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Student Handbook | 2013-14

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EXPO 2020
DUBAI, UAE

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The University of Dubai Board of Trustees

Majid Hamad AlShamsi

Chairman of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He is also the Managing Director of Hamad Rahma Abdulla AlShamsi General Trading.



Abdul Jalil Yousuf Darwish

Member of the University of Dubai Board of Trustees and Treasurer of Dubai Chamber of Commerce and Industry Executive Board. Mr. Abdul Jalil Yousuf Darwish is a professional banker and a business entrepreneur who has served as Chief Executive Officer of HSBC Bank Middle East Ltd and Deputy Chairman of the Emirates Institute for Banking and Financial Studies.



Raja Al Gurg

Vice Chairperson of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. She is also the Managing Director of the Easa Saleh Al Gurg Group, the President of Dubai Business Women Council, the Deputy Chairperson of the Dubai Medical Authority and a Board member of the Dubai Women's Association.



Hamad Buamim

Member of University of Dubai Board of Trustees and Director General of Dubai Chamber of Commerce and Industry since November 2006. He also serves as the Deputy Chairman of the World Chambers Federation - ICC in Paris. Buamim is also the Chairman of National General Insurance (PJSC), member of the Board of Directors of the UAE Central Bank and Dubai World.



Faisal Juma Kalfan Belhouli

Member of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He also chairs the boards of UAE Private Hospitals Council, the UAE Private Schools Councils and the Pharmaceutical and Healthcare Equipment Business Group in the Dubai Chamber of Commerce and Industry.



Dr. Abdulrahman A. Al-Awar

Member of University of Dubai Board of Trustees and the Director-General of the Federal Authority for Government Human Resources (FAHR). Dr. Al-Awar is also a board member of The National Human Resource Development & Employment Authority (TANMIA) and Emirate National Oil Company (ENOC) and has over 15 years of experience in executive roles in the public and private sectors.



Dr. Khaled Mohammed Al-Khazraji

Member of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He is also Partner and CEO of the Al Kawthar Investment LLC and sits on the boards of various consultancies in the academic, governmental and private sectors such as the Majid Al Futtaim Group.



Dr. Ahmed Khalil Al Mutawa

Member of University of Dubai Board of Trustees and respected academic professional. He received his Ph.D. in Economics (with Distinction), from Georgetown University in Washington, D.C. and as a professor, held the position of Chairman of the Economics Department and Deputy Vice Chancellor for Planning (DVCP) at United Arab Emirates University.



Mohammad Ahmad Mohammad Al Murr Al Falasi

Member of University of Dubai Board of Trustees and head of the Dubai Cultural Council, recently reorganized as the Dubai Culture & Arts Authority. He is also a writer and has published over 15 volumes of short stories and has had two collections translated into English: Dubai Tales and The Wink of the Mona Lisa.



President's Message

On behalf of the University of Dubai, I would like to welcome you to the new edition of the student handbook.

As you all know, the University of Dubai (UD) was established in 1997 by Dubai Chamber of Commerce & Industry (DCCI). The main idea behind this was to establish an academic institution that will serve the business community in delivering state-of-the-art educational disciplines, human capital development and consultancy.

This commitment to deliver international educational standards led UD to take strong and stable steps to enhance the pedagogical capabilities of the university by recruiting highly qualified faculty and benchmarking its curricula with international higher education institutions and universities in order to guarantee a high quality of education producing high caliber graduates. UD is a student-centric institution which focuses on students and students only.

Thus, this question arises: What does UD need to do in order to produce skillful graduates who will serve the business community and who will have a true impact on the progress and development of the country? To address this, UD has utilized all its resources to achieve the goal of excellence in student outcomes.

We are proud to announce that most organizations are very keen to recruit our graduates due to the ongoing maintenance of UD's educational outcomes quality. We are also proud to announce that the School of Business is accredited by the international body AACSB. In addition, the Computing & Information Systems Bachelor degree program offered by the School of IT is again accredited by the international body ABET.

One of the strengths of UD is to deliver courses and offer professional development certificates to complement business needs and build on human capital capabilities. The Center for Executive Development (CED) offers 40 courses in 7 tracks such as Finance, HR, Leadership, General Administration and others, in order to keep abreast of rapid changes and growth in the economy and the business world of the country. This has attracted many organizations and companies to CED to receive training and up-to-date professional development courses which allow professionals to gain business skills and achieve human capital enhancement.

One of the major plans of UD is to establish a new campus in the Dubai Academic City. This campus will host the three Colleges (Business, IT and Law) in addition to facilities that will serve students, faculty and staff. We are expecting the completion of this project in September 2015. This new facility will represent a major step towards achieving excellence in campus design, construction and location as well as continued excellence in student outcomes, faculty quality, and curricula.

Finally, I'm glad to be a part of this renowned academic institution and hope to achieve the highest standards of education in the country.

You, the UD students, will remain the focus of our endeavors and your quality assured educational outcomes will be our objectives. UD has a strong student advising system in place to assist you in resolving any issues faced during your entire period of study up to graduation. Feel free to contact your academic advisor for any assistance required.

We will work with you to reach your goals and thus achieve the mega goal of our country.

I wish you a successful year 2013-14!

Dr. Eesa M. Bastaki

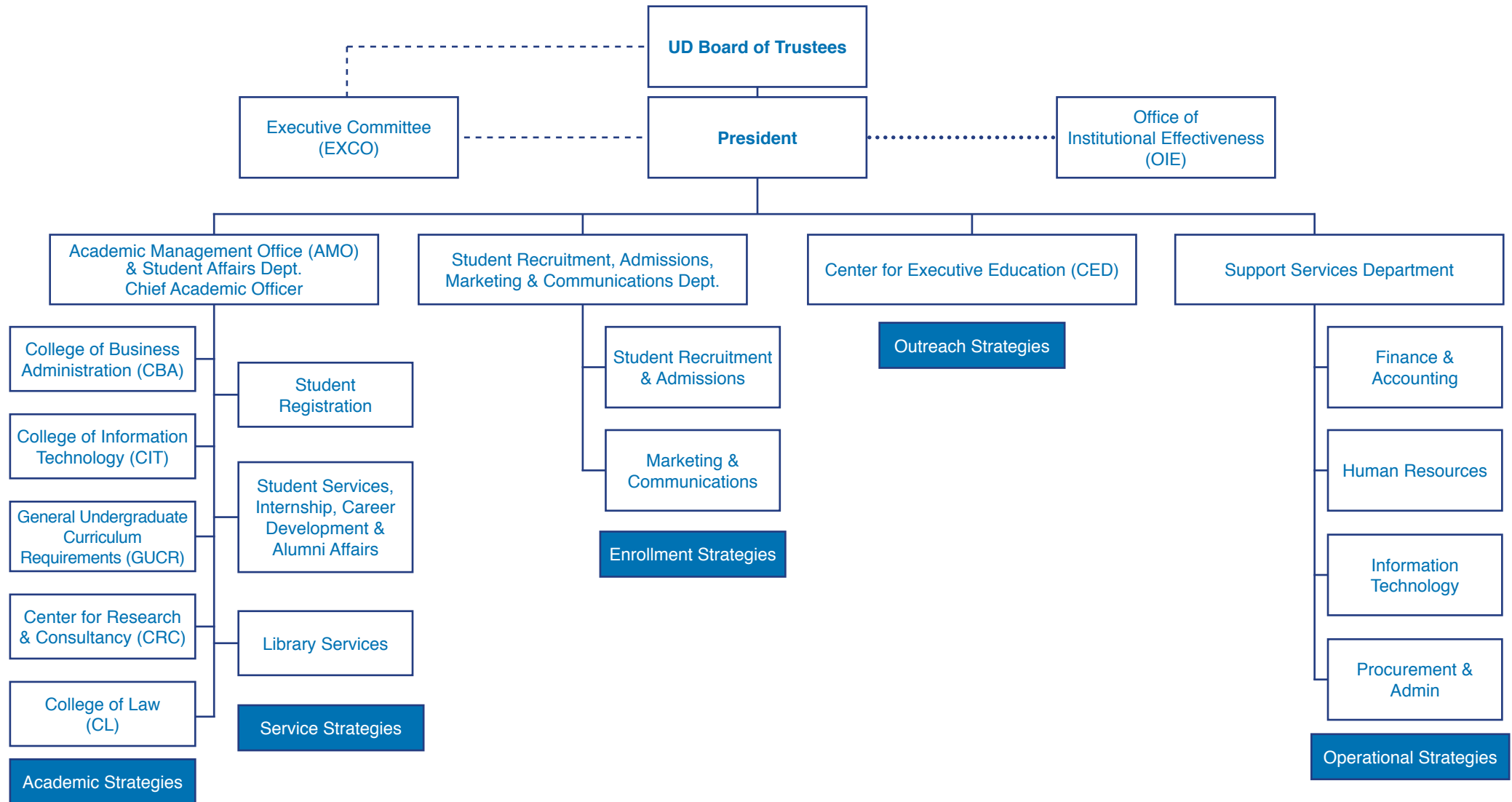
President, University of Dubai



Organization Structure



جامعة دبي
UNIVERSITY of DUBAI



ABOUT UNIVERSITY OF DUBAI

The University of Dubai (UD) was established in 1997 by the Dubai Chamber of Commerce and Industry to address the skills and qualifications gap in the workforce and to support the government's Emiratization initiative through human resource development programs in both public and private sectors. The year 2001 was a turning point in the history of the university, recognized then as Dubai University College, when the Ministry of Higher Education and Scientific Research accredited the Bachelor of Business Administration (BBA) and the Bachelor of Science (BSc) in Computing & Information Systems degree programs.

In June 2006, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and the Ruler of Dubai, approved the name change from Dubai University College to University of Dubai. This name change indicates the strategic importance given to the university by the Ruler of Dubai, and underlines the university's mandate to promote quality tertiary education in both Dubai and the UAE in general.

VISION

To be a leading university in the UAE following the American system of higher education by offering internationally accredited degree programs with emphasis on quality of teaching, research and services to the business community.

MISSION

- Serve the educational needs of diverse undergraduates, postgraduates and professionals.
- Produce high caliber graduates.
- Provide education based on international standards.
- Provide a stimulating educational environment to prepare future leaders.
- Engage faculty in applied research focused mainly on the economic development of MENA Region.

VALUES

- Ethical behavior in all aspects of life.
- Sound citizenship through personal, social and environmental responsibility.
- Respect for the opinion and beliefs of others.
- Equal opportunity for all men and women.
- Continuous improvement in teaching, learning and research.
- Collective responsibility through team work.
- Student centered with quality focus.



Graduate Programs classes are held at the Dubai Chamber of Commerce and Industry Building, 4th and 5th Floors.

NATIONAL AND INTERNATIONAL ACCREDITATIONS

UAE Ministry of Higher Education and Scientific Research (MOHESR)

All UD programs are accredited by the Commission for Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research (MOHESR).

<https://www.caa.ae/caa/DesktopModules/InstPrograms.aspx>

AACSB International, USA

The College of Business Administration is accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. <http://www.aacsb.edu/AACSB-Accredited>

CAC-ABET Accreditation, USA

The Bachelor of Science in Computing and Information Systems (BSc-CIS) program is accredited by the Computing and Accreditation Commission (CAC) of the Accreditation Board for Engineering and Technology (ABET). www.abet.org

International Association of Universities/International Universities Bureau

UD is listed in UNESCO International Listing of Universities

http://www.iau-aiu.net/sites/all/files/u_nw.pdf#United_Arab_Emirates

INTERNATIONAL AFFILIATIONS

UD has partnership arrangements with the following internationally accredited (AACSB/ABET/EQUIS) US/European universities for student internship, faculty exchange, collaborative research and executive education:

- California State University, Fullerton, USA
- Grenoble Ecole de Management, France (AACSB, EQUIS & AMBA accredited)
- Groupe Sup De Co Montpellier Business School, Montpellier, France
- Hamburg School of Business Administration, Germany (sponsored by the Hamburg Chamber of Commerce & Industry)
- Korea University, Seoul, Republic of Korea
- Michigan State University, East Lansing, USA
- Ningxia University, China
- University of North Florida, USA



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AACSB International

Formed by Collegiate Institutions to Establish Standards for Business Schools Worldwide

Modern business education can be traced back to the early 1800's when The Ecole Supérieure de Commerce of Paris (ESCP), founded in 1819, became the first educational institution in France and one of the first in the world to offer business studies.

In 1881, The Wharton School at the University of Pennsylvania was established in the United States, followed by the Tuck School of Business at Dartmouth College in 1900. Canada's first management school – HEC Montréal – was founded in 1907, followed by the Harvard Business School in 1908.

AACSB International – The Association to Advance Collegiate Schools of Business – was formed in 1916 when a group of academic institutions, including Wharton, Tuck, and Harvard business schools, met in Chicago for the purpose of drawing up the first set of business school standards. AACSB's founding members were Columbia University, Dartmouth College, Harvard University, New York University, Northwestern University, The Ohio State University, Tulane University, the University of California, The University of Chicago, the University of Illinois, the University of Nebraska, the University of Pennsylvania, the University of Pittsburgh, the University of Texas, the University of Wisconsin, and Yale University.

Much has changed since that first meeting. Today, AACSB is the world's premier accrediting organization for undergraduate, masters, and doctoral degree programs in business administration and accounting. The association accredits 540 schools in 30 countries and is supported by a membership base of more than 1,000 educational institutions and businesses.

AACSB sets and administers the standards that require its accredited schools to make a commitment to quality and continuous improvement. Earning AACSB accreditation places an institution among the world's elite business schools.

AACSB works with its member schools to ensure that they:

- Manage resources to advance a vibrant and relevant mission
- Advance business and management knowledge through faculty scholarship
- Provide high-caliber teaching of quality and current curricula
- Cultivate meaningful interaction between students and a quality faculty
- Produce graduates who have achieved specified learning goals.

www.aacsb.edu

MBA PROGRAM - COLLEGE OF BUSINESS ADMINISTRATION

The College of Business Administration (CBA) uses research-based class material, thoughtfully designed courses and exemplary faculty to provide one of the highest quality degree programs anywhere. One reason the CBA is able to reach these high standards is because the College is internationally accredited by the Association to Advance Collegiate Schools of Business (AACSB). This AACSB accreditation puts the CBA in an elite group in which only 5% of the world's business schools are a part.

The CBA offers a Master of Business Administration (MBA) in four double majors and also gives students the option to earn an MBA with dual concentrations by combining any two majors. The MBA Program is designed to prepare business leaders and professionals for successful careers in organizations as it enhances critical thinking, increases oral and written communication skills, builds appreciation for diverse cultural perspectives, improves decision making in a rapidly changing global environment and reinforces the application of knowledge and skills in problem solving. Ethics and corporate social responsibility are woven throughout the curriculum. The program was granted initial accreditation in January 2010 by MOHESR-CAA.

