

QAFQAZ UNIVERSITY MBA PROGRAMME

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QAFQAZ UNIVERSITY

Master of Business Administration (MBA)

The MBA program develops general management abilities and provides advanced knowledge and skills in various areas of business activities depending on concentrations and majors. Professionals with MBA degree demonstrate significant competitive advantages in all types of organizations. The qualifications gained by the program graduates are crucial to become a leader in the business community.

At the highest level of business qualifications, the Qafqaz University MBA program offers an intensive management development path. The skills and knowledge developed in the MBA program are applicable to all forms of organization and are useful both to professional managers and to those with entrepreneurial ambitions.

It is from this background that the Qafqaz University MBA program enables the faculty and students to explore business problems from a multidisciplinary perspective that emphasizes interpersonal skills and teamwork, develops leadership and entrepreneurial talents, increases global awareness and improves technological knowledge.

Program outline

The full-time MBA program runs over a two year period, with a variety of teaching and learning methods being used - a combination of lectures, seminars, case studies, discussions, business simulations and group activities. For assessment, the program considers a combination of formal assignments, group presentations and written examinations, together with a major project.

Experienced MBA students are provided with the opportunity to use their previous employment experience and relate this to the program material. The key advantage of the program is that the class schedule accommodates students with full-time employment.

Admission

Graduates with a Bachelor's degree or equivalent, and people with professional work experience are eligible to apply for the Qafqaz University MBA program.

The program requirements are:

- Bachelors degree, diploma or equivalent
- Strong academic record
- Fluency in English

The program admission requirements are:

- Applicant's Resume/CV
- Copy of academic transcript
- letter of the reference from at least two persons (professor and/or employer)
- Personal interview

Students, who do not satisfy the program admission requirements, may be admitted to the program temporarily, for building a preliminary business background. In this case professional skills, abilities, or other distinctions of applicants will be considered.

Admission deadline is September 10 for the Fall semester and February 10 for the Spring semester. Application forms are available at (mba@qafqaz.edu.az) the Qafqaz University MBA Office.

Degree Requirements

The Qafqaz University MBA Program students must follow the general master-level degree requirements described at Qafqaz University Catalog "Theses and Dissertations: General Guidelines for Graduate Studies".

The Program duration depends on the applicant's performance and can be scheduled for 3 or 4 academic semesters. Therefore, the program can be completed in 3 semesters for full-time students with business prerequisites, and in 4 semesters for students without business prerequisites.

Program Curriculum

The Program emphasizes three areas of specialization: General Management, and Finance.

The MBA specialization in Management is designed to provide graduates with advanced knowledge and skills needed to perform the role of manager and leader in various functional areas of business.

The MBA specialization in Finance is designed to provide graduates with advanced knowledge and skills in fields of corporate and international finance, financial markets, institutions and policy needed to successfully function as financial managers in competitive financial environment.

CODE	COURSES	CREDITS
Background Course Requirements		15
Basic Prerequisites	Mathematics	
	Basic Computer Skills	
	Communication Skills	
Business Prerequisites	Management	3
	Accounting	3
	Economics	3
	Finance	3
	Statistics	3
Core Courses		30
	Human Resource Management	3
	Business Communication	3
	Operations Management	3
	Business Ethics	3
	IT and Business	3
	Marketing Management	3
	Financial Management	3
	Accounting for Management	3
	Management and Organizations	3
	Organizational Behavior	3
Concentration Courses	(Depend on student's concentration)	15
Management	Strategic Management	3
	Project Management	3
	International Business	3
	Management and Global Environment	3
	Corporate Decision Making and Modeling	3
Finance	Corporate Finance	3
	Financial Markets and Institutions	3
	International Finance	3
	Bank Management	3
	Taxation	3
TOTAL		45

SAMPLE SYLLABUS



Human Resource Management Syllabus

Prepared by Dr F. Alexander Magill

***Baku
Friday, 18 January 2008***

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Introduction

The following syllabus covers the main topic areas of Human Resource Management (HRM) for the Qafqaz University MBA students on the English MBA stream.

The course is run under the rules and conditions set by the Qafqaz University Academic and Scientific Committee.

Course aim:

After successfully completing the course of study outlined in this syllabus the student should satisfactorily demonstrate that they are aware of the main philosophies which drive modern Human Resource Management thought and practice and that they can also demonstrate that they have sufficient knowledge to satisfactorily understand the application of HRM techniques outlined in 1 to 12 to the management of people in a work environment.

