# **Arison School of Business**

# **BA in Business Administration**

Prof. Dov Pekelman

Dean

**Dr. Yaron Timmor** 

**Associate Dean** 

Ms. Carine Katz

**Head of Student Administration** 

Ms. Riki Vanunu

**Executive Administrator** 

A great deal of effort has been expended in preparing this handbook, in order to ensure that its content is complete and accurate. However, changes and alterations to the information are possible. Such changes, which will be published during the course of the year via various means, such as, the handbook on the IDC Herzliya website, and notifications, will obligate the entire student body.

The IDC Herzliya Academic Authorities are at liberty to cancel, alter or add studies subjects and /or specialization programs, and to generate changes in the times of lectures or in the manning of the subject instructor posts, at its discretion. These changes apply to all IDC Herzliya students, including students of the Raphael Recanati International School, unless specified otherwise.

# Introduction

**The curriculum** of the Arison School of Business comprises a core program – which includes core courses in Mathematics, Statistics, Economics and Business Administration and in addition, a specialization is chosen from three fields: Finance, Marketing or Entrepreneurial Management. During the course of studies, in accordance with the chosen specialization, students participate in preparing strategic marketing and financial plans for companies. Honor students may apply for a one-semester student exchange program at a leading academic institution. Business students may also apply for the Zell Entrepreneurship program during their final year of studies (further details can be found in the Zell Entrepreneurship study program).

The undergraduate program leading to a BA in Business Administration consists of 120 credits and is designed to be completed over a period of three years (six semesters).

# Specialization in Marketing

Head of the Program: Dr. Talia Rymon

A specialization in marketing provides extensive knowledge on all the diverse marketing activities, acquaintance with and understanding of the modern marketing: customized marketing, interactive and integrative marketing. The study method combines lectures presenting state-of-the-art theories and research with case analyses, guest lectures and work on applicative projects with leading companies in the market. The specialization includes up-to-date courses such as Social Networks, Marketing in the Far East, Sports Marketing, Creativity Thinking and Marketing and Global Marketing.

This Specialization program also includes unique seminars for honor students conducted in close cooperation with L'Oréal and Mercedes, and a Marketing Communication seminar in which students are competing for the Marketing Agencies Associations Global Academic Challenge. The L'Oréal and Mercedes seminars are taught in Hebrew, but the projects can be submitted in English.

The graduates of this specialization will be able to begin a career in the field of marketing and join companies and organizations as marketing managers, marcomm managers, product managers or brand managers. Furthermore, the graduates of this program will be able to join companies that provide marketing services such as advertising, public relations, marketing consultancy services and marketing research firms as consultants, analysts, researchers, planners and account executives.

### Specialization in Finance

Head of the Program: Prof. Elazar Berkowitz

The specialization in finance prepares students to succeed in lucrative positions at financial institutions, such as banks and insurance companies, as well as in the financial departments of corporations and consulting firms.

The growing globalization of the markets and stock exchanges, as well as the multitude of new and sophisticated financial tools, have compelled companies to use high-level financial tools and approaches. Without the use of the most advanced tools for pricing assets, raising capital, selecting projects for investment, managing risk, and undertaking mergers and acquisitions, companies cannot survive in the competitive market.

The program balances between theoretical foundations and practical courses, and includes courses on corporate financing, asset valuation and derivatives, financial risk management and investment portfolio management. Students apply all this in a seminar in which they complete a consulting project, either evaluating a company or researching performance in the capital market. In addition to preparing students for successful careers, the specialization in finance teaches them how to obtain and manage sources of capital.

# **Specialization in Entrepreneurial Management**

Head of the Program: Dr. Yossi Maaravi

The specialization exposes students to the content and terminology of the entrepreneurial eco-system and provides practical tools and experiential learning in the local start-up environment. The curriculum is based on the years of experience with the Zell Entrepreneurship Program. Moreover, the specialization bolsters valuable skills relevant for working in a high-tech company or starting a venture. The program balances between theoretical study and experiential learning and includes the global challenges of the 21st Century, fundamental courses in entrepreneurial strategic thinking, legal and financing aspects of startup ventures, team building, business model innovation and more.

