



PHD STUDENT CATALOG  
2016-2017



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## 1. FROM THE PRESIDENT OF UD

Dear PhD Student,

As a business professional, embarking on a PhD program is an important career decision, and one that can produce the maximum return for you. However, the key is finding the right program at the right time and committing yourself fully to it.

The UD-PhD curriculum is completely research based on key challenges facing business organizations in Dubai in particular and UAE/MEA in general. Finding solutions to the constantly emerging problems require an in depth systematic study to guide the stakeholders. UD-PhD prepares candidates for research and teaching careers in academia or practice. The program places major emphasis on independent inquiry, the development of competence in research methodology, and communication of research results. Students are introduced at the outset of the program not only to rigorous coursework through research seminars and workshops, but also to the research activities of the faculty and of other students. A ratio of doctoral students to faculty of four-to-one facilitates this opportunity to work closely with faculty. We are confident you will find the right PhD program that matches your personal and organizational needs besides progressing further in your career.

As the president of the university, and being student-centric, I therefore do everything possible to ensure the students are satisfied with their learning experience and that they get value for the money they invested in undertaking a PhD degree with us.

I hope you will find this PhD program handbook useful. It gives an overall view of UD-PhD degree, its unique features, admission requirements, areas of business concentration, and the knowledge and skills to be gained from the program, along with application procedures.

I would like to take this opportunity to wish you all the best in your PhD program of study.

**Dr. Eesa M. Bastaki**  
President, University of Dubai

## 2. FROM THE DIRECTOR OF THE PhD

Dear Students

The UD PhD program is accredited by UAE Ministry of Higher Education and Scientific Research as also by AACSB (Association to Advance Collegiate Schools of Business) international which is the hall mark of excellent in Management Education globally.

The UD PhD curriculum is completely research based on key challenges facing the business organization in Dubai in particular and UAE/MEA in general. Finding solutions to the constantly emerging problems require an in depth systematic study to guide the stakeholders. UD PhD prepares candidates for research and teaching careers in académie or practice. The program places major emphasis on independent inquiry, the development of competence in research methodology, and the communication of research results. Students are introduced at the outset of the program not only to rigorous research methods, quantitative and qualitative analysis together with specialized subjects through research seminars and workshops, but also to the research activities of the faculty and of other students. A ratio of doctoral students to faculty of three-to-one facilitates this opportunity to work closely with faculty. We are confident you will find the right PhD program that matches your personal and organizational needs besides to further progress in your career.

UD PhD is unique in that, it tries to blend cross-disciplines such as science, engineering, technology and mathematics to business. This blend helps generate not only innovative ideas but also provide innovative solutions to business problems.

We hope you will find this PhD program handbook useful. It gives an overall view of UD PhD degree, its unique features, admission requirements, areas of business concentration, core and visiting faculty from overseas engaged in the PhD delivery and the knowledge and skills gained in the program, along with application procedures.

We would like to take this opportunity to wish you all the best in your PhD program of study.

Warm regards,

**Dr. Mohamed Osman**  
Director

### 3. THE PhD ACADEMIC CALENDAR 2016-17 (53 weeks)

| TERM 1 |    |                     |                     |   |
|--------|----|---------------------|---------------------|---|
| #      | WK | FROM                | TO                  | EVENT/s                                     |
| 1      | 1  | Sat, 20 Aug, 2016   | Thu, 25 Aug, 2016   | Term 1 begins                               |
| 2      | 2  | Sat, 27 Aug, 2016   | Thu, 1 Sep, 2016    |   |
| 3      | 3  | Sat, 3 Sep, 2016    | Thu, 8 Sep, 2016    |   |
| 4      | 4  | Sat, 10 Sep, 2016   | Thu, 15 Sep, 2016   | Sep 10, Arafat Day*<br>Sep 11, Eid Al Adha* |
| 5      | 5  | Sat, 17 Sep, 2016   | Thu, 22 Sep, 2016   |   |
| 6      | 6  | Sat, 24 Sep, 2016   | Thu, 29 Sep, 2016   |   |
| 7      | 7  | Sat, 1 Oct, 2016    | Thu, 6 Oct, 2016    | Oct 2, Hijri New Year*                      |
| 8      | 8  | Sat, 8 Oct, 2016    | Thu, 13 Oct, 2016   |   |
| 9      | 9  | Sat, 15 Oct, 2016   | Thu, 20 Oct, 2016   | Term 1 ends                                 |
| TERM 2 |    |                     |                     |   |
| 10     | 1  | Sat, 22 Oct, 2016   | Thu, 27 Oct, 2016   | Term 2 begins                               |
| 11     | 2  | Sat, 29 Oct, 2016   | Thu, 3 Nov, 2016    |   |
| 12     | 3  | Sat, 5 Nov, 2016    | Thu, 10 Nov, 2016   |   |
| 13     | 4  | Sat, 12 Nov, 2016   | Thu, 17 Nov, 2016   |   |
| 14     | 5  | Sat, 19 Nov, 2016   | Thu, 24 Nov, 2016   |   |
| 15     | 6  | Sat, 26 Nov, 2016   | Thu, 1 Dec, 2016    | Nov 30, Martyrs' day                        |
| 16     | 7  | Sat, 3 Dec, 2016    | Thu, 8 Dec, 2016    | Dec 2 & 3, UAE national day                 |
| 17     | 8  | Sat, 10 Dec, 2016   | Thu, 15 Dec, 2016   | Term 2 ends Dec 11th Prophet's Birthday *   |
| 18     |    | Sat, 17 Dec, 2016   | Thu, 22 Dec, 2016   | Winger Break W1                             |
| 19     |    | Sat, 24 Dec, 2016   | Thu, 29 Dec, 2016   | Winger Break W2                             |
| 20     |    | Sat, 31 Dec, 2016   | Thu, 5 Jan, 2017    | Winger Break W3                             |
| TERM 3 |    |                     |                     |   |
| 21     | 1  | Sat, 7 Jan, 2017    | Thu, 12 Jan, 2017   | Term 3 begins                               |
| 22     | 2  | Sat, 14 Jan, 2017   | Thu, 19 Jan, 2017   |   |
| 23     | 3  | Sat, 21 Jan, 2017   | Thu, 26 Jan, 2017   |   |
| 24     | 4  | Sat, 28 Jan, 2017   | Thu, 2 Feb, 2017    |   |
| 25     | 5  | Sat, 4 Feb, 2017    | Thu, 9 Feb, 2017    |   |
| 26     | 6  | Sat, 11 Feb, 2017   | Thu, 16 Feb, 2017   |   |
| 27     | 7  | Sat, 18 Feb, 2017   | Thu, 23 Feb, 2017   |   |
| 28     | 8  | Sat, 25 Feb, 2017   | Thu, 2 Mar, 2017    |   |
| 29     | 9  | Sat, 4 Mar, 2017    | Thu, 9 Mar, 2017    | Term 3 ends                                 |
| TERM 4 |    |                     |                     |   |
| 30     | 1  | Sat, 11 Mar, 2017   | Thu, 16 Mar, 2017   | Term 4 begins                               |
| 31     | 2  | Sat, 18 Mar, 2017   | Thu, 23 Mar, 2017   |   |
| 32     |    | Sat, 25 Mar, 2017   | Thu, 30 Mar, 2017   | Spring Break W1                             |
| 33     |    | Sat, 1 April, 2017  | Thu, 6 April, 2017  | Spring Break W2                             |
| 34     | 3  | Sat, 8 April, 2017  | Thu, 13 April, 2017 |   |
| 35     | 4  | Sat, 15 April, 2017 | Thu, 20 April, 2017 |   |
| 36     | 5  | Sat, 22 April, 2017 | Thu, 27 April, 2017 | April 24 Isra and Mi'raj*                   |
| 37     | 6  | Sat, 29 April, 2017 | Thu, 4 May, 2017    |   |
| 38     | 7  | Sat, 6 May, 2017    | Thu, 11 May, 2017   |   |
| 39     | 8  | Sat, 13 May, 2017   | Thu, 18 May, 2017   |   |
| 40     | 9  | Sat, 20 May, 2017   | Thu, 25 May, 2017   | Term 4 ends                                 |
| 41     |    | Sat, 27 May, 2017   | Thu, 1 June, 2017   | 27 May Ramadan is expected*                 |
| 42     |    | Sat, 3 June, 2017   | Thu, 8 June, 2017   | Ramadan                                     |
| 43     |    | Sat, 10 June, 2017  | Thu, 15 June, 2017  | Ramadan                                     |
| 44     |    | Sat, 17 June, 2017  | Thu, 22 June, 2017  | Ramadan                                     |
| 45     |    | Sat, 24 June, 2017  | Thu, 29 June, 2017  | June 26, Eid Al Fitr is expected*           |
| TERM 5 |    |                     |                     |   |
| 46     | 1  | Sat, 1 July, 2017   | Thu, 6 July, 2017   | Term 5 begins                               |
| 47     | 2  | Sat, 8 July, 2017   | Thu, 13 July, 2017  |   |

|  |   |                    |                    |             |
|--|---|--------------------|--------------------|-------------|
| 48   | 3 | Sat, 15 July, 2017 | Thu, 20 July, 2017 |             |
| 49   | 4 | Sat, 22 July, 2017 | Thu, 27 July, 2017 |             |
| 50   | 5 | Sat, 29 July, 2017 | Thu, 3 Aug, 2017   |             |
| 51   | 6 | Sat, 5 Aug, 2017   | Thu, 10 Aug, 2017  |             |
| 52   | 7 | Sat, 12 Aug, 2017  | Thu, 17 Aug, 2017  |             |
| 53   | 8 | Sat, 19 Aug, 2017  | Thu, 24 Aug, 2017  | Term 5 ends |
| <p>* Please remember Islamic holiday exact dates are subject to moon sighting and may differ from date given.<br/> Ramadan &amp; Islamic holidays are based on the official Hijra Calendar from the Ministry of Justice &amp; Islamic Affairs subject to confirmation.<br/> Exact dates are subject to moon sighting and may differ from date given. Thus actual dates may not coincide with the dates on this calendar.</p> |   |                    |                    |             |



#### 4. UNIVERSITY OF DUBAI (UD)

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 the 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 (BS) in Computing and 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 assigned 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.

The University of Dubai (UD) is a fully owned subsidiary of Dubai Chamber of Commerce and Industry (DCCI). The DCCI has continuously supported the UD in every stage of its development as well as its international academic accreditation. To support educational development in Dubai consistent with the Dubai Vision 2020, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and the Ruler of Dubai, granted UD in June 2006 a three (3) million square feet plot of land in the Academic City to build its new campus. The Ruler also chose the design for the new campus (through international competition). DCCI granted 200 million dirhams (around US\$ 54 million) to construct the new campus. The new campus is about 20 kilometers from the current UD's location. The operations from old campus at Maktoum Street and DCCI were shifted to the new campus in Academic City from Dec'2015.

The UD has three colleges, College of Business Administration (CBA), College of Engineering & Information Technology (CEIT) and College of Law.

The CEIT offers

- (a) Bachelor of Science (BS) degree in Computing & Information Systems (CIS) (accredited by ABET).
- (b) Bachelor of Science in Electrical Engineering (to commence in Academic Year 2016-17)

The College of Law offers a Master of Laws (LLM) with major in

- (a) Arbitration & Dispute Resolution and
- (b) Financial Crimes & Money laundering.



## COLLEGE OF BUSINESS ADMINISTRATION (CBA)

The CBA offers Undergraduate and Graduate programs with majors/ concentration in various areas.

The College of Business Administration (CBA) offers BBA Degrees in:

- i) Finance, Accounting & Banking
- ii) Management
- iii) Marketing
- iv) Human Resources Management
- v) Entrepreneurship Management
- vi) Supply Chain and Logistics Management
- vii) Supply Chain and Logistics Management & Customs

The MBA Program at UD 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 in addition to a standalone course. CBA currently offers an MBA with four double majors which gives students the option to earn an MBA with dual concentrations by combining any two majors. From fall 2016 CBA offers a General MBA is also offered for fresh undergraduates who have no work experience.

The Doctor of Philosophy (PhD) program is designed to prepare students for a career as an academic or a researcher in the public or private sector. The program's focuses on applied business research, making it relevant to the growth of the UAE/GCC/MEA economies. The PhD program generally takes 4 years to complete. The curriculum involves three academic pillars:

1. Research methodology courses (i.e. Research Design, Quantitative and Qualitative methodology seminars, Pedagogy, etc.)
2. Concentration courses (Management, Organizational Behavior, Human Resource Management, Strategic Management, Marketing, Finance, Accounting, Information system & Logistics).
3. The Dissertation/ Thesis.

### 4.1 VISION AND MISSION

The University of Dubai (UD) today is the product of 20-year history of growth and innovation. During 2012-15, much attention was given to the development of an institutional strategy which re-invents UD in future as the cutting edge of higher education, while affirming the core values that have sustained UD during first 14 years.

The UD Strategic Plan 2016-21 lays out the goals and strategic initiatives needed to transform UD into a leading contender in higher education in the Middle East & Africa (MEA) region. The vision and mission articulated in the strategic plan are driven by three strategic pillars:

- 1) **Innovation** – in the content and delivery of education and faculty research,
- 2) **Academic & Global Perspective** – putting multi-disciplinary theory into meaningful practice through collaborative applied research in senior level BBA/BS and MBA/MS/LLM programs' experience and partnering with international accredited universities and professional certifications for expanding global opportunity, and
- 3) **Building Character and Leadership** – among students and graduates that make a lasting difference.

**UD VISION:** *To be one among top 100 universities globally by 2035.*

**UD MISSION:** The Vision is accomplished by the following mission statements:

1. *Serve the educational needs of diverse undergraduates, postgraduates and professionals. Produce high caliber graduates.*
2. *Provide education based on international standards.*
3. *Provide a stimulating educational environment to prepare future leaders.*
4. *Engage faculty in pure and applied research focused mainly on the economic development of Middle East & Africa (MEA) Region.*

Consistent with UD's mission and goals the Vision & Mission of CBA was laid out based on the inputs provided by the President, Board of Trustees (BOT) and the industry leaders (CBA management team met them during the company visits in the last 2 years (2014-2015)). These inputs coupled with the new campus (constructed with the support of Dubai Chamber) provided CBA a new direction of strategic vision and mission

**CBA VISION:** Position CBA as one among top 25 business schools in the region by 2020 and one among top 10 in the region by 2025, for providing management education.