The major objective of UDMBA is to offer high quality graduate business education to the residents of Dubai, UAE and other MENA countries. The MBA program offered by UD differs from existing MBA programs offered by other institutions in the following ways:

1. The UDMBA has been designed to prepare graduates for successful careers in organizations. The program will enhance critical thinking, increase oral and written communication skills, build appreciation for diverse cultural perspectives, improve decision making in a rapidly changing global environment, and reinforce the application of knowledge and skills in problem solving. Ethics and corporate social responsibility is woven throughout the curriculum.
2. The instructional process will be in a cohort format and will include a combination of classroom, virtual business simulations and contextualized real-world case-based learning to provide value added hands-on experience and help students use their time effectively. The on-line portion of the learning will be enhanced using the MOODLE platform.
3. The MBA has four concentrations in order to meet the need for professionals in these areas, especially in Dubai, UAE and other countries in MENA region. In addition, the program has been designed to allow students with any undergraduate degree from an accredited university who meet admission criteria to be admitted to the program.
4. The UDMBA curriculum is of high quality and integrated with emphasis on applied learning, mapped to professional qualifications such as the USA's SHRM, CFM & CFA Level 1 and the UK's CIPS & CIM. MBA graduates can sit for these examinations for earning professional certification which adds value to their career.
5. The Action Research Project/Work-based Project is a unique requirement at the UDCBA which is tailored to the empirical aspect of learning in the respective concentrations. This requirement together with Capstone course and a set of 5-6 business simulations in core and concentration courses significantly add to the practical and applied learning aspects of MBA in the UAE/MENA region.
6. Alternatively, starting September 29, 2013, UDMBA students have the option of either completing their Action Research Project course **OR** instead take two additional courses from a designated list of elective courses.
7. The classroom sessions are geared to develop critical thinking skills through sets of scenarios and professors pose the question "Why?" at every possible juncture. Or perhaps, "What will happen next?" or "What difference does this make?" or "How does this change the situation?" Professors push students to provide their own speculations, and then force the students to defend the underlying logic. This is to provide necessary skills in the real world, which require MBA students to support their assertions.

Program Concentrations Offered

Master of Business Administration (MBA) in:

- Finance & Accounting
- International Business & Marketing
- Leadership & Human Resources Management
- Operations & Logistics Management

MBA with Dual Concentrations

Primary Concentration	Secondary Concentration
• Leadership & Human Resources Management	• International Business & Marketing
• Leadership & Human Resources Management	• Operations & Logistics Management
• Leadership & Human Resources Management	• Finance & Accounting
• Finance & Accounting	• Leadership & Human Resources Management
• Finance & Accounting	• International Business & Marketing
• Finance & Accounting	• Operations & Logistics Management
• International Business & Marketing	• Leadership & Human Resources Management
• International Business & Marketing	• Operations & Logistics Management
• International Business & Marketing	• Finance & Accounting
• Operations & Logistics Management	• Leadership & Human Resources Management
• Operations & Logistics Management	• Finance & Accounting
• Operations & Logistics Management	• International Business & Marketing

Program Duration & Terms

- The program takes around 15 to 18 months for completion.
- There are four terms in an academic year: September, January, April and July
- Students must complete a total of 39 credit hours (13 courses)
- Option A – Action Research Project (ARP) - 13th course
- Option B – Non-ARP option – 14 courses by taking two additional courses from a designated list of elective courses in lieu of the ARP course (For more details see pp. 8-11 inclusive)
- Full-time students can register in 3 courses per term
- Part-time students can register in 2-3 courses per term
- MBA with Dual Concentrations with additional 5 Courses (15 CH)

MBA Delivery Modes

The MBA classes are offered from 3:00 to 6:00 PM for full-time students and from 6:30 to 9:30 PM for part-time working students. All classes are held in Dubai Chamber building with excellent facility and ambience (in term of classroom, IT facilities etc.) for delivering the program.

The classes meet 3 days in a week for 10 weeks in a term with a week for the final review and examination. Each class meets for 3-hours with 20 minutes break in between. There is a break of one week between two terms. For each course of 3 credit hours (CH), the student is expected to commit at least 1 hour and 45 minutes of additional time each day for 6 days a week for reading, assignments, project and simulations outside the class. Thus, if the student is taking 3 courses (as a full-time student), then she/he must be able to allocate 5 hours and 15 minutes each day for 6 days in a week. This reflects the study intensity and the commitment required by the students for the UDMBA program.

MBA Program Objectives

The MBA program is offered in a cohort format to build stronger relationships among students so as to increase communication and the sharing of experiences. The curriculum is rigorous and is designed to achieve the following MBA Program Objectives:

General MBA Program Objectives (PO)

1. **Think critically and communicate effectively** as managers (through demonstrating effective professional oral and writing skills for business and making persuasive presentations at a managerial level).
2. **Work in and lead** dynamic international and UAE organizational situations in business and management concept (through demonstrating effective leadership in a team setting, work effectively as a member of a work team, produce quality deliverables from team work).
3. **Adapt** and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments (through effective use of quantitative and qualitative analytical tools, make and justify a recommendation).
4. **Analyze** ethical situations and justify alternatives across areas of concentrations.
5. **Adapt, apply and analyze** knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant inter-disciplines.

Specific MBA Program Concentration Objectives (PCO)

Leadership & Human Resource Management (LHRM)

At the end of LHRM concentration, students will be able to:

1. **Perform** managerial and leadership functions more efficiently consistent with organization mission and objectives.
2. **Assess** leadership and HR strategies for competitive positioning of the firms.
3. **Use** knowledge and skills developed to add value to the firms in the UAE/MENA region.

Operations & Logistics Management (OLM)

At the end of OLM concentration, students will be able to:

1. **Perform** value-adding operations on various business processes (i.e., manufacturing, service production and delivery, distribution, supply.....).
2. **Analyze** optimization plans for operations decisions such as new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning in UAE.
3. **Use** knowledge and skills developed to add value to the firms in the UAE/MENA region.

Finance & Accounting (FA)

At the end of FA concentration, students will be able to:

1. **Apply** accounting and finance theories for analyzing business operations in these areas in the UAE.
2. **Assess** the usefulness of existing accounting and finance decision making tools and the potential for improving these tools in businesses in the UAE.
3. **Use** knowledge and skills developed to add value to the firms in the UAE/MENA region.

International Business & Marketing (IBM)

At the end of IBM concentration, students will be able to:

1. **Apply** marketing techniques on various business processes in the UAE and in international firms.
2. **Analyze** marketing strategies to meet the needs of firms operating in the UAE and internationally.
3. **Use** knowledge and skills developed to add value to the firms in the UAE/MENA region.

MBA Curriculum Structure

The UDMBA curriculum is highly integrated to address three business challenges (Managing the Organization, Making Choices, and Making a Difference) that will build students' business careers. The structure of curriculum is as follows:

Challenge I Managing the Organization (3 terms – 9 months)	Challenge II Making Choices (You can make one of the following four choices to excel in your business career over 1 term – 3 months)	Challenge III Making a Difference (1 term – 3 months) through:
<p>The following eight (8) common core courses build a solid and broad foundation of general management concepts and skills for managing the organization through blended learning modes of classroom discussion, case analysis and hands-on simulations (those marked *).</p> <ol style="list-style-type: none"> 1. Managerial Economics 2. Marketing & International Relations* 3. Accounting Information & Financing Decisions 4. Leadership & Team Effectiveness* 5. Advanced Analytical Tools for Decision Making 6. Services Operations Management 7. Managing Ethical & Legal Issues of Business* 8. Strategic Management (Capstone)* <p>In each term, you can take up to 3 courses.</p>	<p>Choice 1: Leadership & Human Resources Management. Here you can:</p> <ul style="list-style-type: none"> • Perform managerial and leadership functions more efficiently, consistent with organization mission and objectives. • Assess leadership and HR strategies for competitive positioning of the firms. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Management of HR Talent and Teams*, Strategic HRM*, Managing Change* and Managing Organizational Effectiveness.</p>	<p>1. Option A - Action Research/Work-based Project This course provides applied learning experience through action- research/work-based project (ARP/WBP) in the organization. You make a difference by drawing on knowledge and comprehension of management issues gained in courses in Challenge I & Challenge II.</p> <p>You also become an important link between the organization and the UD. As such, your ARP/WBP reflects the need of the organization while meeting your perceived needs and interests.</p> <p>2. Option B – Two additional courses Expand your experiential learning experience from the MBA program by taking two specialized elective courses from the three other fields of specialization other than your own chosen area of concentration. This option was recently approved by the Commission for Academic Accreditation (CAA), UAE Ministry of Higher Education and Scientific Research and become operative in Term 1, 2013-14.</p> <p>Either one of these two options will enhance your abilities and value that you can make to any progressive business organization compared to other MBA graduates.</p>
	<p>Choice 2: Logistics & Operations Management. Here you can:</p> <ul style="list-style-type: none"> • Perform value-adding operations on various business processes (i.e., manufacturing, service production and delivery, distribution, supply..). • Analyze optimization plans for operations decisions such as a new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning in the UAE/MENA region. <p>These 2 choice objectives are achieved through the following 4 courses: Operations & Supply Chain Strategy*, Managing Supply Chain Operations*, Purchasing & Sourcing Strategy, Global Logistics & Transportation Management.*</p>	
	<p>Choice 3: Finance & Accounting. Here you can:</p> <ul style="list-style-type: none"> • Apply accounting and finance theories for analyzing business operations in these areas in the UAE. • Assess the usefulness of existing accounting and finance decision-making tools and the potential for improving these tools in businesses in the UAE/MENA region. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Advanced Cost & Managerial Accounting, International Corporate Finance, Investment Analysis & Portfolio Management*, Cases in Accounting & Finance – Economic Value Creation.</p>	
	<p>Choice 4: International Business & Marketing. Here you can:</p> <ul style="list-style-type: none"> • Apply marketing techniques on various business processes in the UAE and in international firms. • Analyze marketing strategies to meet the needs of firms operating in the UAE and internationally. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Managing International Business*, Marketing Analysis & Communication, International Marketing Strategies*, Global Logistics & Transportation Management.*</p>	

MBA Curriculum Plan

MBA in Finance & Accounting (FA) 2011 Curriculum (Option A – Action Research Project) | Total 39 CH

Course Code	Course Title	Prerequisite	CH
Core Courses			
MBA 600	Managerial Economics	-	3
MBA 605	Strategic Marketing Management	-	3
MBA 610	Accounting Information & Financing Decisions	-	3
MBA 615	Leadership & Team Effectiveness	-	3
MBA 625	Business Research Methods	-	3
MBA 630	Service Operation Management	-	3
MBA 640	Managing Ethical & Legal issues of Business	-	3
MBA 645	Strategic Management (Capstone)*	30 CH	3
Core Courses (8)			24

Course Code	Course Title	Prerequisite	CH
Finance & Accounting Concentration Courses			
MAF 700	Advanced Cost & Managerial Accounting	18 CH	3
MAF 705	International Corporate Finance	18 CH	3
MAF 715	Investment Analysis & Portfolio Management	18 CH	3
MAF 720	Cases in AF - Economic Value Creation	18 CH	3
MAF 725	Research Project/Work-based Project (Option A)	4 Concentration Courses (36 CH)	3
Concentration Courses (5)			15
MBA in Finance & Accounting (13 Courses)			39

Option B – Taking Two Additional Electives | Total 42 CH

Starting September 29, 2013 (Term 1, 2013-14) students who are majoring in **Finance & Accounting (FA)** can complete the academic requirements of their MBA program by either taking the Action Research Project (Option A) or alternatively take two additional courses from the following list of designated courses:

MBA Finance & Accounting students can choose any **two** of the following **six** courses as electives:

Course	Code	Code Course Title
MIBM	700	Managing International Business
MIBM	705	Current Issues In Marketing
MLHRM	705	Strategic HRM
MLHRM	715	Managing Change
MLOM	700	Operations and Supply Chain Strategy
MLOM	720	Global logistics and Transportation Management

MBA in International Business & Marketing (IBM)
2011 Curriculum (Option A – Action Research Project) | Total 39 CH

Code	Course Title	Prerequisite	CH
Core Courses			
MBA 600	Managerial Economics	-	3
MBA 605	Strategic Marketing Management	-	3
MBA 610	Accounting Information & Financing Decisions	-	3
MBA 615	Leadership & Team Effectiveness	-	3
MBA 625	Business Research Methods	-	3
MBA 630	Service Operation Management	-	3
MBA 640	Managing Ethical & Legal issues of Business	-	3
MBA 645	Strategic Management (Capstone)*	30 CH	3
Core Courses (8)			24

Code	Course Title	Prerequisite	CH
IBM Concentration Courses			
MIBM 700	Managing International Business	18 CH	3
MIBM 705	Current Issues In Marketing	18 CH	3
MIBM 715	International Marketing Strategies	18 CH	3
MIBM 720	Global Logistics & Transportation Management	18 CH	3
MIBM 725	Research Project/Work-based Project (Option A)	4 Concentration Courses (36 CH)	3
Concentration Courses (5)			15
MBA in International Business & Marketing (13 Courses)			39

Option B – Taking Two Additional Electives | Total 42 CH

Starting September 29, 2013 (Term 1, 2013-14) students who are majoring in **International Business & Marketing (IBM)** can complete the academic requirements of their MBA program by either taking the Action Research Project (Option A) or alternatively take two additional courses from the following list of designated courses:

MBA International Business & Marketing students can choose any **two** of the following **six** courses as electives:

Course	Code	Code Course Title
MLHRM	705	Strategic HRM
MLHRM	715	Managing Change
MLOM	700	Operations and Supply Chain Strategy
MLOM	720	Global logistics and Transportation Management.
MAF	700	Advanced Cost & Managerial Accounting
MAF	715	Investment Analysis & Portfolio Management

MBA in Operations & Logistics Management (OLM)
2011 Curriculum (Option A – Action Research Project) | Total 39 CH

Code	Course Title	Prerequisite	CH
Core Courses			
MBA 600	Managerial Economics	-	3
MBA 605	Strategic Marketing Management	-	3
MBA 610	Accounting Information & Financing Decisions	-	3
MBA 615	Leadership & Team Effectiveness	-	3
MBA 625	Business Research Methods	-	3
MBA 630	Service Operation Management	-	3
MBA 640	Managing Ethical & Legal issues of Business	-	3
MBA 645	Strategic Management (Capstone)*	30 CH	3
Core Courses (8)			24

Course Code	Course Title	Prerequisite	CH
OLM Concentration Courses			
MLOM 700	Operations and Supply Chain Strategy	18 CH	3
MLOM 705	Managing Supply Chain Operations	18 CH	3
MLOM 715	Purchasing and Sourcing Strategy	18 CH	3
MLOM 720	Global Logistics & Transportation Management	18 CH	3
MLOM 725	Research Project/Work-based Project (Option A)	4 Concentration Courses (36 CH)	3
Concentration Courses (5)			15
MBA in Operations & Logistics Management (13 Courses)			39

Option B – Taking Two Additional Electives | Total 42 CH

Starting September 29, 2013 (Term 1, 2013-14) students who are majoring in **Operations & Logistics Management (OLM)** can complete the academic requirements of their MBA program by either taking the Action Research Project (Option A) or alternatively take two additional courses from the following list of designated courses:

MBA Operations & Logistics Management students can choose any **two** of the following **six** courses as electives:

Course	Code	Code Course Title
MIBM	700	Managing International Business
MIBM	705	Current Issues In Marketing
MLHRM	705	Strategic HRM
MLHRM	715	Managing Change
MAF	700	Advanced Cost & Managerial Accounting
MAF	715	Investment Analysis & Portfolio Management

**MBA in Leadership and Human Resource Management (LHRM)
2011 Curriculum (Option A – Action Research Project) | Total 39 CH**

Course Code	Course Title	Prerequisite	CH
Core Courses			
MBA 600	Managerial Economics	-	3
MBA 605	Strategic Marketing Management	-	3
MBA 610	Accounting Information & Financing Decisions	-	3
MBA 615	Leadership & Team Effectiveness	-	3
MBA 625	Business Research Methods	-	3
MBA 630	Service Operation Management	-	3
MBA 640	Managing Ethical & Legal issues of Business	-	3
MBA 645	Strategic Management (Capstone)*	30 CH	3
Core Courses (8)			24

Course Code	Course Title	Prerequisite	CH
LHRM Concentration Courses			
MLHRM 700	Management of HR Talent and Teams	18 CH	3
MLHRM 705	Strategic HRM	18 CH	3
MLHRM 715	Managing Change	18 CH	3
MLHRM 720	Managing Organizational Effectiveness	18 CH	3
MLHRM 725	Research Project/Work-based Project (Option A)	4 Concentration Courses (36 CH)	3
Concentration Courses (5)			15
MBA in Leadership and Human Resource Management (13 Courses)			39

Option B – Taking Two Additional Electives | Total 42 CH

Starting September 29, 2013 (Term 1, 2013-14) students who are majoring in **Leadership & Human Resource Management** (LHRM) can complete the academic requirements of their MBA program by either taking the Action Research Project (Option A) or alternatively take two additional courses from the following list of designated courses:

MBA Leadership & Human Resource Management students can choose any **two** of the following **six** courses as electives:

Course	Code	Code Course Title
MIBM	700	Managing International Business
MIBM	705	Current Issues In Marketing
MAF	700	Advanced Cost & Managerial Accounting
MAF	715	Investment Analysis & Portfolio Management
MLOM	700	Operations and Supply Chain Strategy
MLOM	720	Global logistics and Transportation Management.

