



Course Specifications (Postgraduate Degree)

Course Title:	Leadership in Healthcare
Course Code:	
Program:	Master of Business Administration (MBA)
Department:	Management Department
College:	School of Business
Institution:	Nova School of Business and Economics

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A. Course Identification

1. Credit hours:
2. Course type <input type="checkbox"/> Required <input checked="" type="checkbox"/> Elective
3. Level/year at which this course is offered:
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	٣h per week ٤٢	
2	Blended	-	
3	E-learning	-	
4	Distance learning	-	
5	Other	١٣	

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	42h - 3 hours x 14 weeks
2	Laboratory/Studio	6 hours
3	Seminars	13 hours
4	Others (specify)	
Total		61 hours

B. Course Objectives and Learning Outcomes

1. Course Description

The course aims to use the students' professional experience to analyze the causes and consequences of functional and dysfunctional organizational behaviors and organizational leadership in healthcare services. It considers the major topics of leadership in a managerial perspective and suggests that every healthcare professional is a manager and a leader of organizational behavior.

The program also allows identifying and developing leadership management skills, discussing gaps in leadership health services organizations, and assessing leaders' roles, namely, mentoring, monitoring, and directing.

Progress (moving forward with improvements) is a key perspective of leadership. Looking down the road to the future creates both anxiety and excitement. As a member of the leadership team, finding one's way and taking the calculated risk with accurate data and a foundation on knowledge is what drives us to progress.

2. Course Main Objective

The course is designed to provide the participants with an understanding of the foundations of leadership and the key issues that are critical for their success, as well as to introduce the tools needed to analyze leadership practices and performance in healthcare organizations.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Understand that every leader as a manager of people	K4
1.2	Gain theoretical understanding of the practicalities of organizational leadership management in healthcare	K2
1.3	Understand the strategic importance of leadership for competitive advantage in healthcare services	K5
1.4	Develop positive organizational leadership in healthcare	K1; K3
2	Skills :	
2.1	Knowledge of organizational leadership constructs and tools	S3
2.2	Integrative perspective of the relationship between people (healthcare professionals and managers) and the competitive advantage and leadership in hospitals and healthcare services	S2; S4; 5
2.3	Self-assessment tools	S6
2.4	Presentation skills and critical thinking on the goals of healthcare organizations	S1; S7
3	Values:	
3.1	Learn from information in different case contexts	C2
3.2	Development of critical analysis in the business cases (case studies) - Formulate creative solutions for the resolution of the healthcare processes and problems	C3, C4
3.3	Leadership and ethical behavior - Demonstrate professional, leadership and ethical behavior in all practical case studies and business activities	C1; C5
3.4	Work independently as well as in teams – Gain expertise to work independently as well as in teams within the diverse range of contexts toward leadership in management goals	C6

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Course Contents and Policies Introduction to Healthcare Leadership	3
2	The individual – The nature of leadership in healthcare	۳
3	Leading Change- Managing and organizing healthcare services	۳
4	The causes of organizational behavior in hospitals	۳
5	Job satisfaction and work motivation in leadership	۳
6	Teams and teamworking in healthcare services	۳
7	Leaders and leadership in healthcare services	۳
8	Managing organizational change in healthcare services	۳
9	Organizational Culture in healthcare organizations	۳
10	Psychological safety in healthcare	۳
11	How leaders deal with errors and medical errors in healthcare services	۳

12	Positive Organizing – Characteristics of great leaders and organizations	3
13	Thematic Seminars and Presentations	3
14	Practical Exercises - Exam Preparation	3
Total		42

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Reflexivity	Lecture sessions	Applied research
1.2	Development of critical analysis	Written and interactive case studies	Case presentation and discussion
2.0	Skills		
2.1	Communication (written; verbal)	Group presentations	Practical exercises; Written assignments
2.2	Each participant will demonstrate their ability to articulate leadership context issues and to apply the techniques presented.	Cases discussion	Quality of the cases discussion
3.0	Values		
3.1	Participants are expected to take part in constructive class discussion.	The teaching methodologies adopted are intended to stimulate the student's ability to go from theory to practice, though the acquisition of concepts, tools, and methodologies that are explained in the course.	Quality of the cases discussion
3.2	Class participation includes answering questions related to cases or readings.	Depth of analysis; Quality of the application of theory to practice;	Quality of the cases discussion

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Final Exam (2 hours) written test	January	30%
2	Case studies and reports, presentation, and discussion (written and oral presentation) - course work	September October November	60%
3	Quiz	October	10%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

Individual student consultation will be 1 hour (once per week)

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<p>Leadership in Healthcare, Jill Barr & Lesley Dowding, SAGE, 4th Edition, 2019.</p> <p>Managing and Organizations, an Introduction to Theory and Practice, Stewart Clegg, Martin Kornberger, and Tyrone Pitsis, SAGE, 3rd Edition, 2011.</p> <p>Teaming, How Organizations Learn, Innovate, and Compete in the Knowledge Economy, Amy C. Edmondson, Harvard Business School, 2012.</p>
Essential Reference Materials	Case Studies
Electronic Materials	Educational videos; film clips; others: Guest speakers
Other Learning Materials	Learning leadership through practice, healthcare managers' experience; Kerstin Nilsson and Carina Furaker, Institute of Health and Care Sciences, The Sahlgrenska Academy, University of Goteborg, Sweden, Leadership in Health Services, Vol. 25, N.º 2, 2012, pp.106-122

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Class rooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Software and computers
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Program	Academics; Professors who teach in a specific discipline	Surveys/Interviews
Teaching quality	Students; graduates	Surveys
Learning resources	Students;	Surveys

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Economics of Tourism and Cultural Heritage
Course Code:	
Program:	
Department:	
College:	
Institution:	

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A. Course Identification

1. Credit hours:
2. Course type <input type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered:
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom		
2	Blended		
3	E-learning	42	100
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	30
2	Laboratory/Studio	
3	Seminars	10
4	Others (specify)	2
Total		42

B. Course Objectives and Learning Outcomes

1. Course Description

This course introduces management students to context, challenges, and methods in tourism management, with applications in the area of cultural and heritage tourism. The first part of the course analyzes how the global economic and social context presents opportunities and influences tourism management, including the role of growth and crises, emerging markets, the world middle class, living standards, labor, technology, urbanization and demography. The second part of the course provides a thorough introduction to the demand and supply of tourism, the role of tourism in development, and the fundamentals of tourism management. Finally, in the third part we develop a framework to benefit from heritage tourism, from the relevance of cultural tourism to its application to cities, sites, museums, and events – and closes with a discussion of the future of tourism.

2. Course Main Objective

Becoming fluent in the determinants of tourism, the methods of tourism management, and their application to heritage tourism

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	

Course Learning Outcomes (CLOs)		Aligned PLOs*
1.1	Demonstrate how political, economic, social, and contextual information influences the development of tourism	K1
1.2	Apply relevant methods and tools of analysis to a business context in developing strategies for heritage tourism management and development	K2 K4
1.3	Apply relevant principles and knowledge to propose operational solutions for tourism management	K4
2	Skills :	
2.1	Analyze problems, formulate solutions, and identify risks in management and development of tourism	S1
2.2	Use entrepreneurial and innovation skills in heritage tourism	S3 S4
2.3	Communicate effectively, orally and in writing, to further successful management skills	S7
3	Values:	
3.1	Formulate and argue creative solutions in heritage tourism	C2
3.2	Assimilate knowledge from data and case experience to assimilate new skills into practice	C4
3.3	Work independently, as well as in teams, to face a range of issues in tourism management and heritage tourism	C6
3.4	Acquire the ability to manage multiple perspectives to formulate effective management solutions	C1

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Countries: Income, Growth, Emerging Markets and the World Middle Class	3
2	People: Living Standards, Lifestyle, Cities, and Demography	3
3	Globalization, Technology, Labor, Recession, Risk, COVID-19	3
4	Demand and Supply of Tourism	3
5	Tourism and Development	3
6	Tourism Management	3
7	Midterm Exam	3
8	Economics of Culture and Heritage	3
9	Economics of Culture and Heritage	3
10	Heritage Tourism	3
11	Heritage Tourism	3
12	Cities, Sites, Museums and Events	3
13	Future of Tourism, Digital Tourism, and Sustainability	3
14	Pre-Exam Review	3
Total		42

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.1	Demonstrate how political, economic, social, and contextual information influences the development of tourism	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
1.2	Apply relevant methods and tools of analysis to a business context in developing strategies for heritage tourism management and development	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
1.3	Apply relevant principles and knowledge to propose operational solutions for tourism management	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
2.0	Skills		
2.1	Analyze problems, formulate solutions, and identify risks in management and development of tourism	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
2.2	Use entrepreneurial and innovation skills in heritage tourism	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
2.3	Communicate effectively, orally and in writing, to further successful management skills	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
3.0	Values		
3.1	Formulate and argue creative solutions in heritage tourism	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
3.2	Assimilate knowledge from data and case experience to assimilate new skills into practice	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
3.3	Work independently, as well as in teams, to face a range of issues in tourism management and heritage tourism	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam
3.4	Acquire the ability to manage multiple perspectives to formulate effective management solutions	Exposition and joint discussion of background material, practical exercises, and case and video case studies	Presentation and discussion of case and video case studies, practical exercises, and written exam

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Quiz 1	4	10
2	Midterm Exam	7	20
3	Quiz 2	9	10
4	Group Case Study Presentation	Several Weeks	30
5	Final Exam		30

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	
Essential Reference Materials	<p>Business and Its Environment by David P. Baron Pearson; 7th edition, 2012 ISBN-10: 0132620553; ISBN-13: 978-013262055</p> <p>The Management of Tourism First Edition by Lesley Pender and Richard Sharpley SAGE Publications Ltd, First edition, 2004 ISBN-10: 0761940227; ISBN-13: 978-0761940227</p>
Electronic Materials	<p>Printed Case Studies</p> <p>Harvard Business Review Case Study The Brand Management of Places https://store.hbr.org/product/the-brand-management-of-places/519007?sku=519007-PDF-ENG</p>

	<p>Harvard Business Review Case Study Incredible India: Evolution of Brand India https://store.hbr.org/product/incredible-india-evolution-of-brand-india/w14314?sku=W14314-PDF-ENG</p> <p>Harvard Business Review Case Study Singapore's 'Crazy Rich Asians' Experience of City Branding https://store.hbr.org/product/singapore-s-crazy-rich-asians-experience-of-city-branding/smu511?sku=SMU511-PDF-ENG</p> <p>RijksMuseum Grand National Product https://www.rijksmuseum.nl/en/press/press-releases/the-new-rijksmuseum-boosts-the-dutch-economy</p> <p>Video Case Studies</p> <p>TED Talks How I Brought a River and My City Back to Life by Aziza Chaoumi</p> <p>TED Talks What Consumers Want by Joseph Pine https://www.ted.com/talks/joseph_pine_what_consumers_want/transcript</p> <p>TED Talks Weaving Narratives in Museum Galleries by Thomas Campbell https://www.ted.com/talks/thomas_p_campbell_weaving_narratives_in_museum_galleries</p>
Other Learning Materials	

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data Show AV
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey
Course quality management.		Course report review

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Hospitality Management
Course Code:	
Program:	
Department:	
College:	
Institution:	

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1. Learning Resources.....	6
2. Educational and research Facilities and Equipment Required	7
G. Course Quality Evaluation	7
H. Specification Approval Data	8

A. Course Identification

1. Credit hours:
2. Course type <input type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered:
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom		
2	Blended		
3	E-learning	42	100
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	42
2	Laboratory/Studio	
3	Seminars	20
4	Others (specify)	
Total		62

B. Course Objectives and Learning Outcomes

1. Course Description

This course introduces students to fundamental strategic and operational hotel management principles and theories, in a context of “new hospitality”. First, key macro and micro environmental data for hospitality business management and development are focused on. Then the course presents theories and business models for strategic hospitality development – those concerning the foundations for international expansion, competitive strategy, possible strategic directions, and strategic methods for business development. It brings theory to life by illustrating with a host of industry-based case studies and examples throughout.

The second part of the course gives students the opportunity to learn about a set of critical processes in hospitality operations management, focusing on key areas of product, price, placement, sales, and marketing. To put these operational theories and principles into action, students will analyze several case studies and undertake practical exercises.

2. Course Main Objective

Learning and understanding strategic and operational management models and processes in the hospitality sector, facing the new hospitality environment as a key driver for change

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	

Course Learning Outcomes (CLOs)		Aligned PLOs*
1.1	Demonstrate how financial, political, economic, social, and environmental information drives business strategy-making in hospitality management	K1
1.2	Demonstrate a knowledge of internal report analysis (KPIs) and their application to hospitality business improvement	K2 K3
1.3	Apply relevant principles and theories to a national and global business context to develop strategies for hospitality management	K2 K4
1.4	Develop and apply a range of relevant principles and theoretical knowledge to develop operational solutions for hospitality business management	K4
2	Skills :	
2.1	Analyze problems, identify risks, and formulate solutions, in order to develop effective hospitality business strategy	S1
2.2	Become able to formulate a plan and implement it using entrepreneurial and innovation skills toward new hospitality products and services	S3 S4
2.3	Communicate effectively orally and in writing and deploy a range of presentation techniques within workplace settings and demonstrate successful project management skills	S7
3	Values:	
3.1	Formulate and argue for creative solutions to hospitality management problems	C2
3.2	Learn from information and experiences gained in different case contexts and assimilate new knowledge and skills in their practice	C4
3.3	Work independently as well as part of a team in facing a range of contexts in hospitality management	C6
3.4	Demonstrate the ability to comprehend multiple perspectives and formulate effective actions in a hospitality management environment	C1 C2

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	The Hospitality Business: an approach for business development in a changing world (Macroenvironment Analysis - Social & Technological Dimensions)	۳
2	The Hospitality Business: an approach for business development in a changing world (Macroenvironment Analysis - Economic, Political, & Environmental Dimensions)	۳
3	The Hospitality Business: an approach for business development in a changing world (Microenvironment Analysis)	۳
4	Hospitality Business Development – strategic choices: competitive strategy & strategic directions	۳
5	Hospitality Business Development - strategic choices: strategic methods (Organic Development and M&A)	۳
6...	Hospitality Business Development - strategic choices: strategic methods (alternative methods)	۳
7	Midterm exam	۳
8	Hospitality Operations Management: From operations to Business Intelligence	۳

9	Hospitality Operations Management: Product Development (loyalty Programs and ancillary revenue strategies)	۳
10	Hospitality Operations Management: Placement Terminology	۳
11	Hospitality Operations Management: Placement & Sales Strategy	۳
12	Hospitality Operations Management: Revenue Management Principles & Theories	۳
13	Hospitality Operations Management: Revenue Management KPIs & Report	۳
14	Hospitality Operations Management: Marketing	۳
Total		42

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Demonstrate how financial, political, economic, social, and environmental information drives business strategy-making in hospitality management	Problem-based learning	group work with oral presentation
1.2	Demonstrate a knowledge of internal report analysis (KPIs) and their application to hospitality business improvement	Problem-based learning	group work with oral presentation
1.3	Apply relevant principles and theories to a national and global business context to develop strategies for hospitality management	Case Study Analysis	group work with oral presentation
1.4	Develop and apply a range of relevant principles and theoretical knowledge to develop operational solutions for hospitality business management	Problem-based learning	group work with oral presentation
2.0	Skills		
2.1	Analyze problems, formulate solutions and identify risks associated with the solutions in order to develop effective hospitality business strategy	Problem-based learning	group work with oral presentation
2.2	Analyze problems, formulate solutions and identify risks associated with the solutions in order to develop effective hospitality operational processes	Problem-based learning	group work with oral presentation
2.3	Communicate effectively orally and in writing and deploy a range of presentation techniques within workplace settings and demonstrate successful project management skills.	Case Study Presentation	group work with oral presentation
2.4	Analyze problems, formulate solutions and identify risks associated with the solutions in order to develop effective hospitality business strategy	Problem-based learning	group work with oral presentation

