612	1	ESSEC
13	Global Strategy	MBAF613	1	ESSEC
14	Entrepreneurial Manager	MBAF614	1	ESSEC

Second Semester (First Year)

No	Course Name	Course Code	Credit	Lecturer
1	Business Sustainability & Society	MBAF615	1	AGU
2	Business Law	MBAF616	1	AGU
3	Driving Digital Change – People and Processes	MBAF617	1	ESSEC
4	E-Commerce and Digital Platforms (I)	MBAF618	1	AGU
5	E-Commerce and Digital Platforms (II)	MBAF619	1	AGU
6	Leadership and Organizational Behavior	MBAF620	1	ESSEC
7	Islamic Marketing	MBAF621	1	AGU
8	Fundamentals of Islamic Banking and Finance	MBAF622	1	AGU
9	Decision Making and Negotiation	MBAF623	1	ESSEC
10	Export Management	MBAF624	1	ESSEC
11	Big Data and Artificial Intelligence for Business	MBAF625	1	ESSEC
12	Family Business in the GCC	MBAF626	1	AGU

Third Semester (Second Year) (Public Private Partnership Track)

No		Course Name	Course Code	Credit	Lecturer
1	Common Tracks	Utility Management (I)	MBAF627	1	ESSEC
2		Utility Management (II)	MBAF628	1	ESSEC
3		Economics of regulation	MBAF629	1	AGU
4		Projects and Contract Management (I)	MBAF630	1	AGU
5		Projects and Contract Management (II)	MBAF631	1	AGU
6		Economics Policy, Global Economy and GCC	MBAF632	1	AGU
7		Consultancy Project	MBAF699	4	AGU
8	PPP Track	Strategic Planning for Public and Non-Profit Organizations (I)	MBAF633	1	AGU
9		Strategic Planning for Public and Non-Profit Organizations (II)	MBAF634	1	AGU
10		Budgeting and Financial Management for Public and N/P	MBAF635	1	AGU
11		Legal Context and Management of Public Concessions	MBAF636	1	AGU

Third Semester (Second Year) (Utility Management Track)

No		Course Name	Course Code	Credit	Lecturer
1	Common Tracks	Utility Management (I)	MBAF627	1	ESSEC
2		Utility Management (II)	MBAF628	1	ESSEC
3		Economics of regulation	MBAF629	1	AGU
4		Projects and Contract Management (I)	MBAF630	1	AGU
5		Projects and Contract Management (II)	MBAF631	1	AGU
6		Economics Policy, Global Economy and GCC	MBAF632	1	AGU
7		Consultancy Project	MBAF699	4	AGU
8	Utility Management Track	Water and Sanitation Policy and Management	MBAF637	2	AGU
9		Energy Policy and Management	MBAF638	2	AGU



COURSES DESCRIPTION

MBAF 601 - Business Simulation (1 Credit)

This course aims to build teamwork through playing games simulating actual business practices. The business game course involves decision-making in all the functional areas of a business enterprise.

MBAF 602 - Design Thinking and Business Models (1 Credit)

Design focuses on identification of unmet demands on one side, while business models deal with the way to answer that demand in a viable way. Design thinking is a process of innovation that encompasses concept development, applied creativity, prototyping, and experimentation. Innovation will be studied through the three key dimensions of desirability, feasibility, and viability. A viable business model is a framework for how a company will create value. Business models are studied through the canvass, the building blocks of problem-solving method consisting of customer segments analysis, value propositions, channels of distribution, customer relationships, revenue streams, identification of key resources, activities, partnerships and cost structure.

MBAF 603 - Managing People (1 Credit)

The course aims to understand in general the conceptual foundations and practice of human resource management and more specifically how to manage talent in today's competitive global landscape. Thus, the course will provide insights on the ways in which people strategies and talent management initiatives and programs contribute to the competitive advantage of organizations. Participants will be equipped with essential HR tools and techniques that are required to achieve high performance in the organization. It will also dwell on the regulatory frameworks and dynamics of workforce activities, thereby making participants aware of the challenges and opportunities faced by individuals and organizations in implementing HRM systems in organizations.

