

# MSM

MAASTRICHT  
SCHOOL OF  
MANAGEMENT

**RITI**  
Regional IT Institute  
*Since* 1992

## MBA

Marketing Management  
Strategic Management  
Banking and Finance



Internationally accredited Master of Business Administration

## Maastricht School of Management

[www.msm.nl](http://www.msm.nl)

The Maastricht School of Management (MSM), located in the Netherlands, is the globally networked management school that provides state-of-art management education to managers and mid-career professionals from many countries. The school's objective is to enhance professional competence and enrich the lives and careers of those involved in the practice of management. The school balances management theory with practical experience and research in multicultural and multidisciplinary setting. Its activities translate that into specific efforts for executive training, degree training, business consulting, and management research. The school grants degrees at MBA and DBA level. Annually, more than 2,000 postgraduate students in more than 20 countries attend MSM's programs worldwide.

The Regional IT Institute (RITI) has joined forces with MSM in the delivery of the MBA program in 1994. RITI was the first educational entity in the region to realize the global movement towards business administration and towards performing business based on proper scientific rules. Thus, RITI has cooperated with MSM as one of the leading universities in the field of business administration in offering the MBA program with an intention to augment the Egyptian capabilities and to create a conducive medium for competitive excellence through comprehensive coverage of the latest concepts, theories tools and techniques. Since then, RITI – MSM MBA program has achieved the highest enrolment numbers in the Egyptian market.

### Program Overview

The global business environment of today needs executives who recognize global trends and respond successfully to them. This MBA program raises the standards of management knowledge and practice through the study and understanding of management theory based on empirical research. MSM MBA participants are given the opportunity to share their expertise with fellow students and faculty members from all over the world. An innovative and stimulating learning environment is created in which the participants' knowledge and skills are continuously challenged both inside and outside the classroom.

### Key Benefits

Upon the completion of MSM MBA program participants will gain:

- **International Exposure:** Professors come from different parts of the world and bring along culturally diversified experiences. The fact that they teach in different settings allow participants to have examples that can match or contradict with their counterparts in the local environment.
- **Group Diversity:** Participants come from different countries all over the world and play a very active role in the program through group work and special assignments. The participants' age ranges mostly between 24 and 35 and they come from many different backgrounds. Each one brings a unique blend of knowledge and experience and this offers a rare opportunity to mingle with a culturally and geographically diverse group with different perspectives, insights as well as management styles.
- **Group Size:** RITI accepts no more than 30 participants in each intake. This enables faculty to act as individual tutors. to assist the learning process and to support personal and career development. Participants receive a lot of individual attention and have time to contribute, to challenge received wisdom, and to learn by questioning concepts.
- **Academic and Professional Balance:** The professors not only provide academic and theoretical knowledge but they also bring to class professional and real life examples as most of them work as consultants in reputable multinational organizations. This ensures a good balance between technical and managerial topics.
- **Case Studies:** Case studies are carefully selected to guarantee the relevance of the course to the participants of developing economies.
- **Research Opportunities:** A research opportunity (research paper) or the academic thesis will enable participants to apply the knowledge gained in the home situation.
- **Coaching:** Participants receive personal coaching and consultancy on research paper or academic thesis.



## Participants' Profile

This MBA program aims successful individuals seeking intensive training for larger opportunities; professionals and executives who come from many different types of organizations including multinational companies, private companies, universities, governmental organizations and NGOs and have already worked in business for at least three years with significant experience in management.

## Instructors' Profile

This program is led by a group of the best minds around the world. 50% of the MBA faculty is comprised of foreign professors representing MSM, and known for their long distinguished academic and research record. The other 50% of the faculty consists of local professors who possess both the academic and the professional backgrounds that are considered necessary to supplement the master's degree value and integrate the practical experience and the academic knowledge gained from the program.

## Program Accreditation

The MSM MBA program has been accredited by the Association of MBAs (AMBA), the Association of Collegiate Business Schools (ACBSP), and the Assembly of Collegiate Business Education (IACBE). The Dutch Ministry of Education, Culture and Science endorses the academic standards of MSM MBA degree by law. The MBA program complies with the standards upheld by the Higher Education Quality Control Organization of the Netherlands.

## Awarding the Degree

Upon successful completion of all 17 courses and the presentation of a credible thesis (a total of 70 credit hours), participants will be awarded the Master of Business Administration in Marketing Management, Strategic Management, or Banking and Finance from Maastricht School of Management, the Netherlands.

## Facilities Provided

Facilities provided to participants include access to computer labs that are connected to the internet at a speed of 10 Mbps in addition to RITI wireless internet connection, library services, and access to an international digital library (EBSCO). All MSM students have access to the MSM online information center.

## Practical Information

**Location:** Regional IT Institute premises.

**Duration:** 70 credit hours – 24 months.

**Schedule:** Lectures are held two or three times a week in the first 2 segments of the program, Specialization Segment lectures are sometimes held four times a week from 18:00 to 22:00 hrs.