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
3.0	Values		
3.1	Responsibility - Take and defend positions to formulate creative solutions to hospitality management problems	Case Study Analysis	group work with oral presentation
3.2	Self-development - Learn from information and experiences gained in different case contexts and assimilate new knowledge and skills into their practice.	Case Study Analysis	group work with oral presentation
3.3	Autonomy and team spirit - work independently as well as part of a team in facing a range of contexts in hospitality management	Case Study Analysis	group work with oral presentation

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Group Work – Case Study Analysis & Written Report	6	20
2	Midterm exam	7	30
3	Group Work – Case Study Analysis & Written Report	9	20
4	Final Exam		30

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<p>Enz, C (2010). Hospitality Strategic Management: Concepts and Cases. New Jersey: John Wiley & Sons</p> <p>Evans, N. (2020). Strategic Management for Tourism, Hospitality and Events. New York: Routledge</p> <p>Kotler, P; Kartaya, H; & Setiawan, I (2017). Marketing 4.0 - Moving from Traditional to Digital. New Jersey: John Wiley & Sons, Inc</p> <p>Gustavo, N. (2018). Trends in Hospitality Marketing and Management: facing the 21st century challenges. In Cagica, L. & Isaías, P. (Eds.), Handbook of Research on Entrepreneurship and Marketing for Global Reach in the Digital Economy. Hershey, PA: IGI Global, pp. 311-337</p> <p>Okumus, F; Altinay, L; Chathoth, P.; & Koseoglu, M. (2020). Strategic Management for Hospitality and Tourism. New York: Routledge</p>
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Essential Reference Materials	
Electronic Materials	<p>Case Studies</p> <p>https://hbsp.harvard.edu/product/ISB016-PDF-ENG?Ntt=itc+hotels&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/315138-PDF-ENG?Ntt=accor&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/W16574-PDF-ENG?Ntt=oyo+rooms&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/W18051-PDF-ENG?Ntt=Jinjiang+Group&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/905M35-PDF-ENG?Ntt=majestica&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/W15009-PDF-ENG?Ntt=C%26D&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/809029-PDF-ENG?Ntt=Hilton&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/315138-PDF-ENG?Ntt=accor&itemFindingMethod=Search</p> <p>https://hbsp.harvard.edu/product/314114-PDF-ENG?itemFindingMethod=Other</p>
Other Learning Materials	

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data Show AV
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Healthcare Systems
Course Code:	6021622
Program:	MBA
Department:	Management Department
College:	Business Administration College
Institution:	King Faisal University

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A. Course Identification

1. Credit hours:
2. Course type <input type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered:
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom		
2	Blended		
3	E-learning	42	100
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	42
2	Laboratory/Studio	
3	Seminars	
4	Others (specify)	
Total		

B. Course Objectives and Learning Outcomes

1. Course Description

The course is divided in three main blocks. The first is an overview of the health systems of the world. Based on the World Health Organization (WHO) Health Systems Framework, which specifies the building blocks of health systems and the overall goals and outcomes, we will dissect some of the main health systems of the world, to become familiar with the different options and understand the strengths and shortcomings of each option. The second part of the course is an outline of the future challenges to health systems, from the increasing burden of non-communicable diseases to the threats of pandemics, the role of technological progress in growing healthcare expenditures, and others. The third and last part of the course brings together the previous two and encourages students to think critically about how to build health systems, block by block, that are able to face the future challenges that impose.

2. Course Main Objective

The main objective of the course is to promote critical thinking about the future of health systems, namely the challenges they face, and to develop the knowledge and analytical skills to come up with potential ways to address those challenges.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	

Course Learning Outcomes (CLOs)		Aligned PLOs*
1.1	Become familiar with the building blocks of health systems	K1, K5
1.2	Get to know the main health systems of the world	K1, K5
1.3	Understand how health systems integrate with the other sectors of the economy, as well as the health systems of other countries	K1, K5
1.4	Become familiar with the future challenges to health systems as well as the potential solutions to those challenges	K1, K5
2	Skills :	
2.1	Framing analytical thinking on a conceptual background such as the WHO Health Systems Framework	S1, S2
2.2	Comparative and critical analysis (e.g. of the paths chosen by different countries for their health systems)	S1, S2
2.3	Critical reading of scientific and non-scientific literature, critical thinking	S1, S2
2.4	(Written) communication and argumentation skills (e.g. being able to advocate for a specific solution to a certain challenge)	S1, S2, S7
3	Values:	
3.1	Formulate arguments or put forward creative ideas and solutions based on evidence, experience, and critical thinking	C2, C3, C4
3.2	Integrate knowledge and experience from diverse contexts to formulate integrative views and approaches	C2, C3, C4
3.3	Work independently as well as in teams to gather experiences and knowledge from others, discuss ideas, and put together solutions for the challenges ahead	C2, C3, C4, C6

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Introduction — relevance of the health sector, international comparisons of health expenditure, projections of expenditure growth	3
2	Health systems of the world — the WHO Health Systems Framework	3
3	Health systems of the world — overview and international comparison of selected health systems	3
4	Health systems of the world — overview and international comparison of selected health systems	3
5	Health systems of the world — overview and international comparison of selected health systems	3
6	The "perfect" health system	3
7	Future challenges to health systems	3
8	Future challenges to health systems	3
9	Future challenges to health systems	3
10	Future challenges to health systems	3
11	Future challenges to health systems	3
12	Future challenges to health systems	3
13	The "perfect" health system of the future	3
14	The "perfect" health system of the future	3
Total		42

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Become familiar with the building blocks of health systems	Readings provided ahead of class, in-class exposition of the materials, guest speakers, instructional videos, individual/group assignments, in-class joint discussion of the readings, materials presented, and individual/group assignments	Midterm and final exams, individual/group assignments
1.2	Get to know the main health systems of the world		
1.3	Understand how health systems integrate with the other sectors of the economy, as well as the health systems of other countries		
1.4	Become familiar with the future challenges to health systems as well as the potential solutions to those challenges		
2.0	Skills		
2.1	Framing analytical thinking on a conceptual background such as the WHO Health Systems Framework	Readings provided ahead of class, in-class exposition of the materials, individual/group assignments, in-class joint discussion of the readings, materials presented, and individual/group assignments	Midterm and final exams, individual/group assignments
2.2	Comparative and critical analysis (e.g. of the paths chosen by different countries for their health systems)	Readings provided ahead of class, in-class exposition of the materials, individual/group assignments, in-class joint discussion of the readings, materials presented, and individual/group assignments	
2.3	Critical reading of scientific and non-scientific literature, critical thinking	Readings provided ahead of class, individual/group assignments, in-class joint discussion of the readings, materials presented, and individual/group assignments	
2.4	(Written) communication and argumentation skills (e.g. being able to advocate for a specific solution to a certain challenge)	Individual/group assignments, including in-class joint discussion	
3.0	Values		

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
3.1	Formulate arguments or put forward creative ideas and solutions based on evidence, experience, and critical thinking	Readings provided ahead of class, in-class exposition of the materials, guest speakers, instructional videos, individual/group assignments, in-class joint discussion of the readings, materials presented, and individual/group assignments	Midterm and final exams, individual/group assignments
3.2	Integrate knowledge and experience from diverse contexts to formulate integrative views and approaches		
3.3	Work independently as well as in teams to gather experiences and knowledge from others, discuss ideas, and put together solutions for the challenges ahead	Individual/group assignments	

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Midterm exam	Around week of the 7 course	20
2	Final exam	End of the course	30
3	Individual/group assignments	Throughout the course	50

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

The instructor will be available one hour per week (by appointment).

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	There are no required textbooks.
Essential Reference Materials	<p>Essential materials for each class will be provided prior to the class and will consist mainly of short readings, including specific book chapters, articles, or reports.</p> <p>Not essential on their entirety but potentially interesting as a complement to the course are the following books:</p> <p>In Search of the Perfect Health System, by Mark Britnell Palgrave Macmillan, 1st edition, 2015 ISBN: 9781137496614</p>

	Healthcare Systems. Future Predictions for Global Care, by Jeffrey Braithwaite, Russell Mannion, Yukihiro Matsuyama, Paul G. Shekelle, Stuart Whittaker, Samir Al-Adawi CRC Press, 1 st edition, 2018 ISBN: 9781138052604
Electronic Materials	Selected TED talks and instructional videos
Other Learning Materials	Guest speakers

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	
Technology Resources (AV, data show, Smart Board, software, etc.)	Blackboard
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Program	Academics; Professors who teach in a specific discipline	Surveys/Interviews
Teaching quality	Students; graduates	Surveys
Learning resources	Students;	Surveys

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	
Reference No.	
Date	



Course Specifications (Postgraduate Degree)

Course Title:	Understanding key elements of healthcare management
Course Code:	
Program:	Master of Business Administration (MBA)
Department:	Management Department
College:	School of Business
Institution:	Nova School of Business and Economics

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1. Learning Resources		6
2. Educational and research Facilities and Equipment Required		6
G. Course Quality Evaluation	6	
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A. Course Identification

1. Credit hours:
2. Course type <input type="checkbox"/> Required <input checked="" type="checkbox"/> Elective
3. Level/year at which this course is offered:
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	42	
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	42h - 3 hours x 14 weeks
2	Laboratory/Studio	6 hours
3	Seminars	13 hours
4	Others (specify)	
Total		61 hours

B. Course Objectives and Learning Outcomes

1. Course Description

The course on “Understanding key elements of healthcare management” provides you with an overview of how health care institutions are funded, organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations. And the management systems designed for their efficient and effective operation focus not only on volume. but also on value.

Course Main Objective

The purpose of this course is to enable students to:

- Learn concepts and theories in health care management;
- Understand how healthcare organizations are financed;
- Develop skills in using materials tools and/or technology central to health care mgt;
- Learn to understand perspectives and values of health care management ;
- Develop the basic management skills and ability to work productively with a variety of stakeholders;
- Learn to select, use, and critically analyze current HCMN research and



We will learn from each other through class discussion and review of materials in class and via online. Your business and healthcare experience is very relevant to your individual learning and to the learning of the class as a whole. Moreover, it is very important to view and analyze health care management problems from multiple perspectives. Each of you has a unique perspective based upon your prior learning and prior experience. We will spend a good deal of time discussing healthcare organizations as systems during the semester.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Gain theoretical understanding of healthcare management	K1
1.2	Understand health funding streams and costs	K1, K4
1.3	Comprehend the role of different health professions	K2, K3
1.4	Comprehend the importance of patients in designing services	K3, K4
1.5	Understand global health and the place for medical tourism	K1, K5
1.6	Understand the place for Public-private partnerships	K1, K5
2	Skills :	
2.1	Implement organizational improvements based on information	S1, S2
2.2	Implement value-based clinical pathways	S4, S5
2.3	Implement generic payment schemes	S6
2.4	Take informed decisions	S1, S2
2.5	Analyze and develop a business plan	S3, S6
3	Values:	
3.1	Formulate arguments or put forward creative ideas and solutions based on evidence, experience, and critical thinking	C2, C3
3.2	Integrate knowledge and experience from diverse contexts to formulate integrative views and approaches	C4, C5
3.3	Work independently as well as in teams to gather experiences and knowledge from others, discuss ideas, and put together solutions for the challenges ahead	C1, C5, C6

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Understanding Healthcare Management	3
2	Compared health systems and flaws	3
3	Health financing, accounting and financial analysis – practical cases	3
4	Healthcare workforce, careers and remunerations	3
5	The role of patients/clients and patient-centered care (assignments)	3
6	Clinical pathways, value-based healthcare and population health management	3
7	Global health and medical tourism	3
8	Public-private partnerships – practical cases	3



9	Business plan – theory and practical cases	3
10	Business plan – theory and practical cases	3



11	Health system challenges	3
12	Thematic Seminars and Presentations	3
13	Thematic Seminars and Presentations	3
12	Practical Exercises - Exam Preparation	3
Total		42

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Reflexivity	Lecture sessions	Applied research
1.2	Development of critical analysis	Written and interactive case studies	Case presentation and discussion
2.0	Skills		
2.1	Communication (written; verbal)	Group presentations	Practical exercises; Written assignments
2.2	Each participant will demonstrate their ability to articulate leadership context issues and to apply the techniques presented.	Cases discussion	Quality of the cases discussion
3.0	Values		
3.1	Participants are expected to take part in constructive class discussion.	The teaching methodologies adopted are intended to stimulate the student's ability to go from theory to practice, though the acquisition of concepts, tools, and methodologies that are explained in the course.	Quality of the cases discussion
3.2	Class participation includes answering questions related to cases or readings.	Depth of analysis; Quality of the application of theory to practice;	Quality of the cases discussion

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Midterm exam	Around week 7 of the course	20
2	Individual/group assignments	Throughout the course	60
3	Final exam	End of the course	30



***Assessment task** (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:



Individual student consultation will be 1 hour (once per week)

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	There are no required textbooks.
Essential Reference Materials	<p>Essential materials for each class will be provided prior to the class and will consist mainly of short readings, including specific book chapters, articles, or reports.</p> <p>Not essential on their entirety but potentially interesting as a complement to the course are the following books:</p> <p>Walshe, K., and J. Smith. 2016. Healthcare Management, Third edition ed: Mcgraw Hill Open University Press.</p> <p>Ferlie, E., K. Montgomery, and A.R. Pederson. 2016. The Oxford Handbook of Health Care Management. Oxford, UK: Oxford University Press.</p>
Electronic Materials	Selected TED talks and instructional videos
Other Learning Materials	Guest speakers

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Class rooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Blackboard
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Program	Academics; Professors who teach in a specific discipline	Surveys/Interviews



Evaluation Areas/Issues	Evaluators	Evaluation Methods
Teaching quality	Students; graduates	Surveys
Learning resources	Students;	Surveys

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri





Course Specifications (Postgraduate Degree)

Course Title:	Business Accounting
Course Code:	0652-510
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources.....	6
2. Educational and research Facilities and Equipment Required	6
G. Course Quality Evaluation	7
H. Specification Approval Data	7

A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 -First year
4. Pre-requisites for this course (if any): N/A
5. Co-requisites for this course (if any): N/A

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

This course combines both theoretical and conceptual issues with the operational and practical activities of management accounting. It seeks to address the integrative nature of accounting information systems and considers the multi-disciplinary aspects of management problems. This subject aims to impart knowledge on the development and use of management accounting as a support system for the managerial decision-making process. The study of relevant theory and practice will equip students with analytical techniques and skill for using accounting information for problem solving within a variety of organizational contexts.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of business accounting.
2. To equip students with the essential knowledge and skills in business accounting field as well as its information systems, functions and practices.
3. To enable students to behave ethically when practicing business accounting functions, roles and responsibilities.
4. To enable students to assess and evaluate analytical techniques and decisions-making process by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of business accounting field and how it relates to other business functions.	k.1
1.2	Critically interpret business accounting practices m theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how business accounting practices and knowledge affect business performance.	k.3
1...		
2	Skills :	
2.1	Ability to prepare and analyze financial reports, data and make up the financial decisions.	s.1
2.2	Ability to determine the costs of goods sold and prepare the financial budgets for business organizations.	s.2
2.3	Applying the management accounting data as a support system for the managerial decision process.	s.3
2.4.	Ability to prepare and analyze financial reports, data and make up the financial decisions.	s.4
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all management accounting functions as well as business activities.	v 1
3.2	Formulate effective financial solutions for all business problems by applying the professional knowledge in business accounting field.	v 2
3.3	Thinking strategically and innovatively in all business accounting problems, activities, business's cases, corporate governance & ethical issues.	V3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Accounting in actions	3 hours
2	The recording process	6 hours
3	Accounting information systems	6 hours
4	Financial statements analysis	3 hours
5	Managerial accounting	6 hours
6	Process costing	3 hours
7	Cost-volume-profits	3 hours
8	Budgetary planning	6 hours
9	Budgetary control and responsibility accounting	6 hours
10	Corporate governance	3 hours
Total		45