MBAF 604 & MBAF 605 - Financial Accounting (2 Credits)

The primary learning outcome of this course is to provide participants with the tools of financial accounting, a knowledge of which is essential for a firm to achieve its goals. The tools of financial accounting provide “useful” information about amounts of resources used, means of financing them and the results achieved using them. However, measuring this information is not enough. It also has to be communicated to the various stakeholders of the organization such as shareholders, employees (managers and executives), customers, suppliers' financial institutions and statutory agencies such as investors, analysts, and consultants.



COURSES DESCRIPTION

MBAF 606 - Finance (1 Credit)

The primary objective of the finance course is to provide participants with the tools of financial management through learning about the financial universe, including its vocabulary, basic theory and models, the institutions that play a part in the financial world, problems and solutions. They will also learn the role of financial markets in an economy from perspective of firms. Thus, the main objective of the course is to develop an understanding of the features of these markets and discover the basic analytical tools and concepts useful in mapping and evaluating various financial instruments.

MBAF 607 - Scenario-Planning and Risk Management (1 Credit)

Companies evolve in a VUCA environment (volatility, uncertainty, complexity, ambiguity). This is an environment they cannot control. They cannot predict with certainty what will happen, but they must come up with a multitude of scenarios in order to survive. Participants will study the Shell scenario planning because it is most used and the most trusted method dealing with the unknown. Risk is part and parcel of scenario planning because companies want to reduce it as much as possible. For that, participants will work on identification, assessment, and management of the risks. Even if risk management is mainly applied in finance, participants will also be exposed to risks in design, production and delivery of products.

MBAF 608 - Managerial Economics (1 Credit)

Managerial economics or microeconomics is essential to understand the basics of how management principles work. The main learning outcome of this course is to provide the basic tools, concepts and insights to understand the anatomy, behavior, and functioning of all microeconomic units from the viewpoint of a firm. The participants will learn why a firm exists and how the firm does what it does based on its own interest, as well as how it operates within a complex web of multiple stakeholders, such as buyers or customers, suppliers, rivals, new entrants, substitute products and government policy. Participants will be enabled to understand demand, production, cost, pricing theories and practices.

MBAF 609 - Fundamental Marketing (1 Credit)

The course exposes the learners to the fundamental principles of Marketing and how they apply in a business concept. The course requires the learners to explore the concepts and apply them in a business case setting of their choosing by means of the development of an initial marketing plan to start a business in a GCC country of their choice.

MBAF 610 - Digital Marketing and Social Media (1 Credit)

Digital transformed marketing on all the 4 Ps but it is evident that the main influence was on communication. From one-to-many and seller to customer, social media introduced a second revolution where the customer takes the initiative and influences the seller through social media and influencers.



COURSES DESCRIPTION

MBAF 611 - Geo-Strategy of the Middle East (1 Credit)

Geo-strategy is the most important non-market factor influencing companies' behavior and strategy. The main emphasis is on the Middle East and its complexities stemming from location, natural resources misbalance, historical issues, and questions of identity or religion. Even if companies do not want to be involved in geopolitics, they cannot avoid this area because they must follow the position of their home countries.

MBAF 612 - Ethics & Corporate Social Responsibility (1 Credit)

The main learning outcomes of this course are to sensitize the participants to the nature of ethical debates and discourses. There may be alternative perspectives and frameworks to understand different issues in the international business environment. The course aims to help participants evaluate their choices and behavior from an ethical standpoint, the effect of culture and religion in shaping ethical discourse and choices made by society and individuals, firms and managers. This course shall help the participants learn to analyze critically some of the social and ethical challenges faced by managers and thus frame appropriate managerial and corporate responses. It also enables participants to understand the concepts underlying corporate social responsibility and the difference between CSR strategies adopted by firms.

MBAF 613 - Global Strategy (1 Credit)

The world of the modern corporation is being transformed as the world is becoming borderless, as corporations are competing to be more and more global. Consolidation through mergers and acquisitions, strategic alliances, outsourcing and networks are becoming widespread, for example, in the automobile, cement, telecom or the banking industries. A study of the strategy of international firms or multinational corporations (MNCs) encompasses any problem faced or opportunity available, in the areas of finance, production, marketing, information technology, and human resource management. This course draws from both the external and internal environment, and macro- and microeconomics of the firm. Hence, it is both interdisciplinary and integrative.