MBA Course Description

MBA Core Courses

MBA 600 Managerial Economics

In this course students learn how to use microeconomic principles as tools for analyzing the economic forces that shape the internal and external environment of the business firm and as rules for managerial decision-making that enhances the economic performance of the firm. The course consists of five modules. The first module focuses on demand, supply, and elasticities. The second module covers competitive markets and economic efficiency. The third module deals with cost analysis. The fourth module studies market structure and business strategy. The fifth module focuses on pricing.

MBA 605 Strategic Marketing Management

The role of strategic marketing management is to help organizations better understand customer preferences, link that knowledge to designing appropriate products and services for selected customer groups and determine appropriate methods to communicate to capture and to deliver value. The course is focused on helping you become a strategic marketer so that you can create, gain, support, and execute marketing plans that build strong and enduring businesses. The course pedagogies will be highly interactive with a blend of cases, exercises, simulations, student presentations, discussions and a final exam.

MBA 610 Accounting Information and Financing Decisions

This course blends the use of accounting information (financial and non-financial) for operating and financing decisions. It links information to managing organizations and financing their activities. Topics covered include financial reporting and analysis, managing working capital, sources of financing business activities, equity analysis and valuation, risk analysis and decision making under uncertainty, performance evaluation, and capital budgeting decisions.

MBA 615 Leadership & Team Effectiveness

The course focuses on practical issues to explore & identify strategies and actions that enable participants to be more effective leaders in organizations as well as being a more effective member of a result focused team.

MBA 625 Business Research Methods (*Previous title: Advanced Analytical Tools for Decision Making*)

This course advances students' ability to think, adapt, build, apply, evaluate and conduct business research in support of business decision making. Topics include research design process, designing a research proposal, selecting the research instrument, ascertain reliability and validity of instruments, scale measurements, sampling and data collection methods, using and interpreting the results of univariate and multivariate statistical techniques, and writing the final report.

MBA 630 Services Operations Management

This is a comprehensive course that covers the critical service science concepts for managers with emphasis on the global market place. Topics include concepts of service science, design and engineering of services, managing domestic and global services operations, human dimensions in service management, and ethical considerations. The course includes examination of service operations & management case studies and relevant articles about emerging global service trends.

MBA 640 Managing Ethical & Legal Issues of Business

The course focuses on understanding the ethical and legal dimensions of domestic and international business. Participants will gain a broad appreciation of the complexities of business ethics and the legal framework firms must operate within.

MBA 645 Strategic Management

The course is designed to integrate MBA Core Courses' work to the management of the firm at the Corporate and Strategic planning level. Hands on Simulation of business game at the MBA level and case analysis assure the student has mastered the tools, techniques & methods of the Strategic Management process.

Prerequisite: 30 CH

Leadership and Human Resources Management

MLHRM700 Management of HR Talent and Teams

The course focuses on recruitment, selection, training & development of human resources. Students will be exposed to critical conceptual and theoretical issues in each of these areas.

Prerequisite: 18 CH

MLHRM 705 Strategic HRM

The course offers a framework for thinking about managing human resource strategically in UAE and GCC environment. Topics covered include managing HR architecture, HR challenges in UAE/GCC, people processing systems and future of HRM.

Prerequisite: 18 CH

MLHRM 715 Managing Change

The course focuses on the nature and process of organization change & how to be an effective change agent in an organization. The coverage includes the forces for change, the change implementation process, the qualities & skills of successful change agents & behavioral theory of how individuals and organization change.

Prerequisite: 18 CH

MLHRM 720 Managing Organizational Effectiveness

The course focuses on: on areas necessary for effective organizational management, interpersonal skills required in the communication process, team development and organizational culture. The purpose is to provide capstone overview of both concepts and skills within a meaningful context to be developed by overall LM-HRM concentration courses.

Prerequisite: 18 CH

Operations and Logistics Management

MOLM 700 Operations and Supply Chain Strategy

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains.

Prerequisite: 18 CH

MOLM 705 Managing Supply Chain Operations

This course empowers students with the tools and strategies needed to achieve aligned global supply chains to achieve business objectives. There is an emphasis on the operational challenges of different stages of the supply chain, and how they can be aligned through state of the art strategies.

Prerequisite: 18 CH

MOLM715 Purchasing and Sourcing Strategy

The course focuses on purchasing and sourcing strategies to enable global supply chains to achieve their business objectives. There is an emphasis on the optimization of the procurement network with the goal to minimize procurement cost and the risk of inventory shortage.

Prerequisite: 18 CH

MOLM 720 Global Logistics and Transportation Management

The course focuses on the importance of International Supply Chain Management (SCM). The coverage includes an over view of international logistics, global strategy for Logistics & SCM, structuring the global supply chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, security & risk management for international supply chain.

Prerequisite: 18 CH

Finance and Accounting

MFA 700 Advanced Cost & Managerial Accounting

The course addresses advanced topics and the role of accounting techniques in helping management formulate and execute its strategy. Topics covered include the theoretical foundations of management accounting, accounting and shareholders' value, issues in activity-based costing, balanced scorecards, pricing decisions, theory of constraints, and strategic management accounting.

Prerequisite: 18 CH

MFA 705 International Corporate Finance

The course examines 2 fundamentals decisions of multinational firms - the investment & the financing decisions. Topics discussed include risk management, valuation of foreign investments, cross-border M & A, financial distress and restructurings, corporate governance practices and project finance. This course greatly facilitates CFA exam takers.

Prerequisite: 18 CH

MFA 715 Investment Analysis and Portfolio Management

The course focuses on security valuation theory and investment practice through hands-on Wall Street simulation experience. The course covers market operations, performance evaluation, Fundamental security analysis methods (in relation to stocks & bonds), real estate financing, mutual funds, option & futures. Comparative analysis of UAE/GCC markets with developed markets in the ultimate purpose. This course greatly facilitates CFA exam takers.

Prerequisite: 18 CH

MFA 720 Cases in A & F – Economic Value Creation

The course focuses on the integration of key Accounting & Finance concepts using current readings and the case approach. Selected cases integrate concepts such as relevant information, cost of capital, cost behavior, financial reporting, risk and return, capital budgeting, enterprise valuation, optimal capital structure, and maximization of shareholders' value for economic value creation. This course greatly facilitates CFA exam takers.

Prerequisite: 18 CH

International Business & Marketing

MIBM 700 Managing International Business

The course introduces graduate level business students to the numerous challenges associated with managing multinational corporations (MNCs). Components of the course include: MNCs motivations and mentalities; environmental challenges associated with the increasingly global nature of the world economy; strategic and competitive challenges; strategic collaboration and alliances between MNCs operational and organizational challenges facing MNCs.

Prerequisite: 18 CH

MIBM 705 Marketing Analysis and Communication

This advanced marketing course will provide students with a comprehensive understanding of the evolving body of marketing concepts, techniques, models & institutions that are redefining one's

approach to and practice of marketing strategy formulation and implementation as they pertain to segmentation, product / service design, pricing, promotion and distribution. The course will also entail an in-depth discussion of key marketing issues that could potentially impact the UAE/MENA Region.

Prerequisite: 18 CH

MIBM 715 International Marketing Strategies

This course will present an overview of the unique aspects of marketing in the global business environment. Emphasis will be placed on the role of international marketing manager in the development of marketing strategies for a variety of markets in diverse cultural, political, legal, and economic situations. Focus will be on developing and implementing appropriate marketing strategies regarding foreign market selection, target identification, adaptation of product, promotion, pricing, and channels of distribution for effective competition in the dynamically changing global market.

Prerequisite: 18 CH

MOLM 720 Global Logistics and Transportation Management

The course focuses on the importance of International Supply Chain Management (SCM). The coverage includes an over view of international logistics, global strategy for Logistics & SCM, structuring the global supply chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, security & risk management for international supply chain.

Prerequisite: 18 CH

Project

MLHRM 725/MFA 725/MOLM 725/MIBM 725

Research project (for non-working students) & Work-based project (for working students)

The purpose is to provide applied learning experience through action-research/work-based project (ARP/WBP) in the organization. The course allows participants to draw on knowledge and comprehension of management issues gained in the previous courses.

The course also provides an important link between the organization and the UD. As such, the ARP/WBP should reflect a need of the organization while meeting the perceived needs and interests of the individual students. Thus, the student is required to develop an action-oriented management report. The ARP/WBP report must be of a rigorous academic/professional standard.

Prerequisite: 33 CH

Foundation Courses for Pre-MBA

PMBA 500 Principles of Economics

The course develops a coherent economic framework for effective managerial decisions. Introduces fundamental economic concepts, discusses the market forces of supply & demand, and examines the role of elasticity of consumer behavior which is demand based. Presents production concepts and analyzes input demand output supply markets. Discusses alternative market structure and market power.

Prerequisite: B grade in college Math

PMBA 505 Survey of Management

The course provides an introduction to the nature of organizations in relation to management and managing practices, develops an understanding of the behavior of people within organizations and the significance of organizational design and characteristics. The coverage includes Principles of

Management, Group Dynamic, Organizational Behavior, Principles of Marketing, viz., Product, Price, Promotion, and Distribution, and their applications in different industries.

PMBA 510 Analytical Tools for Decision Making (Statistical Analysis)

The course develops students' statistical, quantitative and analytical skills that are required for PMBA. Topics include descriptive statistics, probability distributions, linear regression analysis (simple and multiple), interval estimation, hypothesis testing, statistical inference, decision analysis, project management, queuing theory, linear programming, transportation and assignment models, make or buy decisions.

PMBA 520 Survey of Accounting

This course is designed for students who have no prior accounting experience. It provides a non-procedural integrated approach to financial and managerial accounting that emphasizes the relevance of accounting information and how managers, investors, and other business stakeholders use accounting reports. It covers financial statements and management decisions that affect the presentation and use of these statements, cost-volume profit analysis, differential analysis and product costing, and budgetary planning and control.

PMBA 530 Principles of Finance

The course focuses on theory & practice of business finance with emphasis on time value of money (TVM), the relationship between risk & return, capital budgeting and asset valuation.



MSc PROGRAM - COLLEGE OF INFORMATION TECHNOLOGY

The College of Information Technology (CIT) prides itself on providing a range of diverse and stimulating courses, covering undergraduate, graduate and professional levels, which blend academic study with hands-on experience and competence.

CIT offers a **Master of Science degree in Information Systems (MScIS)** with a concentration in Information Systems Management. The program is accredited in the UAE by the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research (MOHESR). Its primary objective is to offer high quality graduate Information Systems education to the residents of Dubai, UAE and other MENA countries.

VALUE-ADDED FEATURES OF THE MScIS PROGRAM

1. Curriculum designed based on market needs and emerging trends – covering the critical aspects of information systems management and leadership.
2. Multidisciplinary curriculum for the hybrid manager who can integrate information systems technical expertise with managerial and negotiation skills to enhance decision making and business performance.
3. Focus on managerial and technical skills required for information systems professionals.
4. Diverse and experienced faculty members.
5. Professional seminars and workshops that provide students with the opportunity to interact with and learn best practices from Chief Information Officers.
6. Flexible schedule with evening classes that caters to both part-time and full-time students.
7. Stimulating learning environment at the Dubai Chamber Campus, with exclusive classrooms, study spaces and ICT facilities.
8. Rewarding career paths in IT project management, IT operations management, Business IT and procurement consultancy, Business systems analysis & design, Strategic planning, Business change management, Information technology governance audit and control, among many others.
9. Benefit from our association with the SAP University Alliance Program, IBM, Oracle, and the Dubai Chamber of Commerce & Industry.

Program Concentration Offered

Master of Science in Information Systems (MScIS) in Information Systems Management.

Program Duration & Terms

- The program takes around 15 months for completion.
- There are four terms in an academic year: September, January, April, July.
- Students must complete a total of 27 credit hours (9 courses).
- MScIS Thesis/Capstone project as 10th course.
- Students can register in 2 courses per term.

MScIS Delivery Modes

The classes are offered from 6:30 to 9:30 PM. All classes are held in Dubai Chamber building with excellent facility and ambience (in term of classroom, IT facilities etc.) for delivering the program. The classes meet two days in a week for 11 weeks in a term plus a week for the final review and examination. Each class meets for 3-hours with 20 minutes break in between. There is a break of one week between two terms. Students can avail of the office hours from 5:30 PM to 6:30 PM.

MScIS Curriculum Structure

The program consists of 30 credit hours and is structured around a three-tiered approach towards course selection, namely:

1. Five core courses (15 credit hours) which cover technical as well as managerial topics that reflect emerging trends in Information Systems.
2. Four concentration courses (12 credit hours).
3. MScIS Thesis or Capstone Project (3 credit hours).
Students have the option to enroll either in the Thesis (IS-research oriented), or Capstone Project (practical nature).

MSc Program Objectives

The MSc in IS program is designed for both non-working individuals seeking entry level managerial positions in IT and working professionals who are seeking to move their careers to the next level and beyond. It is a fast-track program that will take just 16 months to complete for non-working professionals and 20 months for busy executives.

MScIS Program Objectives

The MSc in IS program is designed to prepare graduates who are able to;

1. Recognize the need for and engage with confidence in continuing professional development, and life-long learning.
2. Function professionally in multidisciplinary teams.
3. Lead organizations in the effective implementation and use of innovative IS solutions.
4. Adhere to highest standards of ethical and professional practices.
5. Conduct in-depth research and/or engage in further graduate studies.

MScIS Program General Outcomes

1. Communicate effectively and professionally with a variety of audiences.
2. Identify and critically analyze opportunities or problems for which Information Systems can provide solutions.
3. Carry out in-depth study and research, both individually as well as in teams, defend and disseminate the results to a range of audiences.
4. Critically analyze the ethical, legal, security and socio-technical issues related to information systems and outline practical strategies to deal with these issues.

MScIS Program Outcomes Specific to Information Systems Management concentration

1. Perform IS strategic planning to best serve business strategy and quickly adapt to changing environments.
2. Manage and lead the planning, implementation and monitoring of complex IS projects
3. Integrate technical and managerial knowledge and skills to manage vendor/outsource contracts.