Course duration:

The HRM course is scheduled to extend over a 15 week semester. The course has a rating of 3 credit hours.

Teaching method:

The teaching methods used during the HRM course are lectures, discussions, case studies and project work for the participation students. The content of the lectures taken by course students is based on the HRM areas shown on the heading of the syllabus items 1 to 12.

Syllabus:

This document is a generalized statement of the HRM syllabus and is stated in terms of some of the main student learning outcomes for the main areas of study. The syllabus does not show macro-student learning outcomes.

The syllabus content is under continual review and may be changed to suit prevailing educational requirements or the requirements of local employers.

Lecturing Equipment needed:

This course is not 'support material' intensive, but the following equipment should be available to the lecturer:

- Computer and Cine-vision
- Suitable lecture room
- Printing facilities

The lecturer will supply when appropriate the following items to the student:

- Lecturer supplied support materials, case studies and course notes
- Much of the course content is delivered through PowerPoint presentations. Students will not be given copies of the PowerPoint presentations.

Student equipment needed:

Students should supplement lecturer supplied course support materials by reading both of the following books (or other suitable books) on HRM and personnel management:

Torrington Derek & Hall Laura Hall, 'Personnel Management HRN in action', Prentice Hall, UK, 1995

Caligiuri Paul, 'Global Dimensions of HRM'. Blackwell, 2008

Students will be notified of the relevant passages and chapters during the course meetings.

Student participation:

This course involves serious commitment from students. Students must be prepared to listen carefully to lectures and be prepared to discuss matters arising from the work studied. Further they should be capable of producing academic written work for the projects which are part of the course.

Course attendance:

Course attendance is compulsory and more than three unauthorized absences from course meetings will cause the student to fail the course.

Student assessment:

Formal end of course examination requirement and additional marks for project work are shown on the following table:

Exam component	Marks
Final examination	60
Project X 2	40
Total	100

If the perceived commitment of the course participants to their studies is high then a unique project for every student may be negotiated between the individual student and the course lecturer. That particular project will be used in place of a final examination for the terminal assessment of the student's performance. The negotiated project is an addition to the two compulsory projects used as part of the formal course assessment.

Student Projects:

Any project work carried out by students should demonstrate a logical movement on the subject matter from introduction to conclusion.

Project work should reflect the students own work. Originality is not expected from students project work but, copious text taken from internet, books or other sources and placed into the thesis will not be accepted and the project will be rejected. Where necessary texts or references are taken from internet or

other sources and used in the project, these inserted texts or references should be properly cited.

Projects negotiated between the lecturer and student in place of a final examination should show a high degree of understanding of the subject under discussion in the project.

HRM Syllabus

Preamble

It should be noted that the following student learning outcomes for the course are based on lecture, presentation and discussion input during the course.

For the student to satisfy the stated learning outcomes for the course, the student is required to provide additional research and study time to that which is given for lectures.

Students who are in employment should be encouraged to give examples of HRM practices from the experience they have in their work environments.

For every one of the following subject areas (1 – 12) the student should satisfactorily explain the importance of the area to HRM in particular and management as a function in general.

1. Communication & HRM

An overview communication in management

The student should satisfactorily demonstrate that they can apply the concept of the advantages of good communication to increase their managing potential.

The student should satisfactorily explain the philosophy behind the 'top down communication models'.

The student should state that 'good communications' are fundamental to the idea of good management.

2. Recruitment and Selection

The student should satisfactorily describe a job vacancy selection procedure, which ensures that the best candidate for a given vacant position is correctly selected.

The student should state that the following course of action is typical of most selection procedures used to select people to fill vacancies.

Selection procedure

1. Advertise the vacancies
2. Interview applicants

3. Produce short list
4. Methods of applicant background Checking
5. Final selection criteria

The students should satisfactorily explain the details of steps in the selection procedure 1 to 5.

3. Testing

The student should state the situations in which tests are used to select suitable people for employment.

The student should define the purpose of the tests listed 1 - 6

The student should satisfactorily state in which situations the tests 1 – 6 are used to select an employee:

1. Pre-employment tests
2. Memory Tests
3. Vocabulary Tests
4. Cognitive Ability Tests
5. Information Processing Tests
6. Personality Tests I

4. Salary & Compensation

The student should state that there is a need for fair remuneration for work well done further, the student should state that fair remuneration for work done assists in motivating people to achieve more output.