MBAF 614 - Entrepreneurial Manager (1 Credit)

Identifying and nurturing the entrepreneurial spirit is the objective of this course. Entrepreneurial managers are to be found everywhere: in small and large companies, private or state owned, the industrial and service sectors. They initiate change in terms of firm strategy and its organizational behavior. However, their number is small, and they are not always welcomed, especially by the upper management of an established firm. Their role is invaluable because they are able to identify new business opportunities and present them in an appropriate form to the decision-makers in the firm. The entrepreneurial manager is also able to mobilize the best human resources within the firm in order to reach desirable goals. Finally, the entrepreneurial manager is able to lead teams in ways that are often non-conventional to reach profitable goals.



COURSES DESCRIPTION

MBAF 615 - Business Sustainability and Society (1 Credit)

For profit or not-for-profit organizations, do not evolve in a closed system with no interference with their environment. In a pure liberal society, the company's only role is to create value for the shareholders. In today's world the company has a responsibility towards nature, hence sustainability and people, hence society. Words such as Stakeholders, Corporate Social Responsibility or Sustainable Growth and Development, and Environmentally-Friendly are becoming hot issues in management. All these societal considerations are backed by ethical considerations and concerns shared by all components of society would it be consumers, suppliers or regulators.

MBAF 616 - Business Law (1 Credit)

This course gives participants an overview of world legal systems, with a focus on American and European business law. Participants study legal aspects of foreign investment, joint ventures and technology transfer in acquiring an understanding of international business law.

MBAF 617 - Driving Digital Change – People and Processes (1 Credit)

The aim of the course is to master the levels and dimensions of the Digital Change (digital transformation and change management). The objective is also to understand how to use different tools and techniques such as Design Thinking, Agile Method, teamwork, and collaborative methods.

MBAF 618 & MBAF 619 - E-Commerce and Digital Platforms (2 Credits)

This course replaces the course 'Technology IT and Technological Management'. This course makes a transition from a pure player on E-Commerce such as the Microsoft Store that sells only Microsoft products and services online to Amazon, Alibaba or Uber, which provide a platform to a multitude of operators. How E-store and platforms operate, and what is needed, as a backup will be studied in this course.

MBAF 620 - Leadership & Organizational Behavior (1 credit)

Modern companies need managers capable of understanding the complex mutual interactions between individuals, the groups they belong to, and the wider system and structures that constitute organizations. The course aims to prepare participants to understand, lead and manage organizations. It deepens the conceptual analysis and self-awareness necessary to reach a fuller understanding of these linkages and how they can influence organizational performance, cooperation or conflict.



COURSES DESCRIPTION

MBAF 621 - Islamic Marketing (1 Credit)

The objective of this course is to make students aware of the possibilities of implementing marketing strategies and techniques within the Islamic environment. The Muslim world is diverse and challenging and presents tremendous opportunities for companies that want to serve its growing markets. Islam is a universal religion and is present in not only Arab countries but also Southeast Asia, while the number of Muslims living in Western countries is increasing. Islamic marketing is challenging because Islam has a comprehensive set of orthodoxies that govern everyday life and greatly influence the consumer behavior of Muslims worldwide. Muslim markets are growing at a rate outpacing Western countries and presenting unique opportunities for companies.

MBAF 622 - Fundamentals of Islamic Banking and Finance (1 credit)

All GCC countries and almost all MENA countries are Islamic countries. It is, therefore, necessary to look at how Islamic Law regulates one of the most important business elements: banking and finance. Bahrain is the home of the most vibrant centers for Islamic finance. It is, therefore, necessary to analyze it in detail.