### **General Courses**

In addition to the mandatory courses, all Business Administration students are required to take **6 additional credits of General courses** during the course of their studies (see the General Studies Unit file on the IDC website).

# Double Major Program Curriculum Economics and Business Administration

In today's competitive environment, students who possess specialized and interdisciplinary knowledge will command significant advantage in the job market. Students in the Economics and Business Administration program will emerge with broad background knowledge and, at the same time, develop areas of specific expertise.

Business managers who possess a deep understanding of the factors that shape the domestic and global economies and economists endowed with managerial skills will be future leaders in business.

## **Characteristics of the Program**

The program combines the core fundamentals of economics and management; in addition, it equips budding entrepreneurs with practical tools to realize their full potential. The program undergoes frequent revision to remain relevant in a dynamic and ever-changing economic and business environment. Students will learn how to analyze and approach the most current economic issues in Israel (the gas outline, housing and food prices, etc.). Outstanding students will be offered roles in the public and private sectors during the school year. The curriculum encourages development of the theoretical and practical tools that are required for management excellence in dynamic markets. The program is taught by professors and researchers who are leaders in their fields and offers opportunities to meet and interact with eminent public figures in the modern economics and business world.

## The Purpose of the Program

The program will provide a broad background of the problems and challenges faced by modern-day economists and business managers. A multidisciplinary education will position graduates of the program to pursue higher education and career opportunities in a diverse number of fields

Students will build a competitive skill set and be well-qualified for jobs in the public and private sectors.

The program offers a variety of elective courses in subjects such as: capital markets, entrepreneurship, marketing and strategy. These courses will expand students' theoretical knowledge base and also provide practical tools in key management topics.

# **Program of Studies**

# First Year / Business Administration

Course Code	Course Name	Lecture Hours	Recitation Hours	Total Credits	Prerequisites	Final Course Assignment
		Mandato	ory Course	es		
Fall Sen	nester Courses					
709	Business - Advanced English I Ms. Miriam Symon	4		0		Exam
2335	Microeconomics Group I – Mr. Ido Eisdorfer Group II – Dr. Tal Sadeh	3	1 no credit	3		Exam
10	Mathematics I Groups I and II Mr. Hever Schulberg	4	1 no credit	4		Exam
2316	Statistics I <sup>1</sup> Groups I and II Dr. Avner Halevy	5	1	6		Exam
2235	Management Skills Dr. Tal Katz-Navon	3		3		Exam
2236	Culture and Business Groups I and II Mr. Nir Kedem	2		2		Exam
2234	<b>Business Law</b> Adv. Joel Slawotsky	4		4		Exam
Spring S	Semester Courses					
710	Business- Advanced English II Ms. Miriam Symon	4		2	Business Communications	Exam
11	Mathematics II Groups I and II Mr. Hever Schulberg	3	1 no credit	3		Exam
42	Fundamentals of Finance Groups I and II TBA	4	1 no credit	4		Exam

 $<sup>^{1}</sup>$  A prerequisite for registration to the course Statistics II in the  $2^{nd}$  year is the participation in a behavioral lab, in the scope of 4 hours, as part of the course statistics I.

2245	Business Management in the Digital World Groups I and II Dr. Amir Etziony	3	3		Exam
43	Principles of Marketing Management Groups I and II Dr. Coby Morvinski	4	4		Exam
2246	Business Economics Groups I and II Prof. Arthur Fishman	3	3	Mathematics I Introduction to Micro Economics	Exam
Total Se	mester Hours		41		

# **General Studies**

In addition to the mandatory courses, all Business Administration students are required to take **6 additional credits of general courses** during the course of their studies (see the General Studies Unit file on the IDC website).

