



University of Tunis

Tunis Business School

“Educating Future Leaders and Managers for a Global Economy”

School Handbook

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This document is the latest update version of the Tunis Business School handbook. It provides information about the school, its programs, guidelines, and regulations. It has been approved by the scientific council. It is the only body in the school that can formally modify this handbook.

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I - About Tunis Business School

Officially established on October 25, 2010 (*decree n°2755 of October 25th 2010*), Tunis Business School at the University of Tunis is the first public business institution in Tunisia using English as the language of instruction and following the American curriculum teaching model. The mission of TBS covers:

1. Education: TBS provides students with the knowledge and skills needed to build a successful career and to become effective leaders and managers in a global environment.
2. Research: TBS increases knowledge and disseminates new and effective management procedures.
3. Outreach: TBS imparts knowledge and new management skills to the business community to maintain standards of excellence and to drive future strategies.

Tunis Business School is committed to the process of accreditation of diplomas in line with the standards of the Association to Advance Collegiate Schools of Business (AACSB).

I.1 - A New and Innovative Institution

Challenges facing business management are continuously changing. Tunis Business School is committed to developing innovative skills and resources to provide the knowledge needed by individuals, business actors, and institutions to succeed in the evolving international arena. The launching of this institution is in tune with government efforts to boost the Tunisian economy, to improve competitive standards, and to develop off-shore activities.

Tunis Business School is a new institution at the University of Tunis and offers a Bachelor's degree in Business Administration. The curriculum covers the following relevant disciplines: accounting, finance, marketing, management of information systems, business engineering, risk management, entrepreneurship, and e-business.

Tunis Business School will offer a Master's degree in Business Administration (MBA) and graduate degrees (Master and PhD). In addition, the school is preparing a 5 year BS/MS engineering program in Management Science and Engineering.

I.2 – Educating with International Standards to Act on the International Level

The programs of TBS are taught in English and make use of the most recent information technologies as well as e-learning. The institution will work in partnership with a network of universities, especially from the United States, in business management.

Following the example of most business schools, our teaching methods combine several approaches:

- Case studies to master know-how and to discuss alternative strategies
- Business simulation to provide the closest perception of a business environment
- Skills-based approach to develop analytical skills and to solve real problems

II - Mission Statement

II.1 - Vision

Tunis Business School is the first public business school in Tunisia. It will be recognized as a source of managers and leaders who can compete successfully in the global business environment. Tunis Business School is committed to the advancement of knowledge and preparation of future leaders for business and academic careers through scholarly education, research, and outreach, as set forth below.

II.2 – Mission

II.2.1 - Education

We are dedicated to providing our students with the highest quality education in business concepts and skills which will enable them to meet the challenges of today's changing environment and to build successful careers as effective leaders and managers in a global environment. We focus on the development of values-centered leaders with the capacity to effectively initiate, implement, and manage change in a dynamic business environment.

II.2.2 - Research

We aim to increase knowledge and disseminate new and effective management procedures. We strive to produce high-quality, innovative research relevant to policy makers, academics, and practitioners. We aim to compete successfully with recognized benchmark schools and to have our faculty serve on the editorial boards of highly regarded academic research and professional journals.

II.2.3 - Outreach

We actively participate in supporting the needs and requirements of the business community, in leadership roles and in membership of the national and international professions by delivering knowledge and new management skills to maintain standards of excellence.

II.3 - Core values

- Uncompromised integrity: High standards of ethics and morality will always be upheld in our teaching, research, and services.
- Teamwork and cooperation: Students must be given the maximum opportunities to learn and practice teamwork. Tunis Business School must set the example and cooperate seamlessly as a team to fulfill our mission.
- Lifelong learning: We are committed to the highest standards of academic excellence. We dedicate ourselves to providing the best possible education for our students by developing the knowledge, attitudes, and skills essential for lifelong learning.

III - Admission to Tunis Business School

To enroll in the Bachelor of Business Administration program at Tunis Business School, you need to have a High School Diploma (*Baccalauréat*). Because all of the courses at TBS are taught in English, the candidate should have good grades in English and Math [about 15/20 in English and 14/20 in Math] in the *Baccalauréat* exam to enroll at TBS.

The admission at TBS is through the University Orientation Process for new high school graduates, or through the department of International Cooperation at the Ministry of Higher Education and Scientific Research for foreign candidates.

IV - Course Coding System at Tunis Business School

TBS has adopted an alphanumeric coding system to manage the allocation of unique identifiers for each course offered by the school. The course code is designed according to the following format:

Alpha Code XY

The alpha characters identify the course type as follows:

- ACCT: Accounting
- BCOR: Business Core
- BDM: Business Decision Making
- CS: Computer Sciences
- FIN: Finance
- IT: Information Technology
- MRK: Marketing
- NBC: Non-Business Core

The numeric characters XY identify the course number. The course identifier is unique for each course. The numeric character X can be equal to 1, 2, 3, or 4, depending on the level of the course offering:

- 1= Freshman level
- 2= Sophomore level
- 3= Junior level
- 4= Senior level

The numeric character Y is assigned to each course as a unique identifier.

Example: BCOR 140 is a Business Core Course with a unique identifier 40 offered at the freshman level.

V - Undergraduate Curriculum at Tunis Business School

Students at TBS will be earning a Bachelor of Science in Business Administration (BBA). In order to receive the degree, **students must earn a minimum of 121 acceptable semester credits**. At different levels of the curriculum, the students have to make choices and shape their own profiles. The student should take about 46 courses, corresponding to 121 credits, consisting of 17 Business Core Requirements, 11 courses from the Business requirements for the Major, 5 courses of Business electives for the Minor, 7 courses of non-business requirements, and 4 computer science courses. In addition, the student must enroll in the TBS Organization Seminar.

The total number of credits should be taken as follows:

1. **Business Core Requirement Courses** (51 semester credits)
2. **Business Area of Emphasis Courses** (Major - 33 semester credits)
3. **Business Elective Courses** (Minor - 15 semester credits)
4. **Non-Business Courses** (12 semester credits of specific courses from Arts, Humanities, and Social Science areas)
5. **Computer Science Courses** (10 semester credits)

V.1 - Business Core Requirement Courses

The list of business core courses at TBS is the following (51 semester credits):

1. BCOR 100: TBS Organization Seminar (0 credits)
2. BCOR 110: Mathematics for Business (3 credits)
3. BCOR 120: Principles of Management (3 credits)
4. BCOR 130: Financial Accounting (3 credits)
5. BCOR 140: Introduction to Microeconomics (3 credits)
6. BCOR 150: Probability & Statistics for Business I (3 credits - Pre-requisite BCOR 110)
7. BCOR 200: Introduction to MIS (3 credits)
8. BCOR 210: Fundamentals of Marketing (3 credits - Pre-requisite BCOR 120)
9. BCOR 220: Intermediate accounting (3 credits - Pre-requisite BCOR 130)
10. BCOR 225: Managerial Accounting (3 credits - Pre-requisite BCOR 130)
11. BCOR 230: Operations Research I (3 credits - Pre-requisite BCOR 110)

12. BCOR 240: Introduction to Macroeconomics (3 credits)
13. BCOR 250: Probability and Statistics for Business II (3 credits - Pre-requisite BCOR 150)
14. BCOR 260: Principles of Finance (3 credits - Pre-requisite BCOR 130)
15. BCOR 300: Production and Operations Management (3 credits - Pre-requisite BCOR 110)
16. BCOR 310: Industrial Economics (3 credits - Pre-requisite BCOR 140)
17. BCOR 320: Indirect Taxation and Taxation for Individuals and Business Income (3 credits - Pre-requisite BCOR 130)
18. BCOR 330: Business Law, Ethics, and Public Policy (3 Credits)

V.2 - Non-Business Course Requirements

Students must take 12 credits of specific courses from Arts, Humanities, and Social Science content areas:

1. NBC 100: Intensive General English (3 credits)
2. NBC 110: French I (1 credit)
3. NBC 120: English Communication Skills (2 credits - Pre-requisite NBC 100)
4. NBC 130: French II (1 credit - Pre-requisite NBC 110)
5. NBC 200: Business English (2 credits - Pre-requisite NBC 120)
6. NBC 210: Technical Writing (2 credits - Pre-requisite NBC 200)

In addition one of the following courses:

1. NBC 300: Arabic Culture (1 credit) for non native Arab students
2. NBC 310: Civil Society (1 credit)
3. NBC 320: Introduction to Political Science (1 credit)
4. NBC 330: Leadership Skills in Business (1 credit)
5. NBC 340: Aspects of Civilization (1 credit)
6. NBC 350: International Relations (1 credit)

V.3 - Computer Science Courses

Students must take 10 credits of computer science courses to build and enhance their skills in Computer and Information Technology:

1. CS 100: Computer Science I (3 credits)
2. CS 110: Computer Science II (1 credit - Pre-requisite CS 100)
3. CS 200: Foundations of Information Technology (3 credits - Pre-requisite CS 110)
4. CS 210: Enterprise Information Systems (3 credits - Pre-requisite BCOR 200)

V.4 - Business Area of Emphasis (Major and Minor)

From among Accounting, Business Decision Making, Finance, Information Technology, and Marketing, students must choose an area of emphasis as a Major and another area with less emphasis as a Minor. The Major consists of 30 semester credits beyond business core courses and a 3 credit Senior Project course. The minor consists of 15 semester credits.

V.4.1 - Accounting

Career Objectives

The B.S. in Business Administration with a major in Accounting will build careers in the accounting profession including auditor, financial accountant, management accountant, tax accountant, budget analyst, and public accountant. Due to recent concern with financial reform and the passage of financial regulations, companies need more accountants and finance professionals to study regulations and ensure compliance.

After graduation (Bachelor of Science in Business Administration with Major in Accounting), you can continue and earn graduate degrees (Master of Science and PhD in Accounting) to further enhance your career options. The students who aspire to pursue a professional career in accounting must become Certified Public Accountants (CPAs).

Major: To major in Accounting, the student must take 6 required courses (18 credits) and 4 courses (12 credits) from the elective courses in the list below.

Required Courses (18 credits)

1. ACCT 300: Advanced Managerial Accounting (3 credits - Pre-requisite BCOR 225)
2. ACCT 310: Financial Statements Analysis (3 credits - Pre-requisite BCOR 220)
3. ACCT 320: Advanced Accounting I (3 credits - Pre-requisites BCOR 220)
4. ACCT 400: Advanced Accounting II (3 credits - Pre-requisite BCOR 320)
5. ACCT 410: Auditing (3 credits - Pre-requisites BCOR 220 and BCOR 225)
6. ACCT 420: Contemporary Financial Accounting Issues (3 credits - Pre-requisite BCOR 410)

In addition, the student must take a Senior Project course (3 credits - ACCT 499) in the 2nd semester of the graduation year.