MBAF 623 - Decision Making and Negotiation (1 Credit)

Managers make decisions every day. They have to negotiate with outside partners and colleagues inside the company about everything, from the allocation of available and leveraged resources to the strategic and tactical moves of the company. Very often, managers make their decisions based on their 'feelings' or through the prism of their personality. This course aims to give students a systematic and objective framework for decision-making and successful negotiation, which will improve their personal effectiveness on one side and the company's profitability on the other. Knowing oneself is the first step. So, a significant part of the course will be devoted to the study of different decision-making styles, helping the student to recognize their own style and teaching them the necessary skills to upgrade their judgment and problem-solving techniques.

MBAF 624 - Export Management (1 Credit)

Export management addresses problems such as regulations, customs, clearance, contracts with incoterms, international payment, and, obviously too, the main point, supply chain management. The last few years have put supply chain and logistics at the top of the main concerns for worldwide business and export management. Increasing costs for containers and decreasing costs for the same, lower availability of products, and poor quality of services are exactly what supply chain managers are afraid of. However, during the past 20 years, the supply chain has contributed considerably to improving the service level and reducing related costs. The current phase involves a reengineering of the supply chain, a more collaborative way to manage the operations, and developing more efficient local approaches with better service to local clients. For numerous reasons, the comprehension of what is logistics and supply chain is not very clear for everybody. However, in many cases, the decisions you make in your current position, even if it is not a supply chain or logistic position, directly impact the level of the supply chain performance. This course is the opportunity for each attendee to build a new framework about supply chain and export management in order to be able to make better decisions influencing this part of their business.



COURSES DESCRIPTION

MBAF 625 - Big Data and Artificial Intelligence for Business (1 Credit)

This course will replace the existing 'Big Data' course. It aims to help participants understand a big data system using the three criteria of volume, velocity, and variety. The course also covers basic programming functionalities and algorithm functions. Participants will navigate through programming software, interpret basic coding, and write a short coding program.

MBAF 626 - Family Business in the GCC (1 Credit)

In all countries, the family business is the main engine for economic activity. They typically represent more than 95% of the total number of companies in each country, GCC countries included. It is, therefore, important for participants to be exposed to the unique challenges and opportunities represented by this vital part of the economy. Participants will study the main problem of family business, which is family relationships (governance models of a family business) and wealth management of the family (family offices, banking and consulting advice). The peculiarity of the definition of family and the system of inheritance that is specific to the region because of religious, customary and legal practices makes the study of family business in the GCC different from other regions in the world.

MBAF 627 & MBAF 628 - Utilities Management (2 Credits)

A public utility is an organization maintaining the infrastructure needed for a public service or providing a service consumed by the public. The utilities in question range from physical domains such as electricity, oil, gas or water to service domains such as postal services or waste management. In all cases, the rationale behind public utility is that the government believes it is better for these services to be provided by a public entity than a private one. Governments vary in their interpretation of what is considered a vital public service. As a result, some countries have an important public utility sector, while others have a limited public utility sector. The management of a public utility differs from a private one in that there are natural and/or artificial monopolies on the one hand and heavy regulation and monitoring from the public authorities on the other.

MBAF 629 - Economics of Regulations (1 Credit)

This course outlines different ways of organizing economic activity (regulation, deregulation, competition, etc.) and explores how economics can be applied to public policy problems. It helps to find the right fit between economic institutions and industry characteristics and thus promotes consumer welfare and sustainable development.

MBAF 630 & MBAF 631 - Project & Contract Management (2 Credits)

This course gives participants the keys to plan, organize, secure and manage resources to meet strategic goals. An overview of the different ways to manage contracts efficiently in order to ensure that financial and operational risks are minimized and vendor performance optimized will also be given.



COURSES DESCRIPTION

MBAF 632 - Economic Policy, Global Economy and the GCC (1 Credit)

GCC countries do not live in isolation but interact with other countries and share the fate of the global economy in many ways. If the global economy is sluggish, there is a high probability that GCC exports of oil and gas and revenues coming from trade and tourism will decrease and vice versa. Sovereign funds, company and family investments from the GCC countries are also directed towards other countries, mainly western ones. Therefore, they also share the fate of the global economy, positive or negative. The question for GCC countries is whether they will have better results if they band together in an EU-like entity or act individually. Students will thus analyze the pros and cons of common, GCC-shared, versus individual moves in the global environment.