# First Year / Dual Major Business Administration and Economics

Code Code	Course Name	Lecture Hours	Recitation Hours	Total Credits	Prerequisites	Final Course Assignment
	Business Adn	ninistra	tion Mand	latory (	Courses	
Fall Sen	nester Courses					
709	Business - Advanced English I Ms. Miriam Symon	4		0		Exam
50	Fundamentals of Accounting Dr. Ron Lazer	3	1	4		Exam
2234	Business Law Adv. Joel Slawotsky	4		4		Exam
Spring S	Semester Courses					
710	Business- Advanced English II Ms. Miriam Symon	4		2	Business Communications	Exam
42	Fundamentals of Finance TBA	4	1 no credit	4		Exam
90	<b>Critical Thinking</b> TBA	2		2	Statistics II	Exam
	Econo	mics Ma	andatory C	Courses	3	
Fall Sen	nester Courses					
9007	Mathematics I for Economics Dr. Yossi Shamai	4		4		Exam
9009	Statistics I for Economics <sup>2</sup> Dr. Yaniv Mor	5		5		Exam
9115	Principles of Micro Economics Mr. Ido Eisdorfer	3	2	5		Exam
9076	Excel for Economics  Ms. Liat Erel	1		0		Paper
Spring S	Semester Courses					Exam
9008	Mathematics II for Economics	4		4	9007	Exam

 $<sup>^{2}</sup>$  A prerequisite for registration to the course Statistics II is the participation in a behavioral lab, in the scope of 4 hours, as part of the course statistics I.

Dr. Yossi Shamai

9010	Statistics II for Economics Dr. Yaniv Mor	4		4	9009	Exam
9012	Microeconomics I:consumers and firms behavior under perfect competition Mr. Ido Eisdorfer	4	2	5	9115 9007	Exam
9017	<b>Principles of Macro Economics</b> Dr. Yael Hadass	2	2	3	9115	Exam
Total Se	mester Hours			46		

# **General Studies**

In addition to the mandatory courses, all Dual Major Business Administration and Economics students are required to take 4 additional credits of general courses during the course of their studies (see the General Studies Unit file on the IDC website).

# **Second Year / Business Administration**

Course	Course Name	Lecture	Recitation	Total	Prerequisites	Final Course
Code		Hours	Hours	Credits		Assignment
		Mar	ndatory Cou	rses		
Fall Sen	nester Courses		,			
2303	Statistics II <sup>3</sup> Groups I and II Mr. Ran Elkon	4	2	6	behavioral lab	Exam
40	Organizational Behavior Groups I and II Dr. Galit Dayan	4		4		Exam
50	Fundamentals of Accounting Groups I and II Dr. Ron Lazer	3	1	4		Exam
2150	Entrepreneurship and Business Management Groups I and II Dr. Uri Aizik	3		3		Exam
2306	Introduction To Macro Economics Group I – Dr. Yael Hadass Group II – Dr. Tal Sadeh	3		3	Macroeconomic	Exam
Spring S	Semester Courses					
64	The Macroeconomic Environment Group I – Dr. Yael Hadass Group II - Mr. Ido isdorfer	3		3	Macroeconomic	Exam
65	Managerial Accounting Group I - Dr. Rimona Palas Group II – CPA Eyal Amitay	3		3	Fundamentals of Accounting	Exam
90	Critical Thinking Groups I and II Dr. David Solomon	2		2		Exam
607	Human Resource Management Groups I and II	2		2		Exam

 $<sup>^{3}</sup>$  A prerequisite for registration to the course Statistics II is the participation in a behavioral lab, in the scope of 4 hours, as part of the course statistics I in the 1st year.

Dr. Yael Hadass

# 2076 Business Strategies 4 4 Microeconomics, Exam Group I and II - Dr. Yair Fundamentals of Friedman Finance, Fundamentals of Accounting, Marketing Management

# **Finance Specialization Mandatory Courses**

### **Spring Semester Course**

61	Investment Theory <sup>4</sup> Dr. Yael Eisenthal	4	4	Fundamentals of Finance	Exam
2304	Quantitative methods in finance Dr. Roy Sasson	4	4	Fundamentals of Finance, Mathematics I, Statistics I	Exam

# **Marketing Specialization Mandatory Courses**

### **Spring Semester Course**

2318	Marketing Communication Dr. Yaniv Gvili	4	4	Principles of Marketing Management	Exam
2329	Marketing Research Ms. Danna Tevet	4	4	Fundamentals of Finance, Mathematics I, Statistics I	Exam

# **Entrepreneurial Management Specialization Mandatory Courses**

### **Year-Long Course**

2333 Themes in Entrepreneurship at First Hand
Dr. Yossi Maaravi

Fall Semester Course

2310 Revolutions and Inventions: Past, Present, Future

<sup>&</sup>lt;sup>4</sup> A passing grade in Fundamentals of Finance and Investment Theory is a prerequisite for a specialization in Finance.