Electives (12 credits): Choose four courses from the following:

7. ACCT 330: Accounting Information Systems (3 credits - Pre-requisites BCOR 130, BCOR 200, and BCOR 225)
8. ACCT 340: Accounting Technology and Bookkeeping (3 credits - Pre-requisites BCOR 130 and CS 200)
9. BDM 350: Econometrics I (3 credits - Pre-requisite BCOR & BCOR 150)
10. ACCT 430: Law for Accountants and other Professionals (3 credits - Pre-requisite BCOR 330)
11. ACCT 435: Corporate Governance and Accountability (3 credits - Pre-requisites BCOR 120, BCOR 220, BCOR 310, BCOR 330)
12. ACCT 440: Government and nonprofit-accounting (3 credits - Pre-requisite BCOR 130, BCOR 225)
13. ACCT 445: Forensic Accounting and Fraud (3 credits - Pre-requisites BCOR 220, BCOR 330)
14. ACCT 450: Financial Reporting & Disclosure (3 credits - Pre-requisite BCOR 220)
15. ACCT 455: Taxation for Mergers, Acquisitions and Related Matters (3 credits - Pre-requisite BCOR 310)
16. ACCT 460: Computer Control and Audit (3 credits - Pre-requisite ACCT410, CS200)

Minor: To minor in Accounting, the student must successfully take a total of five courses from the required and elective courses with at least three of the six required courses.

V.4.2 - Business Decision Making

Career Objectives

The B.S. in Business Administration with a major in Business Decision Making will build talents in analyzing business problems, assessing performance, modeling, providing solutions and making decisions based on rational thinking. The skills earned would be very useful for executives, leaders, consultants, business owners, and decision-makers.

Major: To major in Business Decision Making, the student needs to take 4 required courses (12 credits) and 6 courses (18 credits) from the elective courses list below.

Required Courses (12 credits)

1. BDM 300: Decision and Game Theory (3 credits - Pre-requisite BCOR 150 and BCOR 230)
2. BDM 310: Operations Research II (3 credits - Pre-requisite BCOR 230)
3. BDM 400 (IT 400): Project Management (3 credits - Pre-requisite BCOR 150 & BCOR 230)
4. BDM 410: Operations Research III (3 credits - Pre-requisite BDM 310)

In addition, the student must take a Senior Project course (3 credits - BDM 499) in the 2nd semester of the graduation year.

Electives (18 credits): Choose six from the following:

1. BDM 320: Business Forecasting (3 credits)
2. BDM 330: Total Quality management (3 credits)
3. BDM 340: Data Analysis (3 credits)
4. BDM 350: Econometrics I (3 credits - Pre-requisite BCOR 140 & BCOR 150)
5. BDM 360: Engineering Economics (3 credits - Pre-requisite BCOR 140)
6. BDM 420: Supply Chain Management (3 credits)
7. BDM 430: Scheduling (3 credits)
8. BDM 440: Simulation (3 credits)
9. BDM 450: Decision Support Systems (3 credits)
10. BDM 460: Reliability and Risk Analysis (3 credits - Pre-requisite BCOR 150)

Minor: To minor in Business Decision Making, the student must successfully take three of the required courses and two from the elective courses.

V.4.3 - Finance

Career Objectives

The field of finance deals with the acquisition and efficient allocation of financial resources by business firms, governments, and individuals. The Bachelor of Science in Finance is designed to develop an understanding of financial markets and institutions and to provide students with both the theoretical background in finance and the analytical tools required to make intelligent financial decisions. The finance curriculum prepares students for careers in

corporate financial management, commercial and investment banking, investments, capital markets, and financial services.

Students majoring in finance can shape their program to obtain the knowledge required to take the first level of the CFA (Chartered Financial Analysts) exam upon graduation.

Major: To major in Finance, the student must take 6 required courses (18 credits) and 4 courses (12 credits) from the elective courses in the list below.

Required Courses (18 credits)

1. FIN 300: Corporate Finance (3 Credits - Pre-requisite BCOR 260)
2. FIN 310: Money and Banking (3 Credits - Pre-requisite BCOR 225)
3. FIN 320: Management of Financial Institutions (3 Credits - Pre-requisite BCOR 250)
4. FIN 400: Investments and Portfolio Management (3 Credits - Pre-requisite BCOR 260)
5. FIN 410: International Financial Management (3 Credits – Pre-requisite BCOR 260)
6. FIN 420: Computer Applications in Finance (3 credits – Pre-requisite FIN 400)

In addition, the student must take a Senior Project course (FIN 499 - 3 credits) in the 2nd semester of the graduation year.

Electives (12 credits): Choose four courses from the following:

1. ACCT 300: Advanced Managerial Accounting (3 credits - Pre-requisite BCOR 225)
2. ACCT 310: Financial Statements Analysis (3 credits - Pre-requisite BCOR 220)
3. BDM 350: Econometrics I (3 credits - Pre-requisite BCOR & BCOR 150)
4. FIN 330: Derivative Securities (3 credits)
5. FIN 340: Real Estate Finance (3 credits)
6. FIN 430: Islamic Finance (3 credits)
7. FIN 440: Advanced Corporate Finance (3 credits)
8. FIN 450 : Risk Management and Insurance (3 credits)

Minor: To minor in Business Finance, the student must take successfully a total of five courses, three of which should be taken from the list of the required courses.

V.4.4 - Information Technology

Career Objectives

The B.S. in Business Administration with a major in Information Technology combines two key content areas: (1) Information Systems and (2) Business Process Management. This degree allows building a career as:

- * Quality assurance manager
- * Online content specialist
- * E-marketing and communication consultant
- * Business process manager
- * Information management specialist
- * Project manager
- * ICT manager

Major: To major in Information Technology, the student must take 4 required courses (12 credits) and 6 elective courses (18 credits) from the list below.

Required Courses (12 credits)

1. IT 300: Database Management (3 credits)
2. IT 310: Internet Communication (3 credits)
3. IT 400 (BDM400) : Project Management (3 credits)
4. IT 410: Standards for Information Technology Project Management (3 credits)

In addition, the student must take a Senior Project course (3 credits - IT 499) in the 2nd semester of the graduation year.

Electives (18 credits) : Choose six from the following:

5. IT 320: Introduction to Visual Programming (3 credits)
6. IT 330: Systems and Software Development (3 credits)
7. IT 340: Information Systems Programming (3 credits)
8. IT 350: Systems & Network Administration (3 credits)
9. IT 360: Advanced operating systems (3 credits)

10. IT 420: E-services design and development (3 credits)
11. IT 430: CISCO Certified Network Associate (1+2) (3 credits)
12. IT 435: CISCO Certified Network Associate (3) (3 credits)
13. IT 445: Network security (3 credits)
14. IT 450: Quality of service and network simulation (3 credits)
15. IT 455: Mobile and wireless networks (3 credits)
16. IT 460: Distributed networks and cloud computing (3 credits)
17. IT 440: CISCO Certified Network Associate (4) (3 credits)
18. IT 470: Contemporary Issues in Information Technology (3 credits)

Minor: To minor in Information Technology, the student must successfully take at least three of the four required courses and at least two of the electives.

V.4.5 - Marketing

Career Objectives

The B.S. in Business Administration with a major Marketing ensures that students acquire a solid comprehension of consumer behavior, marketing research, marketing communication, and other key aspects of marketing. Students majoring in marketing would have the opportunity to pursue the career of marketing managers, brand or product managers, customer relationship managers, sales managers, etc. In addition, graduate students majoring in marketing would have the opportunity to become marketing consultants and establish their own firms.

Major: To major in Marketing, the student needs to take 5 required courses (15 credits) and 5 courses (15 credits) from the elective courses list below.

Required Courses (15 credits)

1. MRK300: Consumer Behavior (3 credits – Pre-requisite BCOR 210)
2. MRK310: Marketing Communication (3 credits – Pre-requisite BCOR 210)
3. MRK320: International Marketing (3 credits – Pre-requisite BCOR 210)
4. MRK400: Marketing Research (3 credits – Pre-requisite BCOR210 and BCOR250)
5. MRK440: Strategic Marketing Management (3 credits – Pre-requisite BCOR 210)

In addition, the student must take a Senior Project course (3 credits - MRK 499) in the 2nd semester of the graduation year.

Elective Courses (15 credits) Choose five courses from the following:

1. MRK330: Marketing Channel (3 credits – Pre-requisite BCOR 210)
2. MRK340: E-Marketing (3 credits – Pre-requisite BCOR 210)
3. MRK350: Retail Marketing (3 credits – Pre-requisite BCOR 210)
4. MRK360: Customer Relationship Marketing (3 credits – Pre-requisite BCOR 210)
5. MRK370: Sales Management (3 credits – Pre-requisite BCOR 210)
6. MRK410: Business-to-Business Marketing (3 credits – Pre-requisite BCOR 210)
7. MRK420: Services Marketing (3 credits – Pre-requisite BCOR 210)
8. MRK430: Brand Management (3 credits – Pre-requisite BCOR 210)

Minor: To minor in marketing, the student must successfully complete a total of 5 courses, 3 of which should be taken from the required courses list.

VI - Grading Policy

Students are responsible for the completion of all required work for each course in which they are enrolled. All TBS courses are graded on a plus/minus system, from A to F.

The grade point average (GPA) is tabulated at the end of every semester based on the scale of 4.0 as the following: A (4.0); A- (3.7); B+ (3.3); B (3.0); B- (2.7); C+ (2.3); C (2.0); C- (1.7); D+ (1.3); D (1.0), and F (0.0).

Students must obtain a grade of D or better to earn credit in any course; except the course BCOR 100 where the students must obtain a grade of C or better to earn credit in this course.

VI.1 - Dean's Honor List

The Dean's List citation appears on the transcript and is awarded annually to students who achieve a combined GPA of 3.7 or more for the fall and spring semesters of the school year provided that during those two semesters the student received no grade lower than a C in any of his/her courses. A student who has received a sanction or sanctions during his/her ongoing academic year is not eligible for the Dean's List.

VI.2 - Graduation Honors

Graduation honors are based on the cumulative GPA at the time of graduation:

- *Summa Cum Laude* 3.80-4.00 GPA
- *Magna Cum Laude* 3.60-3.79 GPA
- *Cum Laude* 3.40-3.59 GPA

The Latin honors designate: With highest praise-*Summa Cum Laude*; With great praise-*Magna Cum Laude*; With praise-*Cum Laude*. A student who has received a sanction or sanctions is not eligible for these honors.

