course description

Fly to Italy

این فایل به منظور کمک به متقاضیان تحصیل در کشور ایتالیا توسط گروه فلای تو ایتالی به صورت رایگان تهیه شده است لطفا از خرید این فایل خودداری فرمایید.

استفاده از این فایل در صفحات مجازی و وبسایت ها **با ذکر نام تهیه کننده** بلا مانع است.

سایت فلای تو ایتالی

پیج اینستاگرام فلای تو ایتالی

کانال یوتیوب فلای تو ایتالی

کانال تلگرام فلای تو ایتالی

معرفی فلای تو ایتالی

سلام ...!
تیم فلای تو ایتالی متشکل از چند دانشجو که فعالیت خودمون را از ماه بهمن سال **1401** آغاز کردیم و هدف تیم ما این است که به شما کمک کنیم تا بتوانید به صورت مستقل و بدون نیاز به مشاوران مهاجرتی برای دانشگاه های ایتالیا اپلای کنید و پذیرش بگیرید . با توجه به اینکه بسیاری از موسسه های مهاجرتی هزینه های بالایی را برای اخذ پذیرش از دانشگاه های ایتالیا از دانشجو دریافت میکنند ، ما تصمیم گرفتیم با تلاش و تجربه خود به دانشجو ها کمک کنیم که بدون هزینه اضافه کار های مهاجرتی خودشون را انجام بدهند .
در این راستا در طی سال های گذشته ویدئو های مختلفی را برای نحوه اپلای کردن دانشگاه های ایتالیا ضبط و منتشر کردیم تا به دانشجویان کمکی کرده باشیم تا بتوانند در این مسیر با کمترین هزینه از دانشگاه های ایتالیا پذیرش بگیرند .

پس اگر سوال یا نیاز به راهنمایی در زمینه مهاجرت تحصیلی به کشور ایتالیا داشتید ، با ما همراه باشید و سوالات خودتون را از ما بپرسید . ما در کنار شما خواهیم بود و شما را همراهی خواهیم کرد .

مدیریت **fly to italy**

طریق استفاده از فایل

برای استفاده از این فایل ، صفحات بعد را کپی گرفته و به دانشگاه مبدا ببرید و تاییدات لازم را بگیرید

Republic of Islamic Iran

Ministry of science, Research and Technology

MASTER OF BUSINESS ADMINISTRATION MBA (Full Time) (TWO YEAR FULL-TIME PROGRAMME)

RULES, REGULATIONS AND COURSE CONTENTS

Duration: Master

Field: Master Business Administration(MBA)

Branch: Strategy

Group: Management

Reviewed version based on 16/04/2016, Teamwork of special council Management for the development and promotion of Human science of Supreme Council of the cultural revolution

Title Plan: Master of Business Management

1- based on the meeting of Teamwork of special council Management for the development and promotion of the Human science of Supreme Council of the cultural revolution on 16/04/2016; Educational Program of Master of Business Management with 13 branches was reviewed.

2- Reviewed Educational Program of Master of Business Management considering 7 branches 1- Strategy; 2-Marketing; 3-Organizational Behavior; 4- Information and Technology Systems; 5- Supply Chain Management; 6- Technology and Finance from 16/04/2016 was replaced the Educational Program of Master of Business Management authorized on 847 high education planning council meeting on 27/10/2013

3- Mentioned Educational Program will be imparted for implementing by all the universities and research and high education activating under the communication of Ministry of Science, Research and Technology.

4- Mentioned Educational Program will be implemented by all the attended students in the universities from 27/10/2013.

5- This program will be implementable for 5 years and after this should be revised.

Abdolrahim noohebrahim

Secretary of the Educational Planning Council

The Master of Business Administration Program is divided into two parts as under. Each part will consist of semesters to be known as Semester – 1 and Semester – 2.

		Semester - Odd	Semester- Even
Part I	First Year	Semester - 1	Semester - 2
Part II	Second Year	Semester - 3	Semester - 4

All the courses have the credit of 3 and the total credits of courses are 48 (16 courses). Each student shall take 30 main units (10 courses) demonstrated in table 3, 6 main-optional units (2 courses) showed in table 5 and ultra-courses are 12 units considering whether they are in common branch “optional” and in other branches are “specialized”.

Number of the main Units	30
Number of the Main-optional Units	6
Number of the Specialized/Optional Units • Number of the Specialized/Main Units • Number of the Specialized/Optional Units	12 6 6
Total Units	48

Common Branch: are 12 Optional units (4 courses)

Specialized Branch: are 12 Specialized units (4 courses) which 6 units (2 courses) are specialized/main Units and others are specialized/optional.

If a student already has been passed each one of the main courses, training group could permit them to take an advanced course as replaced for the Main courses. Also, training group has authorization for to allow student to take a course with requisite needed in without pre-requisite.