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of business accounting field and how it relates to other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret business accounting practices in theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how business accounting practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to prepare and analyze financial reports, data and make up the financial decisions.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to determine the costs of goods sold and prepare the financial budgets for business organizations.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Applying the management accounting data as a support system for the managerial decision process.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all management accounting functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate effective financial solutions for all business problems by applying the professional knowledge in business accounting field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all business accounting problems, activities, business's cases, corporate governance & ethical issues.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Class participation	During the Semester	10%
2	Assignments and seminars	During the Semester	10%
3	Quizzes	5th	10%
4	Midterm exam 1	7th	30%
5	Final exam	16th	40 %
6			
7			
8			

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none">• Weygandt, JJ., Kimmel, PD. and Kieso, DE., (2016), Accounting Principles, Wiley, 12th Edition
Essential Reference Materials	<ul style="list-style-type: none">•
Electronic Materials	<ul style="list-style-type: none">• KFU main library data sources and references.• Saudi commission of chartered accountants http://www.socpa.org.sa• International organization of accountants http://www.ifac.org• Cost magazine http://www.maaw.info/JournalofCostManagement.htm• Ministry of economics and planning http://www.planning.gov.sa• Cost accounting standard council http://fast.faa.gov/archieve/v1197/pguide/97.30C14.htm
Other Learning Materials	<ul style="list-style-type: none">• Weygandt, JJ., Kimmel, PD. and Kieso, DE., (2016), Accounting Principles, Wiley, 12th Edition

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) <ul style="list-style-type: none">- A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none">• Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none">• Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Business Economics
Course Code:	0672-510
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources.....	6
2. Educational and research Facilities and Equipment Required	7
G. Course Quality Evaluation	7
H. Specification Approval Data	7

A. Course Identification

1. Credit hours:	3
2. Course type	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered:	Level 2 -First year
4. Pre-requisites for this course (if any):	N/A
5. Co-requisites for this course (if any):	N/A

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in business economics field and its main topics such as business and economics, business and markets, macroeconomic environment as well as dealing with cases of studies related to business economics theories and practices. This course aims to give students in business an understanding of how markets work, what makes markets more or less competitive, and how the external environment (the macroeconomics) influences a firm's decisions. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial and leadership's competencies.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of business economic field.
2. To equip students with the essential knowledge and skills in business economic field as well as its managerial activities, functions and practices.
3. To enable students to behave ethically when practicing business economics functions, roles and responsibilities.
4. To enable students to assess and evaluate business economic environment, decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of business economics field and how it relates to other business functions.	k.1
1.2	Critically interpret business economics theories and its contributions to improve business performance.	k.2
1.3	Recognize the fundamental economic theories and concepts at the micro and macro levels, banking, international economics, and their relationship with business and economic growth.	k.3
1.4	Realizing the conceptual framework as well as the main concepts and theories of business economics field and how it relates to other business functions.	K4
2	Skills :	
2.1	Ability to use the economics theories in dealing with issue of scarcity, production possibilities, supply and demand. following the scientific methods of research.	s.1
2.2	Justify approaches to identifying analyzing and solving a variety economic problem and strategies.	s.2
2.3	Analyze the behavior of consumers and firms in terms of the demand and supply for products.	s.3
2.4	Ability to use the economics theories in dealing with issue of scarcity, production possibilities, supply and demand. following the scientific methods of research.	s.4
3	Values:	
3.1	Perform basic skills for analysis in understanding economic relationships.	v 1
3.2	Interpret basic microeconomic and macroeconomic data.	v 2
3.3	Thinking strategically and innovatively in all business economics problems, activities, business's cases & situations.	V3
3.4	Perform basic skills for analysis in understanding economic relationships.	V.4

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Business and Economics Introduction to economics, supply/demand, distribution of income, business environment and business economics, economics in the world of business, business organisations.	9 hours
2	Business and Markets Competitive markets, demand/products and advertising, cost of production, revenue and profit.	6 hours
3	Business Strategy Profit maximisation and competition, what is business strategy, alternative theories of firm, growth strategy, small firm sector	9 hours
4	Macroeconomic Environment Pricing strategy, balance of payment and exchange rate, banking money and interest rate, business activity, employment and inflation	9 hours
5	Macroeconomic policy Demand side and supply side policies, international economic policy, government intervention, government and firm, government and market.	6 hours
6	International Environment Globalisation and multinational business. international trade	6 hours
۱۳	International Managerial Finance	۰.۳
Total		45

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of business economics field and how it relates to other business functions.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
1.2	Critically interpret business economics theories and its contributions to improve business performance.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
1.3	Recognize the fundamental economic theories and concepts at the micro and macro levels, banking, international economics, and their relationship with business and economic growth.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
2.0	Skills		
2.1	Ability to use the economics theories in dealing with issue of scarcity, production possibilities, supply and demand. following the scientific methods of research.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
2.2	Justify approaches to identifying analyzing and solving a variety economic problem and strategies.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
2.3	Analyze the behavior of consumers and firms in terms of the demand and supply for products.	- lecturing, - Exercises/tutorials projects, - Class discussions -Essays/projects/ reports Group presentation.	-Quizzes - Class Participation -Essays/projects/ reports writing -Mid-term exam End-term Exam
3.0	Values		
3.1	Perform basic skills for analysis in understanding economic relationships.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Interpret basic microeconomic and macroeconomic data.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all business economics problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Quiz	4th	5%
2	Class Participation	During the semester	5%
3	Midterm Exam	6th	20%
4	Assignments and Activities	During the semester	15%
5	Group Report	14th	5%
6	Final Exam	End of the semester	50%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> • John Sloman, Dean Garratt, Jon Guest and Elizabeth Jones, Economics for Business, Pearson Education Ltd., (Seventh edition): 2016.
Essential Reference Materials	<ul style="list-style-type: none"> • Economics journals.
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard. • Students' materials as provided by the main book's publisher. • http://www.pearsonmylabandmastering.com/global/myeconlab/. • Mark Hirschey, Managerial Economics, Thomson/South-Western College Publishing, 12th edition: 2018. • Sloman, John, and Dean Garratt. Essentials of economics. Pearson Education, 2010. Relevant material from the internet (to be determined later)

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none"> Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Business Finance
Course Code:	0604-1510
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 -First year
4. Pre-requisites for this course (if any): N/A
5. Co-requisites for this course (if any): N/A

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

This course provides students with both theoretical and conceptual issues related to business finance and its practical activities. The objective of this course is to provide the student with an introduction to the principles of financial management. Since finance is a broad topic, course intention is to give students basic experience and understanding, as well as to focus their attention to certain practical issues they can further explore later. It gives students an overview of finance concepts, terminology, and principles. It also introduces students to the modern methods of managing finance, both on personal and firm level. It covers basic financial theories, application of those theories in everyday life, financial management and investments. In brief, it is designed to provide overall understanding of corporate finance, which encompasses of concepts, models, tools and, techniques relating to both the short- and long-term financial decisions of corporations.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of business finance.
2. To equip students with the essential knowledge and skills in business finance field as well as its main areas, functions and practices.

3. To enable students to behave ethically when practicing business finance functions, roles and responsibilities.
4. To enable students to assess and evaluate analytical techniques and decisions-making process by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of business finance field and how it relates to other business functions.	k.1
1.2	Critically interpret business finance practices in theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how business finance practices and knowledge affect business performance.	k.3
1...		
2	Skills :	
2.1	Ability to prepare and analyze financial reports, data, statements and make up the financial decisions.	s.1
2.2	Apply models that are of concern in financial decision-making.	s.2
2.3	Formulate Plans for the financial needs of the firm.	s.3
2.4.	Ability to prepare and analyze financial reports, data, statements and make up the financial decisions.	s.4
	.	
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business finance functions as well as business activities.	v 1
3.2	Evaluate financial projects by using a sophisticated financial analysis tools and techniques.	v 2
3.3	Thinking strategically and innovatively in all business finance problems, activities, business's cases, corporate governance & ethical issues.	V3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	The Role and Environment of Managerial Finance	03
2	Financial Statements and Analysis	0.6
3	Cash Flow and Financial Planning	0.6
4	Time Value of Money (TVM)	0.3
5	Risk and Return	0.3
6	Interest Rates and Bonds Valuation	0.3
7	Stocks Valuation	0.3
8	Capital Budgeting Techniques	0.3
9	The Cost of Capital	0.3
10	Dividend Policy	03
11	Working Capital and Current Assets Management	0.3
12	Special Topics in Finance	0.3
13	International Managerial Finance	0.3
Total		45

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Realizing the conceptual framework as well as the main concepts and theories of business finance field and how it relates to other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret business finance practices in theories and its contributions to improve business performance.		
1.3	Illustrate through scientific research tools how business finance practices and knowledge affect business performance.		
2.0	Skills		
2.1	Ability to prepare and analyze financial reports, data, statements and make up the financial decisions.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Apply models that are of concern in financial decision-making.		
2.3	Formulate Plans for the financial needs of the firm.		
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business finance functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Evaluate financial projects by using a sophisticated financial analysis tools and techniques.		
3.3	Thinking strategically and innovatively in all business finance problems, activities, business's cases, corporate governance & ethical issues.		

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments 1	W4	5%
2	Quiz 1	W4	5%
3	Mid-Semester Test	W8	20%
4	Assignments 2	W7	5%
5	Quiz 2	W10	5%
6	Case Study	W4	10%
7	Final Examination	W15	50%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none">• Gitman, L. J., Zutter, C.J., Elali, W., and Al Roubaie, A., 2013. Principals of Managerial Finance,. Person Education Limited. England.
Essential Reference Materials	<ul style="list-style-type: none">• Eugen F. Brigham, and Michael C.Ehrhardt, Financial Management: Theory and Practice.
Electronic Materials	KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none">• Journal of Finance and Banking

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) <ul style="list-style-type: none">- A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none">• Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none">• Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Report (Postgraduate Degree)

Course Title:	Tourism Marketing
Code:	
Program:	Master of Business Administration(MBA)
Department:	Management
Institution:	King Faisal University
Academic Year:	2020/2021
Semester:	Spring 2021
Course Coordinator:	Carmen Lages
Date:	14 May 2021

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A. Course Identification

No	Instructor(s)	Location	Number of Sections	Number of Students	
				Starting the course	Completing the course
	Carmen Lages	Remote (Lisbon)	14 (planned)	8	8

B. Course Delivery

1. Course Contact Hours (per semester)

No.	Activity	Planned	Actual
1	Lecture	42	36
2	Laboratory/Studio		
3	Seminars		
4	Others (One-to-one sessions and out of class online group coaching)	0	6
Total			

2. Topics not Covered

Topics	Reason for Not Covering	Extent of their Impact on Learning Outcomes	Compensating Action*
“Marketing Across Cultures”	Two last classes cancelled due to Ramadan	Very limited impact; independent topic.	In-class overview of the topics (without much detail), in-class discussion about the impact of culture in attracting international tourists

*Compensating actions already taken or suggested

3. Teaching Strategies

Planned Teaching Strategies	Were They Implemented?		Difficulties Experienced (if any) in Implementation	Suggested Action
	Yes	No		
Readings provided ahead of class	X		No difficulties	
In-class exposition of the materials	X		No difficulties	
Guest speakers	X		No difficulties	
Instructional videos	X		No difficulties	
Individual/group assignments	X		No difficulties	

Planned Teaching Strategies	Were They Implemented?		Difficulties Experienced (if any) in Implementation	Suggested Action
	Yes	No		
In-class joint discussion of the readings	X		No difficulties	

4. Activities/Assessment Methods

Activities/Planned Assessment Methods	Were They Implemented?		Difficulties Experienced (if any) in Implementation	Suggested Action
	Yes	No		
Midterm and final exams	X		No difficulties	
Individual/group assignments	X		No difficulties	

5. Verification of Credibility of Students' Results

Method(s) of Verification	Conclusions
Exams were supervised as usual by KFU staff	Nothing to report
Continuous follow-up of the students' work on the group project by the lecturer	As course content was taught, students were asked to apply it weekly to the sequential stages of their workgroup (marketing plan for a tourism product/ destination).
Promotion of students' participation in class	Students' were required to participate in all classes, did it frequently, which allowed to supervise their understanding of course content as it unfolded, permitting real time adjustments, when necessary.

6. Recommendations

C. Student Results

1. Distribution of Grades

	Grades									Status Distributions					
	A+	A	B+	B	C+	C	D+	D	F	Denied Entry	In Progress	Incomplete	Pass	Fail	Withdrawn
Number of Students	1	3		4									8		
Percentage															

2. Comment on Student Results

(including special factors (if any) affecting the results)

All students performed well in midterm and final exams, with some students performing exceptionally well. Students produced a complete and implementable marketing plan for Saudi Arabian products and locations of their choice (groupwork project), incorporated relevant course content and all instructor's feedback recommendations, shown interest in the topics, were very participative, always with a very constructive and polite attitude, which taken together allowed the learning journey for the group and individual students to end with high performance as evidence of substantial theoretical and practical knowledge.

3. Recommendations

Nothing to add.

D. Course Learning Outcomes

1. Course Learning Outcomes Assessment Results

Course learning Outcomes (CLOs)		PLOs Code	Assessment Methods	Assessment Results		Comment on Assessment Results
				Target Level/ Criterion for Success	Actual Level	
1	Knowledge and Understanding:					
1.1	Identify the market environment forces that affect the organization’s ability to serve its customers.	K1	Midterm and final exams, individual/group assignments	A or B	A+, A and B	All students performed well in midterm and final exams, with some students performing exceptionally well. Students produced a complete and implementable marketing plan for
1.2	Develop situation analysis, marketing strategy and tactics to deliver customer value for a tourism organization/ product.	K1, K2, K3		A or B	A+, A and B	

Course learning Outcomes (CLOs)		PLOs Code	Assessment Methods	Assessment Results		Comment on Assessment Results
				Target Level/ Criterion for Success	Actual Level	
1.3	Describe a service organizational culture and identify core characteristics of service marketing.	K4		A or B	A+, A and B	Saudi Arabian products and locations of their choice (groupwork project), incorporated relevant course content and all instructor’s feedback recommendations, had a very positive attitude, all of which impacted high performance.
1...	Apply market orientation (consumer and competitor orientations and interfunctional coordination), consumer behavior, and services marketing theories to the tourism context.	K5		A or B	A+, A and B	
2	Skills:					
2.1	Develop a SWOT/TOWS situation analysis.	S1, S2	Midterm and final exams, individual assignments and groupwork	A or B	A+, A and B	All students performed well in midterm and final exams, with some students performing exceptionally well. Students produced a complete and implementable marketing plan for Saudi Arabian products and locations of their choice (groupwork project), incorporated relevant course content and all instructor’s feedback recommendations, had a very positive attitude, all of which impacted high performance.
2.2	Identify main product (service) levels and brand development based on marketing analysis and strategy.	S3		A or B	A+, A and B	
2.3	Develop TOWS, segmentation, targeting and positioning and services mix implementation to deliver customer value for a tourism organization/ product.	S4, S5		A or B	A+, A and B	
2...	Understand how culture impacts consumer responses when products are offered across different cultures.	S6		A or B	Not assessed	

Course learning Outcomes (CLOs)	PLOs Code	Assessment Methods	Assessment Results		Comment on Assessment Results
			Target Level/ Criterion for Success	Actual Level	
2... Perform individual and group written and oral presentations of solutions for marketing problems (in consultancy format).	S7		A or B	A+, A and B	
3	Values:				
3.1 Acknowledge social responsibility and leadership responsibility when developing marketing for an organization.	C1	Midterm and final exams, individual/group assignments	A or B	A+, A and B	All students performed well in midterm and final exams, with some students performing exceptionally well. Students produced a complete and implementable marketing plan for Saudi Arabian products and locations of their choice (groupwork project), incorporated relevant course content and all instructor's feedback recommendations, had a very positive attitude, all of which impacted high performance.
3.2 Develop marketing strategy and tactics informed by a situation analysis.	C2, C3		A or B	A+, A and B	
3.3 Develop individual and group work for building a marketing plan, solving marketing case studies and quizzes on different marketing issues and contexts.	C4, C6		A or B	A+, A and B	
3... Be aware of how culture affects managerial decision making and of how to develop cultural sensitivity.	C5		A or B	Not assessed	

2. Recommendations

Nothing to add.