VI.3 - Failing Grades

A grade of **F** in a course will permanently remain on the transcript and will be factored in when calculating a student's cumulative GPA. If the course is retaken, the new grade will not replace the original grade. The new grade will be counted toward the cumulative GPA and the student will receive credit for the repeated course.

VI.4 - Repeating Courses

A student who receives a grade of F in a course must retake that course.

VI.5 - Graduation Index Requirement

For a Bachelor's degree, the required minimum cumulative grade point average is 2.0 of 4.0.

VI.6 - Academic Probation

All students are placed on academic probation at the end of a semester in which the cumulative grade point average (CGPA) falls below 2.0.

- **Removal of academic probation:** Academic probation is removed at the end of any semester in which the student attains at least CGPA of 2.0.
- **Dismissal:** A student cannot be on academic probation for more **than two consecutive semesters**. Any student who fails to remove his/her academic probation by the end of the second semester on probation is academically dismissed from TBS.
- **Reinstatement after dismissal:** The Scientific Board may allow a student a one semester extension on academic probation in the case he/she has shown substantive progress during the regular academic probation period. No further extension is possible.

VI.7 – Grading Scale

The grading scale adopted by the school is:

Scale (out of 100)	TBS Grading Scale	Grade Point
Grade ≥ 90	A	4.0
$\geq 87 < 90$	A-	3.7
$\geq 83 < 87$	B+	3.3
$\geq 80 < 83$	B	3.0
$\geq 77 < 80$	B-	2.7
$\geq 73 < 77$	C+	2.3
$\geq 70 < 73$	C	2.0
$\geq 67 < 70$	C-	1.7
$\geq 65 < 67$	D+	1.3
$\geq 60 < 65$	D	1.0
< 60	F	0.0

Please note that there is no linear interpolation between the scale of 20 and the scale of 100. The scale of 20 is based on the Tunisian education system. The scale of 100 is based on the US education system.

VI.8 - Academic Progression

To maintain satisfactory progress at TBS, students are expected to:

- attend their classes;
- maintain a minimum semester GPA of 2.0;
- maintain a minimum cumulative GPA of 2.0.

VI.9 – Class Attendance

Students are expected to attend all of their classes. Non-attendance or frequent absences may result in a failing grade. **Any absence during the exam results in a grade of 0.**

VI.10 - How to Calculate the GPA

Students receive grades for each course. Each course has a number of credit hours (credits) that will be the equivalent of coefficients (weights). To calculate the GPA, see the following examples:

Example I: let's assume that a student has 4 courses this semester, 3 of them have 3 credits each and one course has one credit. At the end of the semester, the student has got the following grades:

- Grade B in course W (3 credits)
- Grade A- in course X (3 credits)
- Grade D in course Y (3 credits)
- Grade B+ in course Z (1 credit)

GPA is calculated as follows:

Total Grade Points = Sum of (Grade * Credits) = $(B*3) + (A-*3) + (D*3) + (B+*1) =$

$(3.0*3) + (3.7*3) + (1.0*3) + (3.3*1.0) = 26.40$

Total Registered Credits = $3+3+3+1 = 10$

GPA = Total Grade Points / Total Credits = $26.4/10 = 2.64$

The student's GPA is 2.64 and because all grades are D or above, the student receives all of the credits taken during the semester.

Example II: Let's take the same example as above with the same number of courses but different grades. At the end of the semester, the student has got the following grades:

- Grade C+ in course W (3 credits)
- Grade F in course X (3 credits)
- Grade A in course Y (3 credits)
- Grade B+ in course Z (1 credit)

GPA is calculated as follows:

$$\text{Total Grade Points} = \text{Sum of (Grade * Credits)} = (C+*3) + (F*3) + (A*3) + (B+*1) = \\ (2.3*3) + (0*3) + (4.0*3) + (3.3*1.0) = 22.20$$

$$\text{Total Registered Credits} = 3+3+3+1 = 10$$

$$\text{GPA} = \text{Total Grade Points} / \text{Total Credits} = 22.2/10 = 2.22$$

The student's GPA is 2.22. However, the student has a grade of F in course X. Therefore, the student needs to retake course X even though the GPA is greater than 2.0. The student receives only 7 credits out of 10 in this semester.

Example III: In this example, at the end of the fall semester the student has earned the following grades:

- Grade D+ in course W (3 credits)
- Grade C in course X (3 credits)
- Grade D in course Y (6 credits)
- Grade C- in course Z (1 credit)

GPA is calculated as follows:

$$\text{Total Grade Points} = \text{Sum of (Grade * Credits)} = (D+*3) + (C*3) + (D*6) + (C-*1) = \\ (1.3*3) + (2.0*3) + (1.0*6) + (1.7*1.0) = 17.60$$

$$\text{Total Registered Credits} = 3+3+6+1 = 13$$

$$\text{GPA} = \text{Total Grade Points} / \text{Total Credits} = 17.60/13 = 1.35$$

Because the course grades are D or higher, the student earns the 13 credits; even so, his GPA is less than 2.0.

Let's assume that this student has a cumulative GPA equals to 2.00 and total cumulative registered credits equal to 28, prior to the fall semester. The cumulative GPA of this student at the end of the fall semester is computed as follows:

$$\text{Cumulative GPA} = [(2.0*28) + 17.60] / (28 + 13) = 1.79,$$

As a result, the student is placed on **Academic Probation** since the cumulative GPA is below 2.00. In this case, the student should improve his cumulative GPA to 2.0 or higher the next semester. In conclusion, to maintain satisfactory progress at TBS, students are expected to follow the instructions on section VI.8.

GRADES		
<u>Letter</u>	<u>Grade Point Value</u>	<u>Description</u>
A	4.0	Excellent to Very Good: comprehensive knowledge and understanding of subject matter; marked perception and/or originality.
A-	3.7	
B+	3.3	Good: moderately broad knowledge and understanding of subject matter; some perception and/or originality.
B	3.0	
B-	2.7	
C+	2.3	Satisfactory: reasonable knowledge and understanding of subject matter; some perception and/or originality.
C	2.0	
C-	1.7	
D+	1.3	Marginal: minimum of knowledge and understanding of subject matter; limited perception and/or originality.
D	1.0	
F	0.0	Failing: unacceptably low level of knowledge and understanding of subject matter; severely limited perception and/or originality.

VII - Academic levels at Tunis Business School

The undergraduate study at TBS consists of four academic levels. These are:

- Freshman (1st year)
- Sophomore (2nd year)
- Junior (3rd year)
- Senior (4th year)

To move from one level to another, the student must earn all credits related to the courses in that level AND a cumulative Grade Point Average (GPA) greater than or equals to-2-out-of-4.

Each level is defined as follows:

To be sophomore: a freshman student must earn all 26 credits of the freshman level courses (as mentioned in Semester 1 and Semester 2 of the freshman level in the school's handbook) **and** a cumulative GPA of at least 2. In case of failure to reach such a GPA while earning 26 credits, the student is authorized to take sophomore level courses while keeping the status of a freshman in accordance with the school probation rules.

To be junior: A sophomore student must earn all 60 credits of the freshman and sophomore level courses (as mentioned in Semester 1 and Semester 2 of the freshman and sophomore levels in the school's handbook) **and** a cumulative GPA of at least 2. In case of failure to satisfy both conditions, a sophomore student may take junior level business core courses, while keeping the status of sophomore in accordance with the school probation rules. **In particular, he/she will not be allowed to choose a major.** To improve his/her cumulative GPA to 2.0, he/she then may repeat any course that he/she has passed with a grade not above C; in addition to any course that he/she fails.

To be senior: The student must earn all 91 credits of freshman, sophomore, and junior level courses (as mentioned in Semester 1 and Semester 2 of the freshman, sophomore, and junior level in the school's handbook) **and** a cumulative GPA of at least 2. In case of failure to satisfy both conditions, a junior student may take senior level courses, while keeping the status of a junior in accordance with the school probation rules.

To graduate: The student must earn all 121 required credits (as mentioned in the school's handbook) AND a cumulative GPA of at least 2. If these two conditions are not satisfied, the student is not permitted to graduate.

In summary to move from one academic level to the next, the student must satisfy the following conditions (as mentioned in the school's handbook):

Academic Level	Number of Earned Credits	Required Cumulative GPA
Freshman	0 – 25	-
Sophomore	26 - 59	2 or more at the freshman level
Junior	60 - 90	2 or more at the sophomore level
Senior	91 - 121	2 or more at the junior level

Requirements for Major Selection

For a student to select a major, he/she must have both cumulative and specialized GPA's of at least 2-out-of-4. The specialized GPA involves exclusively the courses of specialty related to the major of interest, as specified below.

Accounting Major: BCOR 130, BCOR 220, and BCOR 225.

Business Decision Making Major: BCOR 110, BCOR 150, BCOR 230, and BCOR 250.

Finance Major: BCOR 130, BCOR 150, and BCOR 260.

Information Technology Major: BCOR 200, CS 100, CS 110, CS 200, and CS 210.

Marketing Major: BCOR 120, BCOR 150, and BCOR 210.

NB: This note has been approved by the Tunis Business School Scientific Council. Any modification can apply only after the formal approval of the council.

Date of the approval: Saturday, December 8th, 2012.

VIII - Student Code of Conduct

The purpose of the academic community of the Tunis Business School at University of Tunis is to search for truth and to communicate with each other. Self-discipline and a sense of social obligation within each individual are necessary for the fulfillment of these goals. It is the responsibility of all TBS students to live by this code. As human beings, we are obliged to conduct ourselves with high integrity. As members of the civil community we have to conduct ourselves as responsible citizens in accordance with the laws governing our country.

To foster a climate of trust and high standards of academic achievement, TBS is committed to cultivating academic integrity and expects students to exhibit the highest standards of honor in their scholastic endeavors. The following rules are applied:

Regular Attendance

Students are expected to attend the school regularly and to attend all classes. Non-attendance or frequent absences may result a failing grade. ***A student is allowed up to 4 absences per semester per course. Passed this number, he/she will not be permitted to take the final exam of that course. Any absence during the exam results a grade of 0.***

Punctuality

Students are expected to be on time for school and classes.

Work Habits

Students are expected to be prepared for and to participate in each class to meet performance standards, to have the necessary class materials, to complete class work and homework accurately and on time, and to prepare for quizzes, tests and examinations.

Respect for Self and Others

Students are expected to be honest, to behave with dignity and to treat others with respect and courtesy. Behavior of the individual should not interfere with the rights of others. This includes the use of appropriate language, actions and attire. Students are expected not to harass others verbally and physically.