Main courses:

Code	Name	pre-requisite	Number Unites	
			Theory	Practical
1001	Business and Ethics and Rules	-	3	-
1002	Principal of Economics	-	3	-
1003	Accounting for Managers	-	3	-
1004	Strategic Management	-	3	-
1005	Marketing Management	-	3	-
1006	Organizational Behavior	-	3	-
1007	Operational Management	-	3	-
1008	Financial Management	1003	3	-
1009	Human Resource Management	1006	3	-
1010	Organization and Management theories	-	3	-

Main-Optional Coerces (common courses):

Code	Name	pre-requisite	Number Unites	
			Theory	Practical
1011	Probability and Statistics in Management	-	3	
1012	Islamic ethic and Values for Managers	-	3	
1013	Management Communications	-	3	
1014	Principals of Contracts and Commercial Negotiations	-	3	
1015	Principals of Entrepreneurship	-	3	
1016	Economics from Islamic respective	-	3	
1017	Macro Economics	-	3	
1018	Resistive Economics	-	3	
1019	Capstone Project	-		3
1020	Business Dynamics	-	3	
1021	Operation Research	-	3	
1022	Decision Making for Managers	-	3	
1023	Sustainable Development and corporate Social Responsibility	-	3	
1024	Islamic Development and Progress	-	3	
1025	Corporate Governance	-	3	
1026	Business Law	-	3	
1027	Leadership in Organizations	-	3	
1028	Leadership and Change Management: An Islamic Approach	-	3	
1029	Business Research Methods	-	3	
1030	Problem Solving Methods	-	3	
1031	Management Information Systems	-	3	
1032	Business Environment in Iran	-	3	
1033	Management from Islamic Perspective	-	3	
1034	Project Management	-	3	
1035	Change Management	-	3	
1036	Knowledge Management	-	3	
1037	Risk Management	-	3	
1038	Technology and Innovation Management	-	3	
1039	Quality Management	-	3	
1040	Consulting	-	3	
1041	Selected Topics	-	3	

Specialized courses: Strategic Branch

The main object of strategic business Management is to have an advanced performance, sustainable success of organization and achievement path to them. Students in this field learn how some of the organizations achieve a sustainable competitive advantage and advanced performance. Also they are educated to utilize the strategic management trainings for their organization.

Code	Name	pre-requisite	Number Unites	
			Theory	Practical
1201	Strategy Implementation	-	3	
1202	Advanced Strategic Management	-	3	
1203	Strategic Thinking and Strategy in Practice	-	3	
1204	Control, Budgeting and Performance Management	-	3	
1205	Strategic Management in Public and Nonprofit Organizations	-	3	
1206	Strategic Management in Parent and Holding Companies	-	3	
1207	Growth Management	-	3	
1208	Selected Topics in Strategy	-	3	
1035	Change Management	-		3
1040	Consulting	-	3	
1301	Marketing Strategy	-	3	
1507	Strategic Human Resource Management	-	3	
1801	Operation Strategy	-	3	
1807	Strategic Supply Chain Management	-	3	
1902	Strategic Technology Management	-	3	
1904	Future Studies	-	3	
1907	Management of Strategic Alliances	-	3	

Courses Contents

Main courses

- Business and Ethics and Rules (Code 1001)

Objective

The main objective of this course is accustoming with valuing concept, ethical and religious principal and awareness of business rule in Islamic religious thought. This course is the background of creation and improvement of moral knowledge. And prepare student to a valid, ethical and responsible oriented management.

Course content

Introduction to business concept, ethic and Islamic ethic, professional ethic, knowing the ethical principal and values in business, organization responsibility, ethical issues in commercial negotiations, ethical issues in commercial marketing, ethical and legal issues in business competencies, business approaches from the point of Islam view, Islamic strategies for business improvement, sustainable development and corporate organizational social(CRS).

Resources

Javad Irvai (2011), Business ethic (social communication in Islam education), Olum e Razavi University.
Seyed Jalal Hoseyni (2011), Business and merchandising ways: education and principle of business in Islam.
Mohamad Ali Sadat (2009), Islamic Ethic, Saamt publication.
Yusoff, Nand Noor, I (2002) Islam and business, Coronet Books.
Iso, (2012) Guidance on social responsibility.

- Principal of Economics (Code 1002)

Objective

The main objective of this course is accustoming students with main concepts of economy like opportunity cost, scarcity, different economic systems, supplying, Demand, producing, customer behavior, desirability in different markets.

Course content

Definition of economy and principle concept from different theories viewpoint, Economy and allocating scarce resources, demand, supplying and market balance, product theory, expense theory, market and different kinds, assessing the economic performance, macro economy, and national account, consuming theory, investing theory, money and banking, economic growth, Iran economy.