### **Spring Semester Course**

2331	Introduction to Data Science Dr. Gail Gilboa Freedman	2	2	Paper
Marketii	ng Total Semester Hours		42	
Finance	Total Semester Hours		42	
Entrepre Semeste	eneurial Management Total er Hours		42	

### **General courses**

In addition to the mandatory courses, all Business Administration students are required to take 6 additional credits of general courses during the course of their studies (see the General Studies Unit file on the IDC website).

# **Second Year / Dual Major Business Administration and Economics**

Course Code	Course Name	Lecture Hours	Recitation Hours	Total Credits	Prerequisites	Final Course Assignment
	Business Adn	ninistrat	t <b>ion</b> mand	datory C	Courses	
Fall Sen	nester Courses					
40	Organizational Behavior Dr. Galit Dayan	4		4		Exam
248	Futures and Options Markets Dr. Yael Eisenthal	2	2			Exam
2150	Entrepreneurship and Business Management Dr. Uri Aizik	3		3		Exam
Spring S	Semester Courses					
61	Investment Theory Dr. Yael Eisenthal	4		4	Fundamentals of Finance	Exam
43	Principles of Marketing Management Groups I and II Dr. Coby Morvinski	4		4		Exam
2076	Business Strategies Dr. Yair Friedman	4		4	Microeconomics, Fundamentals of Finance, Fundamentals of Accounting, Marketing Management	Exam
2318	Marketing Communication Dr. Yaniv Gvili	4		4	Principles of Marketing Management	Exam
	Econo	mics ma	andatory o	courses		
Fall Sen	nester Courses					
9010	Statistics II for Economics Dr. Yaniv Mor	4		4	9009 behavioral lab	Exam
9018	Microeconomics II :Consumers and Firms Behavior Under Perfect Competition Dr. Carolina Silva	4	2	5	9115 9008 9009 9010	Exam

					9012	
9020	Macroeconomics I Dr. Gilad Aharonovitz	4	2	5	9007 9008 9009 9010 9012 9017 9115	Exam
Spring	Semester Courses					
9021	Macroeconomics II Dr. Gilad Aharonovitz	4	2	5	9007 9008 9009 9010 9012 9017 9115 9020	Exam
9022	Introduction to Econometrics Dr. Carolina Silva	3	1	4	9115 9009 9010 9012 9017	Exam
9019	Microeconomics III :consumers and firms behavior under perfect competition Dr. Carolina Silva	3	2	5	9007 9008 9012 9018	Exam
Total Se	emester Hours			42		

# Third Year / Business Administration

# **Specialization in Marketing**

A passing grade in Principles of Marketing Management (course code 43) is a prerequisite for a specialization in Marketing.

Additionally, students who have not yet completed 1<sup>st</sup> year math, statistics and economics mandatory courses¹ will not be permitted to start the specialization in their 3<sup>rd</sup> year.

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment
		Mandatory	Courses		
Year-lor	ng Course				
310	Seminar: Marketing Project Group I and II Dr. Yaron Timmor	4	4	Marketing Communication, Research Methods	Project
Fall Sen	nester Courses				
306	Consumer Behavior Dr. Rinat Satchi	3	3		Exam
2027	Marketing Research Ms. Danna Tevet	3	3	Research Methods	Paper
399	Global Marketing Mr. Michael Gally	2	2		Exam
2307	<b>Digital Marketing</b> Yanay Sela	2	2		Paper
2309	Customer Management in the Information Era Ms. Ofrit Kol	2	2		Paper
Spring S	Semester Course				
2294	<b>Retail Marketing</b> Ms. Danna Tevet	2	2		Paper
351	Marketing Services Prof. Arthur Meidan	2	2		Exam
1 Moth I					