MSc-IS Curriculum Plan

MSc in Information Systems Management (IS) | Total 30 CH 2012 Curriculum

Course Code	Course Title	Prerequisite	CH
Core (5 Courses) 15 CH			
MSIS 600	IT Infrastructure and Emerging Technologies	-	3
MSIS 605	Advanced Systems Analysis & Design	-	3
MSIS 610	Business Process Modeling and Management	-	3
MSIS 615	Advanced IS Project Management	-	3
MSIS 620	IS Strategic Management	-	3
IS Management Concentration (4 Courses) 12 CH			
ISMG 700	IT Procurement and Contract Management	-	3
ISMG 705	IS Governance, Auditing and Control	-	3
ISMG 710	Organizational Aspects of Technology Management	-	3
ISMG 715	Emerging Issues in Information Systems Management	-	3
MScIS Management Concentration (1 Course) 3 CH			
MSIS 800	MScIS Thesis (OR)	18 CH	3
MSIS 805	MScIS Capstone Project	18 CH	3
			30



MSc Course Description

MSc-IS Core Courses

MSIS 600 IT Infrastructure and Emerging Technologies

The purpose of this course is to enable students to assimilate, identify and analyze modern IT infrastructures and emerging technologies for the enterprise. Students will learn how to leverage the IT infrastructure and emerging technologies to best serve the organizational needs and enhance the enterprise's competitive position. The course also exposes students to the technical, security, ethical, and managerial issues associated with the deployment of modern technologies and architectures.

Prerequisites: None

MSIS 605 Advanced Systems Analysis and Design

The purpose of this course is to enable students to apply advanced systems analysis and design concepts, as well as object-oriented tools and techniques in order to gather and model the requirements, then construct an acceptable design to implement a successful system solution. Students will learn best practices in gathering system requirements, and will experiment with CASE tools to model systems requirements and specifications. The course will also introduce students to some of the most significant trends, issues and research results in system analysis, architecture and design.

Prerequisites: None

MSIS 610 Business Process Modeling and Management

The purpose of this course is to enable students to develop, analyze and assess models and architectures that best describe business processes, workflows and organizational data. Students will understand the increasing role of BPM in business-IT alignment and will learn how to use advanced tools and techniques to model, analyze, simulate, enhance and document the organization's business processes. Case studies will be used to illustrate the concepts and process modeling and simulation tools will be used to emphasize the practical aspect of the course.

Prerequisites: None

MSIS 615 Advanced IS Project Management and Leadership

The purpose of this course is to provide students with advanced knowledge, tools, and techniques that project managers need to successfully plan, execute, manage and lead IS projects. The course also cover issues related to change management, managing packaged software solutions, and outsourced projects. The course provides students with hands-on experience using case studies and project management software.

Prerequisites: None

MSIS 620 IS Strategic Management

The purpose of this course is to provide students with a solid understanding and mastery of the key issues and challenges in the strategic approaches to Information Systems. The course examines the evolving role Information Systems play in supporting business strategies and processes. Students will also learn how to perform an IS strategic analysis, conduct an IS strategic plan and how to manage emerging technologies and associate changes. Several case studies, in a variety of business settings, will be used to illustrate the course material.

Prerequisites: None

IS Management Concentration Courses

ISMG 700 IT Procurement & Contract Management

The purpose of this course is to expose students to methods, strategies and best practices for the selection, specification, acquisition and contracting of hardware and software products and services.

Students will learn proven practices in preparing, and evaluating requests for proposals (RFPs) from technology providers and systems integrators. Case studies are used to illustrate the application of sound procurement and contract management strategies and practices.

Prerequisites: None

ISMG 705 IS Governance, Auditing and Control

The purpose of this course is to expose students to concepts, strategies, and best practices in Information Systems governance, audit and control. Students will acquire the knowledge and skills to evaluate IS governance, and plan and execute audit strategies and controls, based on proven IS audit standards, frameworks, and guidelines. The course also exposes students to the underlying legal, ethical and security issues.

Prerequisites: None

ISMG 710 Organizational Aspects of Technology Management

The purpose of this course is to expose students to some contemporary organizational aspects of technology management. Students will acquire the knowledge and skills to assess the organizational impact of information technology, manage organizational change and risks, and appraise the role of organizational design, culture, controls, and leadership in the successful implementation and management of technology. The course also exposes students to some behavioral, ethical and social issues arising from the usage of IT in the workplace.

Prerequisites: MSIS 615 Advanced IS Project Management and Leadership

ISMG 715 Emerging Issues in Information Systems

The purpose of this course is to provide students with an understanding and exposure to the emerging issues and challenges facing the information systems management discipline. The course examines these issues from a management perspective with equal attention to professional and research aspects. The course emphasizes the role of IT executives in the strategic planning of their Information Systems. Students will also learn how to critically analyze and manage emerging issues and technologies. The list of emerging issues is revised every year to keep the course up-to-date.

Prerequisites: 15 CH

MScIS Thesis/Capstone Project

MSIS 800 MScIS Thesis

The purpose of this course is to provide students an opportunity to integrate and extend the acquired knowledge and skills by building expertise in a more focused area of interest. Student is expected to clearly and critically define a problem, perform a thorough literature review, and adopt a suitable IS research method to propose potential solutions and reflect on research findings. Topics related to Information systems research methods are also covered in this course.

Prerequisites: Successful completion of 18 Credit-hours in the MScIS program

MSIS 805 MScIS Capstone Project

The purpose of this course is to provide students an opportunity to apply the acquired knowledge and skills to assist corporate clients identify a business opportunity enabled by information systems or identify and solve an existing problem, using appropriate information systems.

Prerequisites: Successful completion of 18 Credit-hours in the MScIS program

Pre-MScIS Course Description

PMSC 500 Financial Accounting

The course introduces students to accounting concepts, principles, and processes underlying the production of financial statements. It focuses on the analyses, measurement and reporting of business transactions to users of financial statements. It also examines uses and limitations of accounting information, as well as ethical issues affecting financial statements.

PMSC 505 Principles of Finance

The course focuses on theory & practice of business finance with emphasis on time value of money (TVM), the relationship between risk & return, capital budgeting and asset valuation.

PMSC 510 Operations Management

The main purpose of this course is to give future managers an understanding of the variety and importance of the management decisions faced in the production and operations area in different manufacturing and service organizations. The course equips them with the tools and techniques necessary to approach and solve production and operations management problems effectively.

PMSC 515 Introduction to Information Systems

The purpose of this course is to expose students to fundamental information systems concepts, providing a solid background to those students who do not later return to the discipline & needed background to students who will chose IS as a field of concentration. Coverage includes principles of systems theory & the latest technologies of Information Systems.

PMSC 520 Business Programming

The purpose of this course is to provide essential knowledge of advanced programming concepts. Coverage includes Object Oriented Programming, classes and objects, inheritance, polymorphism, advanced Graphical user Interface (GUI) and the development of comprehensive projects.

PMSC 525 Principles of Networking

The purpose of this course is to provide essential knowledge on networking infrastructure, s of networks and network hardware and software. Coverage includes data transmission, hubs, switches, routers, topology, wiring and physical topology, protocols, layering, LAN, WAN and internetworking.

PMSC 530 Database Systems

The purpose of this course is to provide essential knowledge for physical database design and implementation of a relation database. Coverage includes physical database design process, SQL, and Client/Server database applications development.

Prerequisites: **PMSC 515**

PMSC 540 Statistics

The purpose of this course is to acquaint students with the basic concepts of statistics and probabilities that will help them make decisions using UAE data. Coverage includes: basic probability, sampling, hypothesis testing, simple and multiple regression models.



GRADUATE PROGRAMS ADMISSION

Admission Requirements

The Graduate Programs Office accepts applications during the 4 terms (September, January, April, July) of the academic year for MBA/MSc programs.

An applicant must provide the following documents for admission:

1. Completed application form.
2. Original bachelor's Degree certificate or certified equivalent approved by the UAE Ministry of Higher Education & Scientific Research (MOHESR).
3. Copy of a valid passport.
4. Four recent passport-size photographs (in color) or in JPEG format file.
5. TOEFL/IELTS or equivalent certificate in original based on item III Admission Criteria.
6. Two satisfactory reference letters from academicians and/or employers.
7. Statement of professional plans and career objective as required in the application form.
8. Pay AED 1,100 for admission fee (non-refundable, includes Student ID Card).

The application form for MBA or MSc program may be completed online at the following link:

<http://www.ud.ac.ae/admission/graduate/application/mba>

<http://www.ud.ac.ae/admission/graduate/application/msc>

Transfer students must also submit the original transcripts from the university/college they are transferring from. In addition, transfer students must submit the course syllabus and course description for each course they seek to transfer for credit. Students will be informed of the course(s) eligible for transfer credits provided a minimum "B" grade is achieved within 48 hours by the Graduate Programs Office.

Admission Criteria

Regular Admission Requirements for the Graduate (MBA/MScIS) Program

1. Completion of a recognized baccalaureate degree in a discipline appropriate for the MBA/MScIS degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to the MBA/MScIS program.
2. A minimum cumulative GPA of 3.0 on a 4.0 scale or its established equivalent, in the applicant's baccalaureate degree program in the related area.
3. A minimum TOEFL score of 550 (CBT 213, iBT 79-80) or IELTS 6.0 overall or another standardized, internationally recognized test that is approved by the Commission. The test scores submitted must be valid (not more than two years). Students who provided required English official scores (which are documented in the official transcript) during their Bachelor degree need not provide additional English scores. However, as an exception to this requirement, an applicant with an undergraduate qualification from an English-medium institution will be exempted from this requirement given that he/she provides evidence of acquiring a minimum score of TOEFL 500 on the Paper-Based test (iBT 61), or its equivalent at the time of admission to the undergraduate program.
4. GMAT score of 500 is recommended (although not required-this is optional).
GMAT Codes are: MBA Finance & Accounting – 8L0-L3-45; MBA International Business & Marketing – 8L0-L3-32; MBA Leadership & Human Resources Management – 8L0-L3-52; MBA Operations & Logistics Management – 8L0-L3-25.

UD TOEFL code is 8239 and SAT-Math code is 5695.

Conditional Admission requirements for the MBA/MScIS Program

1. A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of 3.00 or above on a 4.0 scale, or its established equivalent, and a minimum score of TOEFL 530 (CBT 197, iBT 71) or IELTS 5.5 overall or another standardized test approved by the Commission may be admitted conditionally to the MBA/MScIS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - 1.1 Must achieve TOEFL 550 score, or equivalent, by the end of the student's second term of study;
 - 1.2 May take a maximum of six credit hours in the first term of study;
2. A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of a minimum 2.25 up to 3.00 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for regular admission, may be admitted conditionally to the MBA/MScIS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - 2.1 May take a maximum of six credit hours in the first term of study;
 - 2.2 Must achieve an overall GPA of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for MBA/MScIS program.
3. GMAT score of 500 is recommended (although not required, this is optional).

The number of students on conditional admission should not be more than 40% of the total number of students in the program.

Admission for Non-Business/Non-IT Degree Applicants

A student who holds a non-business/non-IT degree with a cumulative GPA average of a minimum 2.25 on a 4.0 scale will have to undertake (Pre-MBA courses as shown in Table 1 or Pre-MScIS courses as shown in Table 2 before being considered for formal admission to the MBA/MScIS program.

Table 1: Pre-MBA Foundation Courses (for MBA applicants)

Course Code & Number	Course Title	CH
PMBA 500	Principles of Economics	3
PMBA 505	Survey of Management	3
PMBA 510	Analytical tools for decision making (Statistical Analysis)	3
PMBA 520	Survey of Accounting	3
PMBA 530	Principles of Finance	3
Total (5 Courses)		15

Note: With the approval of the President of UD, a student with conditional admission may be given an additional term to meet the requirements without registering in any further new courses.

This policy applies to new MBA students registered in September 2011/12 and thereafter.

Table 2: Pre-MScIS Foundation Courses (for MScIS applicants)

Course Code & Number	Course Title	CH
Business Background		
PMSC 500	Financial Accounting	3
PMSC 505	Principles of Finance	3
PMSC 510	Operations Management	3
Information Systems Background		
PMSC 515	Introduction to Information Systems	3
PMSC 520	Business Programming	3
PMSC 525	Principles of Networking	3
PMSC 530	Database Management Systems	3
Math Foundations		
PMSC 535	Statistics	3

Note: With the approval of the President of UD, a student with conditional admission may be given an additional term to meet the requirements without registering in any further new courses.

Appropriate exemptions (EX) will be given for courses taken with a minimum (C) grade in earlier programs from accredited universities or professional certification programs (e.g., CPA, CPM, CMA, PMI, etc.) or through undergraduate program at UD or through passing a challenge exam prepared by UD MBA/MSc faculty. Foundation courses may take up to two terms (about six months) to complete. Students enrolled in these Pre-MBA/Pre-MSc courses must achieve a minimum CGPA of 3.0 on a scale of 4.0 to be eligible to join the regular MBA/MScIS program after satisfying the English language requirements.

Admission Guidelines for Transfer Students

UD approves, in principle, the admission of applicants transferring from other institutions of higher education. These candidates are eligible for admission subject to the following conditions:

1. The institution they are transferring from is recognized by the UAE MOHESR and uses the credit-hour system.
2. Applicants transferring from other institutions must have earned a GPA of not less than 3.00 and may only be given transfer credit for courses which are equivalent to those offered by UD and in which they have received a minimum grade of B (equal to a GPA of 3.0 or 83-86%).
3. If the transferred student has an academic warning (i.e., GPA is less than 3.0), she/he will be considered for a conditional admission as a new student and not as a transfer student.
4. Prior to their admission, transfer students will be informed in writing of transfer courses approved by the College Dean. The transfer courses will be accepted upon receipt of official transcripts.
5. Transfer credits are entered on the student's transcript and student's academic plan with "TC" grade. The transferred courses are credited hours (counted toward the degree) but no grade points are assigned; thus, they are not used in computing the student's GPA.
6. The maximum number of credits a student may transfer must not exceed 50% of the total hours required for graduation (i.e. 18 Credit Hours).
7. Transferred courses must match at least 80% of the course content of UD courses.
8. No credits will be granted twice for similar courses taken at different universities.

Admission Guidelines for Visiting Students/Audit Students

Visiting Students

1. Students must have passed all the prerequisites for the required subjects (original transcripts from the university in which the student is currently studying are to be provided).
2. Students must provide a copy of the passport and four recent photos (JPEG format file).
3. Students must fully adhere to UD regulations and rules, including attendance.
4. The cumulative number of credit hours allowed for the registration of visiting students should not exceed 18 credit hours and such students cannot register for more than two consecutive terms.
5. The visiting student could be accepted as a regular student after compliance with UD admission requirements.
6. The visiting student may register at any time during the registration period.

Audit Students

UD allows individuals interested in a particular course to attend classes as Audit students under the following conditions:

1. The candidate must show some evidence of prerequisite knowledge required for auditing the course (meet the course instructor/Graduate Program Director to clarify this point and state the purpose for auditing the course).

2. Provide passport copy and four recent photographs (JPEG format file).
3. Pay the regular course fee as applicable for Visiting/Short course students.
4. Attendance policy is not mandatory.
5. Homework assignments/examinations are not mandatory.

Readmission

All students who have officially withdrawn from the university or have cancelled their registration* at UD, but who wish to be re-admitted, must submit a formal request to the Admission & Registration Department (ARD). A dismissed student will not be re-admitted to the university, even as a new student.