Resources

Colander, D. (2009). Economics (8th edition). McGraw Hill.
Fahim Khan, M. (2009). Essays in Islamic Economics. The Islamic Foundation.
Frank, R. H., Bernanke, B. and Johnston, L. D. (2012). Principles of Microeconomics (5th edition). McGraw Hill.
Mankiw, N. G. (2011). Principles of Economics (6th edition). Cengage Learning.
Marshall, A. (2004). Principles of Economics. Digireads.
Mawdudi, S. A. (2011). First Principles of Islamic Economics. The Islamic Foundation.
McConnell, C. R., Brue, S. L. and Flynn, S. M. (2009). Economics. McGraw Hill.
Salvatore, D. (2008). Microeconomics: Theory and Applications (5th edition). OUP Catalogue.
Samuelson, P. and Nordhaus, W. (2009). Economics (19th edition). McGraw Hill.

- Accounting for Managers (Code 1003)

Objective

The main objective of this course is accustoming students with financial accounting and management accounting. The course is designed to provide a thorough understanding of the financial and management accounting techniques as an essential part of the decision- making process in the total business information system as well.

Course content

Accounting in Business: Accounting for Decision Making– A Managerial Perspective, Financial Accounting and Management Accounting, Accounting as an information system, Accounting standards, Harmonization of Accounting Standards, Analyzing and recording business transactions, Preparation of financial statements, Corporate Balance sheet.

Resources

Abraham, A., Glynn, J., Murphy, M. and Wilkinson, B. (2008). Accounting for Managers. Thomson.
Bhimani, A. (2002). Management and Cost Accounting. Prentice Hall.
Collier, P. M. and Kizan, S. M. (2003). Accounting for Managers: Interpreting Accounting Information for Decision Making. Wiley.
Dyson, J. (2010). Accounting for Non-accounting Students (8th edition). Financial Times Management Pub.
Glynn, J. and Murphy, M. (2008). Accounting for Managers. Cengage Learning.
Maher, M. W., Stickney, C. P. and Weil, R. L. (2011). Managerial Accounting: An Introduction to Concepts, Methods and Uses (11th edition). CengageBrain.
Mott, G. (2012). Accounting for Non-accountants: A Manual for Managers and Students (8th edition). Kogan Page.
Zimmerman, J. L. (2005). Accounting for Decision Making and Control (5th edition). McGraw Hill.

- Strategic Management (Code 1004)

Objective

The course is designed to cover the implementation and process aspects of strategy.

Course content

Introduction and Overview: The link between strategic analysis and strategic management, Interdependence of strategic analysis, strategic choice and strategy implementation, Feedback loops

Firms versus Markets: The nature of firms, when are firm's superior to markets? Theory and empirical evidence

Boundaries of the Firm: Economies of scale and scope, Vertical and horizontal integration, Costs and benefits of diversification, Mergers and acquisitions, Alternative modes of organization, Franchising, alliances, joint ventures and networks

Strategy Implementation: Role of structure and process, aligning strategy, structure and process, Power and stakeholders, Culture and values, Management of strategic change, Learning in organizations

Strategic Management in an International Firm

Resources

Aarabi, Seyed Mohamad (2011), Strategic Planning, cultural research center.

Beekun, R. I. (2006). Strategic Planning and Implementation for Islamic Organization. International Institute of Islamic Thought.

Dess, G., Lumpkin, G. T., Eisner, A. and McNamara, G. (2011). Strategic Management: Text and Cases (6th edition). McGraw Hill.

Fisher, A. (2011). Critical Thinking: An introduction (2ed edition). Cambridge University Press.

Fontaine, R. and Ahmad, K h. (2013). Strategic Management from an Islamic Perspective: Text and Cases. Wiley.

Grant, R. M. (2010). Contemporary Strategy Analysis (7th edition). Wiley.

Hax, A. C. and Majluf N. S. (1995). The Strategy Concept and Process: A Pragmatic Approach (2nd edition). Prentice Hall.

Pearce, J. and Robinson, R. (2010). Strategic Management (12 edition). McGraw Hill.

Rothaermel, F. (2012). Strategic Management: Concepts. McGraw Hill.

Thompson, A. and Strickland A. J. (2003). Strategic Management: Concepts and Cases (13th edition). McGraw Hill.

Marketing Management

- Marketing Management (Code 1005)

Objective

The course is going to customized student with concepts, principal and techniques of new marketing in Iran and global zone in which are familiar with some issues like sources, marketing environment and brand management.

Course content

Introduction and customizing: The introduction and history, development stages of marketing, principles and concepts of marketing, marketing processes and the strategic of marketing role in the organization, integrated marketing, marketing environment, marketing in Iran and around the world.