**CBA MISSION:** The vision statement above is accomplished by:

1. *Providing innovative learning environment*
2. *Integrating academic and industry relevant curricular competencies by engagement with globally reputed professional bodies and their qualifications*
3. *Building character, leadership, and area competencies to enrich the lives of students, UAE male and female residents, in all undergraduate, graduate, and professional programs*
4. *Recruiting and retaining qualified research faculty members who innovate by engaging in ICs in the areas of discipline-based scholarly work (Pure), applied research (practice), and learning pedagogical (instructional) research*
5. *Creating impact by producing high caliber employable graduates who possess multi-disciplinary knowledge with global perspective, character & leadership competencies that enable them to make meaningful contributions to the different organizations in MEA region.*
6. *Strengthening student and faculty collaboration with society for lifelong, self-directed learning through collaborative research, consultancy, and professional development services as dictated by the dynamic business environment*

#### 4.2 COLLEGE ADVISORY BOARD (CAB)

A College Advisory Board (CAB), formerly referred to as Business Advisory Council (BAC and College Advisory Board), is a group of corporate, academic and professional leaders who are dynamic and result-driven. They are committed to support UD's academic and non-academic programs. In the process, CAB affiliates would also benefit, thus there is a mutual win-win for both UD and CAB.

##### Mission:

The CAB is a reflection of the college's dedication to establish and maintain partnerships with the business community. The UD-CAB will be the spring board for UD colleges and CAB affiliates to expand the horizon of quality management education in the UAE in particular and Middle East Africa and Asia Region in general. The mission is served through the following:

1. Periodically align UD curriculum (both undergraduate and graduate) to be relevant and current to the industry through innovation
2. Promote UD Centre of Research and Consultancy (CRC) activities with focus on:
  - a) Impact to the community by engaging them in various initiatives
  - b) Generate revenue to the UD-CRC and CAB affiliates
  - c) Build quality reputation to UD and CAB affiliates
3. Support UD's non-academic programs delivered through Centre for Executive Development (CED)

The Mission is accomplished by the following ten strategic goals:

1. Enhance pedagogy focused towards active learning that is relevant and impactful.
2. Enhance basic & applied research geared towards solving regional economic problems.
3. Engage in consultancy services.
4. Expand community and industry relationships.
5. Expand international collaboration with prominent/ accredited universities for ensuring internationalization, diversity and sustainability
6. Attract international calibre faculty and staff.
7. Introduce blended education in Executive Development and academic programs
8. Expand UD resources to match the planned growth.
9. Energize the Centre for Entrepreneurship and Innovation to promote a culture of innovation, creativity and entrepreneurship
10. UD to merge with other academic institutions in Dubai

#### 4.3 INSTITUTIONAL GOVERNANCE

The University of Dubai is supported by the Dubai Chamber of Commerce and Industry. The Ruler's Court of Dubai appoints the Board of Directors of the Dubai Chamber. The Board of Trustees (BOT) of the University of Dubai is drawn from the Dubai Chamber's Board of Directors. The UD BOT is responsible for determining the strategic objectives and necessary funding for the University. It considers and monitors proposals from UD for all aspects of strategy, academic portfolios, development, policymaking, regulations and funding to support students and staff.

The President of UD is appointed by the UD's BOT to perform the role of chief executive, with day-to-day operational management responsibility, and reports to the Board. The organizational structure of the University of Dubai is designed to provide clear lines of responsibility for academic support, and maintain simple, straightforward channels of communication across the organization. Minimized layers of management, teamwork, resource sharing and a strong delegation of authority are characteristics of the organization. The Dubai Chamber has supported UD, encouraged international accreditation, and helped in the accomplishment of various outcomes

The current organizational structure of UD and the CBA-MBA is shown in the attached sheet. The MBA is offered by the Graduate Program unit of CBA since Sep' 2010. The Director (MBA & PhD) has the responsibility for the MBA degree program at UD, supported by the faculty within the CBA for improving curricula, encouraging research, and facilitating student career placements for the MBA student graduates.

#### 4.4 GOVERNMENT REGULATIONS - UAE Ministry of Higher Education and Scientific Research (MOHESR)

In the UAE the authority to license non-federal educational institutions to grant degrees and other academic awards, and to accredit the programs of all institutions, rests with the Commission for Academic Accreditation (CAA) within the Ministry of Higher Education and Scientific Research (MOHESR). UD recognizes that it is bound by the applicable laws and regulations of the UAE and ensures compliance with the same. The institute also gives due respect to cultural, historical, architectural, and ethical contexts of the United Arab Emirates.

#### 4.5 UD LICENSURE AND ACCREDITATION INFORMATION - (Domestic and International)

University of Dubai located in the Emirate of Dubai, is officially Licensed from 30<sup>th</sup> Oct 2013 to 30<sup>th</sup> Sep 2018 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award degrees/ qualifications in higher education.

All programs at University Of Dubai's College of Business Administration (CBA) is accredited locally in the UAE by the Ministry of Higher Education and Scientific Research (MOHESR/CAA) and internationally by the Association to Advance Collegiate Schools of Business (AACSB) International.

AACSB accreditation is the hallmark of excellence in business education and has been earned by less than 5% of the world's business schools.



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<http://bestbizschools.aacsb.edu/school-search/u/university-of-dubai>



University of Dubai

The University of Dubai (UD) is a student-centered institution whose primary mission is providing quality education. New students become part of a university made up of welcoming classmates from diverse backgrounds. Students and faculty at UD provide a supportive atmosphere whose main focus is student success. By offering affordable tuition rates and having small class sizes in a convenient location, the University of Dubai offers a competitive alternative to other higher learning institutions in the region. UD's international accreditations, AACSB and ABET, are a gold standard in the field of higher education. The university is flexible in its class timings for working students, but is firm in its commitment to meeting the highest standards in higher education. Dedicated faculty and supportive classmates encourage students to form relationships that last a lifetime. With its rigorous but real-world curriculum, UD students are groomed to be leaders of tomorrow, whatever their background.

Accreditation by AACSB says a lot about a business school. AACSB-accredited business schools boast the highest-quality classes, teachers, research, students, and programs in the world.



#### 4.6 INTERNATIONAL PARTNERSHIPS

International collaboration has become integral to higher education, University of Dubai has a partnership agreement with the following universities abroad for its MBA students.

1. University of North Florida, USA
2. Montpellier Business School, France
3. Neoma Business School, France
4. ICHEC Business School, Belgium
5. Hamburg School of Business Administration, Germany
6. TEC Monterey Mexico, Mexico
7. TAPMI, India
8. NingXia University, China
9. Korea University, South Korea

## Organization Structure



جامعة دبي  
UNIVERSITY of DUBAI

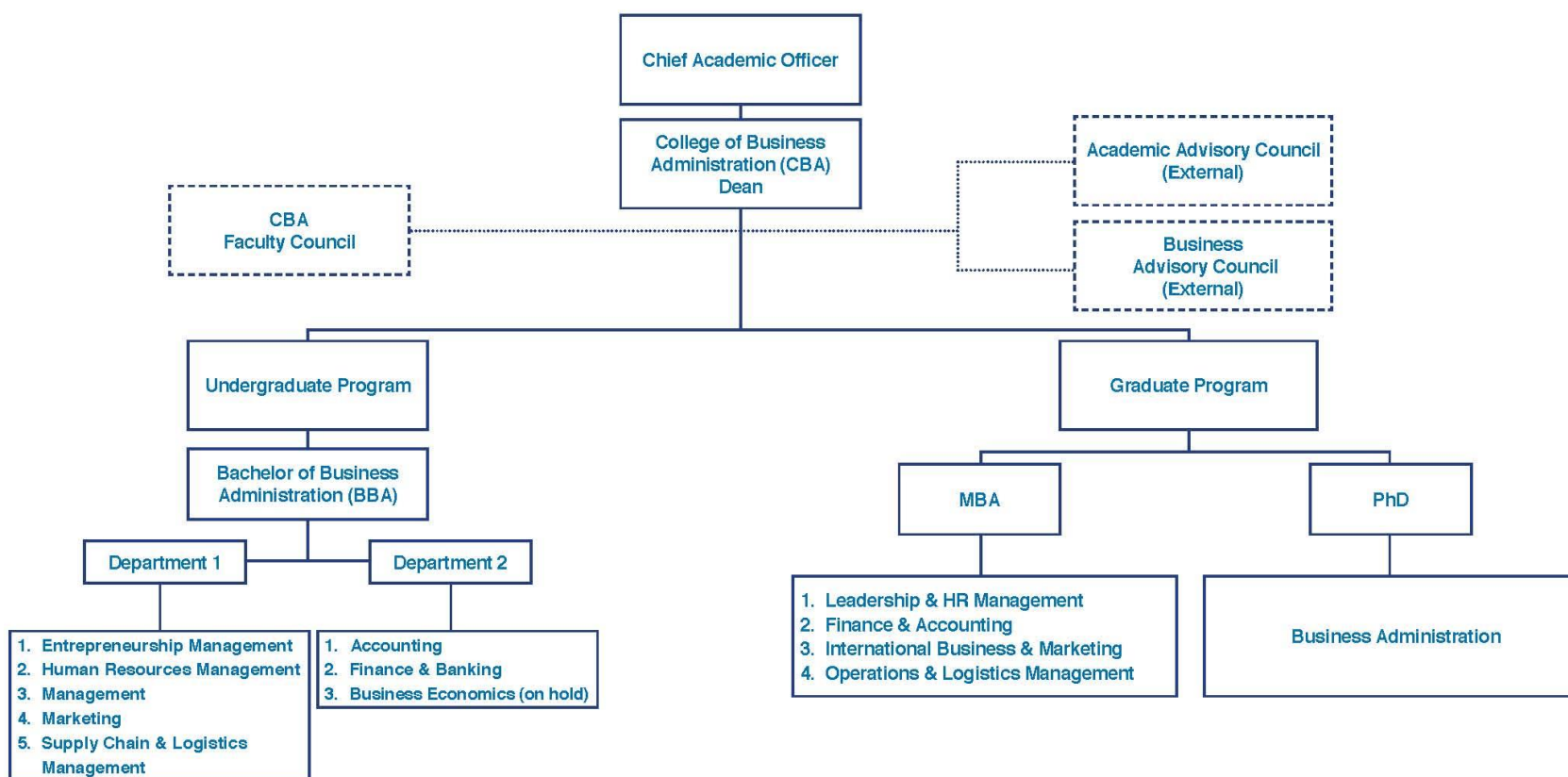


The Real Business Schools  
www.aacsb.edu



CIB Program  
www.cib1.org

### College of Business Administration



## 5. THE PhD PROGRAM

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 UD PhD Program in Business Administration prepares candidates for research and teaching careers in academia or practice. The program places major emphasis on independent inquiry, the development of competence in research methodology, and communication of research results. Students are introduced at the outset of the program not only to rigorous coursework through research seminars and workshops, but also to the research activities of the faculty and of other students. A ratio of doctoral students to faculty of four-to-one facilitates this opportunity to work closely with faculty.

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

1. University of Dubai – College of Business Administration is AACSB accredited which is a hallmark of quality business education.
2. 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.
3. Focus on applied business research making the program relevant to growth of UAE/GCC/MEA economies.
4. The instructional process is based on a cohort format and includes 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.
5. The on-line portion of the learning is enhanced by using the MOODLE platform.
6. Availability of well trained, qualified faculty at UDCBA and UD's collaborative institutions to deliver the PhD program thus bringing diversity and international exposure to students' learning experience.
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 PhD students to support their assertions.
8. UD is sponsored by the Dubai Chamber of Commerce and Industry, an important link to the business community.

### Academic Terminology

**Credit Hour (CH):** The value assigned each course depending upon the length of time it meets during a week.

**Major/Concentration:** A major/concentration (or emphasis) is a block of courses that are more similar to one another than to others in the degree program. Concentrations may be recorded on the transcript.

### 5.1 PROGRAM OBJECTIVE (PO)

At the end of the PhD Program, the candidate is expected to accomplish the following objectives:

1. **Develop** key and unexplored research questions that can be explored empirically to provide innovative and creative solutions.
2. **Explore** advanced theoretical knowledge to develop research skills through original research.
3. **Integrate** explicitly the role of advanced knowledge in managerial and organizational contexts.
4. **Prepare** for teaching responsibilities in higher education (for those who expect to enter teaching careers).

## 5.2 PROGRAM DURATION & TERMS

The **PhD program** consists of 60 CH comprised of three parts. The first part represents the required core courses (18 CH). The second part represents specialization coursework (12 CH). The third part is the PhD dissertation. Each student is required to sit for a qualifying comprehensive examination (as explained in a later section) after successfully completing the required 30 CH of coursework.

## 5.3 PROGRAM CONCENTRATIONS

The PhD Program is designed with specialization concentrations in order to meet the needs of professionals in these areas. For this students admitted to the program must choose one of these following specialization concentrations:

1. Marketing
2. Management
3. Finance
4. Accounting

## 5.4 THE PhD PROGRAM STRUCTURE & COURSE SEQUENCE – 60 CH

The details of the 60 CH requirements for the PhD program are:

| #  | Course #    | Course Title  | Term  | Pre-Requisite | Contact Hours | CH        |
|--|-------------|---|-------|---------------|---------------|-----------|
| 1  | PhD 800     | 1. Research Methods-1                                   | 1     | -             | 45            | 3         |
| 2  | PhD 805     | 2. Quantitative Analysis-1                              | 1     | -             | 45            | 3         |
| 3  | PhD 810     | 3. Research Methods-2                                   | 2     | PhD 800       | 45            | 3         |
| 4  | PhD 815     | 4. Quantitative Analysis-2                              | 2     | PhD 805       | 45            | 3         |
| 5  | PhD 820     | 5. Research Methods-3                                   | 3     | PhD 810       | 45            | 3         |
| 6  | PhD 825     | 6. Development of Management Thought                    | 3     | PhD 810       | 45            | 3         |
| 7  | PhD 830     | 6A. Seminar on Classroom Pedagogy Behavior              | 2 & 3 | A             | 20            | 0         |
| A. Pass in Comprehensive Prelim Exam               |             |   |       |               |               |           |
| <b>Total CH for Core Courses</b>                   |             |   |       |               |               | <b>18</b> |
| Specialization Courses in Marketing                |             |   |       |               |               |           |
| 1  | PhD MKT 835 | 7. Research Seminar in Marketing Strategy               | 4     | PhD 825       | 45            | 3         |
| 2  | PhD MKT 840 | 8. Research Seminar in Consumer Behavior                | 4     | PhD 825       | 45            | 3         |
| 3  | PhD MKT 845 | 9. Research Seminar in Special Topics in Marketing      | 5     | PhD 825       | 45            | 3         |
| 4  | PhD MKT 850 | 10. Research Seminar in Service Marketing               | 5     | PhD 825       | 45            | 3         |
| <b>Total CH for PhD MKT Specialization Courses</b> |             |   |       |               |               | <b>12</b> |
| Specialization Courses in Management               |             |   |       |               |               |           |
| 1  | PhD MGM 835 | 7. Research Seminar in Strategy                         | 4     | PhD 825       | 45            | 3         |
| 2  | PhD MGM 840 | 8. Research Seminar in Organizational Theory & Behavior | 4     | PhD 825       | 45            | 3         |
| 3  | PhD MGM 845 | 9. Research Seminar in Current Issues in HRM            | 5     | PhD 825       | 45            | 3         |
| 4  | PhD MGM 850 | 10. Research Seminar in Leadership Theory               | 5     | PhD 825       | 45            | 3         |
| <b>Total CH for PhD MGM Specialization Courses</b> |             |   |       |               |               | <b>12</b> |
| Specialization Courses in Finance                  |             |   |       |               |               |           |
| 1  | PhD FIN 835 | 7. Research Seminar in Investments/Asset Pricing        | 4     | PhD 825       | 45            | 3         |
| 2  | PhD FIN 840 | 8. Research Seminar in Financial Market Microstructure  | 4     | PhD 825       | 45            | 3         |
| 3  | PhD FIN 845 | 9. Current research Issues in Finance in MEA            | 5     | PhD 825       | 45            | 3         |
| 4  | PhD FIN 850 | 10. Research Seminar in Corporate Finance               | 5     | PhD 825       | 45            | 3         |
| <b>Total CH for PhD FIN Specialization Courses</b> |             |   |       |               |               | <b>12</b> |
| Specialization Courses in Accounting               |             |   |       |               |               |           |
| 1  | PhD ACC 835 | 7. Research Seminar in Financial Accounting             | 4     | PhD 825       | 45            | 3         |
| 2  | PhD ACC 840 | 8. Research Seminar in Management Accounting            | 4     | PhD 825       | 45            | 3         |
| 3  | PhD ACC 845 | 9. Research Seminar in Current Accounting Issues        | 5     | PhD 825       | 45            | 3         |
| 4  | PhD ACC 850 | 10. Research Seminar in Business Valuation              | 5     | PhD 825       | 45            | 3         |
| <b>Total CH for PhD ACC Specialization Courses</b> |             |   |       |               |               | <b>12</b> |
| <b>Total Non-Thesis</b>                            |             |   |       |               | <b>450</b>    | <b>30</b> |



The course description of each of the above courses are provided in the section 5.4.1 and 5.4.2.

| #   | Course # | Course Title | Term      | Pre-requisite | Contact Hours | CH        |
|---|----------|--------------|-----------|---------------|---------------|-----------|
| 1   | DISS 860 | A            | each term |               | 45            | 3         |
| 2   | DISS 860 | B            | each term |               | 45            | 3         |
| 3   | DISS 860 | C            | each term |               | 45            | 3         |
| 4   | DISS 860 | D            | each term |               | 45            | 3         |
| 5   | DISS 860 | E            | each term |               | 45            | 3         |
| 6   | DISS 860 | F            | each term |               | 45            | 3         |
| 7   | DISS 860 | G            | each term |               | 45            | 3         |
| 8   | DISS 860 | H            | each term |               | 45            | 3         |
| 9   | DISS 860 | I            | each term |               | 45            | 3         |
| 10  | DISS 860 | J            | each term |               | 45            | 3         |
| <b>Total CH for Dissertation</b>                            |          |              |           |               |               | <b>30</b> |
| <b>Total CH for the Program (Non-Thesis + Dissertation)</b> |          |              |           |               |               | <b>60</b> |

#### 5.4.1 PhD COURSES DESCRIPTION – CORE COURSES

##### PhD 800 RESEARCH METHODS-1

This course introduces research methods. It addresses the need for research, the research process, research philosophy, and types of research work.

##### PhD 805 QUANTITATIVE ANALYSIS-1

The purpose of this course is to enable students gain quantitative skills necessary to identify and analyze a research problem, consider the basics of econometric analysis (formulation of hypotheses and testing, model building, and diagnostic tests and corrective procedures.

##### PhD 810 RESEARCH METHODS-2

This course builds on research methods 1 with emphasis on underpinning theory (conceptual framework), design and research methodologies. *Prerequisite: PhD 800*

##### PhD 815 QUANTITATIVE ANALYSIS-2

The purpose of this course is to enable students gain advanced quantitative skills necessary to analyze research data. It introduces students to advanced techniques such as forecasting and predicting business situations. It also emphasizes use of statistical packages such as SPSS/STATA and others. *Prerequisites: PhD 805*

##### PhD 820 RESEARCH METHODS-3

The purpose of this course is to provide students with additional skills necessary to develop scientific research proposal. The students further undertake systematic research using empirical and non-empirical approaches, conduct literature review and structure and manage a research project. *Prerequisites: PhD 810*

##### PhD 825 DEVELOPMENT OF MANAGEMENT THOUGHT

This course focuses on critical and analytical review of the management theories over the years. Students are encouraged to compare and contrast management theories and to examine them critically in light of their practical experience. *Prerequisites: PhD 810*

##### PhD 830 SEMINAR ON CLASSROOM PEDAGOGY

The purpose of this seminar is to prepare PhD candidates to take up teaching responsibilities upon their graduation. The seminar focuses on learning, pedagogy, classroom management, and assessment issues at the undergraduate level. *Prerequisites: 12*

#### 5.4.2 PhD COURSES DESCRIPTION - Specialized Courses

##### Accounting

##### PhD ACC 835 - RESEARCH SEMINAR IN FINANCIAL ACCOUNTING

This course exposes doctoral students to the theoretical foundations of the contemporary approach to financial reporting and the political and pragmatic considerations in the development of the conceptual framework underlying current accounting standards. Alternative theories of accounting are discussed and controversial areas are emphasize through a set of readings. *Prerequisites: PhD 825*

##### PhD ACC 840 - RESEARCH SEMINAR IN MANAGEMENT ACCOUNTING

This course is designed to expose doctoral students to a selection of current research in managerial accounting, using both different research designs (e.g., survey, experimental, and archival methods). Students should leave this course with a proper level of knowledge of managerial research in accounting and be better able to create, analyze, and critique such research. This course may also help those students who intend to work in this area to identify a thesis (dissertation) topic. *Prerequisites: PhD 825*

**PhD ACC 845 - RESEARCH SEMINAR IN CURRENT ACCOUNTING ISSUES**

This course exposes doctoral students to accounting issues that are not covered in the other two research seminars (PhD ACC 835 and PhD ACC 840) such as auditing and international accounting research and other issues that under consideration by standard setters (e.g., FASB and IASB). *Prerequisites: PhD 825*

**PhD ACC 850 - SEMINAR IN EMPIRICAL RESEARCH IN ACCOUNTING**

This seminar develops students' skills and ability to read and critically evaluate published empirical research in accounting using different research paradigms. It emphasizes use of survey methods, use of secondary data, use of quasi experiments, use of the historical approach, and experimental economics. *Prerequisites: PhD 825*

**Finance**

**PhD FIN 835 - RESEARCH SEMINAR IN INVESTMENTS/ASSET PRICING**

This seminar focuses on major theoretical models in discrete time Asset Pricing. While some mathematical derivations are necessary, the emphasis will be on understanding the intuition underlying the model, and what it means for asset pricing in reality. Each session is meant to introduce students to some classic and current pieces on the topic, and to point out some additional research in MEA region that would be valuable to students with a greater interest in topic *Prerequisites: PhD 825*

**PhD FIN 840 - RESEARCH SEMINAR IN FINANCIAL MARKET MICROSTRUCTURE**

Market microstructure is the study of how markets operate and how transaction dynamics can affect security price formation and behavior. The impact of microstructure on all areas of finance has been increasingly apparent. Empirical microstructure has opened the door for improved transaction cost measurement, volatility dynamics and even asymmetric information measures, among others. Thus, this field is an important building block towards understanding today's financial markets. *Prerequisites: PhD 825*

**PhD FIN 845 - CURRENT RESEARCH ISSUES IN FINANCE IN MEA**

This workshop is designed to help students to critically review a wide variety of current research in finance. The workshop tries to find answers to questions such as: What is the anatomy of a scholarly contribution and how does one conduct research in the field of Finance? What are some of the challenges of conducting research in the field of finance? Each session is meant to introduce you to some classic and current pieces on the topic, and to point out some additional research in MEA region that would be valuable to students with a greater interest in the topic. *Prerequisites: PhD 825*

**PhD FIN 850 - RESEARCH SEMINAR IN CORPORATE FINANCE**

This course will provide a theoretical and empirical treatment of major topics in corporate finance including capital structure, IPO (SEO), market timing, payout policy, internal capital market, CEO compensation and the market for corporate control. The purpose of the course is to acquaint students with critical issues in corporate finance and help students developing their own research topics in this particular field of finance. *Prerequisites: PhD 825*

**Management**

**PhD MGM 835 - RESEARCH SEMINAR IN STRATEGY**

This seminar helps students to critically review and evaluate classic and current theoretical approaches to strategy. It also addresses some strategy-related issues such as the resource-based view of the firm, industry evolution and dynamics, diversification and vertical integration, technology management and agency. *Prerequisites: PhD 825*

**PhD MGM 840 - RESEARCH SEMINAR IN ORGANIZATIONAL THEORY & BEHAVIOR**

This seminar helps students to critically review and evaluate a wide variety of theoretical approaches to Organizational theory and behavior, with a primary focus on individual and collective processes. Drawing on theory and research in psychology, social psychology, and organizational behavior, students shall explore individual, interpersonal, and group processes in work organizations. *Prerequisites: PhD 825*

**PhD MGM 845 - RESEARCH SEMINAR IN CURRENT ISSUES IN HR MANAGEMENT**

This seminar reviews and evaluates modern issues in the area of Human Resources/Personnel Management (HRM). It attempts to enhance students' scholarly insight and understanding of the development and knowledge in the field and sharpen students' abilities to critically evaluate and generate new ideas. *Prerequisites: PhD 825*

**PhD MGM 850 - RESEARCH SEMINAR IN LEADERSHIP THEORY**

This seminar reviews and evaluates theoretical underpinning of leadership. It addresses trait theory, contingency theory, leader-member exchange theory, transformational theory and other theoretical frameworks advanced for leadership. The seminar focuses on sharpening students' abilities to critically evaluate literature on leadership. *Prerequisites: PhD 825*

**Marketing**

**PhD MKT 835 - RESEARCH SEMINAR IN MARKETING STRATEGY**

This seminar helps students understand the role of marketing within the organization, its business strategy, and its success. It exposes students to the literature in marketing strategy and helps them critically evaluate fundamental ideas, research design, results, and possible advancements. *Prerequisites: PhD 825*

#### **PhD MKT 840 - RESEARCH SEMINAR IN CONSUMER BEHAVIOR**

This seminar exposes students to research issues in consumer behavior. It develops students' skills of identifying the research question, how it was studied, what we have learned to date, what are the gaps in existing knowledge, and possible new avenues for future research.  
*Prerequisites: PhD 825*

contemporary marketing and management issues faced by organizations competing in the service sector. By examining various points of views, students will be able to develop a better understanding of the knowledge gaps which currently exist in this important field of study. The course focuses on four themes: Customer behavior in a service context; Customer equity / Lifecycle management; Customer satisfaction and service quality; and striving for service leadership.

*Prerequisites: PhD 825*

#### **PhD MKT 845 - RESEARCH SEMINAR IN SPECIAL TOPICS IN MARKETING**

This seminar reviews and evaluates special issues in marketing such as product positioning, product line design, pricing strategy, advertising decisions, distribution channel design, and promotion decisions.  
*Prerequisites: PhD 825*

#### **PhD MKT 850 - RESEARCH SEMINAR IN SERVICE MARKETING**

This seminar is designed to provide doctoral level coverage of both current and emerging research work carried out in services marketing. It exposes students to

### **5.5 PhD DEGREE COMPLETION REQUIREMENT**

PhD courses are offered over 8-week terms. Students can enroll in two courses/seminars in a term. At this level of course work load, the minimum time needed to complete all the requirements of the degree will be four years.

### **5.7 PhD Program Committee**

The PhD Program Committee (PPC) is in charge of the following:

1. Review applications for admission to the PhD program and make recommendations of admission/denial of admission.
2. Appoint a course work advisor to each accepted student in the PhD program to help the student during her/his course work.
3. Review suggested changes/improvements to the program curriculum emanated from academic departments.
4. Recommend a Qualifying Comprehensive Preliminary Examination Committee for a student or group of students who have successfully completed the PhD course work.
5. Approve the results of the Qualifying Comprehensive Preliminary Examination and make a recommendation to the PhD Program Director of admitting the student(s) to the PhD Candidacy.
6. Review the student's selection of her/his supervisor of the PhD dissertation from among UD graduate faculty and make recommendations to the PhD Program Director.
7. Recommend to the PhD Director the names of three possible external examiners for refereeing a dissertation.

### **5.8 MODALITY OF PhD SEMINAR DELIVERY**

The program course work (30 credit hours) will be offered in module format as follows:

- Offering courses over eight weeks (total 5 contact hours every week or 10 contact hours every other week). A two-week break can be scheduled at the end of each course.

### **5.9 Qualifying Comprehensive Preliminary Examination (CPE)**

Within six months after successful completion of the PhD coursework (30 Credit Hours), the student must take and pass a qualifying comprehensive preliminary examination (CPE). The purpose of the CPE is to determine whether the student has acquired sufficient mastery of knowledge in his or her area of study to warrant admission to the PhD candidacy. At this stage, the Dean of CBA appoints a Qualifying Examination Committee

(QEC) based on the recommendation of the PhD Committee. The QEC will be individually constituted for each PhD student or a group of students in the same area of specialization and will have three members, of which at least two faculty members must be from the area of the student's specialization.

Although the qualifying examination may be structured in different ways, the entire process must be concluded in four weeks at the most. Any contingencies in the examination process (e.g., additional topics that may be examined depending on how the student performs on earlier questions) must be made known to the student at least one week in advance. At the conclusion of the examination, the student must be definitely passed or failed; the grade of "conditional pass" is not permitted. However, QEC may recommend additional course work or other study because of deficiencies that were revealed in the examination.

To take the examination, the student must complete the first page of the Advancement to Candidacy Form and submit it to the Director of the PhD program before the examination. After the examination, members of the examination committee must sign the form on the second page, indicating whether the student has passed or failed. The chair of the Committee should then return the form to the PhD Program Office within four weeks of the examination. The Advancement to Candidacy form is an official university document. If the student fails the examination, the form is retained in the PhD Program Office (and should be retrieved by the student when the examination is repeated). If the student passes, the form is forwarded to the Registrar office after approval by the PhD Director and the Dean. Upon approval, the student is then officially advanced to candidacy, or ABD ("All But Dissertation") status.