The student should satisfactorily explain each of the payment methods and philosophies outlined in 1 to 10 and further state the advantages and disadvantages of each. The student should state that some companies have employee compensation policies and should further give two examples to show when compensation might be paid to an employee. (1 – 2)

1. Compensation
2. Relocation Services
3. Salary Surveys
4. Consultant fees
5. Variable Pay
6. Incentive Plans
7. Merit Pay
8. Gain sharing
9. Profit Sharing
10. Stock Options

5. Job Analysis

The student should satisfactorily state that the following are methods which can be used to carry out a job analysis and will further state why job analysis is a necessary supplementary component to the work carried out in the

HRM function of a company. The student will further state that a job analysis is not a measure of the performance of the person doing the job being analysed. The student should satisfactorily demonstrate the ability to carry out a job analysis on a selected job using methods 1, 3 or 4.

1. Interview method
2. Observation method
3. Classification Systems
4. Action Verbs

6. Performance Appraisal

The student should satisfactorily discuss the need to measure an individual's work performance and reward performance when necessary, in particular the student should satisfactorily explain the philosophy of MBO.

1. Work standards approach
2. Field review
3. Management by objectives

7. Undesirable Employee Behaviour

The student will describe the most important elements of an individual's social behaviour, which encourages harmonious work relationships. The student will state that the following 1-3 are socially unacceptable behaviour in a work environment.

1. Sexual Harassment
2. Drug and Alcohol
3. Workplace Violence

The students will debate the possible consequences for a company and its employees where any of the behaviour type 1 – 3 has been apparent. The student will discuss any other form of undesirable employee behaviour which can disrupt the harmony of a workplace.

8. Law & Legislation

The student should state that in most developed countries there is labor law, which is legally enforced and which employers and employees are bound to recognize and follow.

The student should give examples of behaviour on the part of an employer or employee, which can directly involve them in criminal proceedings.

The student should give examples of behaviour on the part of an employer or employee, which can directly involve them in civil proceedings.

The student should give examples of the legal consequences of a breach of contract between employee and employer.

1. Courts and Court Cases
2. Litigation and Lawyers
3. Arbitration and Mediation

4. Laws, Statutes, Regulations
5. Disability Resources
6. Contracts of employment

9. Health & Safety

The student should state that in most developed countries there is safety legislation, which is legally enforced and which employers and employees are bound to recognize and follow.

The student will explain the need for safe working premises for every employee in a company. The student will explain the concept of 'duty' for both employee and employer.

1. The need for Safety
2. The need for employee Orientation
3. Safety legislation
4. Risk Management

10. Training: mechanics

The student should explain that aim and objective setting is an important technique, which can be applied to many different management techniques and functions.

The student will state that every training program should have an aim and linked objectives which operate as a hierarchy.

1. Setting aims and objectives
2. Principles of Learning
3. Instructional Design

11. Training: Application

The student will describe in detail the benefits, which accrue in a company, from a workable training policy for its employees.

The student will state the difference between 'on the job' and off the job' training and explain the advantages and disadvantages of both.

The student will explain the main features of the techniques applied to produce training programs for item 1 - 4

1. Training career development
2. Needs Analysis
3. Selecting Training Methods
4. Delivery of Training

12. Industrial relations

The student should state that in most developed countries there is legislation, which relates to industrial action, disputes between employer and

employees, and is legally enforced and which employers and employees are bound to recognize and follow.

The student should describe the factors, which are likely to create poor industrial relations between employee and employer.

The student should describe the role of a typical HRM department (1 – 6 below) in creating, maintaining or resolving industrial disputes.

1. Employee Relations
2. Labour Relations, Unions
3. Redundancy Compensation
4. Termination and Dismissal
5. Resolving Disputes
6. Grievance procedures

13. Course revision

Revision and discussion of the main topics covered in the course.

The background of the central section is a grey rectangle. In the center, there are two white silhouettes of human heads facing each other, with their profiles touching. Overlaid on this graphic is the text 'MBA Business Ethics Syllabus' in a black serif font.

MBA Business Ethics Syllabus

Prepared by Dr F. Alexander Magill
Baku
Friday, 18 January 2008

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Introduction

The following syllabus covers the main topic areas of Business Ethics for Qafqaz MBA students on the English MBA stream.

