

# **CRAFTED BY BANKERS FOR BANKERS**



**MASTER OF BUSINESS  
ADMINISTRATION  
IN BANKING OPERATIONS  
AND MANAGEMENT**

  
**USEK**  
HOLY SPIRIT UNIVERSITY  
OF KASLIK

# PROGRAM

THE OBJECTIVE OF THIS UNIQUE MBA PROGRAM IS TO BRING TOGETHER BANKING PROFESSIONALS IN LEBANON WHO CAN SUSTAIN THE GROWING MOMENTUM OF THE BANKING SECTOR AND HELP IT ACHIEVE NEW LEVELS OF PROFITABILITY AND CUSTOMER RESPONSIVENESS. TAUGHT BY EXPERT PRACTITIONERS IN THE FIELD, THE PROGRAM IS A COMPREHENSIVE PORTFOLIO OF RELEVANT AND APPLIED COURSE CONTENT WHICH EXERCISES THE TECHNICAL SKILLS OF BANKERS AND DEEPENS THEIR FUNDAMENTAL KNOWLEDGE OF BANK OPERATIONS, CREDIT ADMINISTRATION, ACCOUNTING, RISK MANAGEMENT, AND MUCH MORE.

## PROGRAM EDUCATION OBJECTIVES

By the end of the course graduates will

- Possess advanced knowledge and enhanced managerial abilities in banking;
- Incorporate ethical and social banking outlooks into their professional practices;
- Demonstrate effective analytical and reporting skills in banking.

## PROGRAM STRUCTURE

- 39 credits
- Additional 9 prerequisite credits for non-business students

## ADMISSION CRITERIA

Applicants should meet the following criteria:

- Hold a bachelor's degree in Business, Economics, Finance, Law, Sciences, Engineering, or any other equivalent field of study;
- Have an undergraduate GPA of at least 70/100;
- Have the minimum recommended GMAT score of 570;
- Possess a minimum of 2 years of professional relevant experience, ideally in banking and finance.

## PROGRAM STRUCTURE

Course			Credits
<b>Common Courses - (12 credits)</b>			
BUS	500	Quantitative Research Methods	3
BUS	689	Case Study Methodology	3
ACT	540	Cost and Managerial Accounting in Banking	3
BUS	3-2-691	3 Thematic Seminars	3
<b>Major Courses (21 credits)</b>			
BAN	570	Front and Back Office Operations	3
BAN	590	Credit – Beginner	3
BAN	591	Credit – Intermediate	3
BAN	690	Treasury Management	3
BAN	695	Legal Compliance & Corporate Governance	3
FIN	610	Risk Management	3
MGT	665	Bank Strategic Management and Decision Making	3
<b>Graduation Project (6 credits)</b>			
BUS	699A;B	Training and Analytical Report	6

*NB: Cumulative GPA must be greater than or equal to 80/100*



## COURSE DESCRIPTION

### **BUS 500: QUANTITATIVE METHOD FOR RESEARCH**

This course focuses on the basic concepts and methods of scientific inquiry as used in knowledge-building for business work practice. The course materials build on the application of data analysis and statistical techniques, including the use of the Statistical Package for the Social Sciences (SPSS) in business research.

### **BU 5689: CASE STUDY METHODOLOGY**

This course aims to help prepare, conduct and present a research project, with the help of numerous concrete and practical examples. It is based on the main stages of the realization of a research project. It is similar to a research report in that the author's research theme is introduced through this course. Not only does the textbook offer guidance and examples on how to develop a research project, but it also serves as a model for the presentation.

### **ACT 540: COST AND MANAGERIAL ACCOUNTING IN BANKING**

In an environment that has become increasingly very competitive, the accurate measurement of returns, performance monitoring and management planning condition the development of banking and financial institutions as well as the decisions of their policymakers. This course reviews all the techniques used in the field of management control and looks at how they are used in a banking context such as profitability per division/product/employee, transfer pricing models and cost control measures.

### **BUS 691-2-3: THEMATIC SEMINARS**

Business and academic professionals will cover various current events and trends at the level of finance, management and marketing, in order to illustrate and complete the student's training program.

### **BAN 570: FRONT AND BACK OFFICE OPERATIONS**

The number of Lebanese bank outlets is estimated at around 1,100 branches, and yet ... what do we know about this business? Focusing on the Lebanese experience, the objective of this course is to enable students to understand the peculiarity of the business, in the most concrete way possible. The course covers topics that include the overall operations of traditional commercial banking (retail deposits and lending); organization of branch resources and branch management; performance of the branch overall; objectives setting; management of teams; sales force; monitoring of activities; results and corrections; skills development; training and coaching; and managerial action.

### **BAN 590: CREDIT BEGINNER**

Traditionally, lenders have faced credit risk in the form of default by borrowers. To date, credit risk assessment remains a major concern for lenders worldwide. The more they know about the creditworthiness of a potential borrower, the greater the chance they can maximize profits, increase market share, minimize risk, and reduce the financial provision that must be made for bad debt. The objective of this course is to provide students with the necessary tools and knowledge for a sound credit management practice and an appropriate global approach to evaluate credit risks.

### **BAN 591: CREDIT INTERMEDIATE**

The objective of this course is to promote an understanding of assessment methodologies and models used to measure the credit risk borne by banks when financing customers of all categories as well as the regulatory framework in the banking sector.

### **BAN 690: TREASURY MANAGEMENT**

The course is tailored to give participants an understanding of bank treasury management and of treasury middle office controls. Further, the course offers practical experience in treasury back office operations activity flows and a comprehensive understanding of the importance of segregation of duties, controls and synchronization of efforts among the front, middle and back offices. The course provides an introduction to treasury auditing and internal control procedures.



# ▲ COURSES

## **BAN 695: LEGAL COMPLIANCE AND CORPORATE GOVERNANCE**

The course covers two main topics: (1) Compliance and (2) Corporate Governance. Compliance mainly entails anti-money laundering, sanctions compliance, and regulatory compliance, in addition to some international laws/requirements such as the laws for combating tax evasion (FATCA/GATCA). As for Corporate Governance, the course looks at the benefits thereof, in addition to the role of various stakeholders (e.g., CEO, Board of Directors, senior management, etc.).

## **FIN 610: RISK MANAGEMENT**

This course offers a detailed analysis of the industry's current risk management methodologies in identifying, assessing, and mitigating risk in a financial institution. The course also encompasses a comprehensive review of local and international governance structures for market, credit, and operational risks, as well as asset and liability management.

## **MGT 665: BANK STRATEGIC MANAGEMENT AND DECISION MAKING**

The objective of this course is to bring together the concepts of strategic management and strategic marketing as applied to the local and international banking scenes and rooted in field experience. We will then link them to the process of decision-making in the local banking industry. The course covers strategic planning and its implementation in the bank; situation analysis; product strategies; pricing; communication; scorecards; KPIs; KSI; organization and change; data warehouses; leadership and high-performance culture; personal performance alignment; and effective rewards for success.

## **BUS 699A; B: TRAINING AND ANALYTICAL REPORT**

The professional report should explain an enterprise's professional mission by tapping the knowledge that has been gained in the MBA courses. It should demonstrate the candidate's capacity to analyze in relation to a practical problem. The report should not be limited to a mere description of the enterprise but should also advance a thesis and include an analytical dimension that proffers recommendations and methods.



**REVEAL LEADERSHIP SKILLS  
THAT ENABLE COMPLEX  
DECISION MAKING USING  
CONTEMPORARY BANKING  
AND FINANCE APPROACHES**