**two consecutive terms or four scattered terms*

Admission Regulations

The following admission regulations are followed:

1. Admission and acceptance of students to UD is valid for only one term. Students who fail to register will lose their admission status and must resubmit their application as a new applicant. The university will only keep the files in its records for two terms after their submission.
2. Applicants should make sure that all documents required for finalizing their admission are submitted to the ARD before registration begins.
3. The names of UD students on all university documents are spelled in English exactly as they appear on their passports or identity cards. If a name on a passport or an identity card does not appear in English, it will be spelled according to the applicant's preference.
4. Applicants, who were denied admission to UD, may file a petition for admission on a conditional basis. These applicants will be evaluated on a case-by-case basis for approval by the respective Dean and UD President.
5. Students granted conditional admission will be considered *At-Risk* and accordingly, will be closely monitored by the Graduate Program Director.

Student Records and Information Release Policy

Student File

All original records of students who join UD are kept in fire proof security vaults and regularly maintained by the ARD. Student files must contain the following documentation:

1. Completed Application form.
2. Original bachelor's degree certificate and official transcript.
3. Valid Passport copy.
4. Four passport-size photographs/JPEG format file.
5. Official TOEFL/IELTS or equivalent certificate.
6. Two recommendation letters submitted along with the application form.
7. Letter of acceptance to UD.
8. Registration (and Drop & Add) forms.
9. Recent copy of UD transcripts.
10. Original copies of any other transcripts for transferred courses.
11. Probation (Academic or Disciplinary) notification letters.
12. Student Status Report (for conditionally admitted students).
13. Letter from UAE MOHESR in case the student is transferred from outside UAE.

Record Confidentiality

1. No records from student files are disclosed without the prior approval of the Registrar and the student's written request presented in person.
2. No records are amended without the prior approval of the Registrar and based on official documents.
3. The Graduate Programs Coordinator is authorized to manage and update students' files.
4. Regulations regarding access to students' information on the SIS:
 - 4.1. Registrar is authorized to view/amend all information.
 - 4.2. Graduate Programs Coordinator is authorized to view the information related to admission only.
 - 4.3. Graduate Program Director is authorized to view the information related to registration for courses only.
 - 4.4. A student is authorized to view his/her transcript, course results (comprising of class work, final exam marks) and the courses she/he has registered in the current term (through online registration). Access is password-protected.
 - 4.5. Student-related information and records can only be released by the ARD.



REGISTRATION POLICIES AND PROCEDURES

Registration Procedures

The registration procedures involve two main stages for both regular and visiting students.

Advising/Selection of Courses: Students are assigned advising appointments with their academic advisors based on their earned credit hours. Students must consult with their advisors prior to registration in order to draw up the plan and get help with the registration. Students may also register online at www.ud.ac.ae

Paying Fees: Students take the completed registration form signed by the advisor to the cashier's office to pay the fees. No student is considered registered unless the fees are paid. Once fees are paid, the booked courses are confirmed. The student's schedule will be sent to the student via UD e-mail.

Online Registration

Web Access to Online Registration - Procedure

1. Enter the UD website at www.ud.ac.ae
2. Enter user name and password (which have previously been sent to the student's UD e-mail account) at the top of the home page.
3. Select **"Online Registration"** from "My Account" page.
4. Select **"My Profile"** from the menu on the left, (if the user wishes to change the user name and password), and then click on **"Save."**

Booking Online - Procedure

1. Click on **"Academic"** from the menu on the top.
2. Select Online Registration. A page divided into 2 sections will appear:
 - The first section shows the student's academic advisor's name.
 - The second section shows the terms available for registration.
3. Click on "Booking" button.
 - Click on the course name. (Only courses highlighted in blue are allowed). A small window will appear containing all the sections offered for the selected courses.
 - Click on the course code to select the section required. "The section no. has been selected" will appear at the bottom of the page in the opened window.
 - Close this window (The courses selected will be highlighted in green).
 - Remove the tick (V) from the box to deselect a course.
 - Click on "Save Booking" at the bottom of the booking page (A message will appear confirming the booking which is then reserved for a period of 36 hours).
 - Click on "Registration Form" at the top of the page to print the registration form.

Re-taking a Course

If a student wishes to register for a course that was completed previously, she/he should complete the registration procedures through the respective Program Director.

Incomplete Booking

If a student tries to register in less than the minimum number of courses normally allowed, an "Incomplete Booking" screen will appear. This screen notifies the student that the booking is temporary until approval is obtained from the Program Director. This form should then be printed for the signature of the Program Director. The Program Director will approve the courses appearing on the incomplete booking form if there are no other suitable choices. Otherwise, the Program Director may recommend certain courses for registration on the form, specifying the reason(s).

Confirming the Booking

During the registration week:

1. Pay the tuition (and other) fees.
2. Once fees are paid, the booked courses are confirmed. The student's schedule will be sent to the student's UD e-mail.

Online Drop & Add - Procedure

1. Enter the UD website at www.ud.ac.ae
2. Enter **User name and password** (which have been previously sent to the student's UD e-mail account) at the top of the page and the "My Account" page will appear.
3. Select "**Online registration**" from "My Account" page. A page divided into 2 sections will appear:
 - a. The first section shows the student's academic advisor's name.
 - b. The second section shows the terms available for registration.
4. Click on "Booking" button.
5. Click on the course name (**only courses highlighted in blue are allowed**). A small window will appear containing all the sections offered for the selected course.
6. Click on the course code to select the section required. ***"The section no. has been selected"*** will appear at the bottom in a small window.
7. Close this window (the courses selected will be highlighted in green).
8. Remove the tick/check (v) from the box to drop a course.
9. Click on "**Save Booking**" at the bottom of the booking page (a message will appear confirming the booking which is then reserved for a period of 36 hours).
10. Click on "Registration Form" at the top of the page to print the Drop & Add form.
11. Pay the tuition (and other) fees.
12. Once fees are paid, the booked courses are confirmed. The student's class schedule will be sent to the student's UD e-mail.

Other Online Registration Services

A student can access the following information via the Registration home page:

- Academic Transcripts
- Academic Curriculum
- Class Schedule (My Schedule)
- Course Offerings for the Term (Class Schedules)
- Course Grades (My Grades)

Registration Policies

Study Load

The student's study load in one academic term can range from a minimum of 6 credit hours to a maximum of 9 credit hours, as follows:

- Students who register for 9 credit hours are considered full-time students. Students who register for less than 9 credit hours (but not less than 6) are considered part-time students.
- When appropriate, the Program Director may decrease or increase a student's study load depending on their GPA. The Program Director may approve an increase in a student's study load to more than 6 hours if the student's GPA was at least 3.0 at the end of the previous term or when the student is graduating in the same or the following term. The Program Director may give approval for a student to register in less than 6 credit hours if it is considered that there is a valid reason for this.
- The maximum study load for students with an academic warning must not exceed 6 credit hours.

Registration Hold/Discontinuation

- A student may be permitted to put a hold on his/her registration upon submitting a written request to the Registration Department. The request will be accepted on condition that the student has been a regular student at UD for at least one term.
- Students who do not register for a particular term and failed to make a request for Registration Hold are considered “Discontinued” in the Registry’s records.
- A “Registration Hold” must not exceed two separate or consecutive terms during the entire period of study. This includes the terms from which the student has withdrawn without failure.
- The request should be submitted in the first half of the term.
- If the student’s “Discontinued” status exceeds two separate or consecutive terms then the student’s registration status will be considered “Cancelled.” The student may apply for re-registration upon approval from the Dean and UD President, based on the recommendation of the respective Program Director.
- Courses credit over five years old will not be accepted in the program.

In all cases, a list of all students who have requested “Registration Hold” is forwarded to the respective Dean/Program Director.

Drop & Add

The Drop/Add period is for one week after the start of classes. During this period, students may Drop or Add course(s). Students who wish to do this should first consult their academic advisor and then complete the Drop & Add form. For more information, refer to the section titled Study Load.

Withdrawal (without failure) from Courses

- Students are permitted to withdraw from courses after submitting the appropriate Drop & Add form. However, they must maintain the required minimum number of credits. Withdrawal from courses must occur no later than the end of the 6th week of classes.
- A grade of “W” will be recorded on the student’s transcripts for the course from which she/he has withdrawn (if this is between the start of the 2nd week and the end of 6th week).
- If students do not apply for withdrawal within the period mentioned above, they are expected to attend the courses they have registered for.

Student ID Number

Each ID Number consists of 8 digits, divided from left to right, as follows:

The first (4) digits indicate the academic year in which the student joined the program, the fifth digit indicates the academic term in which the student has joined the program. The sixth, seventh and the eighth digits indicate the student’s serial number at the program.

For example, a student’s ID number can be written as follows:

20101001: This number is for a student who joined the university in the academic year 2010 (2010) in the first academic term (1), and his/her serial number is (001).

Course Code and Number

Each course has a code which consists of letters and numbers. The letters indicate the program which offers the course. The first digit from the left indicates the level of the course.

Registration Terminology

Academic Advisor	A faculty member who is assigned to counsel students on academic matters.
Academic Calendar	Annual listing of all official dates and deadlines for the academic year.
Academic Warning	A letter issued to student whose cumulative grade point average (CGPA) drops below 3.0 by the end of a particular term. The third consecutive warning letter leads to dismissal.
Academic Year	A period of time during which the university is in session. At UD, the academic year starts in September and ends in August.
Academic Standing	The academic status of a student during a particular time. The student will be considered as “Academic Standing: Good” if his/her CGPA is at least 3.0. Otherwise, the student’s status will be considered as “Academic Standing: Probation”. Academic probation status will be removed once the student’s CGPA reaches the required level. The academic standing is shown on student transcripts.
Admission	Formal application and acceptance as a regular student in a degree program.
Appeal	A letter submitted by a student appealing for a review of a grade or against a decision taken by UD against the student.
Audit	Permission granted to any UAE resident to attend and participate in a course without having to do any homework assignments or take any exams. However, adherence to the university’s attendance policy is mandatory.
Class Schedule	A list of courses offered each term including the days, hours, classrooms where the courses are given, as well as final exam details.
Course	A unit of study consisting of a number of instructional activities over a prescribed period of time and dealing with a single subject. A required course means that the student must register for that particular course; A course is called “elective” if the student may choose this or a different course from a specified basket of courses.
Credit Hour	The equivalent of one hour of lectures per week, for one regular term.
Curriculum	A structured set of courses fulfilling the objectives of an entire program of study. The curriculum is normally divided into a set of PMBA courses as well as major (Required) courses.
Disciplinary Standing	The disciplinary status of a student during a particular time. A student’s status is given as “Disciplinary Standing: Probation” if s/he has been involved in either severe academic or non-academic misconduct. Otherwise, the student is shown as being of “Good Disciplinary Standing”. The disciplinary standing is shown on the transcripts.
Dismissal	The expulsion of a student from the university for either unacceptable conduct or unsatisfactory academic achievement.
Drop and Add	A period of time starting each term, when students may adjust their course schedules by dropping or adding courses or changing sections of a course.
Fee	Charges for services other than tuition fees.
First-Time Student	See under <i>Student, Regular</i> .

Full-Time Student	See under <i>Study load</i> .
GPA	The average of the Grade Points for courses taken at UD during a particular term. A cumulative GPA (CGPA) is the average of the grade points received on all courses taken at UD.
Grade Point	Numerical value associated with each grade letter (A, B, B- etc) received on a particular course.
ID Card	University student identification card providing and controlling access to university facilities and services.
Incomplete Grade	A temporary grade assigned to a course when an excused student is not able to take the final exam.
Major	A field of study also referred to as a concentration.
Part Time Student	See under <i>Study load</i> .
Petition	A written request seeking a waiver of or an exception to a university regulation, policy or deadline.
Prerequisite	A course required to be completed before a certain course may be taken.
Registration	The process of enrolling in classes officially.
Student, Enrolled	A UD student who is not necessarily registered in courses.
Student, Registered	A UD student who has registered in courses during a particular term.
Student, Regular	A degree-seeking student who has been accepted (by MBA program Director) at UD and who has enrolled accordingly. Regular students transferring from other universities are called “transfer” students while those joining a university for the first time are called “first-time” students.
Student, Visiting	A student of another accredited institution who receives permission to register (for up to two consecutive terms and a maximum of 18 credit hours) as a non-degree seeking student. Visiting students may be admitted as regular students, subject to admission policies.
Student Schedule	A listing of the courses a particular student is taking in a given term that specifies the days, timing, locations of classes, in addition to final exam details.
Study Load	The total number of credits for which a student is registered during any term. A study load of at least 9 credit hours is a full-time load; otherwise, the load is called a part-time load.
Term	A period of instruction (30 hours) followed by final exams.
Transcript	A student’s academic and disciplinary record.
Transfer, Credit	Credit from course work completed at another institution that is accepted at UD.
Transfer, Student	See under <i>Student, Regular</i> .
Tuition Fees	The fees charged for registering for courses each term.
Withdraw, Course	The act of officially dropping a course(s) without withdrawing from the university.
Withdraw, University	The act of officially leaving the university for reasons other than graduation.

Academic Advising

Advising is provided in the form of academic advising, student orientation, tutoring assistance during office hours, and career advising to assist students during their academic endeavor.

To facilitate students' successful completion of their degree programs, each student is allocated a permanent faculty advisor who will advise the student till he/she graduates. Please contact the Graduate Programs Office to know your advisor.

Advising Objectives

- To achieve better understanding of the curricula and programs;
- To increase students' awareness of their role in developing their academic study plan;
- To emphasize the importance of faculty members' role in the academic advising process;
- To facilitate academic and educational process to achieve the objectives and intended outcomes;
- To improve the educational process and its learning outcomes;
- To ensure effective and real-time study plans leading to a timely and efficient graduation.

GRADUATE ACADEMIC POLICIES

Attendance and Absenteeism Warnings

Attendance and participation in all classes and computer lab sessions are mandatory and essential to the process of education at UD since students' involvement with their instructors and fellow peers as well as from lectures are vital components of their academic preparations. For this reason, students are expected to attend classes regularly. Absences hinder progress for the individual as well as the class, and affects students' learning outcomes and grades.

UD regulations for attendance and absenteeism warnings imposed on all courses are as follows:

- All courses are offered in two consecutive sessions of one hour and twenty minutes each. A 20-minutes break is given after the first session.
- In the event of multiple absence record, students receive warnings through their e-mail/SIS i.e., 10% and 20% of class time for a given course.
- Once a student has been absent for 25% of class time for a course, she/he will be deprived from attending the final exam. A grade of "FA" will be recorded for the course and counts (negatively) towards the student's GPA. If a student's absence is for a valid reason that is deemed acceptable by the Graduate Program Director, the student is considered to be "Withdrawn" from the course(s). Deprived students may not attend any further exams; however, they still have the right to attend classes.
- Late Arrival: Students who arrive 10 minutes late will be marked as having "Late Attendance" and the system will automatically register one absence for each three of such late attendances.
- Absenteeism percentages are calculated according to Table 1:

Table 1: Absenteeism Percentage

Duration of Lecture	Program (weeks)	No. of Absences		
		10%	20%	25% (Deprived)
1 hour 20 minutes	MBA (10)	2 Absences	4 Absences	5 Absences
	MSc (13)	3 Absences	5 Absences	7 Absences

- An accepted valid excuse does not nullify the absence but will cancel any penalties normally imposed for absence in an assignment, group work or final exam. Refer to Missing Exam Policy.
- Warnings are issued to the student irrespective of the validity of his/her absence excuse.
- Absence is recorded from the first class session following course registration/adding date.
- Faculty members are allowed 24 hours to make amendment to the students' attendance of a course in the SIS. The faculty will not have access to modify the attendance records after 24 hours for any changes to the student's attendance. Any enquiry should be directed to the ARD by faculty members. If ARD receives too many enquiries on the same faculty member, then ARD should refer the matter to the Program Director under copy to the Dean for possible investigation of the faculty member's attendance practices, and consequently arrange for a mentor visit (if required).