Respect for Authority

Students are expected to comply with all school rules and to obey all laws. Students are expected to respond in a respectful manner to all adults while under the jurisdiction of the school and while participating in school-sponsored activities. When addressing a lady, use, "Ma'am." When addressing a gentleman, use "Sir."

Respect for Property

Students are expected to treat all property belonging to the school and to others with care. They should keep the restrooms clean and throw all garbage into the rubbish bins. Students are not allowed to smoke. The school is a NO SMOKING space.

Appendix I: Courses Description

Basic Core Courses

BCOR 100: TBS Organization Seminar (0 credits) – Course content: This course provides guidelines for students about academic life at Tunis Business School. The course is given as a seminar where different topics related to the school are exposed, such as grading policy, curriculum, code of conduct, etc. It is a Pass/fail course.

BCOR 110: Mathematics for Business (3 credits) - Course content: Sequences, series, finance applications, limits & continuity, differentiation, higher-order derivatives, convexity, concavity, minimum and maximum of functions, Taylor expansion, functions of several variables, Integration, integration by substitution, integration by parts, definite integrals, mean-value theorem, multiple integration, matrices, determinants, inverses, linear equations, and inequalities.

BCOR 120: Principles of Management (3 credits) – Course content: This course helps students learn to manage an organization today and gives them insight into how they respond to situations and challenges typically faced by real-life managers. The chapter sequence in this course is organized around the management functions of planning, organizing, leading, and controlling. These four functions effectively encompass both management research and characteristics of the manager's job. Part one of the course introduces the world of management, including the nature of management, issues related to today's turbulent environment, the learning organization, historical perspectives on management, and the technology-driven workplace. Part two of the course examines the environments of management and organizations. This section includes material on the business environment and corporate culture, the global environment, ethics and social responsibility, the natural environment, and the environment of entrepreneurship and small business management. Part three presents three chapters on planning, including organizational goal setting and planning, strategy formulation and implementation, and the decision-making process. Part four focuses on organizing processes. These chapters describe dimensions of structural design, the design alternatives managers can use to achieve strategic objectives, structural designs for promoting innovation and change, the design and use of the human resource function, and the ways of managing diverse employees. Part five is devoted to leadership. The section begins with a chapter on organizational behaviour, providing grounding in understanding people in organizations. This foundation paves the way for subsequent discussion of leadership, motivating employees, communication, and team management. Part six describes the controlling function of management, including basic principles of total quality management, the design of control systems, and information technology.

BCOR 130: Financial Accounting (3 credits) – Course content: This course is an introduction to the fundamentals of accounting. It begins with the simplest and most important rules of accounting. Throughout the semester, problems using real financial statements are

reviewed. The course adopts a decision-maker perspective of accounting by emphasizing the relation between accounting data and the underlying economic events generating them.

BCOR 140: Introduction to Microeconomics (3 credits) – Course content: this course introduces students to principles of microeconomic and macroeconomics analysis. Microeconomics topics include: demand analysis, cost and production functions, the behavior of competitive and non-competitive markets, sources and uses of market power with applications to various business and public policy decisions. Antitrust policy and other government regulations are also discussed. Macroeconomics chapters cover a general description of Gross Domestic Product, inflation, unemployment, the monetary system, financial crisis and international trade.

BCOR 150: Probability & Statistics for Business I (3 credits - Pre-requisite BCOR 110) - Course content: The concept of probability, random variables and their distributions, mean variance, covariance, moments, characteristic functions, joint distributions, functions of random variables, and properties of the normal and related distributions.

BCOR 200: Introduction to Management of Information Systems (3 credits) – Course content: In the last four decades, there has been a significant growth in the service and information sectors of the economy. This growth explains the increasing importance of the Management Information Systems (MIS) discipline which studies the development, use and management of information systems (IS). Computer and IS skills have become required for most professions. One of the main objectives of the course is to provide the students with basic IS skills (at the conceptual level) and to familiarize them with the technical jargon in order to bridge the communication gap that may exist between them and IT professionals. Good communication between end-users and IT professionals is crucial to the successful development, implementation, management, and strategic use of IS. Another important objective of this course is to expose the students to various issues surrounding the management of IS and to help them to understand the strategic implication of IS. More specifically, the following topics will be covered: 1) IS concepts, models, and basic theories, 2) Information Technology (Hardware and Software), 3) role of IS in the Organization, 4) strategic use of IS, 5) IS development, 6) Integrated IS (ERP, SCM, CRM), 7) e-business and e-commerce.

BCOR 210: Fundamentals of Marketing (3 credits - Pre-requisite BCOR 120) – Course content: The course is a study of the environment and the functions of marketing management from a managerial perspective. The course topics include the scope and philosophy of marketing; concepts of market segmentation, targeting, and positioning. The development and management of product, pricing, promotional, and distribution policies as interactive elements of the marketing mix are covered. The concepts and technologies of marketing of goods, services, and ideas, in addition to international marketing and marketing mix are included. Upon completion of the course, the student will: 1) understand the nature and importance of Marketing, 2) learn the functions of marketing management

from a managerial perspective, 3) learn concepts like market segmentation, targeting, positioning, and others, 4) learn the development and management of a product such as, pricing, promotional, and distribution policies as interactive elements of the marketing mix, 5) become acquainted with the activities and responsibilities of the marketing department and its relationship with other departments in the organization, 6) understand key ethical issues in marketing and their relevance to social responsibility, and 7) gain the required knowledge for marketing job opportunities.

BCOR 220: Intermediate Accounting (3 credits - Pre-requisite BCOR 130) – Course content:

This in depth course covers the Principles of Accounting previously studied by the students. It provides the students with a comprehensive background in the basic principles that underlie financial accounting and reporting and the effects of various influences on the standards setting process. It examines some of the basic characteristics and limitation of financial reports and the substance of generally accepted principles (GAAP) that cover income statements, balance sheet, investment, statement of cash flows, valuation of inventories, acquisition and disposition of plant assets, and intangible assets. In addition, the course focuses on topics such as current liabilities, long-term liabilities, stockholders' equity, and dilutive securities and earnings per share. Comprehensive financial statement analysis issues are discussed using, selected balance sheets and income statement items studied in Financial Accounting. Special attention is given to important issues such as student motivation, student problem-solving skills, student decision-making skills, technology to assist learning, and technology to assist teaching.

BCOR 225: Managerial Accounting (3 credits - Pre-requisite BCOR130) – Course Content:

This course is a study of the use of managerial accounting concepts and techniques used in business decision-making. Topics covered in the class include job-order and process costing, cost-volume-profit relationships, relevant costs for management decision-making and operational budgeting.

BCOR 230: Operation Research I (3 credits - Pre-requisite BCOR 110) - Course content:

Introduction to operations research, modeling problems, linear programming formulation and graphical solution, the simplex method, sensitivity analysis for linear programming, the transportation problem, spanning trees, the shortest path problem, and the flow-max problem.

BCOR 240: Introduction to Macroeconomics (3 credits) - Course content:

The course objective is to enable students to understand the principles of macroeconomics and to analyze problems in the key areas using appropriate tools. The course aims to develop an understanding of these principles using verbal, graphical and simple mathematical techniques. The areas covered include employment, national income, the balance of payments, inflation, growth and business cycles, money in the economy and the use of macroeconomic policy in the closed and open economy. In addition to developing the theoretical principles, the course introduces some empirical and institutional data for Tunisia.

BCOR 250: Probability and Statistics for Business II (3 credits - Pre-requisite BCOR 150) - Course content: Limiting distributions, conditional mean, point estimation, interval estimation, and tests of hypotheses.

BCOR 260: Principles of Finance (3 credits - Pre-requisite BCOR 130) – Course Content: An introductory course which presents basic theories, concepts, and analytical techniques in financial management. Topics covered in the course include: financial statements and cash flows; time value of money; ratio analysis; risk and return; bonds and their valuation; stocks and their valuation; cost of capital; and capital budgeting techniques.

BCOR 300: Production and Operations Management (3 credits - Pre-requisite BCOR 110) - Course content: Operations and productivity, operations strategy, quality management, design for goods and services, process strategy and capacity planning, location strategy, layout strategy, supply chain management, inventory management, aggregate scheduling, and material requirement planning.

BCOR 310: Industrial Economics (3 credits - Pre-requisite BCOR 140) – Course content: Industrial Organization is concerned with the interdependence of market structure, firm behavior and market outcome. Basic concepts of game theory will be systematically introduced and applied to study strategic firm behavior in a variety of general and more industry-specific market settings. In each case, the course analyzes the implications of the market behavior for consumers and society and explores the potential role for public policy with instruments like regulation, competition policy and patent policy. The main goal of this course is to provide students with a basic understanding of the functioning of imperfectly competitive markets, which they will find useful in subsequent employment, graduate courses or research. The course aims to combine theory and case studies to enable students to better understand market outcomes in a variety of different industry settings.

BCOR 320: Indirect Taxation and Taxation for Individuals and Business Income (3 credits - Pre-requisite BCOR 130) – Course content: This course lays emphasis on indirect taxation (Value Added Tax) and income taxation for individuals and businesses (corporations and partnerships). The purpose is to develop, on a sound conceptual base, a basic understanding of value added tax mechanism and income taxation to provide tools for a practical application to business and non-business situations. It includes such topics as capital asset and property transactions, business and personal deductions, depreciation, depletion, accounting methods and periods, retirement plans, tax credits.

BCOR 330: Business Law, Ethics, and Public Policy (3 Credits) – Course content: Every professional business person must be aware of how legal systems work and affect business decisions. Furthermore, the interaction between law and business is multidimensional involving international, ethical, and technological considerations. In this course, students examine how key areas of business law, including contracts, torts, and business organizations, influence the structure of business relationships. Students actively participate

in legal studies designed to enhance business skills such as analytical thinking, written communication, oral presentation, conflict resolution, and team work problem-solving.

Computer Sciences Courses

CS 100: IT and Internet Certificate (C2I) I (3 credits) - Course content: This course provides students the basic skills to use IT and network applications. It is introduced in order to develop, strengthen and validate students' understanding of information and communications technologies. The topics studied in this course include: Evolution of the information and communication technologies, ethical issues, legal issues, privacy and security, computers architecture, configuration of the work environment, management of files and data, information search techniques and tools, library tools, data management, storage, security and archival, documents layout settings.

CS 110: IT and Internet Certificate (C2I) II (1 credit - Pre-requisite CS 100) - Course content: This course is the continuity of CS 100. It includes the following topics: slideshow preparation and presentation, Internet communication techniques: mail, chat, forum, cooperative data processing. At the end of this course, students will be able to take the official certification exam.