E. Course Quality Evaluation

1. Students Evaluation of the Quality of the Course

Date of Survey: 15/06/2021	Number of Participants: 1	Percentage of Participation: 11%	Evaluation Result: 3.06
Students Feedback		Course Coordinator/Instructor Comments/Response	
Strengths: <ul style="list-style-type: none"> The resources and educational materials for the course were distinguished by their modernity Test questions are clearly worded 			
Areas for improvement: <ul style="list-style-type: none"> This course helped me to improve my teamwork skills. I received the course plan in the first week of the semester The information and skills that the course was designed to develop and connection between this course and other courses in the same program is clear to me. 			
Suggestions for Improvement: <ul style="list-style-type: none"> Clearer information at the beginning of the course on the course schedule Clearer information on how this subject integrates with the other MBA courses and Tourism courses 			

2. Other Evaluations

(e.g., Evaluations by faculty, program leaders, peer reviewers, others)

Evaluation method :	Date:
Evaluator(s) Comments	Course Coordinator/Instructor Comments/Response
Strengths: <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Having TA support Relationship quality KFU- Nova SBE
Areas for improvement: <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Blackboard – single point for students to find material; platform for real time grading (mid term and exam) Expectation management about semester length and outputs to be delivered after the course
Suggestions for Improvement: <ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Blackboard being operational before the course starts so that the instructor gets familiar with it and how to take advantage of its potential

* Add separate table for each evaluation

3.Recommendations :

- Before the course starts, inform to instructors that as in the past Ramadhan impacted semester length, they should have that in consideration that that is a possibility.
- Before the course starts, provide instructors with a list of what is required as output (ex proof of feedback to student work or that E2 and E3 must be filled by the course Prof, etc)
- Before the course starts, allow instructor add all student and class material to Blackboard
- Receiving a student bio beforehand, allowing for a better understanding of the group and their potential needs and interests in the course.
- Better beforehand information on midterm schedules, so that class and subject load can be better planned

F. Difficulties and Challenges

Difficulties and Challenges	Consequences	Actions Taken
Administrative Issues		
The decision to shorten the semester in short notice due to Ramadam is understandable but let to extra stress and effort by students and instructor was impeded to complete the program in full.	The last topic (Marketing Across Cultures) was taught more superficially than other topics.	Excluded from formal evaluation.
Learning Resources		
No access to Blackboard.		Zoom performed well in all sessionz.
Facilities		
Nothing to report (remote learning).		

G. Course Improvement Plan

1. Course Improvement Actions

Recommended Actions	Actions Taken	Results	Comments
a. Previous course Report Recommendations			
This was the first time the course was delivered.			
b. Other Improvement Actions*			
Add more Saudi and Arabic world tourism data and examples. Develop more exercises per topic (students respondent extremely well to exercises). Design more individual and group coaching (students reported that when they learn more is when receiving feedback and coaching).		The performance curve was as expected.	The course can benefit by adding contents relevant to student (Saudi and Arabic specificity and culture), developing more exercises and designing more individual and groupwork feedback and coaching moments.

* (The developmental measures taken during teaching the course and not included in the development plan of it)

2. Action Plan for Next Semester/Year

Recommendations	Actions	Responsibility For Implementation	Time		Needed Support
			Start	End	
1. Add data and examples, design exercise frameworks to be filled in by student(s) and schedule more individual and group feedback and coaching, respectively.		Lecturer	Before classes start		None
2.					
3.					



Course specifications (Postgraduate Degree)

Course Title:	Leadership & Management Change
Course Code:	0622-604
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours: 3 hours
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 2 / Year 2
4. Pre-requisites for this course (if any): Human Resource Management
5. Co-requisites for this course (if any): None

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended	-	-
3	E-learning	-	-
4	Correspondence	-	-
5	Other	-	-

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
Contact Hours		
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
	Total	45
Other Learning Hours*		
1	Study	20
2	Assignments	15
3	Library	10
4	Projects/Research Essays/Theses	15
5	Others (specify)	-
	Total	60

* The length of time that a learner takes to complete learning activities that lead to achievement of course learning outcomes, such as study time, homework assignments, projects, preparing presentations, library times

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in leadership and management change field and its main areas such as leadership effectiveness, power, values, behaviors, skills, as well as dealing with cases of studies related to leadership skills, practices and functions. Formulating plans and strategies as well as applying the essential leadership knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial competencies.

2. Course Main Objective

- To provide the theoretical, conceptual framework and essential knowledge of leadership field and change management.
- To equip students with the essential knowledge and skills in leadership, change management & Entrepreneurial field as well as its managerial activities, functions and practices.
- To enable students to behave ethically when practicing leaders functions, roles and responsibilities.
- To enable students to assess and evaluate organization's leaders decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge	
1.1	Realizing the conceptual framework as well as the main concepts and theories of leadership & management change field and how it relates other business functions.	k.1
1.2	Critically interpret leadership and change theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how leadership practices and knowledge affect business performance.	k.3
1...		
2	Skills	
2.1	Ability to formulate change plans, interventions, strategies and implement them effectively to improve business performance.	s.1
2.2	Ability to connect between the change strategies and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's facilities regularly using the environmental scanning tools and techniques and make the right decisions for change.	s.3
2...		
3	Competence	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	c.1
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in management change field.	c.2
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	c.3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Leadership is everyone 's business	3 hours
2	Leadership involves an interaction between the leader, the followers, and the situation.	3 hours
3	Leadership is developed through education and experience.	3 hours
4	Assessing leadership and measuring its effects.	3 hours
5	Power and influence.	3 hours
6	Leadership and values.	3 hours
٧	Leadership traits.	3 hours
٨	Leadership behavior.	6 hours
٩	Leadership skills.	3 hours
١٠	Motivation, satisfaction and performance.	3 hours
١١	Groups, teams, and their leadership.	3 hours
١٢	Characteristics of the situation. .	3 hours
١٣	Contingency theories of leadership.	3 hours
١٤	Leadership and change.	3 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of leadership & management change field and how it relates to each other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret leadership and change theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how leadership practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate change plans, interventions, strategies and implement them effectively to improve business performance.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the change strategies and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's facilities regularly using the environmental scanning tools and techniques and make the right decisions for change.	Lecture, practical work.	Practical report, individual activity.
3.0	Competence		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all business problems by applying the professional	Lecture, group work.	Written exam, individual work.

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
	knowledge in management change field.		
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Contact through blackboard and university's email
- Office hours which are announced for students
- Academic Counseling Systems which allows direct contact and reports between students and their academic advisors.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	Huges.Richard ,Ginnett.Robert,Curphy.Gordon,: Leadership: Enhancing the lessons of Experine, Seven edition ,McGraw Hill ..
Essential Reference Materials	<ul style="list-style-type: none"> • Journals of leadership and management change
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard. • Students' materials as provided by the main book's publisher.

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2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	College classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data show /Smart board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Round chairs for the collective work and group activities.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students' academic counseling and support.	Program coordinator	Course evaluation survey
Course quality management.	Quality Committee	Course report review

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	****
Reference No.	****
Date	****



Course specifications (Postgraduate Degree)

Course Title:	Organizational Behavior
Course Code:	0622-601
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources	6
2. Educational and research Facilities and Equipment Required	6
G. Course Quality Evaluation	7
H. Specification Approval Data	7

A. Course Identification

1. Credit hours: 3 hours
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 / Year 2
4. Pre-requisites for this course (if any): Human Resource Management
5. Co-requisites for this course (if any): None

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended	-	-
3	E-learning	-	-
4	Correspondence	-	-
5	Other	-	-

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
Contact Hours		
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
	Total	45
Other Learning Hours*		
1	Study	20
2	Assignments	15
3	Library	10
4	Projects/Research Essays/Theses	15
5	Others (specify)	-
	Total	60

* The length of time that a learner takes to complete learning activities that lead to achievement of course learning outcomes, such as study time, homework assignments, projects, preparing presentations, library times

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in OB field and its main areas such as organization's environment, technology, cultures, communication, personality, motivation, as well as dealing with cases of studies related to OB skills, practices and functions. Formulating plans and strategies as well as applying the essential OB knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial competencies.

2. Course Main Objective

- To provide the theoretical, conceptual framework and essential knowledge of OB field.
- To equip students with the essential knowledge and skills in OB, management change & Entrepreneurial field as well as its managerial activities, functions and practices.
- To enable students to behave ethically when practicing leaders & managers functions, roles and responsibilities.
- To enable students to assess and evaluate organization's leaders & managers decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge	
1.1	Realizing the conceptual framework as well as the main concepts and theories of OB field and how it relates to other business functions.	k.1
1.2	Critically interpret OB theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how OB practices and knowledge affect business performance.	k.3
1...		
2	Skills	
2.1	Ability to connect OB strategies in to real life situation to improve business performance.	s.1
2.2	Ability to connect between the OB terrain and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's environmental factors using research tools and techniques and to make the right decisions.	s.3
2...		
3	Competence	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	c.1
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in OB field.	c.2
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	c.3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Explaining organizational behavior.	6 hours
2	The organization's environment.	3 hours
3	Technology.	3 hours
4	Culture.	3 hours
5	Learning & personality.	6 hours
6	Communication / perception.	3 hours
7	Motivation.	3 hours
8	Group formation / group structure.	6 hours
9	Individuals in groups / team working.	3 hours
10	Work design / organization design / organization architecture.	3 hours
11	Management change / leadership and decision-making process.	3 hours
12	Conflict / power & politics .	3 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of OB field and how it relates to other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret OB theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how OB practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to connect OB strategies in to real life situation to improve business performance.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the OB terrain and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's environmental factors using research tools and techniques and to make the right decisions.	Lecture, practical work.	Practical report, individual activity.
3.0	Competence		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in OB field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Contact through blackboard and university's email
- Office hours which are announced for students
- Academic Counseling Systems which allows direct contact and reports between students and their academic advisors.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> •David A..Buchanan and Andrzej A.Huczynski , Organizational Behavior , last version. •Robbins etl, Organizational behavior, last version .
Essential Reference Materials	<ul style="list-style-type: none"> • Journals of OB.
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard. • Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	College classrooms

Item	Resources
Technology Resources (AV, data show, Smart Board, software, etc.)	Data show /Smart board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Round chairs for the collective work and group activities.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students' academic counseling and support.	Program coordinator	Course evaluation survey
Course quality management.	Quality Committee	Course report review

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	****
Reference No.	****
Date	****



Course Specifications (Postgraduate Degree)

Course Title:	Operations Management
Course Code:	0622-511
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources.....	6
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A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 / Year 1
4. Pre-requisites for this course (if any):
5. Co-requisites for this course (if any):

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	
3	Seminars	
4	Others (specify)	
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in operations management field and its main topics such as productivity, operations strategies, product design, linear programming models, demand forecasting, as well as dealing with cases of studies related to operations management functions. Formulating plans and strategies as well as applying the essential operations knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial and leadership's competencies.

2. Course Main Objective

- To provide the theoretical, conceptual framework and essential knowledge of operations management.
- To equip students with the essential knowledge and skills in operations management field as well as its managerial activities, functions and practices.
- To enable students to behave ethically when practicing operations functions, roles and responsibilities.
- To enable students to assess and evaluate operations decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of operations management field and how it relates to other business functions.	k.1
1.2	Critically interpret operation management theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how OPM practices and knowledge affect business performance.	k.3
1.4		
2	Skills :	
2.1	Ability to formulate strategic operations plan and implement it as well as designing new products and services following the scientific methods of research.	s.1
2.2	Ability to connect between the operational strategies and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's operations facilities regularly using the environmental scanning tools and techniques.	s.3
2...		
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all operations management functions as well as business activities.	c.1
3.2	Formulate an effective solution for all operational problems by applying the professional knowledge in operations management field.	c.2
3.3	Thinking strategically and innovatively in all operations management problems, activities, business's cases & situations.	c.3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Operations and productivity	3 hours
2	Operations strategy in a global environment	3 hours
3	Project management	3 hours
4	Forecasting	3 hours
5	Design of goods and services	3 hours
...	Managing quality	3 hours
	Locations strategies	3 hours
	Layout strategies	6 hours
	decision –making tools	3 hours
	Linear programming	3 hours
	Transportation models	3 hours
	Waiting line models	3 hours
	Learning curves	3 hours
	Simulation	3 hours
Total		45

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Realizing the conceptual framework as well as the main concepts and theories of operations management field and how it relates to each other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret operation management theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how OPM practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate strategic operations plan and implement it as well as designing new products and services following the scientific methods of research.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the operational strategies and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's operations facilities regularly using the environmental scanning tools and techniques.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Ability to formulate strategic operations plan and implement it as well as designing new products and services following the scientific methods of research.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
3.2	Ability to connect between the operational strategies and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
3.3	Thinking strategically and innovatively in all operations management problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation+Quiz	During the term	70%
2			
3	Final Examination	End of term	30%
5			
6			
7			
8			

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Contact through blackboard and university's email
- Office hours which are announced for students
- Academic Counseling Systems which allows direct contact and reports between students and their academic advisors.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	Jay Heizer ,Barry render ,and Chuck Munson., Operations Management: Sustainability and Supply Chain Management, Pearson, TWELFTH EDITIN.
Essential Reference Materials	<ul style="list-style-type: none">• Operations management journals.• Operations Management: Theory and Practice, B. Mahadevan ,PEARSON ,SECOND EDITION.
Electronic Materials	<ul style="list-style-type: none">• KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none">• Students' handout materials.• Materials on the blackboard.• Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	College classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data show /Smart board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Round chairs for the collective work and group activities.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students' academic counseling and support.	Program coordinator	Course evaluation survey
Course quality management.	Quality Committee	Course report review

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications

Course Title:	Business Research	
Course Code:	0622-520	
Program:	Master of Business Administration(MBA)	
Department:	Management	
College:	School of Business	
Institution:	King Faisal University	

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1. Learning Resources	6
2. Facilities Required	6
G. Course Quality Evaluation	6
H. Specification Approval Data	7

A. Course Identification

1. Credit hours: 3			
2. Course type			
a.	University <input type="checkbox"/>	College <input type="checkbox"/>	Department <input checked="" type="checkbox"/>
b.	Required <input checked="" type="checkbox"/>	Elective <input type="checkbox"/>	Others <input type="checkbox"/>
3. Level/year at which this course is offered: Level 2 / Year 1			
4. Pre-requisites for this course (if any): N/A			
5. Co-requisites for this course (if any): N/A			

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended	-	-
3	E-learning	-	-
4	Distance learning	-	-
5	Other	-	-

7. Contact Hours (based on academic semester)

No	Activity	Contact Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Tutorial	-
4	Others (specify)	-
	Total	45

B. Course Objectives and Learning Outcomes

1. Course Description

- Examines the essential knowledge of business research like design of business research problems, sampling types and methods, and practices of research. It focuses on improving student's level of research's skills of formulating, designing and applying the main research's procedures in business cases, as well as dealing with cases of studies related to business management topics. Formulating research problems, research questions, research hypotheses, choosing the methods to select samples, choosing the methods of data collection, etc. This requirement will improve students' research, cognitive skill, teamwork and communications besides enhancing their managerial competencies.