The course is run under the rules and conditions set by the Qafqaz Universities Academic and Scientific Committee.

Course aim:

After completing the course of study outlined in this syllabus, the student should successfully demonstrate that they:

1. understand that good communication underpins all ethical and management behaviour
2. are aware of the ethical philosophies which related to business
3. recognise the difference between ethical and unethical business behaviour.
4. explain the ethical management models implicit in the following immoral Management, moral Management, amoral Management,
5. recognise borderline ethical behaviour which may compromise a company's image.
6. explain the differences and effect of ethical and unethical behaviour in a company
7. understand the different international views on standards of ethics
8. differentiate between the main Theories of Ethics: utilitarianism: rights, justice and egoism
9. recognise Corporate Social Behaviour in a company's policy
10. discuss Kolberg's and Piaget' cognitive theories of crime
11. state the affects of ethical or unethical behaviour on company stakeholders
12. understand the need for integrity and ethical behaviour when working with personal data in databases and internet transactions.
13. dfferentiate between the moral reasoning theories of Aristotle, Kant and Mill
14. describe the decision making process in a company and how leadership can have an effect on ethical behaviour

The following syllabus covers the main topic areas of Human Resource Management (Business Ethics) for the Qafqaz University MBA students on the English MBA stream.

The course is run under the rules and conditions set by the Qafqaz University Academic and Scientific Committee.

Course duration:

The Business Ethics course is scheduled to extend over a 15 week semester. The course has a rating of 3 credit hours.

Teaching method:

The teaching methods used during the Business Ethics course are lectures, discussions, case studies and project work for the participation students. The content of the lectures taken by course students is based on the Business Ethics areas shown on the heading of the syllabus items 1 to 12.

Syllabus:

This document is a generalized statement of the Business Ethics syllabus and is stated in terms of some of the main student learning outcomes for the main areas of study. The syllabus does not show macro-student learning outcomes.

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Lecturing Equipment needed:

This course is not 'support material' intensive, but the following equipment should be available to the lecturer:

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- Printing facilities

The lecturer will supply when appropriate the following items to the student:

- Lecturer supplied support materials, case studies and course notes
- Much of the course content is delivered through PowerPoint presentations. Students will not be given copies of the PowerPoint presentations.

Student equipment needed:

Students should supplement lecturer supplied course support materials by reading both of the following books (or other suitable books) on Business Ethics:

Ferrell O. C., Fraedrich John, Ferrell Linda, Ferrell, Business Ethics 7e, Paperback 2006

Badaracco, Joseph L., Harvard Business Review on Corporate Ethics, Harvard Business School Press, 2003

DesJardins Joseph R., An Introduction to Business Ethics, Paperback, 2005

Students will be notified of the relevant passages and chapters during the course meetings.

Student participation:

This course involves serious commitment from students. Students must be prepared to listen carefully to lectures and be prepared to discuss matters arising

from the work studied. Further, they should be capable of producing academic written work for the projects, which are part of the course.

Course attendance:

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Student assessment:

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If the perceived commitment of the course participants to their studies is high then a unique project for every student may be negotiated between the individual student and the course lecturer. That particular project will be used in place of a final examination for the terminal assessment of the student’s performance. The negotiated project is an addition to the two compulsory projects used as part of the formal course assessment.

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Projects negotiated between the lecturer and student in place of a final examination should show a high degree of understanding of the subject under discussion in the project.

Business Ethics Syllabus

Preamble

It should be noted that the following student learning outcomes for the course are based on lecture, presentation and discussion input during the course.

For the student to satisfy the stated learning outcomes for the course, the student is required to provide additional research and study time to that which is given for lectures.

Students who are in employment should be encouraged to give examples of Business Ethics practices from the experience they have in their work environments.

For every one of the following subject areas (1 – 13) the student should satisfactorily explain the importance of these areas for a company's standing in society relating to its integrity, customer relations and its peers.

1. Communication

An overview communication in management

The student should satisfactorily demonstrate that they can apply the concept of the advantages of good communication to increase their managing potential.

The student should satisfactorily explain the philosophy behind the 'top down communication models'.

The student should state that 'good communications' are fundamental to the idea of good management.

2. Business Ethics

The student should define the generally accepted meaning of Ethical behaviour in relation to business.