CS 200: Foundations of the Information technologies (3 credits - Pre-requisite CS 110) - Course content: On completion of this course students will be able to: (1) recognize the context and constraints of information systems, (2) recognize ethical issues associated with the use of IT, (3) model and analyze the ways that organizations or other systems work, (4) build a simple database model of an enterprise, and (5) build an application which uses web and database technologies to provide a solution to a realistic problem.

CS 210: Enterprise Information Systems (3 credits - Pre-requisite BCOR 200) - Course content: this course enables students to recognize the different information systems required in the enterprise and identify the impact of each of them. They will be able to model, integrate and manage enterprise information systems and to recognize enterprise computing technologies, standards and systems.

Non Basic Core Courses

NBC 100: Intensive General English (3 credits) - Course content: This course aims at preparing students for their academic studies in English. Using the four language skills (speaking, listening, reading and writing), students learn how to: (1) manage their time effectively; (2) develop learning styles and learning strategies; (3) improve critical reading and thinking; (4) gather main ideas; (5) read, understand and interpret texts and graphic illustrations; (6) develop study methods for textbooks and teachers' notes; and to take note, annotate and underline important information.

NBC 110: French I (1 credit) – Course content (Since this course is taught in French, then the content is written in French): Vocabulaire progressif du français des affaires (les Entreprises: Types, secteurs d'activité, et cultures d'entreprises); les expressions idiomatiques; les

relations entre les mots : synonyme/antonyme/paronyme; les registres de langue; la nominalisation.

NBC 120: English Communication Skills (2 credits - Pre-requisite NBC 100) – Course content: These study skills are developed essentially through Academic Speaking and Listening. In this course, students are prepared to focus mainly on listening and speaking skills. They will also express their views in writing and interact effectively with others in various communicative contexts by producing several types of writing samples. They learn to: (1) listen to academic lectures; (2) take effective notes; (3) give oral presentations; (4) conduct a discussion with classmates and professors; (5) take turns, interrupt and follow up with other speakers' points; (6) respond to questions; (7) be active listeners; (8) use non-verbal language; (9) produce a range of communicative texts.

NBC 130: French II (1 credit - Pre-requisite NBC 110) – Course content: Vocabulaire progressif du français des affaires (les ressources humaines, emploi et chômage, recherche d'emploi, contrat de travail, rémunération du travail, personnel et encadrement, conflits du travail); comment relier les idées entre elles; comment présenter une opinion; la place des pronoms compléments; le discours direct et indirect.

NBC 200: Business English (2 credits - Pre-requisite NBC 120) – Course content: The business English course aims to introduce students to the world of business as their university degree is related to a field in business. The 4 language skills are integrated in this course in order to enable students to get familiar with business concepts and build new vocabulary in the business context. This course allows students to: (1) read and interpret texts and data on a variety of business topics; (2) complete writing tasks including letters, memos, reports; (3) practise speaking through role play (job interview, board meeting, contract negotiations); (4) discuss and solve problems related to business contexts; (5) plan, prepare, and present short talks; (5) learn to work individually and in group.

NBC 210: Technical Writing (2 credits - Pre-requisite NBC 200) – Course content: Technical writing prepares students for the writing they will do in their careers. By preparing students' writing skills and developing their insights regarding readers' needs, reactions, and reading circumstances in the business and industrial workplace, this course aims to help students become confident, flexible, and effective communicators on the job and master the specific features of the writing skill (coherence, cohesion, adequate content, adherence to task, mechanical accuracy). This course helps students to: (1) write effective communicative texts; (2) use strategies for reader-centered writing; (3) address readers' expectations and concerns; (4) use appropriate formats for resumes, letters, memos, reports, proposals, instructions; (5) follow processes for developing written communication; (6) design effective visual aids and create effective page layouts in documents; (7) Locate/use resources to develop research.

Accounting Courses

ACCT 300: Advanced Managerial Accounting (3 credits - Pre-requisite BCOR 225) – Course content: This course provides advanced coverage of managerial accounting concepts and the use of accounting information for managerial decision-making. The course will include

readings, cases, and problems dealing with managerial accounting issues including the theoretical foundations of management accounting, issues in activity-based costing, balanced scorecards, pricing decisions and strategic management accounting.

ACCT 310: Financial Statement Analysis (3 credits - Pre-requisite BCOR 220) – Course content: This course analyzes how firms communicate through financial statements. Students use financial statement analysis as an integral part of the strategic analysis of firms, while understanding how accounting regulations and managerial discretion influence presented financial statements. Course modules include strategic analysis, risk and profitability analysis using ratios, accounting analysis, and prospective analysis. At the end of the course, students are able to interpret and analyze financial statements, analyze cash flows, make judgments about earnings quality, uncover hidden assets and liabilities, and use financial statement analysis to forecast and value firms using cash flow based and accounting based valuation methods. This course helps students who wish to pursue careers in investment banking, investment management, consulting, as well as public accounting.

ACCT 320: Advanced Accounting I (3 credits - Pre-requisites BCOR 220) – Course content: This course aims at covering the conceptual and practical aspects of accounting for some advanced topics in financial accounting and reporting for corporations. The main topics covered in this course include business combination, consolidated financial statements and foreign currency transactions.

ACCT 330: Accounting Information Systems (3 credits - Pre-requisites BCOR 130, BCOR 200, and BCOR 225) – Course content: This course aims at helping students learn accounting systems concepts and applications. It includes a general view of Accounting Information System (AIS), its environment and components. It covers accounting cycles, review of the recent information technology, and the control & development process of AIS.

ACCT 340: Accounting Technology and Bookkeeping (3 credits - Pre-requisites BCOR 130 and CS 200) – Course content: Accounting technology classes help bookkeepers to master software operations used by small and medium-sized businesses. More advanced classes typically cover computerized business and information systems, tax preparation and regulations, database and business data networking, and digital reporting.

ACCT 400: Advanced Accounting II (3credits - Pre-requisite BCOR 320) – Course content: This course presents the continuation of an in-depth study of the following advanced topics in financial accounting: translation of financial statements of foreign affiliates, accounting for partnership formation and liquidation, and interim reporting.

ACCT 410: Auditing (3 credits - Pre-requisites BCOR 220 and BCOR 225) – Course content: This course aims at preparing students to make decisions that an auditor often makes when conducting an audit. It includes auditing problems such as audit risk, materiality & analytical review. The course also includes contemporary trends in statistical sampling in auditing and the impact of the computer on auditing.

ACCT 420: Contemporary Financial Accounting Issues (3 credits - Pre-requisite BCOR 410) –

Course Content: Examination of timely financial accounting issues focusing on recent financial accounting pronouncements and the effect of those pronouncements on corporations and other entities.

ACCT 430: Law for Accountants and other Professionals (3 credits - Pre-requisite BCOR 330)

- Course content: Business professionals, such as accountants, need a specialized understanding of substantive areas of business law in relationship to their professions. This course provides an overview of the laws pertaining to professional legal liability, real and personal property, commercial transactions, and employment. Students actively participate in legal studies designed to enhance business skills such as analytical thinking, written communication, oral presentation, conflict resolution, and team work problem-solving.

ACCT 435: Corporate Governance and Accountability (3 credits - Pre-requisites BCOR 120, BCOR 220, BCOR 310, and BCOR 330) –

Course content: This course is designed to provide students with a thorough knowledge in corporate governance theory, research and practice, including associated reporting and regulation. Students will become familiar with the academic literature in the area, as well as develop their ability to integrate and synthesize topics in order to appreciate current debates and explore potentially fruitful avenues for development.

ACCT 440: Government and Nonprofit-Accounting (3 credits - Pre-requisite BCOR 130 and BCOR 225) –

Course content: This course introduces the theory and concepts underlying accounting, control, and financial reporting in governmental and non-profit (G&NP) organizations with emphasis on funds and fund accounting. It acquaints students with full knowledge of the budget cycle for governmental organizations. It also covers the financial accounting and reporting for colleges and universities and for health care organizations.

ACCT 445: Forensic Accounting and Fraud (3 credits - Pre-requisites BCOR 220 and BCOR 330) –

Course content: This course offers students relevant professional skills and knowledge for this growing career area. The course provides the opportunity to acquire technical skills and practical knowledge in fraud investigation, law and ethics, and computer and systems technology.

ACCT 450: Financial Reporting and Disclosure (3 credits - Pre-requisite BCOR 220) –

Course content: This course concentrates on issues that affect the nature and quality of financial reporting. Selected topics that were introduced previously are developed in more depth. Accounting choices and financial instruments are major themes across many of the topics. The primary focus is on the impacts of the choices, mechanics and problem solving. Some analysis is included.

ACCT 455: Taxation for Mergers, Acquisitions and Related Matters (3 credits - Pre-requisite BCOR 310) –

Course content: This course offers a study of the income tax rules relating to the formation and operation of business corporations. It includes such topics as the

organization of the corporation, redemptions, liquidations, reorganizations, divisions, multiple corporations, corporate tax attributes and carryovers, income taxation, and local taxation of foreign source income. This course lays emphasis on a practical rather than theoretical side of the field. Classroom discussions include problems and case studies.

ACCT 460: Computer Control and Audit (3 credits - Pre-requisite ACCT410 and CS200) – Course content: This course investigates strategies and procedures used to audit computerized accounting systems based upon their special control characteristics. Special attention is devoted to computerized statistical procedures.

Business Decision Making Courses

BDM 300: Decision and Game Theory (3 credits - Pre-requisite BCOR 150) - Course content: Decision criteria, decision under uncertainty, decision trees, value of information, utility functions, risk aversion, risk neutral and risk seeking behaviors, two-player-zero sum games, value of the game, mixed strategies, and linear programming formulation of games.

BDM 310: Operations Research II (3 credits - Pre-requisite BCOR 260) - Course content: Goal programming, integer programming, dynamic programming, nonlinear programming, and deterministic inventory models.

BDM 320: Business Forecasting (3 credits) - Course content: Forecasting components, time series methods, forecast accuracy, forecasting using the computer, regression methods, and the Box-Jenkins method.

BDM 330: Total Quality Management (3 credits) - Course content: Definition of quality, international quality standards, continuous improvement, employee empowerment, benchmarking, just-in-time, quality function deployment, Taguchi technique, Pareto charts, process charts, cause-and-effect diagram, statistical process control, and the role of inspection.

BDM 340: Data Analysis (3 credits) - Course content: Data presentation, sampling and estimation, modeling data, designing experiments, the process of data analysis, exploratory and confirmatory approaches, statistical methods, and bi-variant data and analyses.