Resources

Alserhan, B. A. (2011). The Principles of Islamic Marketing. Gower Publishing.
Baker, M. J. and Saren, M. (2010). Marketing Theory: A Student Text. Sage.
Brassington, F. and Pettitt, S. (2000). Principles of Marketing. Financial Times Management.
Dibb, S., Simkin, L., Pride, W. M. and Ferrell, O. C. (2005). Marketing: Concepts and Strategies. Houghton Mifflin.
Ellis, N., Fitchett, J., Higgins, M., Jack, G., Lim, M., Saren, M. and Tadajewski, M. (2010). Marketing: A Critical Textbook. Sage.
Kotler, P. (2009). Marketing Management. Pearson Education.
Kotler, P. J. and Armstrong, G. M. (2010). Principles of Marketing. Pearson Education.
Kotler, P., Brown, L., Adam, S., Burton, S. and Armstrong, G. (2004). Marketing. Pearsons Education.

- Organizational Behavior (Code 1006)

Objective

The purpose of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations.

Course content

Introduction to Organizational Behavior; Management Functions, Skills and Roles. Foundations of Individual Behavior; Personality and Values; Learning, Attitudes and Job satisfaction, Perception and Individual decision making; Emotions and Moods; Interpersonal Communication; Work Motivation; Group Dynamics & Team building, Leadership and Influence Process. Stress Management; Organization Structure and Design.

Resources

Barling, J. and Cooper, C. (2008). The Handbook of Organizational Behavior. Sage.
DuBrin, A. J. (2006). Fundamentals of Organizational Behavior (4th edition). Cengage Learning.
Griffin, R. W. and Moorhead, G. (2005). Fundamentals of Organizational Behavior: Managing People and Organizations. Cengage Learning.
Hellriegel, D. and Slocum, J. W. (2010). Organizational Behavior (13th edition). Cengage Learning.
McShane, S. L. and Gilnow, M. A. V. (2008). Organizational Behavior. McGraw Hill.
Quick, J. C. (2006). Organizational Behavior: Foundations, Reality and Challenges (5th edition). Thomson.
Robbins, S. P. and Judge, T.A. (2012). Organizational Behavior (15th edition). Prentice Hall.

- Operations Managements (Code 1007)

Objective

The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning, quality, scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

Course content

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy, Product and service design: Factors and issues, Facility location: planning and analysis, Flow strategies and process design. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality, statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Elements and objectives of Supply Chain Management, Inventory Management: Models and Applications. Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

Resources

Cachon, G. and Terwiesch, Ch. (2012). Matching Supply with Demand: An Introduction to Operations Management (3rd edition). McGraw Hill.

Heizer, J. and Render, B. (2013). Operations Management (11th edition). Prentice Hall.

Krajewski, L. J., Ritzman, L. P. and Malhotra, M. K. (2009). Operations Management (9th edition). Prentice Hall.

Reid, R. D. and Sanders, N. R. (2009). Operations Management (4th edition). Wiley.

Schroeder, R., Rungtusanatham, M. J. and Goldstein, S. (2012). Operations Management in the Supply Chain: Decisions and Cases (6th edition). McGraw Hill.

Stevenson, W. (2011). Operations Management (11th edition). McGraw Hill.

- Financial Management (Code 1008)

Objective

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

Course content

Financial Management: An Overview. Evolution of finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time value of money concept. Strategic Investment Decisions: Capital Budgeting Decisions - Capital Budgeting: Process and Techniques - Payback period, Accounting rate of return, NPV, IRR, MIRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach, Calculation of RADR, Real options Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk, International Dimensions in cost of capital Strategic Financing Decisions: Capital Structure, Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, HAMADA model; Determining the optimal capital structure, Checklist for capital structure decisions, Costs of bankruptcy and Financial distress, Trade off models, Pecking Order Theory Leverage analysis and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBITEPS Analysis, Guidelines for capital structure planning, Link between capital structure and capital budgeting Dividend Decisions: Factors determining dividend policy, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Forms of dividend – Cash dividend, Bonus shares, Stock split, Dividend policies in practice, Patterns observed in payout policies worldwide Working Capital Management: Working capital policies, Risk – Return trade off, Cash management, Receivables management, Inventory management, Credit management, Working capital financing Corporate Valuation: Adjusted Book Value Approach, Discounted Cash Flow Approach, Forecasting and Valuation of free cash flows, Economic Value Added Mergers, Acquisitions and Restructuring, Reasons for mergers and takeovers, Mechanics of mergers and acquisitions, Dynamics of restructuring, Case studies.

Resources

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
5. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-Graw Hill.

- Human Resource Management (Code 1009)

Objective

In a competitive business environment, people are the most important asset of any organization regardless of its size and type of business. The objective of the course is to sensitize students to various facets of managing people and to focus on the development of knowledge and skills that all managers and leaders need. The content of the course is designed to familiarize participants with current human resource practices that apply to their careers regardless of their field. It strives to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, organizational behavior, and the ability of managers and the organization to achieve prescribed goals.

Course content

Fundamentals of HR Management: Concepts and Perspectives. Corporate objectives and challenges of HR in a dynamic environment. Job Analysis: Job description and job Specification. Human Resource Planning: Demand and Supply; Downsizing and Retention.