The student should further satisfactorily explain the different ethical viewpoint laid out in 1 - 5

1. What are Ethics
2. Descriptive ethics
3. Normative ethics
4. Social ethical norms
5. Ethics and the law

3. Theories of Ethics

The student should state that there are four main four major theories of ethics in the Western world.

The student should give a brief exposition on the four theories shown 1 – 4.

15. Utilitarianism: net benefits
16. Rights: entitlement
17. Justice: fairness
18. Egoism: self-interest

4. Moral Reasoning and Philosophical Theories

The student should satisfactorily explain the main features of the following ethical and moral standpoints:

1. Origin of Morality
2. Moral Decisions
3. Moral Hierarchy
4. Aristotle (384-322BC)
5. Teleological Theories:
6. Deontological Theories
7. J.S. Mill (1806-73)

5. Management & ethics

The student should satisfactorily define the following management ethical models 1 – 5:

1. Immoral Management.
2. Moral Management
3. Amoral Management
4. Intentional - Unintentional
5. External sources of management ethical values

6. Ethical Behaviour

The student should satisfactorily discuss how the concept of ethical behaviour is derived from moral philosophy.

1. Ethical behaviour
2. Unethical behaviour
3. Judgment of behaviour is based on a specific moral philosophy or ethical theory

7. International Aspects of Ethics

The students should satisfactorily analyze and contrast the difference between different ethical systems using the USA as a base model.

1. contrast between U.S. attitudes toward business ethics and those of other countries
2. United States ethical violations, the toughest laws, and the greatest prevalence of organization codes of ethics

8. Stakeholders

The student should satisfactorily describe a company's responsibility to the following stakeholder groups:

1. Shareholders
2. Customers

3. Employees
4. Suppliers

9. Corporate Social Responsibility

The student should satisfactorily define CSR Corporate Social responsibility. The student should take cognisance of the different way in which CSR is manifests relating to globalization, ethnic groups and satisfactorily discuss the ways in which companies realize their ethical responsibilities.

1. Businesses CSR Activities
2. Integrate CSR Globally
3. Ethical obligation
4. Business Ethics Development
5. The Evolving Context for Ethics
6. Discouragement of further government regulation
7. Ways Companies Integrate Ethics
8. Shareholder interests
9. Possession of resources
10. Four Challenges to a Global Ethic
11. Superiority of prevention over cures

10. Kohlberg's Theory of Moral Management

The students should satisfactorily describe the Structuralist Approach to Moral Development in 1 – 3.

1. Universal development
2. Invariant sequence of structures
3. Qualitative differences between structures

11. Cognitive Theories of Crime

The student should satisfactorily describe Piaget's moral philosophical standpoint and compare it with that of Kohlberg.

1. Piaget's views on moral thinking
2. Kohlberg's Theory

12. Human Relation Issues

The student should satisfactorily discuss the ways in unethical behaviour can cause conflict in a company or with the company's stakeholders.

1. Common ethical problems
2. Conflict of Interests
3. Customer confidence

13. Organisation Ethics Model

The student should satisfactorily demonstrate the ability to make sound judgements based on standard decision making processes.

1. Decision Making Process
2. How Leaders Influence Decision Making
3. Decision Making Steps
4. Decision Making – “What if” Tests

14. Ethics Issues

The student should demonstrate the means by which data and internet transactions and business meet accepted ethical business standards.

The student should also demonstrate the need for integrity and confidentiality when handling sensitive company or customer data.

1. Using Information Ethically

15. Course review

Review of the course and main points

MBA DESCRIPTIONS

Business Communication

1) First week topic: The building blocks of effective messages.
Themes to be considered- Business Communication Management, Communication ability, Managerial Functions of Communication, Cost of correspondence, cost of poor correspondence, Criteria of effective management, Trends in business and administrative communication, Four methods to solve communication problems inside of company/via enterprises, summary keys of points, exercises & problems for administrative miscommunications.

2) Second week topic: Communications Building Goodwill.
Building Goodwill: An outside perspective, Your attitude, Positive Emphasis, Reducing bias in business communication, summary keys of points, exercises & problems for goodwill issue inside of team.

3) Third week topic: Adapting Your Message to your Audience.
Analyzing the audience: An outside perspective, identifying your audience, ways to analyze your audience, Using Audience analysis to Adapt your message,, Teambuilding benefits, Writing or speaking to multiply audiences with different needs and approaches, Summary of key points on team reactions, two multiply exercises for problems outlook switch.