BDM 350: Econometrics I (3 credits) - Course content: Regression methods and hypothesis testing, multiple regression analysis, transformation of variables, **heteroscedasticity**, stochastic **regressors** and measurement errors, models using time series data, stationary and non-stationary time series.

BDM 360: Engineering Economics (3 credits - Pre-requisite BCOR 140) - Course content: How time and interest affect money, nominal and effective interest rates, present worth analysis, annual worth analysis, rate of return analysis, cost / benefit analysis, making choices, breakeven analysis, effects of inflation, cost estimation and indirect cost allocation, and depreciation.

BDM 400: Project Management (3 credits - Pre-requisite BCOR 150 & BCOR 260) - Course content: Basic elements of project management, risk management of projects, project planning, task duration assessments, project scheduling and critical path methods, project controlling, project crashing, and use of software packages in project management.

BDM 410: Operations Research III (3 credits - Pre-requisite BDM 310) - Course content: Stochastic processes, Poisson processes, Markov chains, queuing systems, stochastic dynamic programming, and stochastic inventory systems.

BDM 420: Supply Chain Management (3 credits) - Course content: Strategic importance of supply chains, supply chain economics, supply chain strategies, managing the supply chain, robust supply chain process, vendor selection, e-commerce, logistics management, and benchmarking supply chain management.

BDM 430: Scheduling (3 credits) - Course content: Forward and backward scheduling, scheduling, scheduling criteria, input-output control, Gantt Charts, the assignment method, priority rules in dispatching jobs, critical ration, sequencing N jobs on two machines, sequencing N jobs on three machines, sequencing N jobs on M machines, bottleneck work centers, limitations on rule-based systems, advanced scheduling and sequencing, and selected applications.

BDM 440: Simulation (3 credits) - Course content: The Monte Carlo process, computer simulation, simulation of a queuing system, inventory simulation, random number generators, optimization using simulation, areas of simulation applications, and simulation languages.

BDM 450: Decision Support Systems (3 credits) - Course content: Application perspective, decision analysis and models, Information Systems (IS) and Decision Support Systems (DSS), basics of classical Decision Support Systems, technological components of classical DSS, basics of Group Decision Support Systems (GDSS), data warehouse and DSS, knowledge Based Decision Support Systems, intelligent Decision Support Systems, DSS development strategy, and DSS design and implementation.

BDM 460: Reliability and Risk Analysis (3 credits - Pre-requisite BCOR 150) - Course content: basic definitions of risk, risk analysis, hazard identification, component reliability, system reliability, failure modes, statistical distributions of reliability, fault tree analysis, event tree analysis, and availability and maintainability.

Finance Courses

FIN 300: Corporate Finance (3 Credits - Pre-requisite BCOR 260) – Course content: This course focuses on the theory and practice of capital investments and financing decisions using a combination of lecture and case format. The theory of risk and return and modern portfolio theory and its relevance for capital investment decision making under uncertainty

are discussed. Financing decisions are examined through capital structure theory, cost of capital, and dividends policy.

FIN 310: Money and Banking (3 Credits - Pre-requisite BCOR 240) – Course content: The history of money and its roles is explained and the role of money in macroeconomic policies. The course also examines the monetary policy and the role of money in the determination of output, prices, and interest rates. Topics include theories of supply of and demand for money; overview of the banking system; role of the central bank in the financial system and as executor of monetary policy; monetary policy tools and practices; analysis of inflation and unemployment; international monetary system.

FIN 320: Management of Financial Institutions (3 Credits - Pre-requisite BCOR 260) – Course content: This course presents both theoretical and practical aspects of decision making in financial institutions including commercial banks, insurance companies, pensions funds and asset management firms. Major topics include interest rate risk management, asset/liability and capital management under current Basel regimes; credit evaluation, lending policies and practices, liquidity management; performance evaluation; investment banking; investment portfolio management; international banking.

FIN 330: Derivative Securities (3 Credits - Pre-requisite BCOR 260) – Course content: Topics to be covered in this course include the principles and pricing of options, futures and forward contracts, and swaps; arbitrage, hedging and advanced futures and options strategies. In this course, the concepts of portfolio risk and insurance and financial innovations are examined along with the use of derivative securities in corporate financial management.

FIN 340: Real Estate Finance (3 Credits - Pre-requisite BCOR 260) – Course content: Overview of real estate markets; analysis of residential and commercial real estate development, mortgage financing and investment decisions. Topics include fundamentals of property valuation, economic factors influencing property values, property management, and appraising principles for residential and income property, leverage, and methods of financing.

FIN 400: Investments and Portfolio Management (3 Credits - Pre-requisite BCOR 260) – Course content: This course is an analysis of the nature and underlying theory of investments and its utilization by the individual investor and portfolio manager. Topics include selection and management of financial assets; valuation techniques for stocks and bonds; fundamental and technical analysis; theory of efficient financial markets; risk-return analysis; capital asset pricing model; modern portfolio theory.

FIN 410: International Financial Management (3 Credits -Pre-requisite BCOR 260) – Course content: This course analyses the key financial decisions made by multinational corporations (MNCs). It provides an international perspective to financial problems faced by multinationals. Topics examined in the course include the international financial

environment; international money and capital markets; exchange rate behavior; arbitrage and international parities; analysis of foreign exchange risk exposure and risk management; currency derivatives; capital budgeting for multinationals; foreign direct investment decisions.

FIN 420: Computer Applications in Finance (3 credits – Pre-requisite FIN 400) – Course content: This course develops and implements practical financial modeling skills for purposes of financial planning and decision making. The course is intended to enhance student skills in the development of various types of spreadsheet-based financial models. The course features quantitative modeling applications in financial forecasting; financial statements analysis; valuation techniques including derivative securities valuation; break-even and leverage analysis; capital budgeting; statistical analysis; optimization techniques; investment analysis and portfolio management.

FIN 430: Islamic Finance (3 credits – Pre-requisite FIN 400) – Course content: Introduction to the theory and practice of Islamic financial instruments and institutions. Topics include the theory of Islamic banking; structure and management of Islamic banks; financial statements of Islamic banks; governance in Islamic financial institutions; theory of Islamic contracts; Islamic bond instruments (Sukuk); Islamic insurance instruments (Takaful); risk and liquidity management in Islamic financial institutions. Other topics include cost of capital determination, project evaluation techniques, and accounting practices in the Islamic financial system.

FIN 440: Advanced Corporate Finance (3 credits – Pre-requisite FIN 300) – Course content: The course emphasizes the application of financial theories and analytical techniques to solve financial management problems. Topics covered in the course include financial analysis and planning; working capital management; capital budgeting and cash flow analysis; lease financing; long term financing and capital structure decisions; corporate restructuring, mergers & acquisitions.

FIN 450: Risk Management and Insurance (3 credits – Pre-requisite BCOR 260) – Course content: This course focuses on the principles and practices of insurance and risk management including identification, measurement, and dealing with insurable risk in personal and business situations. Topics include theory of risk; insurance principles and terminology; implementation of risk management strategies through insurance coverage, risk retention, and risk reduction devices; financial aspects of insurance companies and markets; types of insurance coverage; basic features of selected insurance contracts.

Information Technology Courses

IT 300: Database Management (3 credits - Pre-requisite CS 200) – Course content: Upon completion of this course, students will have the ability to understand and evaluate the role of database management systems in information technology applications within organizations. They will also recognize and use various logical design methods and tools for

databases and then derive a physical design for a database from its logical design. The contents include the implementation of a database solution to an information technology problem, the development using the SQL data definition and SQL query languages, the resolution of problems associated with the use of procedural language extensions to SQL and those related to multi-user database systems such as integrity, security and concurrency.

IT 310: Internet Communication (3 credits - Pre-requisite CS 200) – Course content: At the end of this course students will have sound understanding of the basic architectures in Internet Communication. They will be familiar with a variety of aspects of electronic communication and understand the syntax and semantics of several Markup languages for use in information communication. They will acquire a detailed knowledge of the concepts and practical aspects of data encryption and compression in networking environments.

IT 320: Introduction to Visual Programming (3 credits - Pre-requisite CS 200) – Course content: On completion of this course students will have the ability to comprehend the concepts of Object-Oriented and event-driven programming, to comprehend a programming problem and design a solution, to code a solution to a problem and to test and document program solutions.

IT 330: Systems and Software Development (3 credits) – Course content: This course enable students to have a firm basis for understanding the life cycle of a systems development project and an understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project. The course includes the ways in which an analyst's interaction with system sponsors and users plays a part in information systems development. It enables also to gain an experience in developing information systems models and systems project documentation.

IT 340: Information Systems Programming (3 credits) – Course content: This course enables to acquire the knowledge and develop the skills needed to prototype an end-user application using a rapid application development (RAD) tool, to produce user interfaces that are esthetic, intuitive and easy to use and to use and interact with databases.

IT 350: Systems & Network Administration (3 credits) – Course content: On completion of this course students will be able to understand the role of operating systems and computer networks in information technology applications within organizations and the appropriate use of networking hardware and software. The course contents include the installation, configuration, and maintenance of an operating system and applications software on a personal computer; the selection of the hardware and software components, the building, configuration, and maintenance of a computer network.

IT 360: Advanced operating systems (3 credits) – Course content: At the end of the course, the student will have become exposed to classic and current operating systems literature, gained the experience of conducting research in the area of operating systems. The course contents include: performance evaluation, multiple processor systems, parallel processing, parallel job scheduling, semantic file systems, object storage, transaction processing and virtualization.

IT 400: Project Management (3 credits) – Course content: Please refer to BDM 400.

IT 410: Standards for Information Technology Project Management (3 credits) – Course content: In this course students learn how to plan, cost and evaluate a substantial information technology project. The contents of the course include the models to implement a substantial information technology project, the application of the information technology skills in a multi-disciplinary project, the communication techniques, and the role of information technology projects in providing strategic advantage to organizations and their use in business venturing.

IT 420: E-services design and development (3 credits) – Course content: This course enables to recognize the different e-services architectures and models, to understand the dataflow between the different e-service components, to design, develop and secure an e-service according to enterprise requirements.

IT 430, IT 435, and IT 440: CISCO Certified Network Associate (level 1&2, level 3, and level 4) (9 credits) – Course content: At the end of the course, the student will have an extensive theoretical and practical knowledge on how connecting to a WAN; implementing network security; network types; network media; routing and switching fundamentals; the TCP/IP and OSI models; IP addressing; WAN technologies; operating and configuring IOS devices; extending switched networks with VLANs; determining IP routes; managing IP traffic with access lists; establishing point-to-point connections; and establishing Frame Relay connections.