Academic Standing

After completing the study of nine (9) credit hours, the academic standing is recorded on the transcripts as either Good or Probation. All students with a cumulative Grade Point Average (CGPA) of at least 3.0 will be considered a status of good academic standing.

- Regular Admitted Students with a CGPA below 3.0 for three consecutive terms will be dismissed from UD.
- Conditional Admission students who have less than a 3.0 CGPA after completing nine (9) credit hours will be dismissed from UD.
- A student will be placed on academic probation if she/he fails to obtain by the end of any term a CGPA of 3.0 out of 4.0.
- Students with a CGPA below 3.0 will be placed under academic probation and will accordingly receive a first academic warning. The maximum study load for students on academic probation will be reduced to six (6) credit hours.
- The academic probation will be removed only when the student's CGPA reaches at least 3.0. However, the transcripts will still show any academic probation in previous terms. A dismissal ruling may be overturned by the UD President if deemed appropriate and acceptable.
- This process is repeated anytime the CGPA drops below 3.0.
- Courses taken as Pre-MBA/Pre-MSc will not be counted towards the CGPA of the MBA/MScIS degree but will be reflected in the student's transcript.

Repeating Courses

All students who re-register to repeat a course must attend all classes as a regular student and complete the required classwork/homework/assignments/projects to earn the final grade for the course.

- **Failing Grade:** Students who fail required courses must repeat them.
- **Passing Grade:** Students wishing to repeat a passed course in order to raise their grade/GPA, may not re-register for that course more than twice. The higher grade will be accepted and counted towards the GPA, and the lower grade will be discarded.
- Graduating students can repeat two (2) courses.
- Students who are on third academic warning may be allowed to re-register for up to six (6) credit hours to raise the CGPA provided that:
 - His/her CGPA was at a minimum of 2.70.
 - He/she completes the allowed courses in no more than two consecutive terms. The two terms will, however, be included in the maximum allowed period for graduation five (5) years.

Duration of Study

The maximum periods of study at UD for MBA/MScIS are as follows:

MBA Degree: Full-time students take 15-18 months to complete the program at the rate of three (3) courses per term. Part-time students take around 18-24 months to complete the program at the rate of two (2) courses per term.

MScIS Degree: Full-time students take 16-20 months for completion at the rate of three (3) courses per term. Part-time students take around 20-24 months for completion at the rate of two (2) courses per term.

In addition, Pre-MBA/Pre-MScIS students may take up to three (3) terms of 10/or more week(s) each; around one (1) year.

The maximum period of study may not exceed five (5) years (no exception is made beyond five years); otherwise the student will be expelled from MBA/MScIS program.

For students transferring to UD or changing their major/degree, the number of terms achieved will be one term for every nine (9) credit hours counted towards the academic plan.

The period of “Registration Hold” is NOT included in the aforementioned periods.

Student Evaluation & Grading System

The total grade received for a course reflects the student’s work during the term and performance in the classwork and final exams. Each MBA/MScIS course is assessed by a combination of classwork (assignments, group work, projects, simulations), and one final examination. Classwork constitutes 70% of the course grade and the final examination at the end constitutes 30% of the course grade.

The Graduate Grading system followed at UD and, Term and Cumulative GPA is detailed in Table 2 and 3 respectively:

Table 2: Graduate Grading System

Total Grade	Letter Grade	Grade Points	Other Grades	Acronym
95	A	4.00	Incomplete	I
90-94	A-	3.7	Transfer; credit counted	TC
87-89	B+	3.5	Exemption	EX
83-86	B	3.0	Withdrawal	W
80-82	B-	2.7	Audit	AU
Below 80	F	0.0	In Progress	IP
Fail (Absent)	FA	0.0		

Table 3: Term and Cumulative GPA

GPA	Nominal Grade
3.80 – 4.00	Outstanding
3.60 – 3.79	Excellent
3.30 – 3.59	Very Good
3.00 – 3.29	Good

Grade Point Average

Term Grade Point Average

The Term Grade Point Average (TGPA) is the average of grade points received in a particular term. To compute it, one needs to multiply the credit-hours of the course by the grade points earned by the student in that particular course. The sum is then divided by the total number of registered credit hours.

Example:

Course	CH	Grade		CH x Points	Term GPA
		Code	Points		
Managerial Economics	3	A	4.0	12.0	Total Points ÷ Credit Hours
Managing Changes	3	A-	3.7	11.1	
Strategic HRM	3	B	3.0	09.0	
	9			32.1	Term GPA=32.1 ÷9=3.57 points

Note: the same example applies to the MScIS program.

Cumulative Grade Point Average

The Cumulative Grade Point Average (CGPA) is computed using the same concept as above but for all grades received during past term (excluding all transferred courses taken outside UD), and including the one completed last. All courses and grades obtained by the student are recorded in the student's transcript. An asterisk (*) is noted opposite the grades that are omitted while calculating the cumulative GPA. When calculating the CGPA, all fail (F) grades that are not replaced by a pass grade will be counted in the computation.

Example:

Example:

Course	CH	Grade		C.H. x Points	Term/Cumulative GPA
		Code	Points		
1st Academic Term					
Managerial Economics	3	A	4.0	12.0	Total Points ÷ Credit Hours
Managing Changes	3	A-	3.7	11.1	
Strategic HRM	3	B	3.0	09.0	
	9			32.1	Term GPA=32.1 ÷9=3.57 points
2nd Academic Term					
Strategic Management	3	B+	3.5	10.5	Total Points ÷ Credit Hours
Services Operations Management	3	B	3.0	09.0	
International Corporate Finance	3	B-	2.7	08.1	
	9			27.6	Term GPA=27.6 ÷9=3.07
Total	18			59.7	Cumulative GPA=59.7 ÷18=3.32

Note: the same example applies to the MScIS program.

Missing Exam Policy

Failing to Attend a Final Exam

A student who misses the final exam of any course will receive an "F" grade for that course. Where there has been a compelling medical emergency, certified in writing, the student must submit the medical leave certificate supported by the Ministry of Health (MoH) attestation to the ARD within five working days of the scheduled final exam. Requests beyond five working days will not be considered. In such a case, the student will receive an Incomplete "I" grade. Only one chance will be given for make-up of final exam.

Incomplete Grade

1. Make-up final exams will be administered during the following regular term. If the student fails to attend the make-up exam on the specified date, she/he will be deprived from any further make-up even if she/he provides an acceptable excuse. In this case she/he will receive an "F" for that course.
2. The student's final grade for the "Incomplete" course will be considered part of the result of the academic term in which the student registered for the course.
3. Penalties may be waived by the Dean upon submission of a valid and substantiated reason.

Change of Major/Degree at UD

Students seeking to change their major or degree at UD must complete the appropriate form the ARD. Requests for a change of major/degree must be submitted to ARD two weeks before the end of the term, at the latest. The form must be fully completed and duly signed by the student.

MBA Action Research Project/MScIS Thesis/Capstone Project

The MBA Action Research Project (ARP)/MScIS Thesis/Capstone Project students shall have maximum two (2) terms to complete the MBA-ARP/MScIS Thesis/Capstone Project task. In addition to the term they register for MBA-ARP/MScIS Thesis/Capstone Project, they have one more term for completion (i.e., submit the bound copy as per UD specification). During these two terms when MBA-ARP/MScIS Thesis/Capstone Project is in process, no student is permitted to discontinue even for one (1) term. At the end of first term of student registering in MBA-ARP/MScIS Thesis/Capstone Project, the grade can be IP. This IP will continue for one more term. If the MBA-ARP/MScIS Thesis/Capstone Project task is still outstanding at the end of second term, the student must re-register for the course and pay the course fee.

This Policy is effective for all students registered from Term-1 of 2012-13.

For MBA students who registered for ARP in 2011-12 academic year (i.e., Term-2, Term-3 and Term-4), and who have not yet completed their ARP (i.e., not submitted bound ARP as per UD specifications) till date, are given a last chance for completion of the pending ARP before the end of 1st Term of 2012-13 i.e., 24th December 2012. All incomplete ARP students from this group shall re-register for the ARP and pay the course fees in Term-2 of 2012-13. All current and ongoing ARP students therefore shall complete an arrangement letter to this effect. Please contact your supervisor or the Program Director for assistance.

Student Clearance for Graduation

Students who graduate at UD will have to fill out a Graduation Clearance Form which is available at ARD or on the UD website. This form is intended to ensure that the student has cleared any pending balance with the accounting office, returned borrowed books to the library, etc. The Graduation Clearance Form must be completed and duly signed by the student and submitted in person to ARD. Students will also be required to complete the "Graduating Students-Exit Survey" which forms a basis for continuous improvement at UD.

Registering for Courses Off-Campus

For the purpose of quality assurance, students are generally not permitted to take any courses outside UD. Exceptions are made for only one course where the student is graduating in the same term and the course is not offered at UD at this point of time when the student is applying for such request. Since UD policy governs transferred credits and which universities UD students should study at, a list of universities approved by UD may be obtained from ARD.

Courses registered at any other institution without prior approval will not be transferred.

The following conditions must be satisfied for registering off-campus course:

- The course is part of the student's curriculum.
- The student must be in good academic and disciplinary standing.
- The student must complete an application form available from the ARD and receive prior approval from his/her Dean.

- The course(s) should be equivalent to a UD course with at least 80% of the content. Students should provide a course description and course syllabus.
- Only a course with a “B” grade or higher will be credited (equivalent to a GPA of 3.0/ Minimum 80%).
- Regulations regarding transfer of credits apply. See Registration section on Transfer Credits.

Graduation Requirements

In order to graduate, MBA/MScIS students must maintain a Cumulative GPA of not less than 3.0 and complete 39 credit hours according to their academic plan. The University of Dubai confers degrees during its annual commencement (or graduation) ceremony on students who have completed, or are expected to complete, their graduation requirements within the same academic year (i.e. between September 1st and prior to August 31st of the following year).

Graduation Process

Steps for Graduation

1. Students must complete and sign with their academic advisors the last graduation plan during the 1st week of the last registered regular semester/term that precedes graduation. This plan lists the unfulfilled requirements to be completed for graduation before the end of the academic year. Academic advisors ensure that students are made aware of the graduation requirements and update/reaffirm the graduation plan accordingly.
2. The Admission and Registration Department (ARD) conducts an initial audit of the student's academic file to determine if the student meets the degree requirements within the deadline. If the student has not submitted any of the admission required documents she/he will not be permitted to attend the graduation event. Such students will not even be issued the degree completion certificate and the diploma. There is no exception to the policy.
3. Once the audit of the student academic file is complete, the student receives an email and/or SMS from ARD as to his/her eligibility to attend the graduation ceremony. An email confirming ineligibility indicates the pending unfulfilled requirements.
4. Based on the audit results, ARD prepares the graduation list which includes the names of all students entitled to attend the graduation ceremony. The list may be updated as deemed appropriate by ARD. Students not listed as eligible may contact ARD for further clarification.
5. In March, the Student & Alumni Affairs emails all eligible students the graduation information including the venue, date and time of the ceremony, fees and payment deadline, as well as time and location of the caps' and gowns' pick up and assembly points during the ceremony.
6. To participate in the graduation ceremony, students shall pay appropriate fees at the Accounts Department and complete the Graduation Requirements Form.
7. Before receiving their attested degree certificate, graduates must complete the Graduation Clearance Form.

Class Valedictorian

The valedictorian is the final speaker during the graduation ceremony. A graduate student will address the graduating class and the audience in a final farewell to classmates, faculty, staff, parents, and guests.

The valedictorian for the graduation ceremony at UD is chosen by a selection committee of faculty and staff, recommended by the Chair of the Graduation Committee. Each year, the selection committee will review nominations solicited by the graduating class, faculty and staff. The criteria for nominations are as follow:

- Good academic and disciplinary standings
- Minimum CGPA of 3.2/3.6 for undergraduate/graduate
- Fluent in Arabic and English

- Articulate and good public speaking skills
- Active leadership experience at UD

The decision of the selection committee shall be approved by UD President.

Commencement Honors

To highlight students' achievements, honor students, in a descending order, will be the first graduates to receive their diplomas according to their program/major. The graduate programs and majors will be awarded first followed by the undergraduate programs and majors. The honor levels shall be specified by the ARD.

If a student has completed the graduation requirements by the end of February of any given year the CGPA will be known, and the honor level will be announced along with her/his name in the graduation ceremony and published in the graduation booklet. However, if a student has not completed the graduation requirements by the end of February of a given year, the honor level will be announced along with her/his name in the graduation ceremony but will not be published in the graduation booklet as it may change after completing all courses.



2013 Graduation Ceremony

Dean's List

To be eligible for the Dean's list, a student must have completed a minimum of 12 credit hours with CGPA of not less than 3.80.

Withdrawal from the University

If a student withdraws from the university or cancels her/his enrollment, the Withdrawal Clearance Form must be completed, signatures obtained from the concerned deans/departments and submitted to the ARD. This form must be completed and signed by the student in person. The reason for withdrawal from UD must be clearly stated on the withdrawal form. A withdrawal confirmation letter must be completed and signed by the student. Students will also be required to complete the "Discontinuing Students-Exit Survey" which forms a basis for continuous improvement at UD.

GRADUATE TUITION & OTHER FEES

Graduate Fees for 2013-2014

MBA/MSc Tuition Fee (per course)	Local Students (in AED)	International Students (in USD)
Regular Students	8,250	-
Visiting (Short course)	9,350	3,000
Pre-MBA/MSc students	4,400	-
Study Abroad Program (per course)	8,800	3,300

Miscellaneous Fees (Non-refundable)	Local Students (in AED)	International Students (in USD)
Admission and Registration Fees (includes Student ID card)	1,100	400
Challenge exam per course in Pre-MBA/Pre-MSc	2,000	<i>Miscellaneous fees (in AED) are applicable to International Students as well.</i>
Replacement of a lost ID	100	
Each Post Dated Check (Max 3 in each Term)	200	
Returned check (maximum 2 chances)	750	
Postponement of post-dated check	250	

Miscellaneous Course Related Fees (Non-refundable)	Local Students (in AED)	International Students (in USD)
Textbook for each course	500	<i>Miscellaneous fees (in AED) are applicable to International Students as well.</i>
Change of Major	100	
Application for Incomplete Final Exam	500	
Certificate (To Whom it May Concern)	50	
Transcripts	50	
Application for Reviewing Final Exam Sheet	250	
Issuance of Degree Certificate Fee/Re-issuance of Degree Certificate	350 / 1,000	
Financial & Accounts statements printing fee	50	
Graduation Fee	1,500	
Course Syllabus - print & stamp fee (per course)	50	
Technology Fee (once only at the time of enrollment)	500	

The university reserves the right to increase tuition fees up to 10% per academic year when deemed necessary.