A student who fails the examination must take it a second time and pass it within six months from the date of announcing the results of the previous examination. Students who fail the second time must leave the program; no third attempt is allowed. In order to appeal a failing decision by the qualifying examination committee, a student must submit a written statement to the PhD Program Director within two weeks of receiving notification of the decision. Any such appeal is reviewed by the PhD Program Committee.

### **5.10 Training for Teaching in Higher Education**

Upon passing the CPE, each candidate will undergo a twenty (20) hour non-credit teaching orientation seminar to be conducted over a two-week period. This orientation seminar will deal with classroom pedagogy and how to manage classroom. Each candidate will also be assigned to teach a section of an undergraduate course with a mentor, usually the course coordinator. Feedback from the course coordinator as well as student's evaluation will be used to assess the candidate's training for teaching in higher education.

### **5.11 Dissertation Work**

After passing the CPE, the student starts to register for dissertation seminars (starting with DISS 860 A) which will be supervised by a UD faculty member in the area of specialization. The student may select her/his own supervisor with the agreement of the faculty member; otherwise the Dean at UD will appoint a supervisor based on the recommendation of the PhD Program Committee. In some cases, two supervisors may be assigned (principal supervisor and a co-supervisor). When reasonable progress on the dissertation proposal is made and judged as such by the supervisor, the PhD Program Committee will announce a date for the candidate to present his/her proposal to UD faculty and graduate students. The candidate must incorporate obtained feedback in his proposal in consultation with his/her supervisor(s).

Once the proposal is judged by the PhD Committee as acceptable based on the recommendation of the supervisor, the candidate will move toward completion of her/his dissertation according to the approved plan. All necessary paper work will be signed and kept at the PhD program office with a notification to the Registrar's office.

### **5.12 Dissertation Progress Assessment**

Each student will work on his/her dissertation under the guidance of his/her selected formal supervisor. The supervisor will file a Progress Report Form at the end of each term. The form will indicate whether the progress made during the particular term is satisfactory or not. Unsatisfactory progress for two terms will result in the issuance of a warning letter to the student. Three such warnings will result in the student dismissal from the PhD program.

Upon completion of the dissertation draft, the supervisor will file a written report with the PhD Program office indicating that the dissertation is ready for evaluation by external reviewers and instruct the student to submit four (4) hard copies of the draft dissertation (and an electronic version) to the PhD Program office. The PhD program Committee will then meet and suggest the names of three external reviewers to be appointed by the Dean. Each external reviewer will be given a maximum of eight (8) weeks to review the dissertation and send a written report to the PhD program committee.

The PhD Committee either allows the formal submission of the dissertation for the oral defense (Viva) or requires modifications prior to the oral defense. The contents of the review reports will be made available to the student and to the dissertation examination (Viva) panel members. When the oral defense is actually allowed, the student should send six (6) hard copies of the dissertation draft as well as an electronic version to the PhD Program office.

### **5.13 Dissertation Examination and Degree Award**

The oral dissertation examination (Viva) Panel will be composed of six members: the dissertation supervisor (also the panel chairman), two external reviewers (one reviewer internal to UD but outside CBA) and two external members. All panel members should hold a doctoral degree (PhD). The presence of one business professional as a 6th member is highly recommended, complementary to the five academic examiners to give opportunity to the business community to participate in such high level academic and professional reviews. In this case, qualified business professional may be appointed on the panel by the Dean.

After the oral defense of the dissertation (Viva), the chairman of the dissertation examination panel will write a report that will carry the signatures of all the members of the dissertation examination panel and send it to the PhD program committee and the Dean of UD. This report will be made available to the candidate and attached to the diploma. Each doctoral Dissertation should be graded according to the following scale: 1. Outstanding, 2. Excellent, 3. Honorable. Mention of such grade will only be made in the report of the dissertation examination panel.

The dissertation examination panel cannot fail a student and should award the PhD degree. However, the panel may require modifications to the final doctoral Dissertation prior to the awarding of the diploma. In such a case, the candidate will be given a six-month period to modify the Dissertation and send a revised version for evaluation by the dissertation examination panel.

The degree certificate (diploma) for the PhD with subject specialization will bear the official seal of UD.

#### **Templates:**

1. Supervisor's Progress Report
2. Approval Form of Dissertation Proposal
3. Form for Appointment of Dissertation Examination Committee
4. Dissertation Examination Decision

## 6. PhD ADMISSIONS

### 6.1 GRADUATE ADMISSION POLICY

Admission policies are clearly articulated so that they can be understood by applicants and implemented consistently by those making the decisions. Applicant information used for admission decisions should be gathered systematically and used consistently. Admission decisions depend on many factors, including accrediting agencies' requirements, societal factors such as the development of UAE nationals, student scholastic achievement, leadership experience, work record and other indices that may be related to academic and career success. The university follows its graduate admission policies in making admission decisions. Admission policies include all factors considered in entry decisions and should be accessed and understood by all participants in the entry process. Admission policies should result in:

- Student body that supports the achievement of the UD mission.
- Higher retention rates.
- Higher 12-21 month graduation rates.

### 6.2 ADMISSIONS PROCESS AND CRITERIA

The goal of the admissions process is to admit students to the PhD program that demonstrate the potential for sustainable success in the PhD program. The Graduate Programs Office accepts applications once during the academic year for graduate programs offered at UD. The admission process is divided into four phases - Eligibility, Application, Assessment & Registration, and Orientation.

For admission to UD-PhD, candidates must:

1. Must hold a Master's degree (or equivalent) in any business related field from an accredited university.
2. Have a GPA of 3.0 or more out of 4.0 in the Master's degree. No provisional admission is allowed for Doctoral programs.
3. Have at least 3 years of teaching experience or managerial experience
4. Satisfy the English language entry requirement: IELTS 6 overall (with at least a band 6 in each band). A TOEFL score of 550 (paper-based), or TOEFL 79 (internet-based), or its standardized equivalent as approved by the MOHESR, is required from all applicants.
  - a. No provisional admission is allowed for applicants with lower TOEFL/IELTS scores.
  - b. Students who studied in an English medium Master's program which required for admission an English proficiency score of 550 on the TOEFL, or its standardized equivalent as approved by the MOHESR, are exempt.
5. Provide 2 satisfactory reference letters from academicians and/or employers.
6. Write your professional plans and career objective (in your own handwriting - total 1000 words or 2 pages).
7. Take an aptitude test to assess the knowledge level covering research process: including problem identification, hypothesis testing, basic statistics and probability concepts.
8. Attend an interview with the PhD Program Committee.
9. Pay admission fee per current fee structure (non-refundable, includes Student ID Card).
10. Pay a one-time technology fee per current fee structure.

The application form for any of the graduate program may be completed online through the website [www.ud.ac.ae](http://www.ud.ac.ae)

#### Transfer Students – Credits & Criteria

Candidates enrolled in doctoral programs at other universities who wish to transfer to UD-PhD program should fulfill the above requirements. Appropriate credit is provided upon the recommendation of the PhD Program Committee (to a maximum of 2 courses or 6 CH earned from accredited schools/universities). Candidates will be advised suitably during the interview phase.

#### Application Procedure

A completed application along with non-refundable registration fee of AED 3,000, official transcripts, goal statement, reference letters, and TOEFL/IELTS scores should reach the PhD Office at UD before 31st Jan of each year to start the program in end-July of the same year. Applications received after 31st Jan will be considered for admission in Jan of the following year.

### Interview and Registration Phase

Each candidate will have to attend a personal interview with the PhD Program Committee to evaluate the suitability of the candidate to the PhD Program. The PhD committee comprises of at least two senior faculty members from UD in addition to the Director of the PhD program. The candidate will be advised on the outcome of his/her application within 48 hours of the interview date. Once the decision for admission has been made, the PhD Program Committee transfers the original file of the candidate to the Registration Department at UD, which will register successful applicants as UD students, subject to payment of appropriate tuition fees. Following registration, the PhD Program Office will advise each student on course selection.

### Orientation Phase

At the start of the first semester in which a student is admitted, she/he will participate in the PhD Orientation week at UD where she/he will meet fellow students and faculty members and become familiar with UD regulations, procedures, services, and facilities.

### 6.3 READMISSION

All students who have officially withdrawn from the university or have cancelled their registration (two consecutive terms or four scattered terms) at UD, but who wish to be re-admitted, must submit a formal request to the Registration Department. If the student gets re-admitted within the allowed period, the same ID will be used. A graduate student can hold his/her registration for up to one (1) year (refer to policy EP 3.4 Academic Progress policy on Registration Hold/Discontinuation policy). However, a dismissed student will not be re-admitted to the university, even as a new student.

### 6.4 ADMISSION REGULATION

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 Registration Department 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.

### 6.5 STUDENT RECORDS AND INFORMATION RELEASE

The University of Dubai maintains students' record kept in fire proof security vaults and regularly updated by the ARD.

#### Students Records

A. Student File: All original records of students who join UD will be Student files must contain the following:

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



B. Records - Back up: The IT Services takes back-up of the SIS database twice daily. A second back up is undertaken for all servers at UD on a daily basis.

### Information Release

The University of Dubai respects the rights of individual privacy, the confidentiality of records and the best interests of the student and institution.

#### Record Confidentiality

1. No records from student files may be 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 are strictly based on official documents.
3. The ARD Coordinator/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 Head, Admissions is authorized to view the information related to the admission only.
  - 4.3 Head, Registration is authorized to view the information related to registration for courses only.
  - 4.4 A student is authorized to view his/her transcript, final exam results (comprising of class work, mid-term and final exam marks) and the courses she/he has registered for in the current semester (through online registration). Access is password-protected.
  - 4.5 Student-related information and records can only be released by ARD.

Students are required to declare on the admission application form authorizing UD to allow access to parents/guardian/financial sponsor/others to student's academic information. Students also have the option to choose not to allow access of their records to any individuals.



## 7. REGISTRATION, CREDIT HOURS AND COURSE LOAD

### 7.1 REGISTRATION POLICIES AND PROCEDURES

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

1. 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 their graduation plan and for assistance with registration.
2. Paying Fees: Students take the completed registration form signed by the advisor to the cashier's office to pay fees. No student is considered registered until fees are paid. Once fees are paid, the booked courses are confirmed and the student's schedule will be sent to the student via UD email.

### 7.2 COURSE CODE AND ONLINE REGISTRATION

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.

#### Web Access to Online Registration – Procedure

1. Enter the UD website at [www.ud.ac.ae](http://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

#### 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.

### 7.3 COURSE 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.

#### 7.4 ADD AND DROP OF COURSES

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

#### 7.5 REPETITION OF COURSES

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. All students who re-register to repeat a course must attend all classes as regular student and complete the required classwork/homework/assignments/projects to earn 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 grades 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 not more than two consecutive terms. The two terms will however be included in the maximum allowed period of graduation five (5) years.

#### 7.6 REGISTRATION FOR COURSES OFF CAMPUS

For the purpose of quality assurance, the students are generally not permitted to take any course outside UD. Exceptions are made only for 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 the Registration Department (RD).

Course 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 Registration department and receive prior approval from his/her dean/directors.
- 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.
- Regulations regarding transfer of credits apply. See section on transfer credits and criteria.

#### 7.7 RECOGNITION OF PRIOR LEARNING (RPL)

Consistent with alignment of UD programs with QF Emirate Grid 7, 8, 9 and 10, UD's Policy on Recognition of Prior Learning (RPL) aims to optimize student progression through award courses by recognizing prior learning outcomes as the basis for satisfying some course requirements. RPL may be based on formal and/or informal learning. Key objectives of the policy are to:

- facilitate students' movement between institutions and between courses of various types and levels
- provide prospective students with a comprehensive and informative system of prior learning, thereby enabling them to evaluate with confidence the extent of RPL they would receive on admission to a UD program for which they may be eligible

- Relate any decision on RPL to a program of study within an award course
- Enable students to complete award courses with maximum efficiency by using and building upon knowledge that has been gained from prior learning experiences
- Maintain established academic standards for graduates completing UD award courses.

Recognition of prior learning (RPL) encourages to permit engineering and other non-business professional to join the UD MBA program. Students may contact the MBA Program Director or faculty team for any clarification on this point.

### 7.8 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/ Directors and UD President.
- 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.

### 7.9 CHANGE OF MAJOR/ DEGREE

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

### 7.10 CLASS SIZE

#### 1. Class Size

Class size depends on the maximum capacity of the classroom size and the course level. Generally, the PhD class size should conform to the following guidelines:

- Core courses: 10-20 students
- Specialization courses: 5-10 students

#### 2. Class Scheduling:

PhD classes are offered on Sunday and Tuesday for optimal utilization of available rooms for all UD Programs. The lecture timings for the undergraduate and graduate programs are:

Sunday : 4:00 PM – 9:00 PM

Tuesday: 4:00 PM – 9:00 PM

#### 3. General Rules:

- 3.1 Part-time students are required to register in evening classes.
- 3.2 The schedule for offering the courses is not changed once approved.
- 3.3 For graduate programs courses with less than five registered students will be cancelled except the sections in which students who are expected to graduate in the same regular term or the following regular term and the course is not offered in the following regular term.
- 3.4 Enforcing the class size and scheduling policy is the responsibility of Deans/Directors.
- 3.5 Enforcing this policy in the CAM system is the responsibility of the Registrar.

## 8. GRADING AND ASSESSMENT

### 8.1 STUDENT EVALUATION

The total grade received for a course reflects the student's work during the term and performance in the classwork and final exams. The University of Dubai policy permits assignments/exams to take many different formats - open book, essay, and short answer, multiple choice, and oral presentation and so on. Human beings differ in how they learn. They differ, too, in how they perform in different kinds of assessment situations. Many find multiple choice assignments/exams very challenging and prefer writing essays; others feel just the opposite. Some faculty members use a variety of assignment/exam formats or evaluative approaches in a course, so that different styles of learning are encouraged. Many courses have quiz, paper-writing and exam requirements; and many assignments/exams have sections requiring different sorts of answers.

A fair assignment/exam is one which focuses on the course material and one which awards a majority of the marks for knowledge of the course material.

### 8.2 ASSESSMENT OF COURSEWORK

Each PhD course/seminar (other than the dissertation) is assessed by a combination of class work (assignments), and a short term paper/summary proposal. Class work can constitute 50-70% of the course grade and the short-term paper/summary proposal constitutes 30-50% of the course grade. Short-term papers/summary proposals prepared in specialization courses are designed to blend research methods learned in the core courses with specialized knowledge gained in the area of specialization. This integration skill is developed and assessed primarily during the second year of studies. However, the results of the qualifying comprehensive examination as well as the dissertation are the ultimate assessment method for this integration skill.