Recruitment and Selection. Performance Management: potential assessment and competency development. Training and Development: Training process and methods.

Compensation and Reward Management: Job Evaluation, methods and types of compensation. Employee Relations and Trade Unions. Grievance Redressed, Dispute Resolution and Conflict Management. International Dimensions of HRM. Employee Empowerment.

Resources

1. Agarwala, T. (2007). Strategic human resource management. New Delhi: Oxford University Press.
2. Armstrong, M. (2006). Armstrong's Handbook of human resource management practices (10th ed.). London: Kogan page.
3. Cascio, W. (2009). Managing human resources (8th ed.). New Delhi: McGraw Hill.
4. DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of human resource management (9th ed.). New York: John Wiley & Sons.
5. Dessler, G. (2008). Human resource management (11th ed.). New Delhi: Pearson Prentice Hall.
6. Greer, C. R. (2005). Strategic human resource management: A general managerial approach (2nd ed.). New Delhi: Pearson Education.
7. Martin, J. (2010). Key concepts in human resource management: New Delhi: Sage Key Concepts Series.

- Organization and Management theory (Code 1010)

Objective

The objective of this course is to develop an understanding of the students towards basic management science, familiarize them with different tools, techniques and decision models and enable them to apply the same in managerial decision making situations in the organization. Students would be exposed to the use of relevant and contemporary software packages as part of the curricula.

Course content

To be familiarizing with principle of structure designing, managerial skills, organization effectivity, Modern and postmodern theories in the organization and management, role of culture and value in the management.

Resources

Ali, A. (2005). Islamic Perspectives on Management and Organization (New Horizons in Management). Edward Elgar Pub.
Mintzberg, H. (2007). Structure in Sevens: Designing Effective Organizations. Prentice Hall.
Morden, T. (2004). Principles of Management. Ashgate Publishing.
Morgan, G. (2006). Images of Organization. Sage.
Scott, W. R. and Davis, G. F. (2006). Organizations and Organizing: Rational, Natural and Open System Perspectives. Pearson Education.

- Probability and Statistics in Management (Code 1011)

Objective

The course is designed to make the students familiar with the statistical and programming techniques and using in economy and management. The focus of this paper is to enable the students to apply relevant quantitative tools in business decision making.

Course content

Probability Theory, Discrete Probability Distributions: Binomial, Poisson and Hyper geometric distribution; Continuous Probability Distributions: Normal, Lognormal and Exponential distribution; Sampling and Sampling distribution; Statistical inference: Estimation for single population parameters, Hypothesis testing for single population, Hypothesis testing for two population; Analysis of variance and Design of experiments, Hypothesis testing for Categorical data; Correlation and Regression analysis, Non-parametric tests. Business forecasting.

Resources

Bowerman, B., O'Connell, R. and Murphree, E. (2013). Business Statistics in Practice (7th edition). McGraw Hill.

Kelton, W. D. and Law, A. M. (2000). Simulation Modeling and Analysis. McGraw Hill.

Levine, D. M. (2004). Statistics for Managers Using Microsoft Excel. Prentice Hall.

Ross, S. M. (2006). Introduction to Probability Models. Elsevier.

Sheldon, R. (2005). A First Course In Probability. Pearson Education India.

- Management Communications (Code 1013)

Objective

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

Course content

Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and nonverbal Communication.

Negotiating for Business: Strategy & Tactics. Technology and Business communication: Office Automation; Telephone Culture; Video Conferencing; NET Etiquette.

Legal Aspects of Business Communication.

Corporate Communication; Global Business Etiquette & Cross Cultural communication

Resources

Dana, D. (2000). Conflict Resolution. McGraw Hill.

Hargie, O., Dickson, D. and Tourish, D. (1999). Communication in Management. Gower Publishing.

Hattersley, M. and McJannet, L. (2007). Management Communication: Principles and Practice (3rd edition). McGraw Hill.

Miller, K. (2011). Organizational Communication: Approaches and Processes (6th edition). Cengage Learning.

Putnam, L. L. and Roloff, M. E. (1992). Communication and Negotiation (Sage Series in Communication Research). Sage.

Stone, D. and Patton, B. (2010). Difficult Conversations: How to Discuss What Matters Most. Penguin.

Zaremba, A. J. (2009). Organizational Communication (3rd edition). Oxford University Press.

- Principal of Counteracts and commercial Negotiations (Code 1014)

Objective

The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

Course content

Introduction of Scope, Types and Styles of negotiation; negotiation process, strategies and tactics; win-win negotiation; Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Resources

Garrett, G. A. (2005). Contract Negotiations: Skills, Tools and Best Practice. CCH.

Guth, S. (2007). The Contract Negotiation Handbook: An Indispensable Guide for Contract Professionals. Lulu.

Specialized Courses

- Strategy Implementation (Code 1201)

Objective

The main goal of this course is gaining skill and awareness for strategy progressing in the organization, the ability of converting strategy to operation, realizing the strategy and changing in the organization.