IT 445: Information assurance and security (3 credits) – Course content: This course cover how information can be protected and risks reduced through implementing management driven security policies and tested security technologies. At the end of the course, students will understand how to identify the different vulnerabilities of an information system and how to set up the suitable digital and network security mechanisms. They will also be able to evaluate the security risks and to establish the cost-benefit balance.

IT 450: Quality of service and network simulation (3 credits) – Course content: this course enables to recognize the QoS architectures and models, to recognize and use the measurement QoS mechanisms and tools and to differentiate the QoS metrics and parameters in the different networks.

IT 455: Mobile and wireless networks (3 credits) – Course content: At the end of this course, students will be able to recognize the characteristics and the differences of the different wireless and mobile network. They will also be able to identify the shortcomings and the advantages of the different networks.

IT 460: Distributed networks and cloud computing (3 credits) – Course content: This course enable students to Recognize the principles of the contemporary distributed systems and to know how they affect the software design, and be able to identify features and design decisions that may cause problems. Students will also learn how to design a distributed system that fulfills requirements with regards to key distributed systems properties (such as

scalability, transparency, etc.). They will build distributed system software using basic OS mechanisms as well as higher-level middleware and languages.

IT 470: Contemporary Issues in Information Technology (3 credits) – Course content: On completion of this course students will have the ability to understand the effects of information technology on society, organizations, communities and individuals, to consider the ethical implications of their information technology decisions and to participate effectively in debates on a number of topical information technology issues. They will apply some of the latest information technology tools and techniques, and their information technology knowledge and skills in a multidisciplinary environment.

Marketing Courses

MRK300: Consumer Behavior (Pre-requisite: BCOR210) – Course content: In order to understand the factors that influence consumers' acquisition, consumption, and disposition of products, services, and ideas, the course of consumer behavior will introduce students to concepts, principles and theories from the various social sciences, including psychology and sociology. Issues such as the effect of marketing environment (e.g., cultural environment), consumers' motivations, and the role of the self concept, group reference, family, etc. in explaining consumers' buying decisions will be covered.

MRK310: Marketing Communication (Pre-requisite: BCOR210) – Course content: This course focuses on the communication functions of marketing. It first examines the issues involving trends, factors, and forces (institutions, culture, politics, law, and environment) which affect companies advertising and communication strategies. Then, it emphasizes the formulation and implementation of integrated communication strategies. Topics of interest include public relations, advertising, sales promotion, personal selling, and direct marketing. Students successfully completing this class will i) have a solid understanding of marketing communication objectives and tasks and ii) be able to develop skills in designing promotional mix strategies.

MRK320: International Marketing (Pre-requisite: BCOR210) – Course content: This course entails a study of international trade concepts, world markets, international marketing strategies, and the process and problems associated with establishing marketing operations in foreign countries. In particular, the course evaluates global issues and concepts that confront today's international marketers and which concern foreign market entry decisions, standardization and adaptation of marketing programs, foreign market analysis, cross national market segmentation, etc. Student taking this course will be able to i) better comprehend the impact of uncontrollable factors, such as cultural, economic, social, etc. on the company's global strategy, ii) appreciate the opportunities and threats of doing businesses internationally, and iii) develop skills in designing marketing mix strategies for international operations.

MRK330: Marketing Channels (Pre-requisite: BCOR210) – Course content: This course deals with the elements and management of marketing channels. It examines marketing channel design, performance evaluation of supplier-buyer relationships, trust between business partners, etc. Taking this course enables students to have an in-depth look at trends in marketing channels in the B2C and B2B contexts.

MRK340: E-Marketing (Pre-requisite: BCOR210) – Course content: This course is designed to develop students' understanding of the principles of E-marketing. Special attention is devoted to tools and techniques characterizing online marketing. In particular, issues such as E-commerce, web 2.0, website evaluation, online marketing programs, click-and-brick distribution, online communications and sales promotion, and online security and payment methods will be examined. Students taking this course will gain a solid understanding of how to do businesses in the new digital economy.

MRK350: Retail Marketing (Pre-requisite: BCOR210) – Course content: In this course, students will learn the functions of retailing goods and services. Topics include the dynamic of the retail industry, the importance of retail management, alternatives of retail pricing decisions, selection of retail locations, etc.

MRK360: Customer Relationship Management (Pre-requisite: BCOR210) – Course content: This course focuses on how a firm manages relationships with its customers. Students will be exposed to contemporary theories and practices of relationship marketing. Topics include creation of value to customers, customer loyalty management, after sales services, etc.

MRK370: Sales management (Pre-requisite: BCOR210) – Course content: This course deals with the management of an organization's sales function. Topics include the roles of sales executives, sales force training programs, organization of sales force, motivation programs for sales force, evaluation and control of sales force, etc.

MRK400: Marketing Research (Pre-requisite: BCOR210, BCOR250) – Course content: Marketing research is an important tool in marketing management. The course provides students with the conceptual and the analytical aspects of marketing research. It is an application of scientific methods to the solution of marketing problems. The steps of the research project are delineated, from problem definition through research design, sample selection, data collection, analysis, interpretation and presentation. Therefore, the emphasis of the course will be on hands-on, systematic approach to marketing research process. Students taking this course will be able to i) better understand the research process, ii) better judge the suitability, reliability and the validity of a research study, and iii) improve their problem solving and decision skills.

MRK440: Strategic Marketing Management (Pre-requisite: BCOR210) – Course content: This course integrates and draws on previously learned concepts in marketing and non marketing courses (e.g. International marketing, international business, B2B marketing, Management, Finance, etc.). It emphasizes the design of effective marketing mix programs

that would enable companies gaining competitive advantages. Topics include development of market-growth strategies, product/brand positioning, global marketing strategies, alliance strategies, etc.

MRK410: Business-to-Business Marketing (Pre-requisite: BCOR210) – Course content:

Understanding B2B concepts and practices become an important subject of interest to academics and practitioners. The Business-to-Business Marketing course is, therefore, designed to provide an overview of this major marketing segment. The course will particularly examine business-to-business functions and focuses on content and solutions necessary to design develop and conduct B2B transactions. Key B2B marketing techniques, including the value of relationship marketing and the emphasis on personal selling, will be thoroughly covered. Upon successful completion of this course, students will be able to differentiate between B2C and B2B, recognize future business-to-business opportunities, and develop skills in designing marketing mix strategies for B2B activities.

MRK420: Services Marketing (Pre-requisite: BCOR210) – Course content:

This course focuses on the importance and the growing role of services in businesses. It covers marketing theories, models, and practices in the services industry (e.g., banking, tourism, hospitals, insurance, and other services). Students will be exposed to the specificities of marketing when applied to services and will understand the differences and similarities between marketing a product and marketing a service. Issues such as customer relationship management, strategies for service recovery, service delivery, and other key elements of services marketing will be covered.

MRK430: Brand Management (Pre-requisite: BCOR210) – Course content:

The increasing use of brands as a competitive strategy makes it important to know how to make a valuable, successful and long-lasting brand. This course, therefore, focuses on the role of branding as a strategic marketing tool and it acquaints students with the responsibilities of brand managers. Topics include creation of brands, brand positioning, brand image and reputation, and brand equity.

Appendix II: Detailed Curriculum at TBS

University: University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration
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First Year : Freshman: Semester 1

Course Code	Course Title	hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
NBC 100	Intensive General English		15,00		3	3
NBC 110	French I		3,00		1	1
CS 100	Computer Science I	1,50		1,50	3	3
BCOR 100	TBS Organization Seminar	0,75			Pass/Fail	
BCOR 110	Mathematics for Business	3,00	1,50		3	3
	Total	5,25	19,50	1,50	10	10
Total hours/week				26,25		

Total Cumulative Credits	10
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Business Core Courses	3
Major Courses	0
Minor Courses	0
Non-Business Courses	4
Computer Science Courses	3
Total Cumulative Credits	10

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration
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First Year : Freshman: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 120	Principals of Management	3,00	1,50		3	3
BCOR 130	Financial accounting	3,00	1,50		3	3
BCOR 140	Introduction to Microeconomics	3,00		1,50	3	3
BCOR 150	Probability & Statistics for Business I	3,00	1,50		3	3
CS 110	Computer Science II	0,75		0,75	1	1
NBC 120	English Communication Skills		3,00		2	2
NBC 130	French II		1,50		1	1
Total		12,75	9,00	2,25	16	16
Total hours/week			24,00			

Total Cumulative Credits	26
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Business Core Courses	15
Major Courses	0
Minor Courses	0
Non-Business Courses	7
Computer Science Courses	4
Total Cumulative Credits	26

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration
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Second Year : Sophomore: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 200	Introduction to Management of Information Systems (MIS)	3,00		1,50	3	3
BCOR 220	Intermediate accounting	3,00	1,50		3	3
BCOR 240	Introduction to Macroeconomics	3,00	1,50		3	3
BCOR 250	Probability and Statistics for Business II	3,00	1,50		3	3
NBC 200	Business English		3,00		2	2
CS 200	Foundations of IT	1,50		1,50	3	3
Total		13,50	7,50	3,00	17	17
Total hours/week				24,00		

Probability and Statistics for Business II

Total Cumulative Credits	43
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Business Core Courses	27
Major Courses	0
Minor Courses	0
Non-Business Courses	9
Computer Science Courses	7
Total Cumulative Credits	43

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration
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Second Year : Sophomore: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 210	Fundamentals of Marketing	3,00	1,50		3	3
BCOR 225	Managerial accounting	3,00	1,50		3	3
BCOR 230	Operations Research I	3,00	1,50		3	3
BCOR 260	Principles of Finance	3,00	1,50		3	3
CS 210	Entreprise Information Systems	1,50		1,50	3	3
NBC 210	Technical Writing		3,00		2	2
Total		13,50	9,00		17	17
Total hours/week				22,50		

Total Cumulative Credits	60
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Business Core Courses	39
Major Courses	0
Minor Courses	0
Non-Business Courses	11
Computer Science Courses	10
Total Cumulative Credits	60

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Information Technology
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Third Year : Junior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 300	Production and Operation Management	3,00	1,50		3	3
BCOR 310	Industrial Economics	3,00	1,50		3	3
IT 300	<i>Database Management</i>	3,00		1,50	3	3
	Major Elective I	3,00		1,50	3	3
	Minor I	3,00	1,50		3	3
	Non-Business Course	1,50			1	1
	Total	16,50	4,50	3,00	16	16
Total hours/week				24,00		

Total Cumulative Credits	76
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Business Core Courses	45
Major Courses	6
Minor Courses	3
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	76