Grade distribution for each course/seminar is as follows:

| Score              | Grade | Points |
|--------------------|-------|--------|
| 95 to 100          | A+    | 4.0    |
| 90 to less than 95 | A     | 3.7    |
| 85 to less than 90 | B+    | 3.5    |
| 80 to less than 85 | B     | 3.0    |
| Below 80           | F     | 0      |

The minimum required cumulative grade point average for PhD is 3.00 out of 4.00.

#### Academic Accommodations

Permission to write an examination under somewhat different conditions is a common form of academic accommodation. The intent is always to provide a fair opportunity for the student with a disability - not to provide an unfair advantage. Typical accommodations include writing alone in a separate room; writing an exam using an assistive device or a computer; being granted extra time to write the exam; being granted breaks or time-outs in order to rest or take necessary medication. Students with disabilities must use Services for Students with Disabilities in order to request academic accommodations.

Students with temporary problems, either compassionate or health related, often request an exam deferral because the problem has prevented them from studying. These requests do not fall as clearly within university policy as requests to defer because one is unable to write an exam on a given day. When the evidence is very clear, however, these requests will normally be granted.

### 8.2 GRADING SYSTEM - INCOMPLETE "I", WITHDRAWAL "W" AND FAILURE "F"

The Graduate Grading system followed at UD and, Term and Cumulative GPA is detailed in Table 9.1:

**Table 9.1: Graduate Grading System**

| Nominal Grade | Grade Points | Other Grades             | Acronym |
|---------------|--------------|--------------------------|---------|
| Outstanding   | 3.80 – 4.00  | Incomplete               | I       |
| Excellent     | 3.60 – 3.79  | Transfer; credit counted | TC      |
| Very Good     | 3.30 – 3.59  | Exemption                | EX      |

|      |             |
|------|-------------|
| Good | 3.00 – 3.29 |
|      |             |
|      |             |

|             |    |
|-------------|----|
| Withdrawal  | W  |
| Audit       | AU |
| In Progress | IP |

### 8.3 GRADE POINT AVERAGE (GPA) - TERM AND CUMMULATIVE

#### 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 |             |                              |
| Research Methods-1     | 3  | A+    | 4.0    | 12.0        | Total Points ÷ Credit Hours  |
| Quantitative Methods-1 | 3  | A     | 3.7    | 11.1        |                              |
| Total                  | 6  |       |        | 23.1        | Term GPA=23.1 ÷6=3.85 points |

#### 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:

| Course                   | CH | Grade |        | C.H.X Points | Term/Cumulative GPA          |
|--------------------------|----|-------|--------|--------------|------------------------------|
|                          |    | Code  | Points |              |                              |
| <b>1st Academic Term</b> |    |       |        |              |                              |
| Research Methods-1       | 3  | A+    | 4.0    | 12.0         | Total Points ÷ Credit Hours  |
| Quantitative Methods-1   | 3  | A     | 3.7    | 11.1         |                              |
| Total                    | 6  |       |        | 23.1         | Term GPA=23.1 ÷6=3.85 points |
| <b>2nd Academic Term</b> |    |       |        |              |                              |
| Research Methods-2       | 3  | A+    | 4.0    | 12.5         | Total Points ÷ Credit Hours  |
| Quantitative Methods-2   | 3  | A     | 3.7    | 11.1         |                              |
| Total                    | 6  |       |        | 23.1         | Term GPA=23.1÷6=3.85         |
| Grand Total              | 18 |       |        | 46.2         | Cumulative GPA=46.2÷12=3.85  |

### 8.4 MISSING EXAM POLICY

#### 2.1 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.

#### 2.2 Incomplete Grade

- 2.2.1. 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.
- 2.2.2. 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.
- 2.2.3. Penalties may be waived by the Dean/ Director upon submission of a valid and substantiated reason.

## 9. ACADEMIC STANDING REQUIREMENT

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

- Regular admitted students with CGPA below 3.0 for the three consecutive terms will be dismissed from UD
- Conditional Admission students who have a less than 3.0 CGPA after completing nine (9) credit hours will be dismissed from UD
- A student will be placed on academic probation if he/she 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 removed only when the student's CGPA reaches at least 3.0. However, the transcripts will 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

### 9.1 CLASS PARTICIPATION, ATTENDANCE AND ABSENTEEISM

Attendance and participation in all classes and computer lab sessions are mandatory and essential to the process of education at UD since the students' involvement with their instructors and fellow peers as well as from lecturers 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 two hour and twenty minutes each. A 20minute 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 shall 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 below:

| Duration of Session | Program (weeks) | No. Of Session Absences |            |                |
|---------------------|-----------------|-------------------------|------------|----------------|
|                     |                 | 10%                     | 20%        | 25% (Deprived) |
| 2 hour 20 minutes   | 9 (18 sessions) | 2 Absences              | 4 Absences | 5 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 section on Missing Exam.
- Warnings are issued to students 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 CAMS. 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 for possible investigation of the faculty member's attendance practices. Consequently, a mentor visit is arranged (if required).

### 9.2 WITHDRAWAL FROM THE UNIVERSITY

If a student withdraws from the university or cancels her/his enrollment, the Withdrawal Clearance Form (can be collected from the registration department) 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.

### 9.3 GRADUATION REQUIREMENT

In order to graduate, MBA students must maintain a Cumulative GPA of not less than 3.0 and complete 30 CH for General MBA or 48 CH 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 Sep 1<sup>st</sup> and prior to Aug 31<sup>st</sup> of the following year).

### 9.4 GRADUATION PROCESS - The Process and Student Clearance for Graduation

An automated Academic/Graduation plan is developed individually and designed for students based on the respective curriculum logic & structure and taking into account the sequence of courses, and the previously completed course work. The plan briefs students on their courses of study during each subsequent semester.

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

#### Honors System

##### 1.1 Graduation (Commencement) Honors

Only students who have completed all degree requirements prior to the graduation ceremony are eligible to be considered for degree honors. The categories for Graduation Honors are based on the following scale:

- |                    |                       |               |
|--------------------|-----------------------|---------------|
| • Summa Cum Laude: | GPA 3.81 through 4.0  | (Outstanding) |
| • Magna Cum Laude: | GPA 3.61 through 3.80 | (Excellent)   |
| • Cum Laude:       | GPA 3.40 through 3.60 | (Very Good)   |

##### 1.2 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.

#### Commencement (Graduation) Ceremony Process

The following regulations include general graduation requirements that apply to all UD students in both undergraduate and graduate programs.

The university confers degrees during its annual commencement ceremony to students who have completed or are expected to complete their graduation requirements within the same academic year. UD conducts only one commencement (graduation) ceremony per academic year usually held during the month of May or June. All students who completed the degree requirements, or are expected to complete them during the summer of the same academic year, may participate in the graduation ceremony.

#### Steps for Graduation:

1. The process for graduation starts with forming a Graduation Committee in the 1st week of Jan each year for effective planning and to oversee the logistics of the event. The Graduation Committee is appointed by the President.
2. Students must complete and sign with their academic advisors the last graduation plan during the 1<sup>st</sup> week of the last registered regular semester/term that precedes the graduation ceremony. This plan lists the unfulfilled requirements to be completed for graduation before the end of the academic year. Academic advisors shall ensure that students are made aware of the graduation requirements and update/reaffirm the graduation plan accordingly.
3. The Registration Department 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 documents as per admissions requirements, she/he will not be permitted to attend the graduation

- ceremony. Such students will not even be issued the degree completion certificate and the diploma. There is no exception to the policy.
4. Once the audit of the student academic file is complete, the student receives an email and/or SMS from Registration Department as to his/her eligibility to attend the graduation ceremony. An email confirming ineligibility and indicating the pending unfulfilled requirements will be sent to the concerned student(s).
  5. Based on the audit results, Registration Department 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 the Registration Department by the 2<sup>nd</sup> week of Feb. Students not listed as eligible may contact the Registration Department for further clarification by the 3<sup>rd</sup> week of Feb.
  6. In Mar, the Graduation Committee 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.
  7. To participate in the graduation ceremony, students shall pay appropriate fees (a Graduation Fee and a Certificate & Attestation Fee) at the Finance Department by 3<sup>rd</sup> week of April and complete the Graduation Requirements Form.
  8. 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 by 3<sup>rd</sup> week of April.

#### 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 Feb 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 Feb 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.

### **9.5 AFTER GRADUATION**

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

#### 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.

The Program Director is 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.

## 10. GRADUATE STUDENT RIGHTS AND RESPONSIBILITIES

### 10.1 UD EXPECTATION

There are expectations for the behavior of community members. The UD community comprises of all UD staff, faculty, and students. All are individually and collectively responsible for any behavior and fully accountable for any action.

UD is a multi-cultural community comprised of people with diverse identities, backgrounds and beliefs. All members are committed to learning from one another in an atmosphere of positive engagement and mutual respect. This commitment is central to the campus life at UD whether in classes, programs, workplace, or everyday interactions with one another.

Each UD member must take responsibility for own learning and awareness about multi-culture, ethics, conduct, character, and values. No one has the right to malign another person based on: race, gender, age, religion, nationality, disability or any other personal attribute. Any violations including verbal or written abuse, threats, harassment, intimidation or violence against any member or group will not be tolerated. To promote a healthy community, each person at UD should take the responsibility to identify and speak out against such behavior if it occurs.

### 10.2 STUDENT CODE OF CONDUCT AND ETHICS

The following sections describe the code of conduct, values, and ethics that for the student body to be followed uniformly during their association with UD.

The University of Dubai (UD) is keen to ensure a university culture characterized by intellectual and personal honesty, social integration, ethical behavior and respect for the rights of the individual. UD also expects its student to be self-disciplined in both their approach to studying and in their general conduct and behavior. The Code of Student Conduct is designed to promote this culture at UD and hence sets out the standard of conduct expected of students. Students who violate these standards will be subject to disciplinary sanctions, according to established penalties as stated below. This will help UD to protect the university community by maintaining order and stability on campus.

#### CODE OF CONDUCT

All members of the UD community shall exert utmost efforts to ensure:

1. Respect for the individual and commitment to equal opportunity in a diverse society.
2. UD organizational interests exceed our individual interests and differences.
3. Individual rights and privileges are to be exercised responsibly.
4. The conviction that no one is above the law.
5. Respect for the view of others.
6. Responsibility and accountability for one's actions.

#### CODE OF VALUES

Alliance to these values obligates the UD member to refrain from and discourages behaviors, which threaten the freedom and respect that every individual deserves. The UD community affirms the value of:

1. **Responsibility & Cooperation:** a peaceful and purposeful community, founded on the moral and ethical integrity of members of UD community. Commitment to mutual responsibility and a spirit of cooperation will create a community that is orderly, caring and just.
2. **Intrinsic Value:** the intrinsic worth of every member in the community. Respect for the other members includes an appreciation of different cultural backgrounds, an understanding of different attitudes and opinions, and an awareness of the consequences of actions on the broader community.
3. **Self-discipline:** personal responsibility and the individual's need for physical, intellectual, social and emotional wholeness. UD values also the full development of every member in terms of a confident and constructive self-image, of a commitment to self-discipline, and of a responsible self-expression.
4. **Integrity:** a campus community that encourages personal growth and academic development in an atmosphere of positive character influence. UD administration affirms the necessity of standards of conduct that allow students and faculty/staff to study and live together. UD administration values the fair and efficient administration of these standards of conduct.
5. **Accountability:** the accountability of our actions to the future of the UD community.

6. **Community Authority:** privileges and responsibilities as members of the UD community. The UD community shall value the standards of conduct expressed in the policies and fair administration of those policies, including municipal, emirate or federal policies.

### CODE OF ETHICS

The purpose of this Code of Ethics is to set standards for the conduct of members of UD community. It does not prescribe rules as to how members should act in all situations. Specific application of the code must take into account the context in which it is being considered.

### Responsibility

This involves knowing the difference between choices and outcomes; evaluating short versus long-term consequences, and accepting those consequences without justifying actions or blaming others to escape sanctions and/or accountability. To act responsibly, one should:

- Distinguish between choices and outcomes. "Right and Wrong" concern choices - reflecting one's values - over which an individual has much control. "Good and bad" concern outcomes - reflecting events set into motion by choices - over which an individual has little control.
- Resist short-term consequences associated with temptation, greed, ego, ambition, pride or some other unearned power or achievement. Such choices usually provide quick-relief of personal and/or professional problems - at the expense of others.
- Foresee long-term consequences associated with one's actions or decisions. Such choices usually are in the best interests of community and help an individual resist unethical actions or quick-fix decisions.

To embrace responsibility, a person has to:

- Reflect on one's choices or intended actions before setting them into motion.
- Choose the most ethical course of action that causes the least harm to others and/or community - proceeding with, postponing, or rejecting a decision.
- Assume responsibility for that choice - whether the outcome is good or bad.

In this background, staff and faculty members of the UD community have a responsibility to:

- Maintain high standards of academic and professional conduct.
- Resist pressures (personal, social, organizational, financial, and political) to use own influence inappropriately.
- Seek appropriate guidance and direction when faced with ethical dilemmas.
- Accurately represent own areas of competence, education, training and experience.
- Recognize the limits of own expertise and confine oneself to performing duties properly that they are educated, trained and qualified for, or otherwise, making referrals when situations are outside own areas of competence.
- Be informed of current developments in own fields, and ensure continuing self-development and enhancement of expertise.
- Stay knowledgeable about differences in cultural and value orientations.
- Identify and provide appropriate referrals for students/staff who experience unusual levels of emotional difficulty.
- Provide other community members with information, orientation, and support services needed to facilitate adaptation to a new educational and cultural environment.

### A. Fairness

Fairness is associated with:

- Respect for the individual and commitment to equal opportunity in a diverse society.
- Support for the freedoms of religion, of the press, of speech, and of the right to assemble.
- Belief that individual rights and privileges are to be exercised responsibly, especially with respect to others.
- Conviction that no one is above the law.

To resolve differences fairly with another person or group, one should:

- Consider all viewpoints in an attempt to be impartial; evaluating how one's actions might affect one's self and/or other parties.
- Seek advice from impartial mentors or experts and, if appropriate, common bonds with perceived adversaries.

- Evaluate the impact and consequences of one's action and/or decision, making proper adjustments to prepare for the next encounter.

To practice fairness, one should:

- Accept truth as one finds it, even if that truth goes against everything that one has hitherto believed; peer pressure or self-denial cannot stand in the way of such acceptance.
- Acknowledge, openly and freely, when one has been mistaken, tempted or biased; pride or ambition cannot stand in the way of such disclosures.
- Admit whether one has pre-conceived notions concerning an issue or a dispute; desire for or anger over outcomes cannot stand in the way of conflict-resolution.