Course content

Implementation bases of strategy in the organization, strategic map, evaluation systems and performance control, strategic budget, Balance Score Card (BSC), strategy and culture, strategy and structure, strategy and systems.

Resources

Kaplan, R. S. and Norton, D. (2008). The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Harvard Business Review Press.

Kaplan, R. S. and Norton, D. P. (2000). The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. Harvard Business Review Press.

Kaplan, R.S. Norton, D. (2004). Strategy Maps: Converting Intangible Assets into Tangible Outcomes, Harvard Business Review Press.

Kotter, J. P. (1996). Leading Change. Harvard Business School Press.

- Advanced Strategic Management (Code 1201)

Objective

The course is designed to cover the implementation and process aspects of strategy, knowing contrasts and paradoxes in strategy literature.

Course content

Strategic thinking, fundamental school in strategic management, prescriptive school-designing school, prescriptive schools-analytical school, descriptive school-learning school, descriptive school-entrepreneurial school, descriptive school-cultural school, mixed school- mixture school, paradoxes of strategic management, paradox of market-source, paradox of evolution vs revolution, paradox of synergy vs responding, new concepts in advanced strategic management.

Resources

Ambrosini, V. and Macmillan, P. (2007). Advanced Strategic Management: A Multi-Perspective Approach (2nd edition). Palgrave Macmillan.

De Wit, B. Meyer, R. (2010). Strategy: Process, Content, Context. Thomson.

FitzRoy, P., Hulbert, J. and Ghobadian, A. (2012). Strategic Management: The Challenge of Creating Value. Routledge.

Fontaine, R. and Ahmad, Kh. (2013). Strategic Management from an Islamic Perspective: Text and Cases. Wiley.

Malphurs, A. (2005). Advanced Strategic Planning: A New Model for Church and Ministry Leaders (2nd edition). Baker Books.

- Strategic Thinking and Strategy in Practice (Code 1203)

Objective

The course is designed to gain the skill of strategic thinking, awareness of template, strategic thinking techniques, dynamism understanding and complexity of strategic management in operation.

Course content

Concept and identity of Strategic thinking, the relation of strategic thinking with strategic planning, strategic thinking in individual level, strategic thinking in group level, strategic thinking in organizational level, strategic communication, principal of strategic thinking.

Resources

Bruce, A. and Langdon, K. (2000). Essential Managers: Strategic Thinking. DK Adult.

Gavetti, G. and Rivkin, J. W. (2005). How Strategists Really Think Tapping the Power of Analogy, HBR.

Markides, C. (1999). All the Right Moves: A Guide to Crafting Breakthrough Strategy. Harvard Business Press.

Ohmae, K. (2002).The Mind of The Strategist. McGraw Hill.

Rasiel, E. and Friga, P. N. (2001). The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm. McGraw Hill.

Reeves, M., Love, C. and Tillmanns, Ph. (2012). Your Strategy Needs a Strategy. Harvard Business Review, 68-75.

Tovstiga, G. (2013). Strategy in Practice: A Practitioner's Guide to Strategic Thinking. Wiley.

- Control, Budgeting and Performance Management (Code 1204)

Objective

The aims of course are gaining skill in performance management of organization and budgeting, informing of pattern and performance management systems and control, gaining capability to utilizing the control leverages for implementing strategy in the organization.

Course content

Operational and capital budgeting, budgeting and control, different kinds of control, assessing systems and performance evaluation, management accounting and accounting usage, performance management and strategic learning, different leverages of control -boundary control, different leverages of control-interactive control, different leverages of control-diagnostic control.

Resources

Simons, R. (2000). Performance Measurement and Control Systems for Implementing Strategy: Text and Cases. Prentice Hall.

Weikart, L. A., Chen, G. G. and Sermier, E. (2012). Budgeting and Financial Management for Nonprofit Organizations. CQ Press.

Zimmerman, J. (2005). Accounting for Decision Making and Control. McGraw Hill.

- Strategic Management in Public and Nonprofit Organizations (Code 1205)

Objective

The course is designed to cover the implementation and process aspects of strategy in the Public and Nonprofit Organizations.

Course content

Identity public organization, Identity of national organization (non-profit and public-institute), public value, stockholder's analysis, environmental analysis, external environment analysis, identity of strategic issues, strategic design, implementing of strategy in public organizations.

Resources

Allison, M. and Kaye, J. (2003). Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook (2nd edition). Wiley.

Bryson, J. M. (2011). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. Jossey Bass.

Joyce, P. and Drumaux, A. (2013). Strategic Management in Public Organizations: European Practices and Perspectives. Routledge.

Koteen, J. (1997). Strategic Management in Public and Nonprofit Organizations: Managing Public Concerns in an Era of Limits (2nd edition). Praeger.

Moore, M. H.(1995). Creating Public Value: Strategic Management in Government. Harvard University Press.