4) Four week topic: Making Writing Easy to Read.
Writing style: an outside perspective- Half-Truths about style, Good style in business and administrative writing, Ways to make your writing easy to read, Readability Formulas & Good Style, Organizational Preferences for style, Summary points for writing classification, E&P.

5) Week 5 topic: Effective Strategies for Planning, Composing and Revising.
Composing documents: An outside Perspective, Overview of the composing process, The Ways of good writers write, Brainstorming, Planning & Organizing Business Documents, Revising, Editing and Proofreading; Getting and Using Feedback, Using Boilerplate Method, Overcoming Writers Block & Procrastination, Technology the writing Process; Summary of key points, E&P.

6) Week 6 topic: Designing the Document.
Document Design: An outside Perspective, Guideline for page Design, Testing the Design, Document Design as part of Your Writing Process; The importance of the Effective Document Design, Getting The Most from Desktop Publishing; Summary of key points, E&P.

7) Week 7 topic: Informative & Positive Messages; Giving Good News: An Outside Perspectives – Organizing Informative & Positive Messages, Subject Lines for Informative & Positive Messages; Using Reader Benefits in Informative

& Positive Messages; Writing the One – Page Memo; Varieties of Informative & Positive Messages; Solving the Sample Problem; Summary of key points, E&P.

8) Week 8 topic: Handling Difficult Persuasive Situations.

Persuading in Difficult Situations: An outside Perspectives – Limiting Your Audience, Bringing Everybody on Board; Convincing the Reader; Summary of key points, Exercises & Problems Discussions.

9) Week 9 topic: Making and Communicating Meaning.

Understanding Communication in an Organization: An outside Perspectives – Communities and Organizational Cultures Shape Communication; Communication Channels in Organization; A Model of the Communication Process; Principles of Semantics.

10) Week 10 topic: Interpersonal and Intercultural Communication.

Communicating across Cultures: An outside Perspectives – The Importance of International Business; Diversity in Azerbaijan & Turkey; Ways to Look at Culture; Values, Benefits and Practices, Nonverbal Communication; Writing & Reporting to International Audience; Oral Communication; Summary of key points, Exercises & Problems Discussions.

11) Week 11 topic: Working and Writing in Groups.

Writing as a Team: An outside Perspectives – Listening; Conflict Resolution; Group Interaction; Effective Meeting; Collaborative Writing; Summary of key points, Exercises & Problems Discussions.

12) Week 12 topic: Planning, Proposing and Researching Reports.

Doing Researching: An outside Perspectives – Verities of Reports; Defining the Report Problem; Writing the proposals and Progress Reports; Research Strategies for reports; Using and Documents Sources; Summary of key points, Exercises & Problems Discussions.

13) Week 13 topic: Analyzing Data and Writing Reports.

Writing Reports: An outside Perspectives – The Process of Writing Reports; Analyzing Data for Reports; Organizing Information for Reports; Presenting Information Effectively in Reports; Writing the Formal Reports; Summary of key points, Exercises & Problems Discussions.

14) Week 14 topic: Making Oral Presentation.

Oral Presentations; An outside Perspectives – Purposes in Oral Presentations; Choosing the Best Channel; Planning a strategy for Your Presentation; Choosing Information to Include in a Presentation; Organizing Your Information; Delivering an Effective Presentation; Summary of key points; E&P.

15) Week 15 topic: Job Interviews, Follow – up Letters and Calls and Professional Qualification Perspectives.

Interviewing for Jobs; Developing Your Interview Strategy; Taking Care of the Details; Practicing for Interview; Behavioral and Situational Interviews; Guidelines for Resumes and Applications Fill out Practices; Evaluation Your Strength and Interests; Testings

Strategic Management

What is strategy?, Strategic management principle, Thinking Strategically, The five tasks of Strategic Management, Developing a Vision & Mission, Setting Objectives, Crafting Strategy, Strategy as Planned, Understanding Company Strategy, Strategy Examples, Characteristics of Entrepreneurial Managers, What is a Strategic Plan?, Evaluating Performance, Characteristics of Strategic Management Process, Role of Strategic Planners.

(Strategic Management & Business Policy, Thomas Wheelen, David Hunger, California, 1998.)