In this background, students, staff and faculty members of UD community shall:

- Not discriminate with regard to race, color, nationality, ethnicity, gender, marital status, age, or disability.
- Demonstrate awareness of, sensitivity to, and respect for other educational systems, values, beliefs, and cultures.
- Not exploit, threaten, coerce or harass others.
- Maintain confidentiality, integrity, and security of records and communications.
- Respond to inquiries fairly, equitably, and professionally.
- Provide accurate, complete, current and unbiased information.
- Refrain from becoming involved in personal relationships with students.
- Accept only gifts that are of nominal value and that do not seem intended to influence academic and administrative decisions, while remaining sensitive to the varying significance and implications of gifts in different cultures.

## B. Civility

Civility is an ethical conduct and discourse that honors others' viewpoints and solves problems without creating greater ones. Civility is associated with:

- Respect for the views of others.
- Responsible exercising of individual rights and privileges especially with respect to others
- Belief that common interests exceed our individual differences.
- Esteem for the individual and commitment to equal opportunity in a diverse society.

A civil person aspires to:

- Solve problems regardless of own benefit but for the benefit of the community.
- Use appropriate but penetrating discourse, even when others are inappropriate.
- Do the necessary analysis before judging others' work or person rather than relying on summary judgment.
- Solve problems via values of fairness, responsibility, and discretion (rather than through manipulation, deceit, and personal attack).
- Embrace a shared set of values that analyzes or honors all viewpoints - even ones with which he or she disagrees - in pursuit of a higher and communal cause.

In this background, UD community members shall:

- Show respect for the diversity of viewpoints among colleagues.
- Refrain from unjustified or unseemly criticism of fellow members, other programs, and other organizations.
- Use their office and title only for the purpose of conduct of official business.
- Uphold agreements when participating in joint activities and give due credit to partners for their contributions.
- Recruit individuals, who are qualified to offer the instruction or service promised, train and supervise them responsibly, and ensure by means of regular evaluation that they are performing acceptably.
- Encourage and support participation in professional development activities.
- Provide appropriate orientation, materials, and on-going guidance for participants.
- Take appropriate steps to enhance the safety and security of participants.
- Provide accurate, complete, current and unbiased information.

### 10.3 STUDENT RIGHTS AND RESPONSIBILITY

#### Student Rights:

##### 1. Freedom of Expression

- A. Freedom of Speech not only includes the right to express or disseminate information and ideas, but also the right to seek, receive and impart information and ideas. Moreover, there should be no University rule or policy that in any way abridges the rights of freedom of speech, expression, petition or appeal.
- B. Free Speech in Cyberspace  
Students have the right to express themselves in technology platforms and social media such as email, blogs, creating webpages or hosting a chat room. These platforms, however, must be regulated by the University to ensure that no abuse or profane language is used.
- C. Dress Code  
Students have the right to dress as they wish as long as they conform to the standards stipulated by the dress code of the University of Dubai. Refer to dress code policy for more information

##### 2. Freedom of Religion

Students have the right to practice their religion individually so long it does not disrupt educational activities or interfere with the rights of others.

##### 3. Student Clubs

Students have the right to form clubs and organizations that may not be academic in nature but which promote camaraderie and congeniality among the members. The formation of clubs and organizations is regulated by the Department of Student Services.

##### 4. Learning Environment

Students are entitled to have access to faculty offices (during office hours), classrooms, laboratories, the library, all types of academic technology, as well as open presentations, and other resources necessary for the learning process.

##### 5. Equal Protection and Discrimination

All students have the right to equal protection. This means students have the right to be free from discrimination at UD. No student may be denied an equal educational opportunity or discriminated against because of:

- o Race
- o National origin
- o Religion
- o Color
- o Gender
- o Economic status
- o Physical, intellectual or sensory handicap

##### A. Harassment

Harassment on the basis of gender, race, color, national origin, disability or religion is a type of discrimination and is prohibited. Students must report any form of harassment immediately to the Department of Student Services for immediate action. Harassment can come in various forms, including:

- Assaults or unwanted touching
- Theft or vandalism
- Threats of bodily injury
- Unwanted sexual advances
- Derogatory comments, slurs, or gestures

##### B. Right to Privacy

Students have the right to have their academic and medical records kept confidential. UD is not permitted to share any of this information unless prior written consent is given by the student.

##### 6. Searches on Campus and Law Enforcement

##### A. Searches on Campus

Different rules apply when you are on campus, and the rules are different depending on who is doing the searching – university officials or law enforcement.

A search by a UD official is considered reasonable as long as the official has a *reasonable suspicion* that the search might uncover evidence that you violated a university rule. To conduct a search, a police officer requires a search warrant. Students have the right not to give their consent for a search,

however, the primary objective of reaching a resolution must be the utmost consideration when deciding whether to cooperate or not.

#### B. Drug Tests

Using and bringing drugs on campus is prohibited. Students have the right to report any suspicious activity to UD management for their own safety and security and for that of others.

#### 7. Students' Records: Privacy and Access

Students have the right to privacy and are allowed access to their academic and personal reports and records, such as academic grades, disciplinary actions, attendance records, test scores and health records. In certain cases, UD may disclose your records without prior consent to third parties such as:

- School officials who have "legitimate educational interests"
- Legal authorities in compliance with a court order
- Financial aid providers who have requested financial records
- Accreditation bodies
- Potential employers

#### 8. The Right to Education

Students have the freedom to study subjects that concern them and to form conclusions for themselves and express their opinions.

##### A. Class Attendance

The student has the right to be informed about the UD attendance policy and how to follow up on his attendance status on a regular basis.

#### 9. Discipline and Grievance Procedures

Each student subject to disciplinary action arising from violations of the University Student Code of Conduct is assured a fundamentally fair process.

Students are obliged to respect and obey UD rules and policies while on campus or when representing UD in the community. UD respects all students' fundamental rights, including the rights to free speech and freedom of religion.

- Before UD can expel or discipline a student for violating its rules, the student has the right to "due process," or fair procedures. This means, except in emergencies, before you are excluded from class, or suspended or expelled, you have a right to know what you are accused of doing and what rule you are accused of breaking.
- You also have the right to an opportunity to tell your side of the story. When the sanctions are more severe, such as long-term suspensions or expulsions, you have a right to a more formal hearing process where you can present your case and challenge the sanction UD wants to impose.

### **Students' Responsibilities**

1. Students play an important active role in the creation of high quality education. They cannot be passive, nor can their participation be superficial.
2. The outcomes of the learning process in the form of projects, assignments, papers, presentations, examinations and other demonstrations of learning should show clear evidence of significant student engagement.
3. In-depth learning requires performance over time and continued accumulation of knowledge and skills. Short-term experiences and engagement with the subject matter should not make up the whole of students' experiences.
4. Students need to acknowledge their responsibilities to their fellow students by actively participating in group learning experiences.
5. Students who fail to shoulder the above responsibilities and take up challenging tasks are considered inappropriate for the purpose of fulfilling the course learning objectives.

### **10.4 STUDENT ACADEMIC INTEGRITY POLICY**

The University of Dubai (UD) is keen to ensure a university culture characterized by intellectual and personal honesty, social integration, ethical behavior and respect for the rights of the individual. UD also expects its student to be self-disciplined in both their approach to studying and in their general conduct and behavior. The Code of Student Conduct is designed to promote this culture at UD and hence sets out the standard of conduct expected of students. Students who violate these standards will be subject to disciplinary sanctions, according

to established penalties as stated below. This will help UD to protect the university community by maintaining order and stability on campus.

### CODE OF CONDUCT IN EXAMS

A student whose absence in a particular course reaches 25% or more does not qualify to take any exams thereafter. Duties of qualifying students inside the exam hall include:

- a. Students are supposed to enter the exam hall 10 minutes before the start of the exam so that they may start on time. Students, who arrive late, but before the exam's half-way point, will be allowed to take the exam. However, no extra time will be allowed for late-comers. Students are not permitted to enter the exam hall after the half-way point (from the official starting time).
- b. Students must present their UD Identification Card (or any official/authentic photo ID) when signing to record their attendance at the exam. A student who fails to show an appropriate form of photo identification is not permitted to take the exam.
- c. Students are not allowed to leave the exam hall before the half-way point of the exam.
- d. Mobile phones are strictly prohibited during mid-term, and final exams (including make-up exams). Any telephone seen during any of these exams will result in an (F) in the course, with no question, reason or even investigation.
- e. Students must carry their own calculators for exams that require use of calculators. Students caught borrowing or lending calculators during exams will fail the course.
- f. Students are not permitted to wear a sun hat (baseball cap) during the exams. Anyone refusing to take off their hat when requested to do so will be dismissed from the exam room.
- g. Prayer during exams is not allowed.
- h. Students are not permitted to go to the bathroom during exams unless they can produce a medical report to prove there is a genuine medical reason for them to be allowed to do so.
- i. All kinds of digital or electronic diaries, and dictionaries and advanced calculators with text saving options are forbidden in the exam hall.
- j. Students must not bring notebooks, text books, and/or class materials into the exam hall.
- k. Students must not violate the examination code of conduct and must adhere to the instructions received from the invigilators, including being asked to change seats.

Any actions such as talking, whispering, looking at other students, or any cheating or attempts to cheat will not be tolerated and will result in sanctions as shown in sections 3.1

### 1. STUDENT MISCONDUCT

Student misconduct is classified as being either academic or non-academic. The sanction for each violation is specified below. Besides the university sanctions imposed, engaging in any act which also contravenes the laws of the United Arab Emirates will be directed to the appropriate authorities to handle. Repeat offenses receive higher penalties as indicated in Section 3.2.

#### ADMINISTRATIVE PROCEDURES FOR MISCONDUCT

To streamline administration at the beginning of each academic year, the president will appoint a 3-member Student Investigation Committee (SIC). All members of the university community (students, faculty, and staff) witnessing what they believe to be a violation of the code of conduct should file a written report describing the violation to Dean/Director within three days. The Dean/Director will review the report and submit it to the Chair of SIC. SIC bases its recommendations/findings on a preponderance of evidence.

#### JURISDICTION

University disciplinary action for violation of the Code of Student Conduct is taken for misconduct that occurs in the following areas or situations:

- a) University controlled property.
- b) University-sponsored activities either on UD premises or off-campus.
- c) Functions or events organized by university-sponsored organizations or recognized student organizations.

#### 1.1 Academic Misconduct

Academic misconduct includes plagiarism, misrepresentation, fabrication, facilitation and cheating in exams. Apart from cases of cheating and plagiarism, the decision on whether or not to treat an academic violation as a violation of the Code of Student Conduct, is at the discretion of the instructor.

##### 2.1.1. Plagiarism

Plagiarism refers to representing another person's words or ideas as one's own in any academic exercise. The University of Dubai has zero tolerance towards plagiarism (i.e. any portion of a submitted document that contains plagiarism will lead to the appropriate penalty). Repeat offenses receive higher penalties as stated in Section 3.2.

| Violation |   | Sanction(s)<br>(Refer to 3.1) |
|-----------|---|-------------------------------|
| i.        | Copying substantial information (Turnitin indicates more than 20%) <u>word for word</u> from a source (Internet or library resources such as periodicals, books, other student projects ...) without using quotation marks and giving proper acknowledgment/citation. The instructor's discretion is needed since the software may wrongfully detect plagiarism while the student is quoting from the resource. | b, f                          |
| ii.       | Paraphrasing (i.e., putting into one's own words) a source's text, without providing proper acknowledgment/citation.  | a, b                          |
| iii.      | Reproducing (without proper citation) any other form of work created by another person.   | a, b                          |

#### 2.1.2. Misrepresentation

| Violation |   | Sanction(s)<br>(Refer to 3.1) |
|-----------|---|-------------------------------|
| i.        | Taking credit for work not done, such as taking credit for a team assignment without participating or contributing to the extent expected.  | a, b                          |
| ii.       | Multiple uses of a student's own work, such as presenting the same, or substantially the same written work (or portion thereof), as part of the course requirement for more than one project or course, without the prior written permission of the instructor(s) involved. | a, b                          |

#### 2.1.3. Fabrication

Fabrication refers to falsifying or misusing data in any academic exercise.

| Violation |  | Sanction(s)<br>(Refer to 3.1) |
|-----------|--|-------------------------------|
| i.        | Falsifying data collected in the conduct of research.  | a, b                          |
| ii.       | Making up or presenting falsified data in papers, manuscripts, books or other documents submitted for publication or as course or degree requirements. | a, b                          |
| iii.      | Making up a source as a citation in an assignment.   | a, b                          |
| iv.       | Citing a source that the student did not use or <u>does not exist</u> .  | a                             |
| v.        | Falsifying material cited.   | a, b                          |
| vi.       | Attempting to deceive the instructor by altering and resubmitting for additional credit, assignments that have previously been graded and returned.    | a, b                          |
| vii.      | Falsifying, changing, or misusing academic records or any official university form regarding oneself or others.  | d & e                         |
| viii.     | Failing to be fully cooperative and truthful if one has direct knowledge of an alleged violation of academic integrity.                                | d & e                         |
| ix.       | Making a false accusation regarding a violation of academic integrity or other.  | e                             |

#### 2.1.4. Facilitation

Facilitation refers to knowingly or intentionally assisting any person in the commission of an academic integrity violation.

| Violation |   | Sanction(s)<br>(Refer to 3.1) |
|-----------|---|-------------------------------|
| i.        | Giving another student one's assignment or paper (or a portion thereof) to copy.  | a, b                          |
| ii.       | Giving another student answers to an assignment.  | a, b                          |
| iii.      | Passing information or answers to another student in an exam (or assignment), or passing information on exam/quiz content to students from other sections of the same course. | a, b                          |



### 2.1.5. Exam Cheating

| Violation |   | Sanction(s)<br>(Refer to 3.1) |
|-----------|---|-------------------------------|
| i.        | Talking/ whispering during an exam; Communicating, or attempting to communicate, answers, hints or suggestions during an exam.  | b & e                         |
| ii.       | Copying (or attempting to) from someone else's exam.  | b & e                         |
| iii.      | Using or possessing unauthorized notes, supplemental notes, or other aids (such as an electronic device that contains unauthorized information), during an exam.  | b & f                         |
| iv.       | Stealing, obtaining, possessing, or providing to another person (directly or through e-mail or Bluetooth or other device) an exam or portions of an exam, prior to or after administration of the exam. | c & f                         |
| v.        | Attempting to steal, or soliciting an exam or answer key.   | e                             |
| vi.       | Sharing answers or collaborating on a take-home exam without explicit permission from the instructor.   | b & e                         |
| vii.      | Attempting to deceive the instructor by altering and resubmitting for additional credit tests, quizzes, or exams that have previously been graded and returned.   | b & e                         |
| viii.     | Arranging for another student to substitute for oneself during an examination session or in the completion of course work.  | b & f                         |
| ix.       | Accessing unauthorized computer folders/drives during an exam   | b & e                         |

## 2. SANCTIONS & REPEAT OFFENSES

Student violations will be referred to the Student Investigation Committee (SIC) committee who will in turn recommend appropriate disciplinary sanctions. A sanction refers to a decision made by the SIC in response to any student action not in compliance with the Code of Student Conduct and which is thus considered a violation. Sanctions should be proportionate to the nature, severity and regularity of the violation(s). These sanctions may fall into one or more categories, as described in section 3.1. Students with repeat offenses receive higher penalties, as illustrated in Section 3.2.