Nutt, P. C. and Backoff, R. W. (1992). Strategic Management of Public and Third Sector Organizations: A Handbook for Leaders. Jossey Bass.

Steiss, A. W. (2003). Strategic Management for Public and Nonprofit Organizations. Taylor and Francis.

- Strategic Management in Parent and Holding Companies (Code 1206)

Objective

The course is designed to learning about the processes and challenges in mothers and holdings companies, gaining capability in designing and analyzing the process of strategic management in parent company.

Course content

Considering the concepts (investing companies, multi field companies, parent and holding companies, strategy identity in parent companies, approaches of making synergy between business units, portfolio analysis approaches.

Resources

Campbell, A., Goold, M. and Alexander, M. (1995). Corporate Strategy: The Quest for Parenting Advantage. Harvard Business Review.

Krühler, M. (2012). Managing Business Portfolios Effectively: On the Explanatory Power of the Parenting Advantage. Gabler Verlag.

Monks, R. A. G. and Minow, N. (2011). Corporate Governance (5th edition). Wiley.

- Growth Management (Code 1207)

Objective

The aim of this course is to present students an insight into what running an early stage growing business actually entails and provide an overview of the major strategic and operational issues that typically confront young growing businesses.

Course content

Barriers to growth and strategies to overcome them; Finance for entrepreneurs – including cash management, funding growth; Stakeholder perspectives in a growing business; Non-organic growth – e.g. roll-ups, buy/sell businesses; Organizing for growth; Growth models, adaptation and evolution and managing transitions.

Resources

Collins J. C. and Hansen, M. T. (2011). Great by Choice: Uncertainty, Chaos, and Luck-Why Some Thrive Despite Them All. Harper Business.

Nelson, A. C. and Duncan, J. B. (1995). Growth Management Principles and Practices. Planners Press.

Roberts, J. (2007). The Modern Firm: Organizational Design for Performance and Growth. Oxford University Press.

Viguerie, P., Smit, S. and Baghai, M. (2008). The Granularity Of Growth: How to Identify the Sources of Growth and Drive Enduring Company Performance. Wiley.

- Selected Topics in Strategy (Code 1208)

Objective

The aim of this course is in relation with current strategic issues and its operational and practical fields.

Course content

Content of this course could be determined considering the current issues in the country.

- Marketing Strategy (Code 1301)

Objective

The aim of this course is familiarizing with issues like sources, limitations, opportunities and challenges of marketing. This course emphasizes on plan and tactics of marketing and optimizing allocation and strategic of sources.

Course content

Content of this course is introducing the strategic marketing plan, the philosophy of organization, value, SWOT analysis, strategic relationship, brand strategic management, competitive advantage and different kinds, brand portfolio, strategic allocation of marketing sources.

Resources

Andreasen, A. R. and Kotler, P. (2008). Strategic Marketing for Nonprofit Organizations. Prentice Hall.
Brennan, R., Garneau, P., Vos, L. and Baines, P. R. (2008). Contemporary Strategic Marketing. Palgrave Macmillan.
Dibb, S., Simkin, L., Pride, W. M. and Ferrell, O. C. (2005). Marketing: Concepts and Strategies. Houghton Mifflin.
Ind, N. (2007). Living the brand: How to Transform Every Member of Your Organization into a Brand Champion. Kogan Page.
Mullins, J. W., Walker, O. C., Boyd, H. W. and Harper, W. (2006). Marketing Management: A Strategic Decision-Making Approach.
Wilson, R. M. and Gilligan, C. (2012). Strategic Marketing Management. Routledge.

- Strategic Human Resource Management (Code 1507)

Objective

The main objectives of this course are familiarizing about planning and assessing the strategies of human resource from the internal and external factors view.

Course content

History of human resource strategies, human resource analysis in environmental field, the role of human resource experts in strategic harmonizing, introducing the models of strategic human resource, approaches to implementing of human resource strategies, strategic management of human resource in small organization, management of human resource and agility of organization, management of human resource and systems with high performance.

Resources

Armstrong, M. (2008). Strategic Human Resource Management: A Guide to Action. Kogan Page.
Bamberger, P. and Meshoulam, I. (2000). Human Resource Strategy: Formulation, Implementation, and Impact. Sage.
Holbeghe, L. (2009). Aligning Human Resources and Business Strategy. Elsevier
Ingham, J. (2006). Strategic Human Capital Management: Creating Value Through People. Butterworth-Heinemann.
Leopold, J. and Harris, L. (2009). The Strategic Managing Of Human Resources (2nd edition). Prentice Hall.
Millmore, M., Lewis, P., Saunders, M., Thornhill, A. and Morrow, T. (2007). Strategic Human Resource Management. Prentice Hall
Schuler, R. and Jackson, S. (2007). Strategic Human Resource Management (2nd edition). Wiley Blackwell.
Stewart, G. L. and Brown. K. G. (2009). Human Resource Management: Linking Strategy To Practice. Wiley.