2. Course Main Objective

- To provide the theoretical, conceptual framework and essential knowledge of business research field.
- To equip students with the essential skills in research methods and skills in scientific research field as well as its practical activities, functions and practices.
- To enable students to assess and evaluate business research methods, strategies and tools when introducing methods of working or management's decisions and problems.

3. Course Learning Outcomes

CLOs		Aligned PLOs
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework of business research as well as its main concepts, modules, tools, strategies and methodologies.	k.1
1.2	Critically interpret the importance of the business research methods and its impact on business performance when applying effectively.	k.2
1.3	Illustrating how business research methods, tools, strategies, applications, etc affect business performance.	k.3
1...		
2	Skills :	
2.1	Ability to formulate business research proposals and implement it using the scientific methods of research.	s.1
2.2	Ability to connect between the business research projects, strategies and the strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's results regularly using sophisticated research tools and techniques.	s.3
2...		
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business research practices.	v.1
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in business research field.	v.2
3.3	Thinking strategically and innovatively in all business research processes, activities, and researching situations.	v.3

C. Course Content

No	List of Topics	Contact Hours
1	General introductory.	3 hours
2	Introduction to business research.	6 hours
3	Design of business research.	3 hours
4	The sources of data collection	6 hours
5	Research sampling	3 hours
6	Methods & ways of measuring the findings.	3 hours
٧	Questionnaire design	6 hours
٨	The nature of initial research.	3 hours
٩	Data processing.	6 hours
١٠	Writing and presenting the findings.	3 hours
١١	General review.	3 hours
Total		

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Realizing the conceptual framework of business research as well as its main concepts, modules, tools, strategies and methodologies.	Lecture.	Written exams/written test
1.2	Critically interpret the importance of the business research methods and its impact on business performance when applying effectively.	Lecture,	Written exams/written test
1.3	Illustrating how business research methods, tools, strategies, applications, etc affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate business research proposals and implement it using the scientific methods of research.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the business research projects, strategies and the strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
...	Analyzing of business's results regularly using sophisticated research tools and techniques.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business research practices.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in business research field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all business research processes, activities, and researching situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Quiz/Tests	3 rd	10%
2	Assignments/ Case Studies Analysis	During term	20%
3	Presentation (Group + Individual)/ practical reports	14 th	20%
4	Project report evaluation	12 th	20%
5			
6			
7			
8			

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice :

- Contact through blackboard and university's email
- Office hours which are announced for students
- Academic Counseling Systems which allows direct contact and reports between Students and their academic advisors.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	Donald.R.Cooper & Pamelas.S.Schindler," Buisness Research Methods"10th edition,MC Grow-Hill international edition,Singapore ,2008..
Essential Reference Materials	<ul style="list-style-type: none">• Business research journals.
Electronic Materials	<ul style="list-style-type: none">• KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none">• Students' handout materials.• Materials on the blackboard.• Students' materials as provided by the main book's publisher.

2. Facilities Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	College classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data show /Smart board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Round chairs for the collective work and group activities.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students' academic counseling and support.	Program coordinator	Course evaluation survey
Course quality management.	Quality Committee	Course report review

Evaluation areas (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course specifications (Postgraduate Degree)

Course Title:	Supply Chain Management
Course Code:	0622-603
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours: 3 hours
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 / Year 2
4. Pre-requisites for this course (if any): Operations Management
5. Co-requisites for this course (if any): Marketing Management

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended	-	-
3	E-learning	-	-
4	Correspondence	-	-
5	Other	-	-

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
Contact Hours		
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
	Total	45
Other Learning Hours*		
1	Study	20
2	Assignments	15
3	Library	10
4	Projects/Research Essays/Theses	15
5	Others (specify)	-
	Total	60

* The length of time that a learner takes to complete learning activities that lead to achievement of course learning outcomes, such as study time, homework assignments, projects, preparing presentations, library times

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in supply chain management field and its main functions such as transportation strategies, logistic techniques, demand management, inventories management, supply chain relationship, as well as dealing with cases of studies related to supply chain functions. Formulating plans and strategies as well as applying the essential supply knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial competencies.

2. Course Main Objective

- To provide the theoretical, conceptual framework and essential knowledge of supply chain.
- To equip students with the essential knowledge and skills in supply chain field as well as its managerial activities, functions and practices.
- To enable students to behave ethically when practicing supply chain functions, roles and responsibilities.
- To enable students to assess and evaluate supply chain decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge	
1.1	Realizing the conceptual framework as well as the main concepts and theories of supply chain management field and how it relates to other business functions.	k.1
1.2	Critically interpret supply chain management theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how SCM practices and knowledge affect business performance.	k.3
1...		
2	Skills	
2.1	Ability to formulate SCM plans, strategies and implement them effectively to improve business performance.	s.1
2.2	Ability to connect between the SCM strategies and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's SCM facilities regularly using the environmental scanning tools and techniques.	s.3
2...		
3	Competence	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all supply chain management functions as well as business activities.	c.1
3.2	Formulate an effective solution for all SCM problems by applying the professional knowledge in supply chain field.	c.2
3.3	Thinking strategically and innovatively in all supply chain management problems, activities, business's cases & situations.	c.3
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Understanding the supply chain	3 hours
2	Supply chain performance: Achieving strategic fit and scope	3 hours
3	Supply chain drivers and metrics	3 hours
4	Designing distribution networks and applications to online slaes	3 hours
5	Network design in the supply chain	3 hours
6	Designing global supply chain network	3 hours
٧	Demand forecasting in the supply chain / aggregate planning in the supply chain	3 hours
٨	Coordination in a supply chain	6 hours
٩	Managing economies of scale in the supply chain	3 hours
١٠	Managing uncertainty in the supply chain	3 hours
١١	Transportation in a supply chain	3 hours
١٢	Sourcing decision in a supply chain	3 hours
١٣	Pricing and revenues management in the supply chain	3 hours
١٤	Sustainability and the supply chain	3 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of supply chain management field and how it relates to each other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret supply chain management theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how SCM practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate SCM plans, strategies and implement them effectively to improve business performance.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the SCM strategies and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's SCM facilities regularly using the environmental scanning tools and techniques.	Lecture, practical work.	Practical report, individual activity.
3.0	Competence		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all supply chain management functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all SCM problems by applying the professional knowledge in supply chain field.	Lecture, group work.	Written exam, individual work.

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
3.3	Thinking strategically and innovatively in all supply chain management problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Contact through blackboard and university's email
- Office hours which are announced for students
- Academic Counseling Systems which allows direct contact and reports between students and their academic advisors.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	Sunil Chopra and Peter Meindl., Supply Chain Management: Strategy, Planning, and Operation, Pearson, SIXTH EDITIN .
Essential Reference Materials	<ul style="list-style-type: none"> • Supply chain management journals. • Essentials of Supply Chain Management ,Micheal Hugos , John Wiley & Sons, 2011. • Principles of Supply Chain Management, Third edition Joel D. Wisner, Keah-Choon Tan, G. Keong Leong . • Transportation: A Supply Chain Perspective, Seventh edition ,John J. Coyle, Robert A. Novack, Brian J. Gibson and Edward J. Bardi ,2011 .
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard.

	<ul style="list-style-type: none"> Students' materials as provided by the main book's publisher.
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2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	College classrooms
Technology Resources (AV, data show, Smart Board, software, etc.)	Data show /Smart board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	Round chairs for the collective work and group activities.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students' academic counseling and support.	Program coordinator	Course evaluation survey
Course quality management.	Quality Committee	Course report review

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	*****
Reference No.	*****
Date	*****



Course Specifications (Postgraduate Degree)

Course Title:	E- Business Strategy
Course Code:	0604-1514
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources.....	7
2. Educational and research Facilities and Equipment Required	7
G. Course Quality Evaluation	8
H. Specification Approval Data	8

A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 -First year
4. Pre-requisites for this course (if any): N/A
5. Co-requisites for this course (if any): N/A

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

This course provides aims to provide students with the knowledge and practical skills to help them direct the organizations they work for, at present or in future, towards e-business. A primary objective of this course is to enable the students to identify and review the key management decisions required by organizations moving to e-business and consider the process by which these decisions can be taken. The core areas covered in the course include the approaches to digital business strategy, technical infrastructure of software and hardware to be incorporated to achieve e-commerce, the correlation of e-business with supply chain, marketing, procurement, and customer relationship management, as well as the practical aspects of the implementation of e-business strategy.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of electronic business strategy.
2. To equip students with the essential knowledge and skills in e- business field as well as its main areas, functions and practices.
3. To enable students to behave ethically when practicing e- business functions, roles and responsibilities.

4. To enable students to assess and evaluate the effectiveness of e-learning operations, strategies and techniques by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of e-business & e-commerce field and how it relates to other business functions.	k.1
1.2	Critically analyze the hardware and software technologies used to build an e-business infrastructure within an organization and with its partners	k.2
1.3	Illustrate through scientific research tools how e-business practices and knowledge affect business performance.	k.3
1...		
2	Skills :	
2.1	Ability to Follow an appropriate strategy process model for e-business.	s.1
2.2	Apply tools to generate and select e-business strategies	s.2
2.3	Formulate Plans for using e-business strategy.	s.3
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all e- business & e- functions as well as business activities.	v 1
3.2	Evaluate the effectiveness of e-business tools and techniques.	v 2
3.3	Thinking strategically and innovatively in all e- business problems and activities.	V3
3...		

* Program Learning Outcomes

B. Course Content

No	List of Topics	Contact Hours
	1. Course outline	1.5 hours
1	2. Introduction to e-business and e-commerce 1.1 The impact of electronic communications on traditional businesses 1.2 The difference between e-business and e-commerce 1.3 E-business opportunities 1.4 Risks and barriers to business adoption 1.5 Barriers to consumer Internet adoption	3 hours
2	3. Managing e-business infrastructure 3.1 E-business infrastructure components 3.2 Internet technology 3.3 Management issues in creating a customer-facing digital service 3.4 Managing internal communications through intranets and extranets 3.5 Web presentation and data exchange standards	3 hours
3	4. E-business strategy 4.1 E-business strategy basics 4.2 Strategic analysis and objectives 4.3 Strategy definition 4.4 Strategy implementation 4.5 Aligning and impacting e-business strategies	6 hours

4	5. Supply chain management 5.1 Supply chain management basics 5.2 The value chain 5.3 Options for restructuring the supply chain 5.4 Using e-business to restructure the supply chain 5.5 Supply chain management implementation	3 hours
5	6. E-procurement 6.1 E-procurement basics 6.2 Drivers of e-procurement 6.3 E-procurement costs estimation 6.4 Barriers and risks of e-procurement adoption 6.5 Implementing e-procurement	3 hours
6	7. E-marketing 7.1 E-marketing basics 7.2 E-marketing planning 7.3 Situation analysis and objective setting 7.4 Strategy, tactics, actions and control	3 hours
7	8. Customer relationship management 8.1 CRM basics 8.2 Conversion marketing and online buying process 8.3 Customer acquisition and retention management 8.4 Customer extension 8.5 Technology solutions for CRM	3 hours
8	9. Change management 9.1 The challenges of e-business transformation 9.2 Planning change 9.3 Approaches to managing change 9.4 Risk management	4.5 hours
9	10. E-business analysis and design 10.1 Analysis for e-business 10.2 Process and data modeling 10.3 Design for e-business 10.4 User-centered site designs 10.5 Security design for e-business	6 hours
10	11. E-business service implementation and optimization 11.1 Alternatives for acquiring e-business systems 11.2 Development of web-based content and services 11.3 Testing and changeover 11.4 Content management, maintenance, and web analytics	6 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of e-business & e-commerce field and how it relates to other business functions.	Lectures Note taking Peer teaching Work-along exercises	Exams Quizzes Work-along exercises
1.2	Critically analyze the hardware and software technologies used to build an e-business infrastructure within an organization and with its partners	Lectures Peer teaching Note taking Work-along exercises Case studies	Exams Quizzes Work-along exercises
1.3	Illustrate through scientific research tools how e-business practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to Follow an appropriate strategy process model for e-business.	Case-based learning Group work	Individual assignments
2.2	Apply tools to generate and select e-business strategies	Case-based learning Group work	Individual assignments
2.3	Formulate Plans for using e-business strategy.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all e- business & e- functions as well as business activities.	Case-based learning Group work	Group project
3.2	Evaluate the effectiveness of e-business tools and techniques.	Case-based learning Group work	Group project
3.3	Thinking strategically and innovatively in all e- business problems and activities.	Case-based learning Group work	Group project

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Case studies	TBD	10%
2	Assignment 1	Week 3	5%
3	Quiz 1	Week 4	5%
4	Assignment 2	Week 7	5%
5	Midterm Exam	Week 9	20%
6	Quiz 2	Week 12	5%
7	Project	Week 14	20%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> Digital Business & E-Commerce Management, 6th Edition (2014), Dave Chaffey, Prentice Hall, ISBN: 978-0273786542
Essential Reference Materials	<ul style="list-style-type: none"> Leading Digital, 2014, George Westerman, Didier Bonnet, and Andrew McAfee, Harvard Business Review Press, ISBN: 978-1625272478. Leading Digital Strategy: Driving Business Growth Through Effective E-commerce, 1st Edition (2015), Christopher Bones, and James Hammersley, Kogan Page, ISBN: 978-0749473099. Business Information Systems: Technology, Development and Management for the E-Business, 5th Edition (2014), Paul Bocij, Andrew Greasley, and Simon Hickie, Prentice Hall, ISBN: 978-0273736455.
Electronic Materials	<ul style="list-style-type: none"> KFU main library data sources and references. Journal of Finance and Banking Journal of Finance Yahoo finance Investopedia
Other Learning Materials	<ul style="list-style-type: none"> Students' handout materials. Materials on the blackboard. Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none"> Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Human Resource Management(HRM)
Course Code:	0622-520
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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1. Learning Resources.....	6
2. Educational and research Facilities and Equipment Required	6
G. Course Quality Evaluation	7
H. Specification Approval Data	7

A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 1 -first year
4. Pre-requisites for this course (if any): none.
5. Co-requisites for this course (if any): none

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in HRM field and its main areas such as recruitment, selection, performance management, training & development, job analysis, reward management, health & safety, as well as dealing with cases of studies related to HRM skills, practices and functions. Formulating plans and strategies as well as applying the essential HRM knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial competencies.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of HRM field.
2. To equip students with the essential knowledge and skills in HRM, management change & Entrepreneurial field as well as its managerial activities, functions and practices.
3. To enable students to behave ethically when practicing leaders & managers functions, roles and responsibilities.
4. To enable students to assess and evaluate organization's leaders & managers decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of HRM field and how it relates to other business functions.	k.1
1.2	Critically interpret HRM theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how HRM practices and knowledge affect business performance.	k.3
2	Skills :	
2.1	Ability to connect HRM strategies in to real life situation to improve business performance.	s.1
2.2	Ability to connect between the HRM terrain and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's environmental factors using research tools and techniques and to make the right decisions.	s.3
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	v 1
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in HRM field.	v 2
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	V3
3...		