Information Technologies and Business

Strategic Use of Information Technology in the Digital Economy, Information Technologies: Concepts and Management, Network Computing: Discovery, Communication and Collaboration, E-Business and E-Commerce, Mobile, Wireless and Pervasive Computing, Transaction Processing, Functional Applications, CRM and Integration, Enterprise Systems: From Supply chains to ERP to CRM, Inter Organizational and Global Information Systems, Knowledge Management, Data Management: Warehousing, Analyzing, Mining and Visualization, Management Decision Support and Intelligent Systems, Using Information Technology for Strategic Advantage, Information Technology Economics, Acquiring IT Applications and Infrastructure. Managing Information Resources and Security, The Impacts of Information Technology on Individuals, Organizations and Society.

(Information Technologies for Management, John Wiley & Sons, 2004)

Project Management

Review: syllabus, objectives, methodology. Introduction, Project Management concepts. Attributes of a Project. Project Life Cycle, Needs Identification. Preparing a request for proposal. Soliciting proposals, Proposed Solutions. Bid /n i decision. Proposal preparation. Proposal contents. Types of Contracts, Planning the Project. Performing the project. Controlling the Project. Terminating the Project, Work Breakdown Structure. Responsibility Matrix. Developing the network plan, Scheduling. Activity duration estimates Project start and finish times, Schedule calculations. Total Slack. Free slack. Project management software, Scheduling for Information System Development. Midterm Exam, Schedule Control. Effects of Actual Schedule Performance. Approaches to Schedule Control, Resource considerations. Resource-Constrained Planning, Planning resource Utilization. Resource Leveling. Resource Limited Scheduling, Cost planning and Performance Project Budgeting. Cost Forecasting, Responsibilities of the Project Manager. Team Development and Effectiveness, Types of Project Organizations. Project Communication.

(Successful Project Management (2-nd Edition), Gido, Jack and Clements, James P., (South-Western College Publishing), 2000
Project Management (a managerial approach), (4-th edition), J.R Meredith, 2000)

Management and Global Environment

Environmental Management, Major Global Environmental issues, Conflicts between environmental, political, social and economic interests, Management and global environmental change, Global environmental management instruments, Modeling environmental problems, Environmental risk analysis, Environmental decision making, Global Climate Change, Greenhouse gas emissions and international action on Global Climate change, Water quality, Improving Water quality, Managing, Hazardous Solid Waste, Controlling pesticides and toxic chemicals, Sustainable Development: International trade and International agreements, Sustainable Approaches: Industrial Ecology and Pollution Prevention.

(Environmental Economics and Management: Theory, Policy and Applications, 4th edition, Scott J. Callan and Janet M. Thomas, Thomson South-Western, 2007.)

Corporate Decision Making and Modeling

Introduction to Decision Modeling, Simulation and model building, Introduction to linear programming modeling, Networks models, Sensitivity analysis, Management accounting techniques for Decision Making, Forecasting methods, Break-Even Analysis Capital Budgeting Models, Nonlinear Optimization Models, Strategic Decision Making, Decision Trees, Decision Making Under Uncertainty, Risk analysis, Decision Support System.

(Introduction to Information Systems, Supporting and Transforming Business, R. Rainer, E. Turban, R. Potter, John Willey & Sons, Inc. 2007

Decision Support Systems in the 21-th century, George M. Marakas, Prentice Hall, 1999.)

LIST OF MBA TEAM

- Alexander Magill, PhD (HRM, Business Ethics)
- Adie Zond, PhD (Marketing Mng, Str. Mng.)
- John Ernest Hodgkinson, Lct. (Business Communication)
- Abzetdin Adamov, PhD (IT&Business)
- Cihan Bulut, PhD (Financial Markets&Institutions, Taxation)
- Selim Özdemir, PhD (Mng& Organization)
- Ayhan Güney, Lect. (Int.Buss.)
- İsa Abdullayev, Prof. (Accounting for Mng.)
- Faiq Ağayev, Ass. Prof (Project Mng, Operations Mng, Int.Buss.)
- Farida Huseynova, Ass. Prof (Organizational Behavior)
- Leyla Muradkhanli, Ass. Prof (Project Mng, Corp. Dec. Mak.)
- Kamran Behbudov, PhD (Business Communication)
- Rövşen Qarayev, PhD (Financial Mng., Corp. Finance, Int. Finance)
- Sönmez Ötken, PhD (Accounting for Mng.)
- Ruslan Talibov, Lect. (Bank Management)

COMPANIES FOR US STUDENT INTERNSHIP

- BP
- Azersun
- Technica Bank
- Bank of Baku