- Operation Strategy (Code 1801)

Objective

The key objective of this course is to appreciate the need and role of an operations strategy particularly in view of cost, quality, flexibility and time competitiveness. Various strategic choices are analyzed in different sub functions of operations. The operations strategies especially in the light of globalization, environmental, ethical and social concerns as also the work force diversity issues are to be focused.

Course content

Need for Operations Strategy, need for flexibility and agility, Impact of globalization on Operations Management, The Marketing link in the Operations Strategy -Role in competitive advantage, time based competitiveness and market share. Process of designing, analyzing and implementing operations' strategies. Operations as a core competence, strategic outsourcing decisions, Strategic management of transformation processes and flow strategies, Managing innovations and new product and process development, Strategic purchasing and supply management, Strategic choices in layout and capacity planning, World Class Manufacturing Strategies, Humanistic aspects of operations strategies, Strategic quality management: TQM, Quality policy, goals, objectives and audit, Total Productivity Management, Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging IT for strategic management of Operations.

Resources

Slack, N. and Lewis, M. (2002). Operations Strategy. Prentice Hall.
Slack, N., Chambers, S. and Johnston, R. (2010). Operations Management. Pearson Education.
Stevenson, W. J. and Hojati, M. (2007). Operations Management. McGraw Hill.
Van Mieghem, J. A. (2008). Operations Strategy: Principles and Practice. Dynamic Ideas.
Waters, D. and Waters, C. D. J. (2006). Operations Strategy. CengageBrain.

- Strategic Supply Chain Management (Code 1807)

Objective

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts, models and decision-making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools in real-life situation. In addition, supply chain performance evaluation model and the issues relating to strategic alliances would also be covered from supply chain perspective.

Course content

Concepts and importance of a Supply Chain (SC), Evolution of Supply Chain Management (SCM), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit, Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Network design and Operations in the Supply Chain, Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures, Managing inventory in SC environment: Basic and Advanced inventory models, Multi-echelon inventory models, Transportation in SC environment: Design options for a transportation network, Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model.

Resources

Cohen, S. and Roussel, J. (2005). Strategic Supply Chain Management: The Five Disciplines for Top Performance. McGraw Hill.
Cordon, C., Hald, K. S. and Seifert, R. W. (2013). Strategic Supply Chain Management. Routledge.
Edward, F. (2001). Supply Chain Strategy. McGraw Hill.

- Strategic Technology Management (Code 1807)

Objective

This course is designed to inculcate an understanding for leveraging Information Technology as a Strategic Tool for organizations and industries through concepts and cases. The course focuses on development of Information Technology Leadership.

Course content

Technology trends and models for management of information technology; Information Systems Strategy Formulation; CSF/KPI Theory; IT Architecture Planning; Open Source Architecture; Leadership in Information Technology; Information Systems Management Issues; National Information Infrastructure; Digital Signatures and Certifications; Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances; Organizational Transformation thru IT; CRM/SCM; Data Warehousing, Knowledge Management; Business Intelligence; Learning from Indian Successes and Failures.

Resources

Burgelman, R., Christensen, C. and Wheelwright, S. (2008). Strategic Management of Technology and Innovation (5th edition). McGraw Hill.
Dodgson, M., Gann, D. M. and Salter, A. (2008). The Management of Technological Innovation: Strategy and Practice: Strategy and Practice. Oxford University Press.
Schilling, M. (2012). Strategic Management of Technological Innovation (4th edition). McGraw Hill.

- Management of Strategic Alliances (Code 1807)

Objective

This course is designed to familiarizing students with the concepts of strategic alliance between organizations by sharing sources to do the activities that are mutually beneficial. Strategic alliance in the case of technology can aids to create a more effective process for developing products or services and entering to the new markets.

Course content

Introducing business alliances and motivation for alliancing, selecting participant, running and negotiating and approving the alliance, strategic plan and alliance management, creating a strategic alliance, organizational aspects of strategic alliance, creating a structure of alliance, multinational organization in global market, level of strategic alliance, consortium.

Resources

Brian Tjemkes, B., Vos, P., Burgers K. (2012). Strategic Alliance Management. Routledge.

Bidault, F. (2012). Managing Joint Innovation: How to Balance trust and Control in Strategic Alliances. Palgrave Macmillan.

Chevalier-Roignant, B. and Trigeorgis, L. (2011). Competitive Strategy. MIT Press.

Child, J. and Faulkner, D. (1998). Strategies of Cooperation: Managing Alliances, Networks, and Joint Ventures. Oxford University.

Child, J., Faulkner, D. and Tallman, S. (2005). Cooperative Strategy: Managing Alliances, Networks, and Joint Ventures. Oxford University.

Hamel, G. (1998). Alliance Advantage: The Art of Creating Value through Partnering. Harvard Business Press.