* Program Learning Outcomes

B. Course Content

No	List of Topics	Contact Hours
1	The concept of HRM, Strategic HRM, International HRM, Human capital management.	6 hours
2	Strategic resourcing, workforce planning, recruitment & selection and talent management and the practice of resourcing.	3 hours
3	Performance and reward basics, strategic reward, and the practice of reward.	6 hours
4	Strategic employee relation, the psychological contract, employee communications, employee voice and the practice of industrial relations.	6 hours
5	The practice of employee wellbeing,.	6 hours
6	Health and safety.	6 hours
∇	HR policies, procedures and systems.	6 hours
^	Strategic HRM skills.	6 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of HRM field and how it relates to other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret HRM theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how HRM practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to connect HRM strategies in to real life situation to improve business performance.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the HRM terrain and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's environmental factors using research tools and techniques and to make the right decisions.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all business operations, functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all business problems by applying the professional knowledge in HRM field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all changing decisions, business problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> • Armstrong, Michael: Armstrong's handbook of human resource management practice, last edition..
Essential Reference Materials	<ul style="list-style-type: none"> • Journals of HRM.
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard. • Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> • Laptop, Smart Board.

Item	Resources
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none"> Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	International Business Management
Course Code:	0622-620
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 2 -second year
4. Pre-requisites for this course (if any): Marketing Mgt.
5. Co-requisites for this course (if any): HRM

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of major topics in international business management field and its main areas such as globalization, foreign investment, international business environment, as well as dealing with cases of studies related to international business management functions. Formulating plans and strategies as well as applying the essential international business knowledge and skills in different situations in order to improve managerial skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial competencies.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of international business management.
2. To equip students with the essential knowledge and skills in international business management & Entrepreneurial field as well as its managerial activities, functions and practices.
3. To enable students to behave ethically when practicing international business functions, roles and responsibilities.

4. To enable students to assess and evaluate international operations decisions as well as duties effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge	
1.1	Realizing the conceptual framework as well as the main concepts and theories of international business management field and how it relates to other business functions.	k.1
1.2	Critically interpret international business management theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how international business practices and knowledge affect business performance.	k.3
1...		
2	Skills	
2.1	Ability to formulate international business plans, strategies and implement them effectively to improve business performance.	s.1
2.2	Ability to connect between the international business strategies and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of international business's facilities regularly using the environmental scanning tools and techniques.	s.3
2...		
3	Values	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all international business operations, functions as well as business activities.	V.1
3.2	Formulate an effective solution for all international business problems by applying the professional knowledge in international business field.	V.2
3.3	Thinking strategically and innovatively in all international business problems, activities, business's cases & situations.	V.3
3...		

* Program Learning Outcomes

B. Course Content

No	List of Topics	Contact Hours
1	Introduction to international business.	3 hours
2	Globalization of markets and internationalization of the firm.	3 hours
3	Organizational participant that make international business happen.	3 hours
4	The cultural environment of international business.	3 hours
5	Ethics and international business.	3 hours
6	Theories of international trade and investment.	3 hours
٧	Political and legal systems in National Environments.	3 hours
٨	Government intervention in international business.	6 hours
٩	Regional economic integration.	3 hours
١٠	Emerging markets, developing economies, and advanced economies.	3 hours
١١	The international monetary and financial environment.	3 hours
١٢	Strategy and organization in international firm .	3 hours
١٣	Entering and operating in international markets.	3 hours
١٤	Functional area excellence.	3 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of international business management field and how it relates to each other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret international business management theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how international business practices and knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate international business plans, strategies and implement them effectively to improve business performance.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect between the international business strategies and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of international business's facilities regularly using the environmental scanning tools and techniques.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all international business operations, functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all international business problems by applying the professional knowledge in international business field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all international business problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none">• S. Tamer; Knight, Gary; Riesenberger, John R. Cavusgil: International Business ,PEARSON .
Essential Reference Materials	<ul style="list-style-type: none">• International business journals.• https://www.jstor.org/journal/jintebusistud/• Ricky W Griffin ,Michael Pustay: International Business: Global Edition, 6/E
Electronic Materials	<ul style="list-style-type: none">• KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none">• Students' handout materials.• Materials on the blackboard.• Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none">• Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none">• Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	<i>Marketing Management</i>
Course Code:	<i>0622-510</i>
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours:	3
2. Course type	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered:	First year
4. Pre-requisites for this course (if any):	
5. Co-requisites for this course (if any):	

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Marketing management is one of the core courses for students in MBA of Business Administration. This course provides the students with the concepts, the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering and communicating superior customer value. As well as students will be given the knowledge and skills to formulate the marketing plan for a specific product and services.

2. Course Main Objective
- Provide MBA students with enrich knowledge of how to formulate marketing strategies.
- Helps students to understand the main functions of marketing management.
- Provides students with the suitable tools that help them develop marketing strategies and plans.
- Helps students with the suitable skills and knowledge of how to conduct marketing research.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Define the core concepts of marketing.	k.1

Course Learning Outcomes (CLOs)		Aligned PLOs*
1.2	Write marketing strategies and plans.	k.2
1.3	Setting products strategies.	k.3
1...		
2	Skills :	
2.1	Using the marketing techniques, strategies and skills in real life situations.	s.1
2.2	Formulate marketing strategies and plans.	s.2
2.3	Evaluate the effectiveness of marketing strategies and plans.	s.3
2.4.	Creating brand equity and long-term loyalty relationships for business organization.	s.4
.		
3	Values:	
3.1	Enabling students with acting ethically and integrity, taking responsibility for self-learning.	v 1
3.2	Practicing self-evaluation, and making logical decisions when carrying out the functions, roles and responsibilities of marketing management.	v 2
3.3		
3...		

* Program Learning Outcomes

C. Course Content

No	List of Topics	Contact Hours
1	Defining marketing for 21 st century..	03
2	Developing marketing strategies and plans.	03
3	Collecting information and forecasting demand/ conducting marketing research.	06
4	Creating long-term loyalty relationships / analyzing consumer markets / identified market segments and targets.	06
5	Creating brand equity / competitive dynamics.	03
6	Setting products strategy / designing and managing services / developing pricing strategies and programs.	06
7	Designing and managing integrated marketing channels / Managing retailing, wholesaling, and logistics.	06
8	Designing and managing integrated marketing communications / managing mass communications, sales promotions, events and experiences, and public relations.	06
9	Introducing new market offerings.	03
10	Managing holistic marketing organization for long run.	03
Total		45

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding		
1.1	Define the core concepts of marketing.	- <i>Class room lecture & Seminars</i> - <i>Group discussion. case studies</i>	•Homework's, •quizzes •exams
1.2	Write marketing strategies and plans.		
...	Setting products strategies.		
2.0	Skills		
2.1	Using the marketing techniques, strategies and skills in real life situations.	- <i>Read text and case studies and participate in interactive lecture. Group and individual projects</i>	•Homework's, •quizzes •exams
2.2	Formulate marketing strategies and plans.		
2.3	Evaluate the effectiveness of marketing strategies and plans.		
3.0	Values		
3.1	Enabling students with acting ethically and integrity, taking responsibility for self-learning.	Lectures, classroom discussions, group work, case studies.	Written exams, oral presentation, individual activity assessment, group activity assessment.
3.2	Practicing self-evaluation, and making logical decisions when carrying out the functions, roles and responsibilities of marketing management.		
...			

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> Kotler, Ph and Keller, Lane. <i>Marketing Management</i>, Pearson Education Limited, 2012..
Essential Reference Materials	2. List Essential References Materials (Journals, Reports, etc.) <ul style="list-style-type: none"> Marketing management journals. Marketing Management: Knowledge and Skills, 10th Edition, by Peter and Donnelly
Electronic Materials	(eg. Web Sites, Social Media, Blackboard, etc.) <ul style="list-style-type: none"> American Marketing Association (https://www.ama.org/).
Other Learning Materials	such as computer-based programs/CD, professional standards or regulations and software. <ul style="list-style-type: none"> Books and scientific journals are available at the university main library (e library).

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) <ul style="list-style-type: none"> A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none"> Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council	
Reference No.	1st meeting, First semester: 1441/1442	
Date	7/9/2020-19/1/1442 Hijri	



Program Specifications (Postgraduate Degree)

Program Name: Master of Business Administration(MBA)
Qualification Level : 7th
Department: Management
College: School of Business
Institution: King Faisal University

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A. Program Identification and General Information

1. Program Main Location:
<ul style="list-style-type: none"> King Faisal University – College of Business main campus- Building 23 _Al-Ahsa
2. Branches Offering the Program:
<ul style="list-style-type: none"> N/A
3. Reasons for Establishing the Program:
(Economic, social, cultural, and technological reasons, and national needs and development, etc.)
<ul style="list-style-type: none"> The Saudi's economy has grown each year and adding new jobs for graduates from different countries. When the Saudi's government decided to start the Saudization program in all business sectors, the need for business graduates has increased. This program is strategically aligned with the government's strategic plans especially 2030 by preparing and providing the labor market in KSA generally and specifically in the eastern area by the qualified graduates in business field. The long-term objectives of Saudi's government are to increase the level of Saudi's citizen in the labor market as well as decreasing the level of unemployment in the whole country. The Saudi's government has also set a certain percentage for women graduates in all sectors. This program is also providing Saudi's women with a chance to join the business as well as the government sector because there are a lot of graduates from the female side.
4. System of Study
<input checked="" type="checkbox"/> Coursework & Thesis <input type="checkbox"/> Coursework
5. Mode of Study
<input checked="" type="checkbox"/> On Campus <input type="checkbox"/> Distance Education <input type="checkbox"/> Others
6. Educational and Research Partnerships(if any)
- Partnership Arrangement: Formal Agreement - Type of Partnership: Educational Partnership with NOVA Business School, Portugal - Duration of Partnership: One year and expected to renew according to the two parties interest.
7. Total Credit Hours for Completing the Program: (42)
8. Professional Occupations/Jobs:
<ul style="list-style-type: none"> All management's levels in the government & private sector. Organization manager. Assistant, Department manager. Senior marketing manager. Senior supply chain manager. Senior quality manager. Senior HR officer. Senior training and development officer. Middle management officer. Product manager. Marketing manager. Senior Distribution officer.

- Senior Promotion officer.
- Senior Sales officer.
- Senior Customers' relationship officer
- Senior Human resource planning officer.
- Senior Recruitment officer.
- Compensations & benefits officer.
- Senior Health & Safety officer.
- International Business Manager.
- Senior International marketing officer.
- Senior Export & Import officer.
- Senior International business manager.
- See the Website of the Ministry of Civil Service (<http://www.mcs.gov.sa>)

9. Major Tracks/Pathways (if any):

Major Track/Pathway	Credit Hours (For each track)	Professional Occupations/Jobs (For each track)
1. General MBA with professional certification from NOVA	40	<p>All management's levels in the government & private sector.</p> <p>Organization manager.</p> <p>Assistant, Department manager.</p> <p>Senior marketing manager.</p> <p>Senior supply chain manager .</p> <p>Senior quality manager .</p> <p>Senior HR officer .</p> <p>Senior training and development officer .</p> <p>Middle management officer.</p> <p>Product manager .</p> <p>Marketing manager .</p> <p>Senior Distribution officer .</p> <p>Senior Promotion officer .</p> <p>Senior Sales officer .</p> <p>Senior Customers' relationship officer</p> <p>Senior Human resource planning officer .</p> <p>Senior Recruitment officer .</p> <p>Compensations & benefits officer .</p> <p>Senior Health & Safety officer .</p> <p>International Business Manager .</p>

		<p>Senior International marketing officer .</p> <p>Senior Export & Import officer .</p> <p>Senior International business manager.</p> <p>See the Website of the Ministry of Civil Service (http://www.mcs.gov.sa)</p>
10. Intermediate Exit Points/Awarded Degree (if any):		
Intermediate Exit Points/Awarded Degree		Credit Hours
1. N/A		N/A
2.		
3.		

B. Mission, Goals, and Learning Outcomes

1. Program Mission:

- To provide all students enrolled in this program with an excellent managerial knowledge , skills and capabilities which meet the job market's needs ,in addition to help them to learn / educate for longtime ,enabling them with high leadership & decision-making skills , considering the business ethics and community engagement .)).

2. Program Goals:

- Providing the community with graduates who have the required characteristics and competencies.
- Meeting the job market needs.
- Providing the students with leadership, managerial, decision-making & research skills.
- Providing students with general management knowledge, skills and capabilities in different areas like HRM, supply chain; marketing, international business, business research etc. as well as current practices in all management fields.

3. Relationship between Program Mission and Goals and the Mission and Goals of the Institution/College.

- The program's mission aligns with the mission and goals of KFU because it focuses on the excellence in teaching & learning, community engagement awareness as well as scientific research.
- It also aligns with the college's mission by encouraging excellence knowledge in management and business field.
- In addition, the program's mission is also aligning with the department's mission which stresses the excellence of business education in all tracks.
- The main element that build the relationship between the program , KFU and college mission and goals are:-
 - ✓ Excellence in learning, teaching and scientific research.
 - ✓ Encourage community engagement programs.

4. Graduate Attributes:

- Ability to work in a team and behave responsibly.
- Ability to communication effectively and professionally.
- Decision-making & Problem solving skills.
- Entrepreneurship & Innovation skills in management field.
- Strategic thinking skills.
- Leadership skills.
- Ability to interpret the business financial data effectively.
- Critical thinking skills.
- Ethical behavior and social responsibly awareness.
- Business acumen skills.
- Professional skills.
- Ability to manage diverse workforce and change.
- Using research skills in all business situations.

5. Program Learning Outcomes*	
Knowledge and Understanding	
K1	Realize the conceptual framework as well as the main concepts and theories of business field and market constraints areas and how they relate to each other's.
K2	Critically interpret management theories and business schools contributions and theirs efforts to improve management profession as well as international business operations.
K3	Illustrate through scientific research tools how management practices and knowledge affect business performance.
K4	
K...	
Skills	
S1	Ability to formulate plan and implement it as well as using entrepreneurship skills, innovation ideas to create new products and services by using the scientific methods of research.
S2	Ability to connect between the functional, operational and networking strategies and strategic plan to improve business performance.
S3	Analyzing of business's internal and external environmental factors regularly using the environmental scanning tools and techniques.
S4	
S...	
Values	
V1	Demonstrate a professional, leadership as well as an ethical behavior in all management as well as business activities.
V2	Formulate a creative as well as an effective solution for all business operations problems by applying the professional knowledge.
V3	Thinking strategically and innovatively in all management and business's cases & situations.
V4	
V...	

* Add a table for each track or Exit Points/Awarded Degree (if any)

C. Curriculum

1. Study Plan Structure

Program Structure		No. of Courses	Credit Hours	Percentage
Course	Required	13	39	93%
	Elective	-		
Graduation Project (if any)		1	3	7%
Thesis (if any)		-	-	-
Field Experience(if any)		-	-	-
Others (.....)		-	-	-
Total		14	42	100%

* Add a table for each track (if any)

2. Program Courses:

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours
Level 1	0622-510	Operations Management	Required	-	3
	0622-511	Marketing Management	Required	-	3
	0622-512	Human Resource Management	Required	-	3
	0652-1510	Business Accounting.	Required	-	3
Level 2	0612-1621	Business Finance	Required		3
	0672-1611	Business Economics	Required		3
	0622-1522	Business Research	Required		3
	0622-1523	E. Business Strategy.	Required		3
Level 3	0622-1617	Tourism Economics	Required	HRM	3
	0622-1618	Hospitality Management	Required	Operations	3
	0622-1619	Leadership in Healthcare Management	Required	HRM	3
Level 4	0622-1620	International Business	Required	Supply chain Mgt	3
	0622-1621	Strategic Management	Required	Marketing	3
	0622-1616	Project	Required	Business Research	3

* Include additional levels if needed

** Add a table for each track (if any)

3. Course Specifications

Insert hyperlink for all course specifications using NCAAA template

- <https://drive.google.com/drive/folders/1VJRX4jGpkYeDK9lJkDZVjm9DDxqeDoBD?usp=sharing>

4. Program learning Outcomes Mapping Matrix

Align the program learning outcomes with program courses, according to the following desired levels of performance
(I = Introduced P = Practiced M = Mastered)

Course code & No.	Program Learning Outcomes										
	Knowledge and understanding				Skills				Values		
	K1	K2	K3	---	S1	S2	S3	---	V1	V2	----
0622-510	I	I	I		I	I	I		I	I	I
0622-511	I	I	I		I	I	I		I	I	I
0622-512	I	I	I		I	I	I		I	I	I
065-1510	I	I	I		I	I	I		I	I	I
0612-1621	P	P	P		P	P	P		P	P	P
0672-1611	P	P	P		P	P	P		P	P	P
0622-1522	P	P	P		P	P	P		P	P	P
065-1523	P	P	P		P	P	P		P	P	P
0622-1617	M	M	M		M	M	M		M	M	M
0622-1618	M	M	M		M	M	M		M	M	M
0622-1619	M	M	M		M	M	M		M	M	M
0622-620	M	M	M		M	M	M		M	M	M
0622-621	M	M	M		M	M	M		M	M	M
0622-1616	M	M	M		M	M	M		M	M	M

* Add a table for each track (if any)

5. Teaching and Learning Strategies to Achieve Program Learning Outcomes

Describe policies, teaching and learning strategies, learning experience, and learning activities, including curricular and extra-curricular activities, to achieve the program learning outcomes.