2204 **Non-Conventional and Creative** 

Marketing

Dr. Sivan Ben-Horin

2 Marketing

Paper

Communication

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment
Fall Cam	Marketing E Choose one Semina				
rali Seli	nester Courses				
2308	<b>Trends Analysis</b> Ms. Adi Yoffe	2	2		Paper
839	<b>Brandstorm of L'oreal</b> <sup>2</sup> Dr. Talia Rymon	2	2	85 overall average	Paper
Spring S	Semester Course				
2057	Marcomm Seminar Dr. Ofer Zellermayer	2	2	Marketing Communication, Marketing Research	Paper
2013	<b>Marketing Seminar - Mercedes</b> <sup>3</sup> Dr. Talia Rymon	2	2	85 overall average	Paper

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# **Business Administration Elective Courses#**

### Choose 10 credits from the following list of courses:

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment		
Fall Semester Courses							
2205	Entrepreneurship in the Hi-tech Mr. Uri Izik	2	2		Paper		
2237	Systematic Creativity Prof. Jacob Goldenberg	2	2		Paper		
2315	Excel for Advanced Mr. Israel Dac	2	2		Paper		
582	<b>Marketing Strategy</b> Prof. Eyal Biyalogorsky	2	2		Paper		

 $^2$  The course is taught in Hebrew, but the project can be submitted in English.  $^3$  The course is taught in Hebrew, but the project can be submitted in English.

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### **Spring Semester Course**

714	Team Management and Development■ Dr. Sharon Bar-Zakay	2	2	Organizational Behavior	Paper
158	Simulation Games and Negotiation Processes • Dr. Chanan Goldschmidt	2	2		Paper
2028	Leadership in the Global Village Dr. Yael Ziv	2	2		Paper
2029	International Financial Management Dr. Samuel Frankel	2	2		Paper
2297	Regional Business Development Project <sup>4</sup> Mr. Michael Silberg	2	2		Paper
2021	Marketing In The Far East Dr. Ron Berger	2	2		Exam

Finance and Marketing elective courses can be counted as Business Administration elective courses (registration is done during the first two weeks of the semester).

### **General Studies Unit**

In addition to the mandatory courses, all Business Administration students are required to take 6 credits of general courses during the course of their studies

Intensive course. Attendance is mandatory.

 $<sup>^{4}\,</sup>$  Course registration is conditional upon a personal interview

# Third Year / Business Administration

**Specialization in Finance** 

Passing grades in Fundamentals of Finance (course code 42) and Investment Theory (course code 61) are prerequisites for a specialization in Finance.

Additionally, students who have not yet completed 1<sup>st</sup> year math, statistics and economics mandatory courses<sup>9</sup> will not be permitted to start the specialization in their 3<sup>rd</sup> year.

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment	
		Mandat	tory Sem	ninar <sup>10</sup>		
Year-long Course						
2068	<b>Finance Seminar</b> Prof. Elazar Berkowitz	4	4	Research Methods	Paper	
2131	Finance Seminar-Topic II Prof. Elazar Berkowitz	4	4	Research Methods	Paper	
		Manda	atory Co	urses		
Fall Sen	nester Course					
95	Financial Statements Dr. Rimona Palas	2	2	Fundamentals to Accounting	Paper	
593	Introduction to Insurance Dr. Boaz Yam	2	2		Exam	
248	Futures and Options Markets Dr. Yael Eisenthal	2	2		Exam	
2215	International Finance Mr. Tal Mofkadi	2	2	Investment Theory	Exam	
2305	Introduction to Project Financing Mr. Sagi Ben Simon	2	2		Exam	
Spring Semester Course						
238	<b>Company Valuations</b> Dr. Amos Baranes	2	2	Financial Statements	Exam	
2216	International Risk Management Mr. Tal Mofkadi	2	2	Investment Theory	Exam	
403	Introduction To Banking TBA	2	2		Exam	

Math I + II Statistics I+ II Micro and Macro Economics

<sup>&</sup>lt;sup>10</sup> Registration for both seminars is not possible.