SPECIALIZED TRACK

Option A: Public Private Partnership Courses (4 Credit Hours)

MBAF 633 & MBAF 634 - Strategic Planning for Public and Non-Profit Organization (2 Credits)

Strategic planning is an integral part of Strategic Management. It is therefore used by all organizations because having organizational visions and missions are not enough. A robust planning process is needed in order to make these visions and missions happen. Planning includes the organization determining where it is starting from, what it wants to achieve and how it will do it. These universally recognized steps are valid for public entities where the state often sets up long-term and short-term objectives with precise plans about how to attain them. These steps are also valid for non-profit organizations since they are liable to their founders, whether individuals or other entities.

MBAF 635 - Budgeting and Financial Management for Public and Non-Profit Organizations (1 Credit)

Public and non-profit organizations are extremely diverse, so their budgeting and financing are also diverse. The funding for purely sovereign institutions such as ministries comes from the state budget. On the other hand, foundations, associations, sports clubs and the like get their funding from subscriptions or donations. Public companies are set up and controlled by the state, but their funding usually comes from selling goods and services they monopolize. While making a profit is not acceptable for public companies, increasing their income is desirable in order to expand their activities.

MBAF 636 - Legal Context and Management of Public Concessions (1 Credit)

Domestic and foreign investors want to check before being involved in a concession agreement is whether the country's legal and regulatory environment is favorable to concessions operations. Because the concession agreement cannot forecast all potential problems, it is therefore important to know if the legal framework is friendly to private initiatives in this domain. The law may permit foreign or domestic private investment but sometimes does not permit or limits the operation of the investor. Finally, there is also a risk of expropriation and companies should assess and provide for this.



COURSES DESCRIPTION

SPECIALIZED TRACK

Option B: Utility Management Courses (4 Credit Hours)

MBAF 637 - Water and Sanitation Policy and Management (2 Credits)

The general objective is to find integrated sustainable solutions to water management problems in urban areas, particularly those in the GCC countries, in line with their socio-economic, environmental, and political conditions. Module learning outcomes serve the following purposes:

1. Understand urbanization, its major driving forces, and its major water-related issues and challenges.
2. Understand the components that make up the urban water cycle and urban water systems and their interaction
3. Understand the principles of, and methods for, integrated urban water management and its multidisciplinary perspective.
4. Identify some research questions in the field of urban water management.

MBAF 638 - Energy Policy and Management (2 Credits)

The energy sector is playing a crucial role in the GCC economies. Several challenges to secure their competitiveness in the marketplace as well as to achieve sustainable development are facing today's managers. One of the major challenges is the nexus between energy, the economy, and the environment. This course is an introduction to energy resources management. It highlights the interrelations between energy, economy, and the environment. It will focus on the number of emerging energy issues relevant to the GCC”.



COURSES DESCRIPTION

MBA 699 - Consultancy Project (4 Credits)

The main motivation behind the consulting project is to supplement in-classroom academic experience with fieldwork. The program is designed to integrate the educational objectives of creating future leaders with a true global mindset and a commitment to making positive changes on the world and its people. Working together with a company, participants will try to come up with a solution for the issues it faces. This project helps students understand the macro-economic underpinnings and the strengths and weaknesses of different business perspectives. The MBA administration offers projects across a range of industries, including consumer goods, international development, energy, finance, healthcare, biosciences, sustainable development, demographic research, media and entertainment, technology, telecommunications, luxury goods, public-private partnerships (PPP), Design Thinking, and Digital Marketing as well as digital transformation and Fourth Industrial Revolution (4IR) topics such as Big Data, AI for Business, Cybersecurity, Blockchain, 3-D Printing, IoT.

The key phases of each project cover:

- Country – business, political, and social environment analysis
- Industry analysis
- Company analysis
- Issue analysis
- Implementation & feedback: the team's analysis and action plan

Each team hands in a written report that is presented orally to a jury, including the company coordinator (plus other company executives), the MBA Coach and the MBA Academic Director.

Each team must hand in 2 documents:

- A written report (including an executive summary)
 - A PowerPoint presentation.
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