- Using the learning system, policies and procedures as mentioned in the KFU QMS. See the link: <https://www.kfu.edu.sa/ar/Deans/QA/Pages/QMS.aspx>
- The program adopts different teaching strategies like Lectures, Seminars, Small group sessions, Researches' projects, Individual and Group's Assignments, Term Papers Presentation, Real cases studies, Homework.
- The program is also use cases of studies methods by giving all students to provide their own cases from their working industry.

The details are available in:

- QMS manual Annex O Teaching Observation Concepts.
- QMS manual section F.1.2.4 Staff appraisal (and promotion criteria).
- QMS manual Annex G Internal Marking Moderation Form – Coursework.
- QMS manual Annex H Internal Marking Moderation Form – Examination.
- QMS manual Annex I Internal Moderation Form – Coursework.
- QMS manual Annex J Internal Moderation Form – Examination.
- QMS manual section C.5 Assessment principles including Moderation and Feedback.

6. Assessment Methods for Program Learning Outcomes.

Describe assessment methods (Direct and Indirect) that can be used to measure achievement of program learning outcomes in every domain of learning.

To assess its learning outcomes, the program follows the following procedures:-

- Using the assessment system, policies and procedures as mentioned in the KFU QMS.
- Applying diverse methods of direct assessment like writing exams, quizzes, Group work evaluation, Project evaluation, individual & group activities evaluation.
- In addition, the program uses indirect methods of assessment like stakeholders feedback, graduates feedback to assess program learning outcomes and graduates attributes.
- All these assessment methods and strategies are aligning with teaching strategies and methods.

The details are available in:

- QMS manual Annex O Teaching Observation Concepts
- QMS manual section F.1.2.4 Staff appraisal (and promotion criteria)
- QMS manual Annex G Internal Marking Moderation Form - Coursework
- QMS manual Annex H Internal Marking Moderation Form - Examination
- QMS manual Annex I Internal Moderation Form - Coursework
- QMS manual Annex J Internal Moderation Form – Examination
- QMS manual section C.5 Assessment principles including Moderation and Feedback

D. Thesis and Its Requirements (if any)

1. Registration of the thesis:

(Requirements/conditions and procedures for registration of the thesis as well as controls, responsibilities and procedures of scientific guidance)

- According to the MBA manual of writing the thesis, all students should complete 36 hours of learning. The thesis committee starts to receive students' proposals for writing their theses according to the MBA manual and guidelines of thesis writing.
- The committee starts to study all proposals, make their comments and inform in writing all students about their proposal results.
- For more details see the links :
https://www.kfu.edu.sa/ar/Deans/HigherStudies/Documents/pgsdocs/PGS_Programs_Procedures.pdf

2. Scientific Supervision:

(The regulations of the selection of the scientific supervisor and his/her responsibilities, as well as the procedures/mechanisms of the scientific supervision and follow-up)

- The central thesis committee use to nominate and inform in writing all the faculty members who have been selecting to supervise students according to the KFU's deanship of higher studies procedures.(see the link:
<https://www.kfu.edu.sa/ar/Deans/HigherStudies/Pages/tuitionfees.aspx>.
- All supervisors and students use to provide four main reports about the progression of their students according to the MBA manual and guidelines.
- If the thesis is finished, the students and supervisors make their final report include the thesis according to the evaluation policy included in the MBA manual.

3. Thesis Defense/Examination:

(The regulations for selection of the defense/examination committee and the requirements to proceed for thesis defense, the procedures for defense and approval of the thesis, and criteria for evaluation of the thesis)

- All procedures and requirements are included in the MBA manual of writing thesis.

E. Student Admission and Support:

1. Student Admission and Transfer Requirements, and Courses Equivalency

Admission requirements for the MBA program are published on the university website, College of Business and the Deanship of graduates studies corner at: *
https://www.kfu.edu.sa/ar/Deans/HigherStudies/Documents/pgsdocs/PGS_Programs_Procedures.pdf

2. Student Counseling Services

(academic, career, psychological and social)

- The academic counseling unit (the regular orientation program).
- Advices provided by the academic affairs for all students.
- College of business has established a Guidance and Counseling office supervised by a faculty member.

Section E.3 Guidance and Counseling of the KFU QMS MANUAL.

3. Special Support

(low achievers, disabled, gifted and talented)

The school of business in King Faisal University (KFU) adopts and facilitates inclusiveness as well as equal opportunities for all students to use and enjoy all the available learning technologies, facilities & other services. These practices are aligned with the university values such as fairness. To attain this goal, the school management pays special attention to the requirements of special needs students. The school provides this group of students with different services such as:

- Special car parking areas.
- Special designed-path in the main entrance.
- Four elevators are available to help students upstairs.
- Locates all the cafeterias, path rooms and pray's areas in the ground floor.
- All lectures' rooms are well- designed and equipped with chairs and points that suitable for all students.
- Introduces special chairs for special needs students.
- The main library is equipped with learning technologies that encourage special needs students to learn better.
- The drinking machines are distributed around the all areas to help every student enjoy drinking.

In addition, there is a centralized committee in KFU which is directly responsible for dealing with special needs students and recommending policies, procedures, facilities etc.

F. Teaching and Administrative Staff

1. Needed Teaching and Administrative Staff

Academic Rank	Specialty		Special Requirements / Skills (if any)	Required Numbers		
	General	Specific		M	F	T
Professors	1	3	-	2	2	4
Associate Professors	1	3	-	2	2	4

Academic Rank	Specialty		Special Requirements / Skills (if any)	Required Numbers		
	General	Specific		M	F	T
Assistant Professors	4	2	-	4	2	6
Technicians and Laboratory Assistants	-	-	-	-	-	-
Administrative and Supportive Staff	-	-	-	-	-	-
Others (specify)	-	-	-	-	-	-

2. Professional Development

2.1 Orientation for New Teaching Staff

Describe briefly the process used for orientation of new, visiting and part-time teaching staff

- School of Business used to provide all newcomers with an orientation program yearly. Part of this program is done by the Quality & Development Committee. The committee used to provide all newcomers with information related to the KFU policies, procedures, academic systems, quality systems etc. There are special workshops covering these areas and provided by Quality & Development Committee covering Quality systems, Blackboard and Banner systems etc..
- In addition, all departments have welcomed their new faculty members and use to provide them with all data and information that necessary for their performance and help them stay for longtime.

2.2 Professional Development for Teaching Staff

Describe briefly the plan and arrangements for academic and professional development of teaching staff (e.g., teaching & learning strategies, learning outcomes assessment, professional development, etc.)

- The School of Business has a special committee called Quality & Development Committee. This committee has a yearly developmental plan covering different training needs like teaching strategies, assessing learning outcomes, using the technologies in teaching, etc(see the annual developmental plan) . All programs and training are align and support the college strategy as well as KFU mission.
- The development coordinator use to evaluate all workshops and training programs through questionnaire covering all participants. All weaknesses and strengths are taken into consideration for the next year plan improvements.

G. Learning Resources, Facilities, and Equipment

1. Learning Resources.

Policies and Procedure for providing and quality assurance of learning resources (textbooks, references and other resource materials, including electronic and web-based resources, etc.)

- Business Administration program in school of business follows the following centralized procedures for the provision of learning resources :-
- KFU Deanship of Library Affairs central library have published their processes for planning and acquisition of textbooks, reference and other resource material including electronic and web based resources on their website (<http://www.kfu.edu.sa/ar/Deans/Library/Pages/Home-new.aspx>)

KFU teaching staff have access to the Saudi Digital Library which has links to international databases, journals and e-books resources (<http://www.kfu.edu.sa/ar/Deans/Library/pages/sdl.aspx>)

2. Facilities and Equipment

Policies and Procedure for providing and quality assurance of Facilities and Equipment (Library, laboratories, medical facilities, classrooms, etc.).

- School of business follows the following centralized procedures for the provision of learning facilities and other equipment :-
 - KFU Deanship of Library Affairs central library have published their processes for planning and acquisition of textbooks, reference and other resource material including electronic and web based resources on their website(<http://www.kfu.edu.sa/ar/Deans/Library/Pages/Home-new.aspx>)
 - KFU teaching staff have access to the Saudi Digital Library which has links to international databases, journals and e-books resources (<http://www.kfu.edu.sa/ar/Deans/Library/pages/sdl.aspx>)
 - The College of Business has established a number of fully equipped computer labs used for laboratory work of related courses.
 - Labs are allocated by a special committee at the college level that reports to the college vice dean of academic affairs

The College of Business faculty has also its own library with limited number of books that are available for borrowing by faculty members

3. Arrangements to Maintain a Healthy and Safe Environment (According to the nature of the program)

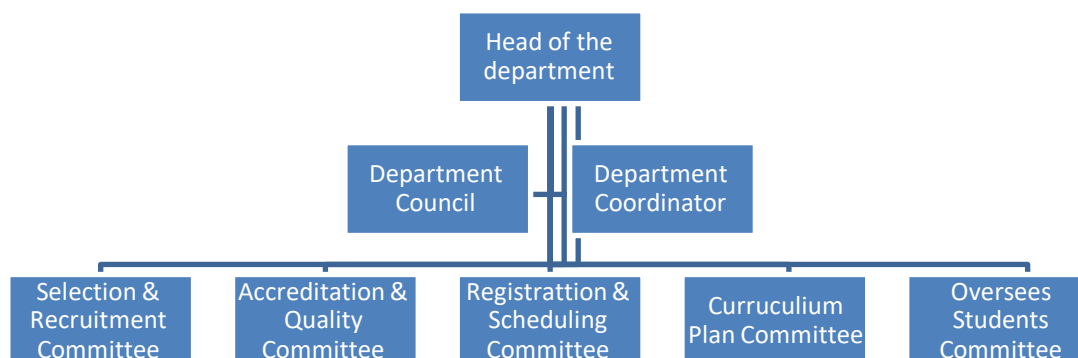
- For the healthy issue, the school of business building is designed and equipped with sophisticated systems of air conditioning, lighting, that allows a healthy learning environment. The school has third-party officers who are in charge of running the systems, maintenance and control.
- In addition, the KFU as well as school of business provide all stakeholders with a healthy food in the main restaurant manage by certified providers.
- The school has Jim facilities in the same building which helps stakeholders improving fitness.
- Regarding the safety issue, the school of business creates and maintains a safe working place for all stakeholders. The main building (no.23) is well-equipped and designed safety. There are many exits in case of fire as well as fire distinguisher and fire alarming system connected with the KFU's safety unit.
- From time to time, the KFU safety unit use to have a fire evacuation training program attended by all faculty members, students and professional staff members.
- There are some safety policies about smoking, car parking, office safety implemented by the school members and controlled by some officer from the KFU safety unit.

H. Program Management and Regulations

1. Program Management

1.1 Program Structure

(including boards, councils, units, committees, etc.)



1.2 Stakeholders' Involvement

Describe the representation and involvement of stakeholders in the program planning and development. (students, professional bodies, scientific societies, alumni, employers, etc.)

- The department uses to involve graduates and current students in all curriculum development activities and developmental plans. The departments collect data regarding the weaknesses and strengths through annual survey from graduates, current students and employers.
- The program has a collaborative agreement with NOVA business school to help the program adopt and apply international business standards of teaching.
- There are plans to have some partnership with professional bodies like Chartered Institute of Management (CMI) in UK as well as have an accreditation from it. This step might help the program graduates and alumni to have a positive network and get the full benefits from CMI.

2. Program Regulations

Provide a list of related program regulations, including their link to online version: admission, study and exams, recruitment, appeals and complaint regulations, etc.)

- The program adopts all the regulations and procedures related to students' admission, study and exams, complaints regulations etc. The below link provides with information and sources that assist students in the above mentioned procedures:-

https://www.kfu.edu.sa/ar/Deans/HigherStudies/Documents/pgsdocs/PGS_Programs_Procedures.pdf

I. Program Quality Assurance

1. Program Quality Assurance System

Provide online link to quality assurance manual

- <https://www.kfu.edu.sa/ar/Deans/QA/Pages/QMS.aspx>

2. Program Quality Monitoring Procedures

- Current students will be surveyed through a questionnaire enquiring their opinions concerning how they benefit from the program each semester.
- Graduates will be surveyed for their view of the program from the practical side, how the program affected their performance on the job.
- The department obtains assessments of the overall quality of the program and achievement through advisory committees and external reviewers.
- The evaluation results are discussed by all stakeholders in different workshops and a plan for continuous improvements formulated accordingly as PDCA quality concepts.

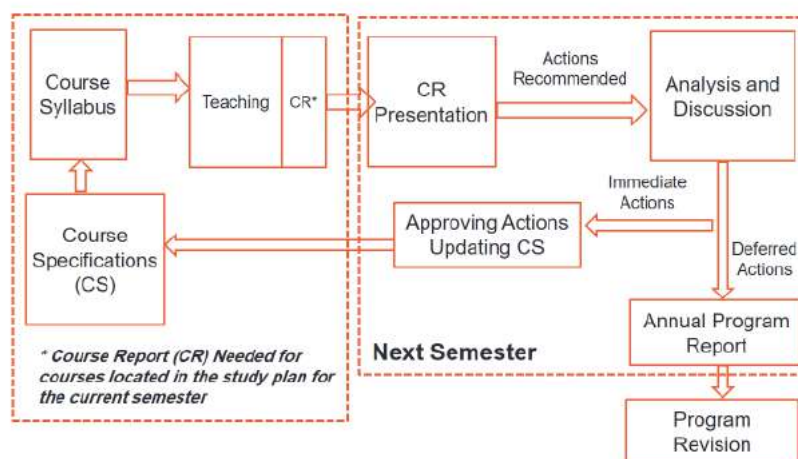


Figure 5.4: Flowchart for utilizing course report in improving the quality of the course

3. Arrangements to Monitor Quality of Courses Taught by other Departments.

- Regarding the department courses and track courses, these courses are usually taught by the department instructors.
- For general and elective courses, the department head receive comments and reports through the banner system about the standards required by the college, ILOs and how these standards and ILOs achieved. Also this issue is discussed each semester by the College Board and all departments' heads.
- These comments then pass to the all faculty members in a special council meeting.

4. Arrangements Used to Ensure the Consistency between Main Campus and Branches (including male and female sections)

- The department follows a centralized method of teaching arrangements .All procedures, plans, contents as well as the same courses' specifications are applied in the male and female sections.
- The program has a sufficient teaching staff in both male and female sections that use the same courses plan.
- By the end of each semester, all courses' reports are collected from both male and female sections and discussed in the special workshop.