97 **The Capital Market In Israel** Dr. Tomer Hadar

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Exam

**Business Administration Elective Courses**#

### Choose 10 credits from the following list of courses:

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment			
Fall Semester Courses								
2205	Entrepreneurship in the Hi-tech Mr. Uri Izik	2	2		Paper			
2237	Systematic Creativity Prof. Jacob Goldenberg	2	2		Paper			
2315	Excel for Advanced Mr. Israel Dac	2	2		Paper			
582	Marketing Strategy Prof. Eyal Biyalogorsky	2	2		Paper			
Spring S	Semester Course							
714	Team Management and Development Dr. Sharon Bar-Zakay	2	2	Organizational Behavior	Paper			
158	Simulation Games and Negotiation Processes  Dr. Chanan Goldschmidt	2	2		Paper			
2028	Leadership in the Global Village Dr. Yael Ziv	2	2		Paper			
2029	International Financial Management Dr. Samuel Frankel	2	2		Paper			
2297	Regional Business  Development Project <sup>11</sup> Mr. Michael Silberg	2	2		Paper			
2021	Marketing In The Far East Dr. Ron Berger	2	2		Exam			

<sup>#</sup> Finance and Marketing elective courses can be counted as Business Administration elective courses (registration during the first two weeks of the semester).

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Intensive course. Attendance is mandatory.

 $<sup>^{11}</sup>$  Course registration is conditional upon a personal interview  $\,$ 

# **General Studies Unit**

In addition to the mandatory courses, all Business Administration students are required to take 6 credits of general elective courses during the course of their studies

# Third Year / Business Administration

**Specialization in Entrepreneurial Management** 

Students who have not yet completed  $\mathbf{1}^{st}$  year math, statistics and economics mandatory courses  $^{12}$  will not be permitted to start the specialization in their  $3^{rd}$  year.

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment		
		Mandatory	Courses				
Fall Semester Courses							
2278	Value Creation  Dr. Alex Coman	2	2		Paper		
2279	Project Management■ Dr. Alex Coman	2	2		Paper		
2280	The Psychology of Creativity, Innovation and Entrepreneurship Dr. Yossi Maaravi	2	2		Paper		
2281	Strategy and Marketing for Entrepreneurs Dr. Gali Einav	2	2		Paper		
2312	Product design and user experience Dr. Jacob Greenshpan	2	2		Paper		
Spring S	Semester Course						
2282	Economic and Legal Aspects for Entrepreneurs Dr. Barak Ben-Avinoam	2	2		Paper		
2284	Final project: Venture Creation or Intrapreneurship project Dr. Yossi Maaravi	4	4		Paper		
2330	Business and Growth Models for the Online Economy Mr. Jehonatan Argaman	2	2		Paper		
2314	Communication skills for entrepreneurs: Negotiation, persuasion and presentation Dr. Orly Idan	2	2		Paper		

Math I + II Statistics I+ II Micro and Macro Economics

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### **Business Administration Elective Courses#**

### Choose 8 credits from the following list of courses:

Course Code	Course Name	Lecture Hours	Total Credits	Prerequisites	Final Course Assignment		
Fall Semester Courses							
2205	Entrepreneurship in the Hi-tech Mr. Uri Izik	2	2		Paper		
2237	Systematic Creativity Prof. Jacob Goldenberg	2	2		Paper		
2315	Excel for Advanced Mr. Israel Dac	2	2		Paper		
582	<b>Marketing Strategy</b> Prof. Eyal Biyalogorsky	2	2		Paper		
Spring S	semester Course						
714	Team Management and Development  Dr. Sharon Bar-Zakay	2	2	Organizational Behavior	Paper		
158	Simulation Games and Negotiation Processes Dr. Chanan Goldschmidt	2	2		Paper		
2028	Leadership in the Global Village Dr. Yael Ziv	2	2		Paper		
2029	International Financial Management Dr. Samuel Frankel	2	2		Paper		
2297	Regional Business Development Project <sup>13</sup> Mr. Michael Silberg	2	2		Paper		
2021	Marketing In The Far East Dr. Ron Berger	2	2		Exam		

<sup>#</sup> Finance and Marketing elective courses can be counted as Business Administration elective courses (registration during the first two weeks of the semester).

Intensive course. Attendance is mandatory.

 $<sup>^{13}</sup>$  Course registration is conditional upon a personal interview  $\,$ 

# **General Studies**

In addition to the mandatory courses, all Business Administration students are required to take 6 credits of general elective courses during the course of their studies.

### **Exam Schedule**

The dates of the examinations can be found on the IDC Herzliya website under Students > Student Information > Course Catalog, Student Regulations and Syllabus > Search Exams

A personal examinations schedule is published at the Student's Information website (My IDC).