Any evidence related to the violation(s) must be kept with the SIC committee till the release of the SIC report (including cheat sheets ...). If a student manages to hide the instrument used for cheating, or the invigilator suspects there has been a possible violation but can't see the instrument used, then the invigilator has the right to privately frisk the suspected student. This may be done only in the presence of a witness and both have to be of the same gender as the student. For all such cases, a hearing must be held in order to hear all parties involved and to recommend disciplinary action, if deemed appropriate, according to the outlined UD procedures. An informal resolution may be achieved when the violation is minor and can be resolved between the respondent and a faculty/Dean/Director.

### 2.1 Disciplinary Sanctions

#### a. Warning Letter

In the event faculty/Dean/Director find that the violation is not of a kind likely to cause harm to another person in the UD community, a confidential warning letter is sent to the respondent concerned declaring him/her to be in breach of the Code of Student Conduct and demanding that he/she cease the prohibited behavior forthwith. The complainant shall be notified by the Dean/Director that the respondent has been warned, but that no public disclosure shall be made. The complainant shall be advised that the initial decision is strictly confidential. But a copy of the warning letter must be sent to the Chair of SIC for records by the Dean/Director.

#### b. Failing a Course

The respondent receives an "F" in a certain course and may not be allowed to attend classes for this course for the rest of the semester. This sanction is appropriate when the respondent repeatedly violates the classroom code of conduct (section 3.2.1). It is also appropriate when the student objects to the invigilator's instructions during an exam. Re-offence leads to 'Suspension (e).'

#### c. Failing a Term

The SIC committee may choose to fail the respondent in all courses currently registered in. This is also the penalty for '(b).'

#### d. Registration Hold

The respondent may not register in any courses, or receive any transcripts or access any of his/her records until s/he clears up the reasons for which s/he received this sanction. This is applicable when the student has outstanding payments for damage to UD property, or the respondent failed to

attend the SIC hearings. Other penalties are applicable in these cases as well, as specified in sections 3.1 and 3.2.

e. Suspension

The respondent is prevented from attending or registering in any courses at UD for one or more regular terms as deemed appropriate by the SIC committee after approval by the UD President. This is appropriate when verbal aggressiveness or similar offenses were committed against any member of the UD community, intentional damage was done to UD property or where defamation of the university has occurred. Such offenses are listed in Sections 3.1 & 3.2.

f. Expulsion

The respondent is permanently barred from attending any courses or events at UD. This sanction by the SIC (after approval by the UD President) is appropriate if:

1. The violation is committed with malice, and is of a kind likely to cause harm to another person in the UD community.
2. The respondent has been suspended before.

g. Disciplinary Probation

Disciplinary probation can be given to a respondent who previously received a disciplinary warning letter or committed any violation that led to any of the above sanctions, except "Registration Hold." The SIC committee may also recommend disciplinary probation for any other cases that it considers grave enough to deserve this sanction. When a respondent is on disciplinary probation, s/he shall not represent the university in any capacity (sports teams, competitions, etc.), nor hold office in the UD Student Union or any other student organization.

h. Other Sanctions

When deemed appropriate, other "educational sanctions" may be imposed by the SIC in combination with any of the above-listed sanctions. The respondent may be requested to participate in a community service project, attend a seminar, meet with the student counselor or undertake a research assignment, for example.

## 2.2 Repeat Offenses

- Failing a semester: The second time a student receives this sanction, she/he will get suspension for one semester. Any courses taken outside during suspension will not be transferred at UD. The third time will lead to expulsion.
- Suspension: The second suspension will be for two semesters while the third will lead to expulsion.
- Disciplinary Probation: The first offense during the disciplinary probation period will lead to a suspension for one semester. A second offense during the disciplinary probation leads to a second suspension for two semesters while any further violation will lead to expulsion.

The students may appeal a decision by following the procedure:

## 3. FINAL GRADE APPEAL

A student who believes that a final grade has been inequitably awarded should file an appeal at the Registrar's office by completing the "Grade Appeal Form" within 14 days following the announcement of the grades by the Registrar. The Grade Appeal form is available in the Registrar's office or alternatively may be downloaded from the UD webpage.

The Registrar will forward the appeal to the concerned Dean for action. The Dean will appoint two faculty members (not including the course instructor) to review the final exam paper and schedule a meeting time convenient for all concerned parties. The faculty members selected may be non-subject related.

### Procedure to review the exam paper:

The two faculty members must sit face-to-face with the student to review individual questions by comparing the student's answer sheet with:

1. The sample answer sheet,
2. The answer sheet of an A grade student, and
3. The answer sheet of a B grade student.

This review must be completed within five working days upon receiving the appeal from the Registrar's office. The student must be informed in writing by the Dean of the results of the appeal within two days after the review.

The PhD Program Director will report any change in the grade(s) to the Registrar's office using the "Grade Change Form". The decision is final.

#### 4. DISCIPLINARY SANCTION APPEAL

A student may appeal only once a sanction, imposed by the Student Investigation Committee (SIC), only if s/he can provide additional information/new evidences to support his/her case by filling out the "General Petition Form". The student should submit the form with supporting documents to the Director of Student & Alumni Affairs (SAA) who will forward them to the UD President. Grounds for appeal include:

- a. Misapplication or misinterpretation of the rule alleged to have been violated.
- b. Discovery of substantial new facts which were not available at the time of the hearing.
- c. Disciplinary sanction imposed is grossly disproportionate to the violation committed; this is applicable only when there is no current policy for the violation.
- d. Procedural errors which are prejudicial and which were committed during the disciplinary meeting or hearing.

If deemed appropriate, the UD President will then form a new committee to look again into the case and submit its findings to him. The student may not appeal the second decision.

#### 10.5 PROFESSIONAL CLASSROOM CONDUCT

PhD is both an academic and 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.

##### Dress Code

While the students are not required to wear what is traditionally considered formal business attire, appropriate standards of professionalism must be followed. Students are expected to maintain a clean and neat appearance at all times, dressing in a manner appropriate and consistent with safety rules and considerations. Student attire must not serve as a distraction to employees, customers or other visitors.

Examples of items considered inappropriate include:

- Revealing clothing that exposes your back, chest, stomach, navel, underwear (front or back) or that reveals too much cleavage
- T-shirts of embroidered with sayings, vulgar language, as well as those intended to be worn as undershirts
- Tops that are transparent or see-through, or that give the appearance of such.
- Shorts, or very short skirts (above knee length)
- Apparel with holes, rips or tears
- "Workout attire", including sweat pants, sweat suits, sweat shirts, hoodies, tennis attire or athletic shoes.

#### 10.6 STUDENT GRIEVANCE POLICY AND PROCEDURES

The University of Dubai (UD) recognizes the rights of its students to express dissatisfaction or make complaints about processes or services provided by the University. UD is committed to continuous improvement and ensures that complaints and expressions of concern are analyzed to improve academic and administrative services. Hence, this process provides a formal mechanism to resolve grievances of students at UD.

##### Grievances

A student has the right to lodge a complaint against a UD staff or faculty if she/he believes that she/he was treated improperly, with negligence, unfairly, or not in accordance with a university policy. In such a case, the petition should include:

- Specification of the UD policy that the student alleges was violated.
- Summary of the evidence and arguments that the student would present at a hearing.

The “General Petition Form” available in the Registrar’s office/Student Services should be filled and submitted to Student Services who will forward the file to the concerned department/college for appropriate action. If the case is not resolved by the unit head within five working days from the receipt of the petition, the UD President will then form the SIC to find all facts and report its findings to issue a decree in that regard. The petition is an individual complaint and must be signed by one student only and not by a group of students.

## 10.7 CAMPUS VIOLATIONS AND FINES

### Student Discipline Process

In order to introduce students to the value of clean UD campus and preservation of the university assets, an awareness campaign will be conducted highlighting the following controls:

1. Closed-circuit television (CCTV) 24 hours a day /7 days a week video surveillance is used to monitor the campus.
  2. Assign no overtaking traffic sign across campus in area not safe for students and for the university assets.
  3. Issue UD campus violations and their related fines flyer to all students.
  4. Distribute this flyer to all students when they take their ID card. Maintain a copy in their academic file with their signature.
  5. Conduct an event day to emphasize on the concept of clean university to the students under the name “Cleaning/Sustaining my UD”. Participants include students, UD management, deans, faculty and staff.
  6. Every UD employee is obliged to report any of listed above violation. A written report should be submitted to the Students and Alumni Affairs Department or by communicating to security officers.
  7. It is the responsibility of the security officers to monitor the students’ behavior inside UD campus and report any students’ violations to the Students and Alumni Affairs.
- A. Penalties under category (A) violations:
1. First student misconduct under category (A), the student will receive a verbal warning from the Students and Alumni affairs.
  2. Second student misconduct will receive a warning letter from the Students and Alumni affairs and the letter will be placed in the student academic file.
  3. Third misconduct will oblige the student to pay for violation fine
- B. Penalties under category (B) violations:
1. First student misconduct under category (B), the student will receive a warning letter which acts as initial warning, this letter will be placed in the student academic file
  2. In case of repeated violation for the second time with witnesses confirmation or through CCTV cameras. The student will pay the fine. In case the student refuses to pay the violation fine, accounting department will impose financial hold to his/her academic file, until the payment is received.
  3. If the student violated for the third time, he/she will be academically suspended for one academic semester

### Category (A) violations:

| Violation Description  | Fine (AED) |
|--|------------|
| Using UD administration meeting rooms  | AED 200    |
| Using UD facilities i.e. faculty and staff offices and classrooms on national holidays and after working hours without proper authorization. | AED 500    |
| Disposing & sticking gum on the University furniture, electronics or/and walls   | AED 200    |
| Polluting UD campus with trash, cigarettes and leftovers   | AED 200    |
| Failure to park the car appropriately  | AED 200    |
| Car Noise within UD campus   | AED 500    |



|  |         |
|--|---------|
| Sitting on UD campus wall or/and balcony         | AED 500 |
| Failure to show student ID card when asked.      | AED 250 |
| Eating and drinking outside the designated areas | AED 300 |

**Category (B) violations**

| <b>Violation Description</b>   | <b>Fine (AED)</b>  |
|--|--|
| Parking in a handicap space  | AED 500  |
| Writing on UD Campus walls , tables , doors and lockers  | AED 500  |
| Parking on the pavement  | AED 250  |
| Damaging, destroying UD campus furniture and electronic devices  | Buy new Furniture/<br>Electronic devices                         |
| Damaging UD plants and trees   | AED 500  |
| Throwing trash and damaging UD fountain  | AED 1000   |
| Damaging the University transportation   | Bear the damage cost   |
| Inappropriate behavior between students inside UD campus that disrespect and offend UAE local culture. | AED 500 + Subject to disciplinary actions as per Code of Conduct |
| Being aggressive to UD security officers and/or cleaning staff.  | AED 500 + Subject to disciplinary actions as per Code of Conduct |
| Driving recklessly inside campus and over UD fences  | AED 1000   |
| Students who exhibit dangerous behavior to self or others  | AED 500  |

## 11. FACILITIES AND SERVICES

### 11.1 LEARNING RESOURCES: LIBRARY AND IT SERVICES (ITS)

UD's Library is located in the second floor at UD new campus at the Academic City 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 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](mailto:library@ud.ac.ae).

### 11.2 LIBRARY POLICY, PROCEDURES AND REGULATIONS

This policy describes the library circulation, acquisition, and collection management policies as well as operations, services provided, and access. The primary mission of the library is to ensure quality services, and enhanced online and on-campus access to its resources by library patrons. These services and access policies are also described below.

#### I. Circulation

##### A. Borrowing Eligibility, Privileges

Students have privileges for remotely accessing library online resources or borrowing from the Library, upon the presentation of a valid ID card.

- Graduate students can borrow up to 4 books at a time for 20 days (normal loan period).

The loan period on reserved materials is determined by the faculty, enabling a wider use by students. Current textbooks are also kept for the use of students. Materials are placed on Reserve by semester only and for overnight and weekend loans. One may also reserve a book under process or on order. Renewal of borrowed material can be done once for the same period, provided that no one has placed a request on the same. Reserved and short loan period (3-day or 1-day period) materials cannot be renewed by phone, email, or on the Intranet.

Non-Print Materials such as Videos, cassettes, slides, and other media have overnight/weekend loan period. Computer floppy discs and compact discs that accompany books can be circulated for the same length of time as the books. These are kept at the Circulation Desk.

A requester may place a hold on any library item. The librarian will simply tag the item in the library system. It prevents the patron from renewing the item and assures that the item will go on hold for the requester as soon as it is returned. Placing a hold does not change the due date in any way. As long as an item is due back 10 days or more from the date the requester wants it, the librarian will place a **recall**; if it is due back in less than 10 days, the librarian will place a hold.

All loaned materials are subject to recall by the librarian earlier than their due date. If an item is recalled right after someone has checked it out, they will get the allotted two-week loan time first. If the borrower holds the recalled item beyond the new date, it will be considered overdue and a fine is charged. Short loan items cannot be recalled. To request those items, the requester will need to place a hold. Recalls take precedence over holds. Students, faculty, and staff members have the right to recall an item should they need to use it.

#### II. Acquisition

##### A. 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.

**B. Reference Books**

The library places orders for materials to the suppliers directly. Other means of acquiring library materials include gifts and exchange. The library places orders for purchase of regular materials in Nov. Materials in heavy demand or urgently needed in special circumstances will be purchased as a “rush order” any time.

Faculty members are responsible for selecting materials in their subject areas. The library internal selection committee will select materials in general reference works and other subjects related to curricula in order to keep a balanced collection in all disciplines.

**C. Research Publications**

The library has developed separate collection special for faculty research works, working papers, and peer reviewed journal publications for CBA, CIT and GUCR. These valuable publications aimed to share with students of various levels in UD research experience. The research publications are extremely important and useful resource to the MBA, MSc and doctoral students who will start their research processes soon. Online guidelines of bibliographic annotation in research are available on library webpage at information skills.