Discounts/Scholarships for 2013-2014

Criteria	Local Students	International Students
UAE/GCC Nationals	10%	-
Students working in Government Departments	10%	-
Relatives (brothers/sisters/husband/wife)	10%	-
Employees of UD/DCCI	15%	-
UD Alumni	10%	-
GPA of ≥ 3.80 at the end of term	10%	10%
<i>*The maximum discount permissible per student is 20%. Special Discounts (not applicable for short course/visiting students)*</i>		

Challenge Exam Fees

Accepted applicants who need to take any of the required PreMBA/Pre-MSc courses/modules before joining the MBA/MSc program may opt for taking a challenge exam rather than registering for a course or module. A non-refundable fee (see fee list) will be applicable for each PreMBA/PreMSc course/module's challenge exam.

Study Abroad Program

MBA students can take 6-9 CH (3 courses) at any of the UD partner universities (University of North Florida, USA; Michigan State University, USA; or Grenoble Ecole de Management, France). They can also conduct an Action Research Project of 3 CH in their final term as a part of their MBA program of studies at any of these partner universities. The same course fee will apply. UD students should be financially capable of bearing their living expenses i.e. accommodation, transport and others during their stay abroad.

Installment/Deferred Payments Policy

A non-refundable fee will be charged on each installment/postdated check. The maximum number of installments is four during any term. At the time of registration students are required to pay for at least one course and all applicable registration fees by cash, current check or credit card. Any balance remaining must be paid in a maximum of three installments in the form of postdated checks. The last date of the final installment is two weeks before the final exam for. Cash, checks or credit cards are accepted as payment. Visiting students may pay their fees by cash, current dated check or credit card; post-dated checks will not be accepted from visiting students.

Refund Policy

- Students are refunded 100% of the tuition fees paid if they withdraw during the first week.
- Students are refunded 50% of the tuition fees paid if they withdraw during the second week.
- Students withdrawing after the second week are not entitled to any refund.
- Non-tuition fees are not refundable.
- Tuition fees might be refunded if there is sufficient evidence that the withdrawal is due to health reasons and the case is supported by proper documentation. This exception is subject to the approval of the President.

Insufficient Funds Policy

No checks will be accepted from any student whose checks are returned twice. In this case, only cash and/or credit card payment is acceptable thereafter. It is the sole responsibility of the student to ensure all scheduled payments presented are properly provided for as management will not send reminders to the individual.

Outstanding Balances Policy

Students with unpaid outstanding balances will have their registration placed on hold and will not be allowed to access any of their records. In addition, they may not be given any letter of recommendation, which is requested during this period.

LIBRARY AND IT SERVICES

UD's Library is located in the fourth floor of Al Masood building providing information accessible to faculty, students, staff, alumni and researchers by utilizing the best available library resources both in print and online versions. Collections include online databases, more than 12,000 books and in-house research papers of UD faculty, which are valuable for students, researchers and academics.

Through the UD network, the library has access to the library resources of Dubai Chamber which has book and periodical holdings of nearly 14,000 practitioner and trade related journals and databases. A well-developed inter-library loan program enables students, faculty, and staff to borrow books and copies of articles not available at the UD library. Inter-library loan service is available to the user and may be initiated through the UD librarian.

Students can access the dedicated MBA/MSc learning resources section at the UD library. The library welcomes suggestions for improvements in its service and materials. Users may speak directly to the library staff or may email their written suggestions or recommendations to library@ud.ac.ae.

Collections

The library collection has been developed according to the academic needs of the University of Dubai. The Library of Congress Classification scheme is used for organizing collections in various sections. Periodicals are arranged alphabetically.

General Collection

This section houses books covering subject areas addressing the needs of all colleges. Patrons depending on their borrowing privileges and policies can borrow these books.

Reference Collection

This collection includes encyclopedias, dictionaries, handbooks and other related reference materials. All reference books are considered as permanent library materials and cannot be checked out of the library. Only inside use is allowed.

Periodical Collection

There are more than 79 printed core journals available in the different fields of specialization.

Reserve Collection

A collection of library materials that currently held on "Reserve Collection" status can be used within the library only. Mostly are frequent required materials for students and instructors alike.

Services

University of Dubai Library is a growing facility that provides a variety of services to cater for the information needs of its patrons. A brief description of its services is provided below.

- **Reference Services**

An active reference service is available to answer reference inquiries. The librarian also assists in using the electronic resources and information retrieval. Reference librarian is reachable through library@ud.ac.ae or contact 04-2072668.

- **Online Database Access Services**

The library provides access to thousands of electronic journals with indexes, abstracts and full text through databases. UD has unlimited access rights to this huge wealth of information on and off campus. The notable online databases include Proquest, ABI

/INFORM, ACM Digital Library, Zawya Business Investor, International financial Statistics (IFS), Emerald, Springer link, World Bank, Bank Scope, IMF, Association for Information Systems (AIS), Academy Bridge (videos), etc. Please visit our website for updated information on our growing digital library resources.

- **Research Collection**

CBA/CIT faculty research papers, Federal Reserve Working Papers.

- **Online Public Access Catalog (OPAC)**

Destiny by Follett Software Library Services is being used as the Library Automation System. This system provides very powerful user friendly searching interface for all library holdings. Materials can be searched through keywords, title, author and subject. Icons are displayed whenever search results are displayed.

- **Information Literacy Skills**

Library has a rigorous information literacy program in place. The program enables students to improve their information skills for lifelong and self-service learning. It helps them to locate, evaluate and use the needed information effectively.

- **Interlibrary Loan**

The Library has developed understanding with various academic and research libraries in the country to provide required material. Interlibrary loan supports research activities at UD.

- **Open Learning Resources**

The Open Learning Center of the library is equipped with 26 latest computers and allows free access to all patrons. All computers are connected with internet, printers and are dedicated to allow student search and print.

- **Multimedia room**

An independent multimedia room has been established aiming to provide supplementary learning support to students in mathematics and English language etc. Audio visual materials can be viewed in this room as headphones are provided to each user. Computers in the multimedia room are connected with the scanner for patron personal use.

- **Photocopying**

A self-service photocopier is available for copying library materials or desired piece of information. Copyright laws are strictly observed while photocopying any item in the library.

Policies

- **Circulation policy**

All registered patrons are entitled to check out items from the library. Borrowing policies may differ depending on member category. Please inquire at the circulation counter about your borrowing privileges. All library patrons must produce a valid ID card when checking out any material. Students may borrow 4 books at a time for a period of 20 days.

- **Returning materials**

The borrowed library material can be returned at the circulation desk during library working hours. If the item borrowed is not returned on time an overdue notice will be sent to the borrower and fine of 1 AED per item per day will be imposed.

- **Renewal and Reservation**

Library item may be renewed once if no other patron has reserved it. If the item is currently on loan, a patron can make a reservation from the Library System. Patron may also request circulation librarian to reserve for him/her. An e-mail notice will be sent to the patron for reserved item and will be re-shelved if it is not picked within three working days.

- **Lost or Damaged Materials**

Borrowers will be required to pay or replace the lost or damaged item(s) in the collection with a new copy. Library will not accept written, scabbled or damaged item from patron.

Library Rules

1. All persons entering the library must de-activate or set their mobile phones on silent mode.
2. To check out any library item, patron must produce a valid ID card at circulation desk.
3. Any personal belongings (i.e. books, bags, purse, parcels, etc.) are subject to search before leaving the library if the electronic security device beeps.
4. The Patrons are responsible for their personal belongings brought into the library. The University of Dubai Library disclaims any liability for its loss, damage or misuse while in the library.
5. Patrons may not change the configuration of computers or any other equipment in the library for personal preference or advantage.
6. The University's IT Code of conduct must be observed while using Open Learning Resources.
7. Patrons must not damage, mark or deface any library material or equipment and all are requested to observe library code of conduct.
8. Patrons must comply with the provisions of the copyright laws.
9. Eating and drinking is not allowed in the library.

Library Opening Hours

Sunday to Thursday: 8:30 AM – 10:00 PM | Saturday: 10:00 AM – 10:00 PM

The library is closed on Friday and public holidays. The library working hours are subject to change. Please visit our website <http://www.ud.ac.ae/lib> or call us at 04-2072668 for current opening hours.

IT Services

- Each student has a logon account as well as an email address, with remote access.
- Computer labs (with licensed software) equipped with printers for students' use.
- High speed internet access and Wi-Fi-equipped labs.



Job Fair held for UD Students, March 2013

STUDENT SERVICES

The Internship and Career Development Center provide services that contribute to the professional and career development of graduate students and enhance their quality of life while at UD.

Below is a list of programs and services that we offer through every phase of graduate life:

- **Leadership Training:** Since an MBA program is all about training potential leaders for the global market, ICDC conducts leadership sessions inviting global leaders (politicians or business experts) to speak to students on various issues.
- **Networking events:** ICDC organizes networking events and round tables with key stakeholders – CEOs, top executives, entrepreneurs, headhunters, etc. These events usually gain a larger audience than the MBA class and increase graduates networking skills and energy to produce extremely engaging discussions about contemporary business topics.
- **Career Workshops and Seminars:** Career-focused seminars and workshops are arranged through the academic year by ICDC. These events are organized with the aim of providing the students with the opportunity to engage in challenging interactions with panels of top industry experts, to assess their job interviewing and negotiation skills, make strategic career decisions and build a foundation for lifelong career management.
- **Job Fair:** The UD annual Job fair is a great opportunity for graduate students to explore different careers, increase their network and explore possible job opportunities.

The ICDC can be contacted at 04-2072621/790 or drop an e-mail to icdc@ud.ac.ae

Student Life Activities

The Department of Student Services (DSS) is the best place to go for information/involvement in social, cultural, recreational and support activities. Dedicated to helping you make the most of your time at UD, the DSS team helps students manage all aspects of life, including:

- Major events (UAE National Day celebration, Ramadan Iftar gathering, International Festival, Barbeque trips, Desert safari, Beach parties, Sports tournaments, Talent Night, Other Social & Cultural events)
- Graduation Ceremony formalities.

The Department of Student Services can be contacted on 04-2072686 or drop an e-mail to dss@ud.ac.ae

Health and Safety

Health Center

The Health Center is part of DSS and is open from 10:30 AM. to 7:00 PM, Sunday to Thursday and is located in the Al Masood Building, 3rd floor. The center is staffed by a registered nurse who provides first aid and health advice in accordance with professional standards and practices. Serious cases are referred to doctors and/or local hospitals. If you have headaches, do not feel well, or you just want to discuss any health related issue, you can walk into the Health Center and see the nurse immediately.

Confidentiality: Anything you discuss with the nurse will stay confidential, and nothing will be communicated to parents, family, or friends without your permission.

Health Awareness Programs

Health Awareness provides community health education, preventative measures and programs to develop students' awareness on how to lead a healthy lifestyle and how to avoid and deal with a variety of sicknesses. This helps improve students' knowledge and build a strong background in Health Awareness.

Health Screening Programs

The Health Center in collaboration with various medical centers under the Department of Health Authority (DHA) organize free screenings and tests for various medical problems such as diabetes, hypertension, hepatitis, vision, and body mass index. Activities are held at Al Masood building in the student lounge, 2nd floor. Graduate students are encouraged to take part in such events.

Community Service

The Health Center plays an important role, along with the Student Counseling Unit (SCU), in community service by encouraging students to participate in services toward the community such as visiting homes for the elderly, organizing blood donation and charity campaigns, raising awareness of environmental issues, working with people with disabilities and other activities that serve the community as a whole.

Safety and Security

Safety Services

In case of emergency whilst on UD premises, report it directly at the security personnel, if you are out of the buildings you will need to call the Security on 04-2028242 (Dubai Chamber building or 04-2072695 Al Masood Building) and inform them of any situation you could be facing. Any object likely to be considered a threat to the safety of the UD establishment must not be brought into UD buildings; students are encouraged to report any health and safety concerns or suspicious behavior immediately to a security personnel.

Fire Drills

Practice fire drills may be carried out to create awareness amongst students, staff and faculty in the unlikely event a fire breaks out. Students are requested to follow instructions of the concerned personnel when drills are conducted.

STUDENT CODE OF CONDUCT

The University of Dubai affirms that its first goal is to offer high quality graduate business education to the students admitted to its programs. The freedom of students to learn is an integral and necessary part of the academic freedom at UD. The university shall provide, within allotted functions and available resources, opportunities for its students to derive educational benefits through developing their intellectual capabilities, encouraging their increased wisdom and understanding and enhancing this knowledge and experience applicable to the effective discharge of civic, professional and social responsibilities in UAE/MENA Region.

It is in the spirit of this affirmation that these Code of Conduct policies on Student (both Undergraduate and Graduate) at the UD are prepared. This statement describes not only the broad educational objectives of UD but also the expectations of graduate students and faculty in providing an intellectual environment supportive of the same. UD policies and procedures on student code of conduct are found in www.ud.ac.ae under Student Code of Conduct.

Graduate Students' Rights

The essence of MBA/MSc graduate education is to initiate the student into the practice of scholarship including the capacity for independent judgment, thoroughness, rigor and intellectual honesty. The graduate faculty at UD is responsible for this process and the encouragement of wholesome and appropriate relationships within the academic community. Interactions among students and faculty should always enhance freedom of inquiry, demonstrate integrity and encourage mutual respect.

Graduate student's progress toward educational goals is directed and evaluated by a MBA Graduate Advisory Committee (GAC). This committee not only provides an intellectual climate for research and scholarly accomplishment but also is sensitive to difficulties the student may have in action research methodology or philosophy, or writing action research papers, so that remedial action may be taken as soon as difficulties become evident. The student has the right to expect Graduate Faculty who serve as members of GAC to have a high level of professional knowledge and ability. GAC faculty is knowledgeable and helpful in academic advising and skilled in the supervision of research in support of the MBA Project thesis or report. They also provide security for the student's action research and insist on the maintenance of ethical standards in the publication of the results.

UD has adopted a uniform grievance procedure for all students. The procedure is described in Student Handbook, Grievance Procedure for Students. Enrolled graduate students who believe that a decision or action that has been made by an employee or agent of UD involves a misapplication or misinterpretation of UD policy have the right to grieve the decision or action according to these procedures.

Ultimate authority for student discipline is vested in the UD President. In the case of MBA/MSc graduate students, the President may delegate that authority to the Director of Graduate Programs (DGP). All graduate students with charges lodged against them will be subject to review by the DGP. All cases involving the alleged academic dishonesty of a graduate student will be investigated by the DGP. Cases involving alleged non-academic misconduct may or may not be reviewed by the DGP depending upon the severity of the alleged misconduct.

Cases involving minor non-academic infractions will usually be subject to the UD Code of Student Conduct and processed through the Head, Student Services.