**Registration Requirements:** The main prerequisite for admission to the MBA program is a sound academic background. Participants must hold at least a bachelor's degree from a recognized university. A completed application form, copies of academic transcripts, two recommendation letters, current resume, and four passport sized photos should be submitted. At least 570 TOEFL score or 89 for the internet based TOEFL is required. In addition, 500 GMAT score, GRE or completing 4 Leveling Courses is required. A minimum of three years of relevant work experience is also required. Participants are admitted on a competitive basis. (All documents have to be submitted in English Language).

## Program Design

The MSM MBA outreach program is based on the same program offered in the Netherlands as well as in more than 20 countries worldwide. It consists of 17 courses, totaling 70 credit-hours, distributed on three segments:

- **Functional Core Segment:** provides a solid knowledge base in each of the major management disciplines and courses with broader focus with a multidisciplinary nature.
- **Integration Segment:** offers one course that covers the cultural backbone of management in addition to an integrated workshop that covers all learned disciplines compiled. This segment also includes the submission of a master thesis, that is based on a current business research project of the participants' choice.
- **Specialization Module:** contains a number of expert specializations. Participants can choose among Marketing Management, Strategic Management or Banking and Finance focuses.

## Content

The MBA degree offered by MSM embodies the state-of-the-art postgraduate education in business administration to young and mid-career professionals to advance their knowledge and practice of management and to train them to lead in a dynamic global business environment.

The main perspectives for the 17 courses of the program are as follows:

### Functional Core Segment

#### Finance | 3 Credits

The course focuses on the acquisition and management of capital for profits. The emphasis is given to financial decisions and their impact on the financial performance of the firm. Time value, exposition of the valuation issues, methods and problems of bonds and the corporations will be presented. Long-term investment decisions in plant and equipment will be discussed. The issues of cost of capital, working capital management and other issues will be analyzed.

#### Accounting for Managers | 3 Credits

The aim of this course is to introduce accounting to students. Accounting comprises financial accounting and management accounting. Both forms of accounting rely on information extracted from the financial information system. Recent accounting scandals in companies like Enron, Parmalat and Ahold have illustrated the importance of providing reliable information about the performance of a company.

#### Economics for Managers | 3 Credits

This course introduces economics and seeks to study the functioning of markets, both on micro and macro level. On the microeconomic level, we shall discuss the behavior of consumers, producers or firms, process of price formation and output determination. On the macroeconomic level, we seek to understand the causes and consequences of economic fluctuations and economic growth, how the government might influence the economy and stabilize inflation and unemployment at acceptable levels.

### Global Corporate Strategy | 3 Credits

Global Corporate Strategy builds an overview of the strategic management process, studies the main elements of the process in practice, places strong emphasis on strategic analysis and choice, develops a thorough understanding of generic strategies and how they might be pursued by different business types; and concludes presenting processes of evaluation, measurement and control.

### Marketing in a Global Context | 3 Credits

This course introduces students to both conceptual tools and practical realities of marketing within globalizing business environments. Through using cases and examples from various countries, students should gain insights on effective marketing practices and be challenged to apply ethical principles in 'real-world' contexts.

### Global Supply Chain Management | 3 Credits

This course provides concepts, models and methods that are important for the design, control, operation, and management of global supply chains in a dynamic world. The course introduces frameworks and approaches that can be used to describe and analyze related supply chain strategies. Attention is paid to relevant choices in distribution, procurement and outsourcing strategies.

### Innovation and New Business Ventures | 3 Credits

The course is an experience-based course in the broad areas of Innovation and Entrepreneurship. Innovation and Entrepreneurship are not restricted to new business creation, but applied from a broader perspective also discussing the areas of corporate entrepreneurship, family enterprising, and social entrepreneurship. The skills learned through the course are vital for success in any business of any size.

### Leadership, Change and Organization | 3 Credits

This course reflects the realities to be faced by students in the future, and their need to be better able to succeed in those realities. This has resulted in the combining of important issues – Leadership, Change and Organization – which present themselves to the manager as dimensions of complex problems.

### Global Responsibility and Ethics | 3 Credits

The main objective of the course is to familiarize students with an ethical orientation toward the worlds of business and investment. Using theories, concrete examples, videos, cases and the like, students learn to analyze ethical, corporate responsibility and responsible investment issues.

## Integration Segment

### Managing Cultural Diversity | 3 Credits

The course is about how to deal with cultural differences in managing employees, business partners, clients, suppliers in a global business environment. In the 21st century, it is necessary for business owners to compete in a more global arena and for managers to deal effectively with a diverse workforce.

### Global Business Workshop | 1 Credit

This workshop aims at affirming the compiled knowledge gained through the start of the MBA program up till this point. The main target of the workshop is having the participants integrate the different learning aspects they acquired from the different courses they studies into one major project/assignment.

### Master Thesis | 16 Credits

The thesis is meant to test the ability of the participant to select a topic of his/her own choice, give it a framework and analyze it in a manner that yields meaningful recommendations. The thesis is a written paper or report of empirical or theoretical research in connection with a practical or theoretical topic in relevant field of study in the MBA program. It is an independent study, coached by a professional staff member. The study is supposed to result in a written report in which the problem formulation is elaborated and the thesis worked out methodologically by means of adequate research.