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Information Technology
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Third Year : Junior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 320	Indirect Taxation and Taxation for Individuals and Business Income	3,00	1,50		3	3
BCOR 330	Business Law	3,00			3	3
IT 310	<i>Internet Communication</i>	3,00		1,50	3	3
	Major Elective II	3,00		1,50	3	3
	Minor II	3,00	1,50		3	3
	Total	15,00	3,00	3,00	15	15
Total hours/week				21,00		

Total Cumulative Credits	91
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Business Core Courses	51
Major Courses	12
Minor Courses	6
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	91

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Information Technology
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Fourth Year : Senior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
IT 400	<i>Project Management</i>	3,00	1,50		3	3
	Major Elective III	3,00		1,50	3	3
	Major Elective IV	3,00		1,50	3	3
	Minor III	3,00	1,50		3	3
	Minor IV	3,00	1,50		3	3
	Total	15,00	4,50	3,00	15	15
Total hours/week			22,50			

Total Cumulative Credits	106
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Business Core Courses	51
Major Courses	21
Minor Courses	12
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	106

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Information Technology
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Fourth Year : Senior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
IT 410	<i>Standards for Information Technology project management</i>	3,00	1,50		3	3
IT 499	<i>Senior Project</i>			3,00	3	Pass/Fail
	Major Elective V	3,00		1,50	3	3
	Major Elective VI	3,00		1,50	3	3
	Minor V	3,00	1,50		3	3
	Total	12,00	3,00	6,00	15	12
Total hours/week				21,00		

Total Cumulative Credits	121
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Business Core Courses	51
Major Courses	33
Minor Courses	15
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	121

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Business Decision Making
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Third Year : Junior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 300	Production and Operation Management	3,00	1,50		3	3
BCOR 310	Industrial Economics	3,00	1,50		3	3
BDM 300	<i>Decision and Game Theory</i>	3,00	1,50		3	3
	Major Elective I	3,00	1,50		3	3
	Minor I	3,00	1,50		3	3
	Non-Business Course	1,50			1	1
	Total	16,50	7,50	0,00	16	16
Total hours/week				24,00		

Total Cumulative Credits	76
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Business Core Courses	45
Major Courses	6
Minor Courses	3
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	76

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Business Decision Making
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Third Year : Junior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 320	Indirect Taxation and Taxation for Individuals and Business Income	3,00	1,50		3	3
BCOR 330	Business Law	3,00			3	3
BDM 310	<i>Operations Research II</i>	3,00	1,50		3	3
	Major Elective II	3,00	1,50		3	3
	Minor II	3,00	1,50		3	3
	Total	15,00	6,00	0,00	15	15
Total hours/week				21,00		

Total Cumulative Credits	91
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Business Core Courses	51
Major Courses	12
Minor Courses	6
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	91

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Business Decision Making	
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Fourth Year :Senior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BDM 400	<i>Project Management</i>	3,00	1,50		3	3
BDM 410	<i>Operations Research III</i>	3,00	1,50		3	3
	Major Elective III	3,00	1,50		3	3
	Major Elective IV	3,00	1,50		3	3
	Minor III	3,00	1,50		3	3
Total		15,00	7,50	0,00	15	15
Total hours/week			22,50			

Total Cumulative Credits	106
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Business Core Courses	51
Major Courses	24
Minor Courses	9
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	106

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Business Decision Making	
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Fourth Year :Senior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
	Major Elective V	3,00	1,50		3	3
	Major Elective VI	3,00	1,50		3	3
BDM 499	<i>Senior Project</i>			3,00	3	Pass/Fail
	Minor IV	3,00	1,50		3	3
	Minor V	3,00	1,50		3	3
Total		12,00	6,00	3,00	15	12
Total hours/week			21,00			

Total Cumulative Credits	121
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Business Core Courses	51
Major Courses	33
Minor Courses	15
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	121

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Accounting
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Third Year : Junior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 300	Production and Operation Management	3,00	1,50		3	3
BCOR 310	Industrial Economics	3,00	1,50		3	3
ACCT 300	<i>Advanced Managerial Accounting</i>	3,00	1,50		3	3
ACCT 310	<i>Financial Statement Analysis</i>	3,00	1,50		3	3
	Minor I	3,00	1,50		3	3
	Non-Business Course	1,50			1	1
	Total	16,50	7,50	0,00	16	16
Total hours/week				24,00		

Total Cumulative Credits	76
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Business Core Courses	45
Major Courses	6
Minor Courses	3
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	76

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Accounting
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Third Year : Junior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 320	Indirect Taxation and Taxation for Individuals and Business Income	3,00	1,50		3	3
BCOR 330	Business Law	3,00			3	3
ACCT 320	<i>Advanced Accounting I</i>	3,00	1,50		3	3
	Major Elective I	3,00	1,50		3	3
	Minor II	3,00	1,50		3	3
	Total	15,00	6,00	0,00	15	15
Total hours/week				21,00		

Total Cumulative Credits	91
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Business Core Courses	51
Major Courses	12
Minor Courses	6
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	91

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Accounting
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Fourth Year :Senior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
ACCT 400	<i>Advanced Accounting II</i>	3,00	1,50		3	3
ACCT 410	<i>Auditing</i>	3,00	1,50		3	3
	Major Elective II	3,00	1,50		3	3
	Major Elective III	3,00	1,50		3	3
	Minor III	3,00	1,50		3	3
Total		15,00	7,50	0,00	15	15
Total hours/week			22,50			

Total Cumulative Credits	106
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Business Core Courses	51
Major Courses	24
Minor Courses	9
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	106

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Accounting
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Fourth Year :Senior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
ACCT 420	Contemporary Financial Accounting Issues	3,00	1,50		3	3
	Major Elective IV	3,00	1,50		3	3
ACCT 499	<i>Senior Project</i>			3,00	3	Pass/Fail
	Minor IV	3,00	1,50		3	3
	Minor V	3,00	1,50		3	3
	Total	12,00	6,00	3,00	15	12
Total hours/week				21,00		

Total Cumulative Credits	121
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Business Core Courses	51
Major Courses	33
Minor Courses	15
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	121

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Marketing
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Third Year : Junior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 300	Production and Operation Management	3,00	1,50		3	3
BCOR 310	Industrial Economics	3,00	1,50		3	3
MRK 300	<i>Consumer Behavior</i>	3,00			3	3
MRK 310	<i>Marketing Communication</i>	3,00			3	3
	Minor I	3,00	1,50		3	3
	Non-Business Course	1,50			1	1
	Total	16,50	4,50	0,00	16	16
Total hours/week				21,00		

Total Cumulative Credits	76
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Business Core Courses	45
Major Courses	6
Minor Courses	3
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	76

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Marketing
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Third Year : Junior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 320	Indirect Taxation and Taxation for Individuals and Business Income	3,00	1,50		3	3
BCOR 330	Business Law	3,00			3	3
MRK 320	<i>International Marketing</i>	3,00			3	3
	Major Elective I	3,00			3	3
	Minor II	3,00	1,50		3	3
	Total	15,00	3,00	0,00	15	15
Total hours/week			18,00			

Total Cumulative Credits	91
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Business Core Courses	51
Major Courses	12
Minor Courses	6
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	91

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Marketing		
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Fourth Year :Senior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
MRK 400	<i>Marketing Research</i>	3,00			3	3
	Major Elective II	3,00			3	3
	Major Elective III	3,00			3	3
	Major Elective IV	3,00			3	3
	Minor III	3,00	1,50		3	3
Total		15,00	1,50	0,00	15	15
Total hours/week			16,50			

Total Cumulative Credits	106
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Business Core Courses	51
Major Courses	24
Minor Courses	9
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	106

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Marketing
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Fourth Year :Senior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
MRK 440	<i>Strategic Marketing Management</i>	3,00			3	3
	Major Elective V	3,00	1,50		3	3
MRK 499	<i>Senior Project</i>			3,00	3	Pass/Fail
	Minor IV	3,00	1,50		3	3
	Minor V	3,00	1,50		3	3
	Total	12,00	4,50	3,00	15	12
Total hours/week				19,50		

Total Cumulative Credits	121
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Business Core Courses	51
Major Courses	33
Minor Courses	15
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	121

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Finance		
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Third Year : Junior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 300	Production and Operation Management	3,00	1,50		3	3
BCOR 310	Industrial Economics	3,00	1,50		3	3
FIN 300	<i>Corporate Finance</i>	3,00	1,50		3	3
FIN 310	<i>Money and Banking</i>	3,00	1,50		3	3
	Minor I	3,00	1,50		3	3
	Non-Business Course	1,50			1	1
Total		16,50	7,50	0,00	16	16
Total hours/week			24,00			

Total Cumulative Credits	76
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Business Core Courses	45
Major Courses	6
Minor Courses	3
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	76

University of Tunis	Tunis Business School	Degree : Bachelor of Business Administration Major: Finance
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Third Year : Junior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
BCOR 320	Indirect Taxation and Taxation for Individuals and Business Income	3,00	1,50		3	3
BCOR 330	Business Law	3,00			3	3
FIN 320	<i>Management of Financial Institutions</i>	3,00	1,50		3	3
	Major Elective I	3,00	1,50		3	3
	Minor II	3,00	1,50		3	3
	Total	15,00	6,00	0,00	15	15
Total hours/week				21,00		

Total Cumulative Credits	91
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Business Core Courses	51
Major Courses	12
Minor Courses	6
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	91

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Finance	
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Fourth Year :Senior: Semester 1

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
FIN 400	<i>Investments and Portfolio Management</i>	3,00	1,50		3	3
FIN 410	<i>International Financial Management</i>	3,00	1,50		3	3
	Major Elective II	3,00	1,50		3	3
	Major Elective III	3,00	1,50		3	3
	Minor III	3,00	1,50		3	3
Total		15,00	7,50	0,00	15	15
Total hours/week			22,50			

Total Cumulative Credits	106
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Business Core Courses	51
Major Courses	24
Minor Courses	9
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	106

University of Tunis		Tunis Business School	Degree : Bachelor of Business Administration Major: Finance
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Fourth Year :Senior: Semester 2

Course Code	Course Title	Hours/week			Credits	Coefficients
		Lecture (C)	Recitation (TD)	Lab (TP)		
FIN 420	<i>Computer Applications in Finance</i>	3,00	1,50		3	3
	Major Elective IV	3,00	1,50		3	3
FIN 499	<i>Senior Project</i>			3,00	3	Pass/Fail
	Minor IV	3,00	1,50		3	3
	Minor V	3,00	1,50		3	3
	Total	12,00	6,00	3,00	15	12
Total hours/week				21,00		

Total Cumulative Credits	121
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Business Core Courses	51
Major Courses	33
Minor Courses	15
Non-Business Courses	12
Computer Science Courses	10
Total Cumulative Credits	121