The Graduate Inquiry Committee

If the DGP determines that a case warrants review by an Inquiry Committee of the Graduate Programs, the following procedures will be followed:

1. The MBA Graduate Inquiry Committee will be composed of two members of the MBA GAC and two graduate students from the Graduate Student Association selected by the President of the Graduate Student Association. The Committee is chaired by one of the GAC members. Procedural advice from the Office of Legal Affairs may be requested at the discretion of the DGP. This inquiry procedure is designed primarily for academic matters, and the UD has other procedures to resolve allegations concerning non-academic complaints, such as harassment.
2. The DGP will provide the Committee with the complete statement from the complainant (or Dean, Student Services) and other information available at the time the Committee is established. The Committee, through its Chairperson, may also solicit other information or testimony as the hearings progress if the information is considered relevant to the issues involved in the case. The Committee will be charged with investigating the allegations of misconduct, determining whether or not misconduct has occurred, and will make a recommendation to the DGP for the appropriate action.
3. The Committee Chairperson will convene the full Committee in conference as soon as possible after the Committee is established. Once a schedule for meetings has been prepared, every attempt will be made to complete a thorough inquiry or investigation in a reasonable time period. Extenuating circumstances or other factors which might delay committee action will be reported immediately to the DGP and to all other parties involved.
4. The first meeting may be an organizational one for the Committee members only. A representative of the DGP may be present to provide procedural advice. Considerations at this meeting should include:
 - The exact nature of the alleged misconduct.
 - Which persons should be requested to respond to the complaint (the respondents).
 - Schedule for meetings: Meetings should be conducted only when all members are present.
 - Confidentiality of hearings: The members of the Committee shall maintain strict confidence concerning all aspects of the hearing procedure, and all participants should be reminded of the same.
 - Procedural rules: The Committee should inform the parties of procedural rules. Unless the Dean of the School of Graduate Studies approves otherwise, the following rules will apply:
 - The respondent shall have the right to hear the witnesses testifying during the hearings and to view all documents received by the Committee.
 - The Committee shall conduct all questioning of witnesses and other parties shall not be allowed to question witnesses.
 - The documents of the proceedings will be kept in a separate file.
 - All Committee records, including public records, will be forwarded to the DGP after the Committee completes its task.
 - Final report: The final report of the Committee is to the DGP. The Dean may accept, modify or reject the recommendations of the Committee or conduct further inquiry.
5. The Inquiry Committee will hold at least one meeting to hear from the respondent, at which time(s) the Committee members may ask questions of the respondent. The Inquiry Committee, at least seven (7) university business days prior to its first conference with the respondent, should inform him/her in writing by certified/restricted mail of the following:
 - The alleged misconduct.
 - The Committee constituency.
 - The proposed procedures to be followed by the Committee.
 - The role of the Chairperson in determining the presentations of information, the seeking of information, the questioning of witnesses and in ruling on questions of procedure.
6. At meetings of the Committee, all questions to and statements from witnesses will be recorded.

Inquiry Committee Findings

The findings of the Inquiry Committee will be submitted in writing to the DGP who will determine the appropriate action. The decision of the DGP will be sent by certified/restricted mail to the parties. If the respondent is found to be not guilty of the alleged misconduct, the proceedings of the Committee, including the identity of the respondent, shall be held in strict confidence to protect the parties involved. If the respondent is found to be guilty of the alleged misconduct, depending upon the severity of the misconduct, the DGP may impose one of several sanctions ranging from a warning to censure to expulsion from the UD. Care should be taken in noting the difference between the uses of termination as it applies to MBA/MSc program and expulsion. Termination is used as it pertains to the student's academic program and usually results from poor academic or research potential rather than any form of misconduct. Expulsion, on the contrary, is used as it relates to either academic dishonesty or non-academic misconduct.

Appeal Process

If the respondent finds grounds for disputing the findings of the Inquiry Committee or has reason to believe the sanction is too severe or inappropriate, a written appeal to the President should be filed within ten university business days after the notification. This appeal will then be processed under the policies pertaining to a grievance as described earlier in this section.

UD's Expectations

Professional Classroom Conduct

The MBA is a professional program. Students' classroom experiences will be enhanced by guest lectures provided by professionals from industry. Students' educational experience extends beyond the classroom, and will require interactions with outside individuals (mentors, consultants, sponsors, etc). Students' conduct during these interactions with outside professionals reflects not only on the particular student, but on all other candidates within the graduate programs.

Our expectations of professional conduct are intended to create a positive learning environment and to practice behavior that is expected in the professional workplace. Students will avoid disruptive and discourteous behavior such as coming to class late, interfering with another student's right to hear an instructor or speaker, reading newspapers in class, chatting over mobiles, monopolizing class, etc.

Student Code of Conduct and Ethics

The graduate students at UD should conduct themselves with honor, integrity and dignity, both during studies in the program and in subsequent leadership roles as alumni. They should stand by the following codes of conduct and ethics in the interest both of being part of a stronger collegiate community and a stronger professional community after they graduate.

Academic Honesty

Graduate students should be fully committed to the specific policies and broader concepts of academic honesty held at UD and throughout academia. The work, whether done individually or through group activities, must not be accomplished through dishonest means. These include, but are not limited to: plagiarism, willful misrepresentation of sources, and unethical assistance or input from unapproved parties. Students who commit such infractions rob themselves and present and future MBA/MSc classes, of the honor and integrity that they all demand. Other students or faculty who learn of these infractions are expected and encouraged to notify the appropriate professor immediately. MBA/MSc students should also alert professor of any incidence of academic dishonesty. UD faculty use TURNITIN software to detect plagiarism in student's works. Any student accused of academic dishonesty is assumed innocent until proven guilty. The student will be afforded full due process, including the right to confront his/her accuser at the appropriate academic hearing.

Personal Conduct

No student, faculty member or staff member who is associated with the graduate programs shall treat another with intentional disrespect. Our graduate programs community should be a safe haven for its students. UD will not tolerate harassment, discrimination, or incivility of any sort. UD expects students to compete with each other by fulfilling and exceeding course requirements, not by attacking one another personally. As graduate students, you are expected to maintain high standards of personal conduct, both in the classroom and in any other arena.

Dress Code

Dress code is based on the appreciation for values and ethics and the respect and for the culture and religion of the UAE. It is not hard to follow and will make students' presence in campus more pleasant one and will help them avoid causing any offence to their colleagues from many nationalities and religion. Respecting dress code does not only ameliorate the quality of student's life, but also beautifies the overall campus image. On this basis, UD students are expected to dress neatly at all times.

Smoking Free Campus

Consistent with the UD's objective of creating a healthy environment for all its stakeholders, smoking is forbidden at all times on the University campus, including its classrooms, escalators, underground parking, halls and corridors, private offices, toilets, etc. Signs are posted at each floor of the building and displayed in visible areas to inform all students that smoking is prohibited. This policy applies to all UD students in Al Masood and the Dubai Chamber Buildings. It is the responsibility of all members of the University community to comply with this policy. Failure to do so, students will be exposed to disciplinary action.

Academic Quality

MBA/MSc students are not only quantitatively judged by grades and minimum GPA requirements, but also qualitatively by the level of accomplishment of expected MBA/MSc program learning outcomes. UD expects each member of the MBA/MSc program to push himself or herself, to consistently demonstrate their personal best throughout their MBA/MSc experience, and to take the personal initiative to show comprehensive improvement by graduation.

After Graduation

While the MBA/MSc academic journey ends at graduation, the bond as UD alumni lasts all the days of their lives. MBA/MSc graduates should pledge to continue to support the UD MBA/MSc program by staying connected, supporting future classes and visiting campus whenever possible to share their experiences and to inspire future graduates.



STUDENT AND ALUMNI AFFAIRS PUBLICATIONS

Harvest Magazine

Students, staff and faculty are encouraged to express their opinions and acquire journalistic experience through this magazine published annually.

UpDate Newsletter

This newsletter is published on a monthly basis during the fall and spring semesters. It covers events and activities held by UD and highlights student achievements.

ICDC Newsletter

This is published twice a year. Its purpose is to share news regarding career-related events, employer visits, discussions, and skill development, as well as to provide career advice and tips. In addition, it promotes programs that aid in the professional development of UD students, helping them to become strong candidates for local, national and international industries and businesses as well as for graduate and professional programs around the world.

Faculty members, alumni and friends from the business community are encouraged to share their professional knowledge, career expertise and know-how through our column “Career Advice from a Professional”. This will help our students plan and prepare for a successful career.

Alumni Newsletter

It is published twice a year. Its purpose is to keep the UD alumni connected both to each other and to the university. It reports on the UD Alumni Association’s social, networking and business events. In addition, it keeps the alumni updated of new happenings and of the university’s most recent achievements.

Deans and Department Chairs are encouraged to promote new programs and business functions that may interest our alumni through this newsletter. Also, our alumni are welcome to share their personal and professional achievements.



UD ALUMNI ASSOCIATION

UD strives to maintain and strengthen its ties to all its alumni members by involving them in its various educational events and activities. UD is also committed to offering life-long career advice, job placement, as well as networking opportunities to its alumni. The University of Dubai Alumni Association (UDAA) was established in May 2007, thus providing one association for all UD graduates. A UD alumnus is anyone who has graduated from UD regardless of where she/he lives or what she/he studied.

UDAA membership is free and alumni need only keep their address and employment records up-to-date with Alumni Relations.

UDAA Objectives

UDAA objectives are to:

- Promote networking opportunities.
- Broaden student mentoring services.
- Develop and implement a strategic communication plan.
- Recognize achievements and involve prominent alumni in the UDAA.
- Promote the general welfare of UD.
- Foster a still sense of belonging to UD even after graduation.
- Provide a source of historical information about UD.
- Identify and develop resources to assist alumni, students and faculty in their careers.
- Foster and promote participation of alumni in UD's research activities.

Benefits to Alumni

- Stay connected with the UD community
- Get discounts on MBA, MSc IS and professional development programs
- Take selected undergraduate, graduate and professional development courses for free
- Enjoy corporate discounts from partner organizations
- Receive career support through seminars, workshops, guest lectures and Job postings
- Access faculty research or contribute your own research
- Receive invitations to sporting events, picnics, trips abroad and graduation
- Receive UD newsletters, catalogs and magazines
- Use UD facilities such as the library, cafeteria and computer labs

To know more about UD alumni association programs and events, please visit its homepage on UD website on <http://ud.ac.ae/alumni/udaa.php> or contact the Alumni Office on 04-2072675 or drop an email at alumni@ud.ac.ae

University of Dubai MSc Program

Academic Calendar 2013/2014

TERM ONE		
Event	Date	Day
Beginning of Classes	22/9/13	Sun
Add & Drop period, Late Registration (Deadline)	26/9/13	Thu
Early Registration for Term 2	24-11-2013 till 28-11-2013	Sun-Thu
Start of Final Exams	8/12/13	Sun
End of Final Exams	10/12/13	Tue
Announcement of Grades for Term 1	12/12/13	Thu
Term 1 Recess (3 weeks)	15-12-2013 till 02-01-2014	Sun-Thu
TERM TWO		
Event	Date	Day
Beginning of Classes	5/1/14	Sun
Add & Drop period, Late Registration (Deadline)	9/1/14	Thu
Early Registration for Term 3	09-03-2014 till 13-03-2014	Sun-Thu
Start of Final Exams	23/3/14	Sun
End of Final Exams	25/3/14	Tue
Announcement of Grades for Term 2	27/3/14	Thu
Term 2 Recess (2 weeks)	30-03-2014 till 10-04-2014	Sun-Thu
TERM THREE		
Event	Date	Day
Beginning of Classes	13/4/14	Sun
Add & Drop period, Late Registration (Deadline)	17/4/14	Thu
Early Registration for Term 4	15-06-2014 till 19-06-2014	Sun
Start of Final Exams	29/6/14	Thu
End of Final Exams	1/7/14	Tue
Announcement of Grades for Term 3	3/7/14	Thu
TERM FOUR		
Event	Date	Day
Beginning of Classes	6/7/14	Sun
Add & Drop period, Late Registration (Deadline)	10/7/14	Thu
Early Registration for Term 1	07-09-2014 till 11-09-2014	Sun-Thu
Start of Final Exams	14/9/14	Sun
End of Final Exams	16/9/14	Tue
Announcement of Grades for Term 4	18/9/14	Thu

* Dates of Holidays will be announced by UAE Government

FACULTY PROFILE | MBA Program

Dr. Farouk Saleh | Professor, Marketing & International Business
PhD (1970) Marketing, Ohio State University, Columbus, Ohio, USA
Contact: +971 (4) 2225411, Ext. 405 | Fax: +971 (4) 2211570
Email: fsaleh@ud.ac.ae

Prof. Mohamed Ibrahim | Professor, Accounting
PhD (1985) - Accounting, CGA (1990)
University of North Texas Denton, Texas, USA
Contact: +971 (4) 2072605 | Fax: +971 (4) 224-2670
Email: mibrahim@ud.ac.ae

Prof. Ananth Rao | Professor, Finance
PhD (1991) Applied Economics – Banking
University of Minnesota – Twin Cities, USA
Contact: +971 (4) 2072618 | Email: arao@ud.ac.ae

Prof. Mohamed Youssef, Professor, Operations & Logistics
PhD (1991) Business Operation Management
City University of New York, USA
Contact: +971 (4) 2072664, Email: myoussef@ud.ac.ae

Dr. Reza Haider Chowdhury | Assistant Professor, Finance
PhD (2009) Finance | University of Alberta, Canada
Contact: +971 (4) 2072683 | Email: rchowdhury@ud.ac.ae

Dr. Khalid Nainar | Professor, Accounting
PhD (1989) Accounting
University of Florida, USA
Contact: +971 (4) 2225411 Ext. 412 | Email: knainar@ud.ac.ae

Dr. Laurent Tournois | Assistant Professor, Marketing & International Business
PhD (2007) Marketing
Conservatoire National des Arts et Metiers, France
Contact: +971 (4) 2072653 | Email: ltournois@ud.ac.ae

Dr. Harold Koster | Associate Professor, Ethics & Legal Aspects
PhD (2009) Corporate Law
Erasmus University Rotterdam, Netherlands
Contact: +971 (4) 2072637 | Email: hkoster@ud.ac.ae

FACULTY PROFILE | MSc Program

Dr. Mathew Nicho | Assistant Professor
PhD (2009) Information Systems
Auckland University of Technology, New Zealand
Contact: +971 4 2072 720 or +971 4 2211187 Ext. 507 | Email: mnicho@ud.ac.ae

Dr. Hussein Fakhry | Assistant Professor
PhD (1994) Intelligent Computer Systems
University of Waterloo, Canada
Contact: +971 4 2072716 | Email: hfakhry@ud.ac.ae

Dr. Sami Miniaoui | Assistant Professor
PhD (2009) Information Systems
HEC Lausanne, Information System Institute, Switzerland
Contact: +971 4 2072 641 | Email: sminiaoui@ud.ac.ae

Dr. Mohanad Ali Halaweh | Assistant Professor
PhD (2009), Information Systems
De Montfort University, UK
Contact: +971 4 2072 647 | Email: mhalaweh@ud.ac.ae

GRADUATE PROGRAMS | OFFICE CONTACT

Location

University of Dubai | Graduate Programs Office
4th Floor, Dubai Chamber of Commerce & Industry Building
Baniyas Street, Deira, Dubai

Office Hours: Week days from 10:30 AM to 7:00 PM

Contact Personnel

Ms. Manar Noufel, Graduate Programs Executive
Tel: 971-4-2225411 Ext. 400 | Fax: 971 4 2211570
E-mail: mnoufal@ud.ac.ae

MBA Program Office | College of Business Administration
Prof. Farouk Saleh, MBA Program Director
Tel: 971-4-2225411 Ext. 401 | Fax: 971 4 2211570
E-mail: fsaleh@ud.ac.ae

MScIS Program Office | College of Information Technology
Dr. Mathew Nicho, MSc Program Director
Telephone: 971 4 2072720/716 | Fax: 971 4 223 2813
E-mail: mnicho@ud.ac.ae or hfakhry@ud.ac.ae

Disclaimer

UD reserves the right to make changes in course offerings, academic policies, academic calendar, tuition fees, other charges, rules, and regulations as deemed necessary. The provisions of this handbook are for providing guidance to the students/applicants and not to be treated as a contract between UD and students/applicants.



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University of Dubai, P.O. Box 14143, Dubai, UAE | Tel: 04 22 25 411 Fax: 04 232 11 570

Email: registration@ud.ac.ae | www.ud.ac.ae

Located in, Dubai Chamber of Commerce & Industry building, 4th Floor, Baniyas Street, Deira, Dubai