## Specialization Segment

### Business Statistics | 4 Credits

Statistics is a course that is designed to give you the basic tools of collecting, analyzing, interpreting, and presenting data and basing decisions on the data. The goal of this course is not to make you an accomplished statistician but to give you some appreciation of statistical techniques so that you may be able to determine if data that you may be given or may read in the literature is of value for the decision at hand.

### Research Methods and Skills | 4 Credits

MSM students are required to write many papers and assignments, in addition, they also have to submit a thesis at the end of the degree, and they need to conduct empirical research in a methodologically sound fashion. This course helps them conduct all that, move from idea to problem statement, develop academic writing skills and know the common research strategies.

### Finance in International Markets | 3 Credits

The course discusses techniques and theoretical fundamentals to assist managers to arrive at optimal financial risk management, valuation, working capital and capital structure decisions and help them understand the importance of financial resources management and its environment within the firm.



## Marketing Management Specialization

### Advertising and Promotion | 3 Credits

The purpose of this course is to provide students with an understanding of integrated marketing communications. Students will be introduced to marketing communications theory and disciplines and will learn how to apply these to the strategic design, execution and evaluation of integrated marketing communications campaigns.

### Social Media Marketing | 3 Credits

This course provides students with a broad approach to the history, theory, technology, impact, and strategic uses of social media as relatively inexpensive and accessible technologies that enable individuals to create, publish, edit, and/or access messages intended for audiences ranging from a single recipient to millions of readers or viewers.

### Sales Management | 3 Credits

This course focuses on the core business process of securing, developing, and maintaining long term relationships with profitable customers in the business-to-business market space. Issues of creating, communicating, delivering value and managing the customer relationship initiative in the firm are a central theme.

### Marketing of Services | 3 Credits

The course is designed to deepen the conceptual and practical understanding of the broad range of issues challenging the marketing manager of a service organization; to broaden the appreciation of initiatives and experiences in the service sector and to encourage critical evaluation of these experiences and initiatives in the light of conceptual issues in both home-country and global conditions.

## Strategic Management Specialization

### Business Dynamics

#### Understanding Business Complexity | 3 Credits

This course introduces business (system) dynamics modeling for the analysis of business policy, strategy and decisions. Participants will learn to visualize a business organization in terms of the structures and policies/decisions that create dynamics and regulate performance.

#### Finance for Strategic Management | 3 Credits

This course focuses on financial decision making in the modern corporation. The basic issues include: capital budgeting/corporate investment, corporate sources of funding, and corporate contingent claims, and financial risk management. Course concepts are integrated into the standard theories of risk and return, valuation of assets and market structure.

#### Strategic Management of Technology and Innovation | 3 Credits

This course focuses on strategic management of technology and innovation from a general manager's perspective. This subject views technology as the process by which an organization transforms all of its organizational inputs into products and/or services. Because technology is a critical resource for each organization, it must be managed by the general manager for comparative advantage.

### Advanced Strategic Management | 3 Credits

This course focuses on the long term strategic management issues faced by an organization operating in a complex and ever changing environment. The course examines how the strategic management processes are aligned to create, acquire, access, and develop new resources. It examines the range of decisions that are strategic to an organization, as well as the forces that influence the evolution of strategy over time.

## Banking and Finance Specialization

### Advanced Corporate Finance | 3 Credits

This course is an advanced course in finance that allows students to quantify and evaluate the approach to sound strategic management. The course also will focus on problems that arise as a consequence of government intervention, managerial incentives and taxes, on financial decisions regarding optimal capital structure, the Weighted Average Cost of Capital and dividend policy. The course helps students learn how to create corporate value.

### Financial Analysis and Valuation | 3 Credits

The course provides the students with full review of the content of the major financial statements and examines the financial strengths, inventories, long-lived assets, income taxes, debt, leases, and pensions. It introduces students to the basic tools used by finance and investment professionals and explores equity valuation through the use of fundamental analysis.

### Banking and Financial Institutions | 3 Credits

This course offers a detailed coverage of financial markets, institutions and their analysis. Emphasis is placed on developing sound theoretical principles in the analysis of financial markets and institutions; such as commercial banks and its operations, management and valuation. The course will also introduce the key financial markets, exchange mechanisms and the investment banks and investment management houses that operate in these markets and their various functions.

### Investment Analysis and Portfolio Management | 3 Credits

This course is an exploration of the three major investment vehicles: bonds, equity, and derivatives. In each case, it discusses what they are, how they are valued, and what risks they entail. The intimate relationship between return/value and risk is explored. The course provides a foundation for making sound investment decisions. Topics include investment environment, portfolio theory, equity valuation, fixed-income instruments, and derivative securities, such as options and futures.



*The MEUSE-Institute, an institute of MSM, promotes sustainable and ethical business, business education and business innovation in emerging and developing economies for inclusive global development, in both the EU and emerging and developing countries.*