5. Arrangements to Apply the Institutional Regulations Governing the Educational and Research Partnerships (if any).

- The program follows all institutional polices, regulations and procedures that announced by KFU's Deanships and Units like Research & Higher Studies, Library, Quality & Development, etc.

The department use to circulate all new institutional regulations to all instructors through SHARIK system, emails, SMS.

6. Assessment Plan for Program Learning Outcomes (PLOs), and Mechanisms of Using its Results in the Development Processes

- The program management is planning to conduct an assessment survey (indirect assessment) by asking the employers about their expectations and how department's graduates meet these expectations. This will be done during the first semester: 2019/2020.

- In addition, the college through the statistical unit is also plan to conduct its regular survey(Direct assessment) by assessing all programs' ILOs

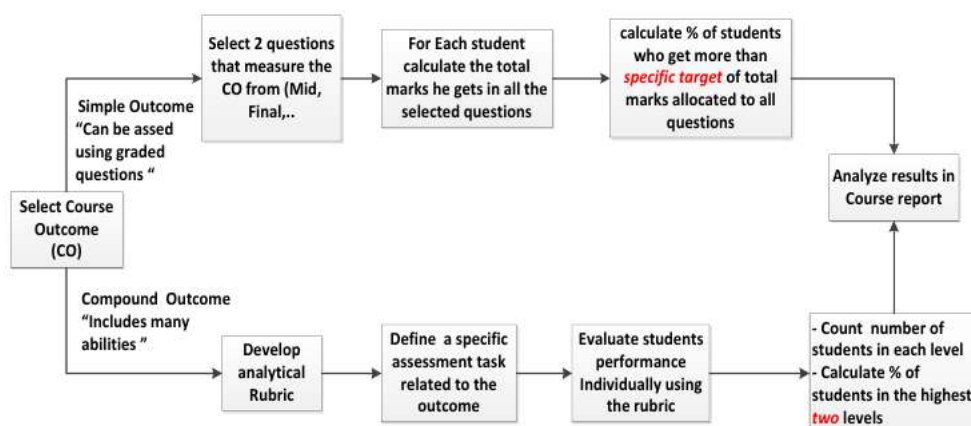


Figure 5.2: Flowchart for Course Outcome Assessments Process

7. Evaluation of Program Quality Matrix

Evaluation Areas/Aspects	Evaluation Sources/References	Evaluation Methods	Evaluation Time
Program review	Employers, professional bodies, experts.	Visits, surveys.	Five years period
Effectiveness of teaching & Assessment	Students graduates	Surveys	End of each semester
Learning resources	Students Graduates	Surveys	End of each semester
Graduates attributes	Employers	Surveys	End of academic year .
Program's learning outcomes	Students graduates	Surveys	End of each semester

Evaluation Areas/Aspects (e.g., leadership, effectiveness of teaching & assessment, learning resources, partnerships, etc.)

Evaluation Sources (students, graduates, alumni, faculty, program leaders, administrative staff, employers, independent reviewers, and others (specify)

Evaluation Methods (e.g., Surveys, interviews, visits, etc.)

Evaluation Time (e.g., beginning of semesters, end of academic year, etc.)

8. Program KPIs*

The period to achieve the target (.....) year.

No	KPIs Code	KPIs	Target	Measurement Methods	Measurement Time
1		Percentage of achieved indicators of the program operational plan objectives.	30%	Assessment of the completion percentage	End of the semester
2		Students' overall evaluation on the quality of their learning Experiences. (Average rating of the overall quality on a five point scale in an annual survey of final year students.).	3.9	PES	End of the semester
3		Students overall rating on the quality of their courses. (Average rating of students on a five point scale on overall evaluation of courses.)	4.2	CES	End of the semester

No	KPIs Code	KPIs	Target	Measurement Methods	Measurement Time
4		Students' evaluation of the quality of scientific supervision	3.5	PES	End of the semester
5		Average time for students' graduation	2 year	Cohort analysis	End of the semester
6		Rate of students dropping out of the program	3%	Withdrawn rate	End of the semester
7		Graduates' employability	70%	Graduates Survey	End of the semester
8		Employers' evaluation of the program graduates' competency	3.9	Employers survey	End of the semester
9		Students' satisfaction with the provided services	4	PES	End of the semester
10		Ratio of students to faculty members	1:20	Data analysis	End of the semester
11		Percentage of faculty members' distribution based on academic ranking	50% Associate professor, 50% Assistant Professor	Data analysis	End of the semester
12		Proportion of faculty members leaving the program	3%	Data analysis	End of the semester
13		Satisfaction of beneficiaries with learning resources	3.7	PES	End of the semester
14		Satisfaction of beneficiaries with research facilities and equipment	4	PES	End of the semester
15		Percentage of publications of faculty members	0.40:1	Data analysis	End of the semester
16		Rate of published research per faculty member	2:1	Data analysis	End of the semester
17		Citations rate in refereed journals per faculty member	20:1	Data analysis	End of the semester
18		Percentage of students' publication	5%	Data analysis	End of the semester
19		Number of patents, innovative products, and awards of excellence	3	Data analysis	End of the semester

* including KPIs required by NCAAA

j. Specification Approval Authority

Council / Committee	Department Council
Reference No.	1st meeting, First semester: 1440/1441
Date	29/4/2020-----6/9/1441Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Project
Course Code:	0622-622
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 2 -Four year
4. Pre-requisites for this course (if any): Business Research
5. Co-requisites for this course (if any): N/A

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

This project aims to offer students the opportunities to gain work experience in the area related to their major of study and it comes to align with the program as well as college mission and objectives. The project enables students to apply their knowledge and skills in a practical research. Students use to prepare their final project according to the project's manual. This project does not require a normal teaching as it applies to other courses. However, Students must pass all perquisites courses. They can contact their supervisors on the School to help them on issues relate to their tasks and responsibilities.

Course Main Objective

1. Providing students with project manual and guidance.
2. Follow-up student's stages and reports.
3. Using the KFU research technologies and resources.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge	
1.1	Realizing the conceptual framework as well as the main concepts research writing and scientific research models.	k.1
1.2	Critically reviewing marketing the previous literature and published papers.	k.2
1.3	Illustrate through scientific research tools how to solve business problems.	k.3
1...		
2	Skills	
2.1	Ability to use the scientific methods of research.	s.1
2.2	Ability to evaluate others research's.	s.2
2.3	Analyzing of business's marketing facilities regularly using the environmental scanning tools and research techniques.	s.3
2...		
3	Values	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all research processes.	c.1
3.2	Using the scientific tools to conduct business research.	c.2
3.3		
3...		

* Program Learning Outcomes

B. Course Content

No	List of Topics	Contact Hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts research writing and scientific research models.	According to the project manual.	Report evaluations.
1.2	Critically reviewing marketing the previous literature and published papers.	According to the project manual.	Supervisor evaluation.
1.3	Illustrate through scientific research tools how to solve business problems.	According to the project manual.	Report evaluations.
2.0	Skills		
2.1	Ability to use the scientific methods of research.	According to the project manual.	Report evaluations.
2.2	Ability to evaluate others research's.	According to the project manual.	Supervisor evaluation.

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
2.3	Analyzing of business's marketing facilities regularly using the environmental scanning tools and research techniques.	According to the project manual.	Report evaluations.
3.0	Vlaues		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all research processes.	According to the project manual.	Report evaluations.
3.2	Using the scientific tools to conduct business research.	According to the project manual.	Supervisor evaluation.
3.3	Demonstrate a professional, leadership as well as an ethical behavior in all research processes.	According to the project manual.	Report evaluations.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	See the project manual(Attached		
2			

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none"> • Donald.R.Cooper & Pamelas.S.Schindler," Buisness Research Methods"10th edition,MC Grow-Hill international edition,Singapore ,2008..
Essential Reference Materials	<ul style="list-style-type: none"> • ISI journals. • Scopus journals.
Electronic Materials	<ul style="list-style-type: none"> • KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none"> • Students' handout materials. • Materials on the blackboard. • Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none"> Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none"> Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri



Course Specifications (Postgraduate Degree)

Course Title:	Strategic Management
Course Code:	0622-511
Program:	Master of Business Administration(MBA)
Department:	Management
College:	School of Business
Institution:	King Faisal University

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F. Learning Resources and Facilities	6
1. Learning Resources.....	6
2. Educational and research Facilities and Equipment Required	6
G. Course Quality Evaluation	7
H. Specification Approval Data	7

A. Course Identification

1. Credit hours: 3
2. Course type <input checked="" type="checkbox"/> Required <input type="checkbox"/> Elective
3. Level/year at which this course is offered: Level 2 -second year
4. Pre-requisites for this course (if any): Marketing Mgt.
5. Co-requisites for this course (if any): HRM

6. Mode of Instruction (mark all that apply)

No	Mode of Instruction	Contact Hours	Percentage
1	Traditional classroom	45	100%
2	Blended		
3	E-learning		
4	Distance learning		
5	Other		

7. Actual Learning Hours (based on academic semester)

No	Activity	Learning Hours
1	Lecture	45
2	Laboratory/Studio	-
3	Seminars	-
4	Others (specify)	-
Total		45

B. Course Objectives and Learning Outcomes

1. Course Description

Examines the theoretical, conceptual framework, essential concepts, theories, and practices of the major topics in strategic management field and its main areas and processes such as vision, mission statement, strategic planning, strategy formulation, strategy implementation, strategy evaluation, international business environment, as well as dealing with cases of studies related to environmental scanning etc. Formulating plans and strategies as well as applying the essential strategic management knowledge and skills in different situations in order to improve managerial skills, leadership skills and the organization's performance. This requirement will improve students' cognitive skill, teamwork and communications besides enhancing their managerial and leadership competencies.

Course Main Objective

1. To provide the theoretical, conceptual framework and essential knowledge of strategic management.
2. To equip students with the essential knowledge and skills in strategic management & as well as its main activities, functions and practices.
3. To enable students to behave ethically when practicing strategic managers roles, duties and responsibilities.

4. To enable students to assess and evaluate strategic issues, decisions as well as duties played by strategists effectively by using different evaluation tools.

3. Course Learning Outcomes

Course Learning Outcomes (CLOs)		Aligned PLOs*
1	Knowledge and Understanding	
1.1	Realizing the conceptual framework as well as the main concepts and theories of strategic management field and how it relates to other business functions.	k.1
1.2	Critically interpret strategic management theories and its contributions to improve business performance.	k.2
1.3	Illustrate through scientific research tools how strategic management practices and its knowledge affect business performance.	k.3
2	Skills :	
2.1	Ability to formulate, evaluate and implement strategic plans using strategic plans tools as well as scientific research methods to improve business competitive advantage.	s.1
2.2	Ability to connect and align between business environment and strategic business plan to improve the organizational performance.	s.2
2.3	Analyzing of business's operating environment regularly using the environmental scanning tools and techniques.	s.3
3	Values:	
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all strategic management practices, functions as well as business activities.	v 1
3.2	Formulate an effective solution for all operational problems by applying the professional knowledge in strategic management field.	v 2
3.3	Thinking strategically and innovatively in all strategic issues and management problems, activities, business's cases & situations.	V3
3...		

* Program Learning Outcomes

B. Course Content

No	List of Topics	Contact Hours
1	The nature of strategic management	3 hours
2	The business vision and mission	6 hours
3	The external assessment	3 hours
4	The internal assessment	3 hours
5	Strategies in actions	3 hours
6	Strategy analysis and choice	3 hours
٧	Implementing strategies : Management & Operations issues	3 hours
٨	Implementing strategies: Marketing, finance, accounting issues.	6 hours
٩	Strategy review , evaluation and control	3 hours
١٠	Business ethics/ social responsibility / environmental sustainability.	3 hours
١١	Global / international issues	3 hours
١٢	Strategic management cases	6 hours
Total		45 hours

D. Teaching and Assessment

1. Alignment of Course Learning Outcomes with Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge		
1.1	Realizing the conceptual framework as well as the main concepts and theories of strategic management field and how it relates to each other business functions.	Lecture.	Written exams/written test
1.2	Critically interpret strategic management theories and its contributions to improve business performance.	Lecture,	Written exams/written test
1.3	Illustrate through scientific research tools how strategic management practices and its knowledge affect business performance.	Lecture.	Written exams/written test
2.0	Skills		
2.1	Ability to formulate, evaluate and implement strategic plans using strategic plans tools as well as scientific research methods to improve business competitive advantage.	Lecture, Practical work	Written exam, Practical report, group activity assessment.
2.2	Ability to connect and align between business environment and strategic business plan to improve the organizational performance.	Lecture, Case studies	Project report, cases studies analysis and oral presentation.
2.3	Analyzing of business's operating environment regularly using the environmental scanning tools and techniques.	Lecture, practical work.	Practical report, individual activity.
3.0	Values		
3.1	Demonstrate a professional, leadership as well as an ethical behavior in all strategic management practices, functions as well as business activities.	Lecture, practical work, group work.	Practical work. Group project.
3.2	Formulate an effective solution for all operational problems by applying the professional knowledge in strategic management field.	Lecture, group work.	Written exam, individual work.
3.3	Thinking strategically and innovatively in all strategic issues and management problems, activities, business's cases & situations.	Blackboard activities.	Practical report, individual activity.

2. Assessment Tasks for Students

#	Assessment task*	Week Due	Percentage of Total Assessment Score
1	Assignments/ Case Studies Analysis Presentation (Group + Individual)/ practical reports Project report evaluation	During the term	60%
2	Final Examination	End of term	40%

*Assessment task (i.e., written test, oral test, oral presentation, group project, essay, etc.)

E. Student Academic Counseling and Support

Arrangements for availability of faculty and teaching staff for individual student consultations and academic advice:

- Office hours as per faculty member schedule.
- University mail.
- Blackboard.

F. Learning Resources and Facilities

1. Learning Resources

Required Textbooks	<ul style="list-style-type: none">• David, F. R., Strategic Management: Concepts & Cases, Pearson, last version.
Essential Reference Materials	<ul style="list-style-type: none">• Strategic management journals.• Strategic management: an integrated approach, Hills & Johns , last version .• Strategic management club
Electronic Materials	<ul style="list-style-type: none">• KFU main library data sources and references.
Other Learning Materials	<ul style="list-style-type: none">• Students' handout materials.• Materials on the blackboard.• Students' materials as provided by the main book's publisher.

2. Educational and research Facilities and Equipment Required

Item	Resources
Accommodation (Classrooms, laboratories, demonstration rooms/labs, etc.)	Indicate requirements for the course including size of classrooms and laboratories (i.e. number of seats in classrooms and laboratories, extent of computer access etc.) - A suitable arranged classroom, with sophisticated learning technologies.
Technology Resources (AV, data show, Smart Board, software, etc.)	<ul style="list-style-type: none">• Laptop, Smart Board.
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)	<ul style="list-style-type: none">• Round table chair, which help students to learn in-group.

G. Course Quality Evaluation

Evaluation Areas/Issues	Evaluators	Evaluation Methods
Course objectives, content and learning outcomes.	Curriculum committee	Course review / course report
Effectiveness of teaching.	Faculty students	Class room observation (QMS Annex O and P) Course evaluation survey (QMS Annex B)
Achievement of course learning outcomes.	Course faculty	Moderation (QMS Annex G, Annex H).
Assessment.	Course faculty	Verification
Learning resources and facilities.	Students faculty	Course review / course report
Students academic counselling and support.	Program coordinator	Course evaluation survey

Evaluation Areas/Issues (e.g., Effectiveness of teaching and assessment, Extent of achievement of course learning outcomes, Quality of learning resources, etc.)

Evaluators (Students, Faculty, Program Leaders, Peer Reviewer, Others (specify))

Assessment Methods (Direct, Indirect)

H. Specification Approval Data

Council / Committee	Department Council
Reference No.	4 th meeting, First semester: 1441/1442
Date	30/9/2020-13/2/1442 Hijri