**D. Library Holdings**

Library holdings include collections, electronic journals, databases, and document delivery services as the primary access strategies for delivering information. Each strategy contributes a distinct value or functionality to the library services. Ownership of printed books and journals, for example, offers the greatest assurance of long term availability, while leased access to networked electronic information gives greater accessibility to larger numbers of users. Networked electronic services (indexes, full-text electronic journals and books, and multimedia) offer currency, accessibility outside the library and the ability to manipulate digital files. Document delivery services offer the greatest range of choice to the library users.

The suggested materials to be acquired by the Library are:

- Printed Materials: Books, Serials /Periodicals, Newspaper, and Brochures/Pamphlets.
- Electronic Sources: CD-ROM/electronic databases, e-journals, e-books.
- Multimedia Sources: Microfilms, microfiche, audio cassettes, video cassettes, slides.

**E. Collection Levels**

As the basis for determining collection parameters of the Library, four collection levels are established. Each of these levels meets particular needs for developing the overall Library collection as described:

- Basic Level: The purpose is to acquire a few, limited, representative, and essential works in a given subject.
- Core Level: The purpose is to build a highly selective core collection which serves to introduce and define the subject and to indicate the varieties of information available elsewhere. It also includes major dictionaries and encyclopedias, essential reference works, selected standard works and a few major periodicals in the field.
- Undergraduate Level: The purpose is to provide materials necessary to support undergraduate instruction and sustained independent study. It also includes core reference materials, indexes/abstracts necessary to identify the journal literature, core periodicals, and a wide range of books, electronic, and audiovisual materials.
- Research Level: The purpose is to provide research materials for graduate instruction and research, thesis research and independent research in subject disciplines included in the UD curricula. It also includes all important reference works, specialized databases, indexes/abstracts, an extensive collection of journals, and a wide selection of specialized monographs. Since graduate level courses are offered from Sep 2010, library level has been upgraded to research level.

### **III. Collection Management**

**A. Documentation of Collections**

Every item in the Library collection must be recorded online in a publicly-accessible catalog and listed as an individual record. Record keeping has to be taken for all borrowed materials.

**B. Cataloging**

All items for which a purchase order has been placed, and all items newly-acquired by the Library by other means, are entered on the online public-access catalog at the earliest stage possible. Records of library belongings are updated and amended as the status changes. Items known to be needed urgently, and items purchased for teaching collections or research are availed with high priority. Donations and bequests which are accepted for addition to the general and teaching collections are dealt with on the same basis as purchases. Electronic data held remotely and accessible under license by users of the Library are not normally entered on the catalog but are listed on the Library's website.

C. Replacement Policies

Items reported as missing to the Library Circulation Desks are listed and searched for by Library staff. Those not found after four weeks are designated as missing in the online catalog. Items known to be destroyed or otherwise lost are withdrawn from the catalog and considered for possible replacement.

D. Retention and Weeding Policies

Traditionally, research and teaching collections, including reference collections, have been retained indefinitely and have not been routinely weeded. Short-loan and Reserve collections are reviewed and weeded routinely in consultation with the Dean/Director. Copies of some titles in short-loan and reserve collections are transferred to research collections as additional copies, and uncirculated duplicates disposed. Within certain subject areas one copy of each edition of each textbook is retained for historical research. Weeding is done for only five years old textbooks with low circulation profiles.

#### IV. Operation Policy

1. Opening hours Policy:

Library office hours are from 7:30 a.m. to 10:00 p.m. Sunday to Thu and from 10:00 a.m. to 10:00 p.m. on Sat. Professional library staff is also available on Sat. Library hours are subject to change due to inter-semester break. The Library remains closed on public holidays.

2. Staff Policy:

- Employ staff with the appropriate library qualifications and skills for professional positions.
- Ensure that paraprofessionals or support staff has the skills needed for the assigned duties they have to perform, in addition to information and communication technology skills (using a PC, Internet, Online Catalog, etc).
- Provide training to keep abreast with the new developments in library work and management.

3. Holdings Policy:

- Improve library holdings based on actual and future needs for curricular support, research programs, as well as extracurricular activities in UD.
- Develop formal "Collection Management" processes.
- Evaluate regularly all holdings to weed outdated materials and make room for newer editions.

4. Equipment Policy:

- Comfortable to allow for individual reading and group work.
- Strong for shelving and display purposes.

#### V. Services

University of Dubai Library is a growing facility that provides a variety of services to cater for the information needs of its patrons. 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](mailto:library@ud.ac.ae) or contact 04-5566800

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



2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. Library Materials: Circulate library materials to all users according to specific loan regulations for each group of users.
9. Reference service:
  - Provide efficient and effective reference and information services.
  - Provide assistance in the use of electronic resources and information retrieval.
10. Access to library collection: Provide access to a powerful and user-friendly searching interface to the library's collection.
11. Orientation program: Design an orientation program to teach new users ways to benefit from library collections and services.
12. Cooperative arrangements and Inter-library loan:
  - Explore Inter-library loan with similar libraries in the country and the region as well as document delivery to obtain from elsewhere materials not available locally, especially for research projects.
  - Expand access to information not readily available at the library.
  - Establish relations with neighboring counterparts to share experiences and information sources
  - Encourage interaction between the library and the academic units in UD.
13. Document supply services:  
The library provides eligible borrowers with copies of journals, articles, conference papers, reports, book chapters etc. from the British Library Document Supply Center (BLDSC). The requests can be placed by filling the form available at the library circulation desk. The request is then processed and emailed to the British Library to speed the process. Form details must be provided by the requester. Requesters are encouraged to contact the Head of Library if there is any difficulty in using this service. The following requirements have been developed to ensure equitable use of these services to all users concerned:
  - The document supply service is available to eligible borrowers with a valid UD ID card.

- This service is provided to users at no cost.
- Each faculty or staff will be allowed 10 requests per semester.
- Students with a valid ID are allowed 5 requests. For final year projects up to 5 additional requests can be allowed. In such cases, a written explanation must be supplied by the supervisor of the project. All students must obtain the approval of their supervisor or the head of the department to have their request processed.
- Requests can be sent any time.
- Articles must be returned to the library to be placed in vertical files for use by other users interested in them.
- Processing time allowed for submitting request is 14 working days.
- The library reserves the right not to process a request if not related to the UD disciplines or keeping in line with the research projects.
- It is the responsibility of the requester to sign and comply with the copyright declaration. Copyright laws must be read by users to avoid misuse of protected material.
- The library will notify the requester upon receipt of article to be picked up.

#### 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

#### 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.

#### **Information Technology Services (ITS)**

The IT services Department monitors daily operations of UD network and all PCs, and labs used by students, faculty and staff in teaching, research and other activities. This includes servers, client computers, printers, plotters, scanners, multimedia kits and projectors. The staff of IT services Department is also in charge of updating UD equipment and software regularly and resolves as quickly as possible any problems that hinder the network operation, individual faculty and staff workstations, or computer labs.

UD students have the following IT infrastructure and services:

- Each student has his/her own student logon account as well as email address.
- UD campus has 7 labs which are available for the students Sunday – Thu from 7:30AM – 10:00PM and on Sat from 10:00AM – 10:00PM.
- Labs are also available during the weekends with an approval from the IT Services team.
- Library computers can be used at any time during the library's working hours.
- Full-time internet access is available.
- Each student has a user roaming profile which helps the student in accessing his or her folder from any workstation in UD.
- Each lab is equipped with a laser printer.
- UD standard licensed software is installed in all the labs.

UD classrooms have the following IT infrastructure and services:

- Each classroom has a PC, LCD Monitor and Speaker
- Each lab is equipped with one or more of finger print machine for students' attendance
- UD standard licensed software is installed in all classrooms

### Office Hours

For all IT related problems and requirements IT helpdesk can be contacted by users on +9715566888 or email [helpdesk@ud.ac.ae](mailto:helpdesk@ud.ac.ae) between 7:30am to 9:00pm Sunday through Thu and on Sat from 10:00am- 9:00pm. Besides, helpdesk is available during all scheduled classes for needed support.

### 11.3 STUDENT COUNSELING

Students often experience stress (e.g., personal, social, and financial) during their university life. While many students cope, others feel frustrated and overwhelmed.

The counselor at the Student Counseling Unit (SCU) is expected to support UD students by addressing and helping them successfully overcome psychological, relational and personal challenges at UD.

#### Services

The Student Counseling Unit (SCU) offers, within the limits of its resources, confidential and culturally appropriate counseling services to all registered students experiencing problems or concerns that affect their personal progress and sense of well-being. Students often seek counseling to examine issues such as relationships, family problems, stress, cultural differences, assertiveness, self-esteem, depression and anxiety. The services include:

- **Individual Counseling:** This is provided to students concerned about personal, social, academic and moral issues. The process takes between 3 to 8 sessions depending on the case. Each session lasts between 45 to 60 minutes.
- **Group Counseling:** This is provided to students with similar concerns but in a group format. Groups are typically formed of 6 to 8 students, and meet weekly, for a period of 60 to 90 minutes.
- **Consultations:** These are usually one-off sessions for urgent matters to help students in making the right decisions, for example. Consultations typically last for 45 to 60 minutes.
- **Training programs and life skills workshops** include such topics as: exam stress, time-management skills and social skills.

#### Counseling Procedure

##### *Steps*

1. Pre-counseling:
  - The student sets a time to meet with the counselor.
  - The student reads and signs the Consent Form.
  - The student completes the Primary Questionnaire.
2. Primary Session:
  - The counselor introduces herself and the services and collects general information about the student and his/her concern(s).
  - The student defines his/her objectives for the session and expectations from the counselor.
  - The counselor clarifies the professional relationship between the counselor and the student.

- The counselor conducts an assessment of the situation and identifies a service or approach that will best assist the student.
  - The counselor and the student set a time frame for the case (number of sessions, duration, and place).
3. Post-counseling:
- The student completes the feedback form.
  - The counselor evaluates the student's satisfaction level with the service and prepares a case file.

#### *Student Rights*

1. UD students have the right to fair, appropriate and confidential counseling services.
2. UD students have the right to halt the counseling process at any point in time.
3. All records and information revealed in counseling remain confidential except in the following conditions:
  - When protecting the student or someone else from immediate harm.
  - When required to do so by a court order.
  - When authorized in writing by the student to release information to a specified college/department/or other third party.

#### *Shared Responsibility*

1. Visitations to the SCU will take place outside the student's class schedule.
2. Students are encouraged to come on time, or contact the counselor by email or by phone if they are unable to come to their appointment.
3. Students are encouraged to be honest and open with the counselor regarding details of their case.
4. The student's personal commitment is crucial to an effective counseling session.
5. The student counselor can help students only if they are willing to receive help and support.

#### **A. Student Counseling Forms**

Each case file will contain the following forms:

- |                           |                                |
|---------------------------|--------------------------------|
| 1. Referral Form          | 5. Counseling Session Abstract |
| 2. Consent Form           | 6. Feedback Form               |
| 3. Primary Questionnaire  | 7. Case Report                 |
| 4. Primary Session Report |                                |

#### **B. Case Closure**

Each case will be considered closed:

1. When so agreed by both counselor and student
2. At student's request.
3. Upon missing three consecutive sessions without an acceptable reason.
4. Upon referral to a specialized psychologist if the case requires treatment beyond what SCU can provide.

#### *Referring Students for Counseling*

To refer a student to the SCU, faculty members and staff complete the referral form and send it to SCU. Students may show signs of stress in different ways. Warning signs help in identifying the student's need for counseling. These signs may include:

1. Change from high to low grades.
2. Excessive absences from classes and exams.
3. Depressed mood, anxiety, inferiority feeling, and stress.
4. Sudden change in behavior or appearance.
5. Inability to remain awake in class.
6. Expressed suicidal feelings.
7. Disruptive or violent behavior.
8. Confused speech, disorganized or irrational thoughts.

#### *Office Hours*

The Student Counseling Unit (SCU) is located at UD new campus in the Academic city second floor. The office hours for SCU are Sunday through Thu from 7:30AM to 4:00PM. Any student in need of an urgent appointment will be given priority in meeting with the student counselor. Walk-in visits or self-referrals by phone or email are also welcome.

## 11.4 STUDENT ACTIVITIES

The Department of Student Services (DSS) provides undergraduates and graduates students with innovative extracurricular programs promoting health, wellness, leadership, ethics, and values, prepare them for their responsibilities as progressive and engaged global citizens and recognize those who shows extra ordinary commitment and dedication through their outstanding academic performance and through their volunteerism and exemplary leadership roles in various activities, programs and events.

### 1. Orientation Day - Bidayaat

At the beginning of each semester/term, the Department of Student Services (DSS) organizes an Orientation program for students called "Bidayaat." Bidayaat aims to provide a smooth and successful start for new UD students by creating activities and sessions to welcome and help them familiarize with the university's faculty, staff, departments, services and facilities. Activities include a campus tour, presentations and even games and surprises. Printed materials covering course requirements, registration procedures and club by – laws are distributed to new students.

### 2. Social and Cultural Programs

DSS organizes social and cultural events to further its goal of promoting relations between UD and the community. DSS conducts vibrant and extensive social and cultural programs that ensure the students' participation thereby enhancing ones' understanding and appreciation of the various cultures and social impact to the community.

### 3. Sports and Recreational Programs

To promote sportsmanship, camaraderie and a healthy lifestyle, intramural activities are organized by the DSS in a friendly yet competitive environment. Tournaments are held for sports activities such as football, basketball, bowling, billiards and foosball. UD sports clubs compete against higher education institutions as part of the Higher Education Sports Federation which consists of colleges and universities in Dubai and in the UAE.

### 4. Student Union

The University of Dubai Student Union (UDSU) was established to develop a sense of belonging, foster an independent, pro- active and responsible student body, and to provide a range of social, cultural, sporting and recreational activities in which students can participate. The UDSU election is held in the beginning of the academic year (Sep / Oct).

### 5. Student Organizations

Student organizations are an integral part of the learning process at UD as they allow students to pursue personal interested and hobbies outside the classroom, learn leadership skills by handling responsibilities and meet new people. The UD former clubs are now unified to operate under the umbrella of one main club called the "International Club." This club covers a wide range of activities like sports, music and recreation, as well as cultural and social interests.

#### CODE OF CONDUCT FOR STUDENT ORGANIZATIONS

Any violation committed by student organizations, will result in individual or collective sanctions whenever such violations occur, regardless of whether they take place on UD premises or during any off-campus activities. Officer members are also held responsible whenever members commit violations based on prior consent from officers. In the event of any violation, officers are required to take appropriate measures to avoid and prohibit recurrence of similar acts.

### 6. Volunteer / Outreach Programs

UD provides several volunteer programs to students by participating in many events that promote a positive impact on the community and improve the quality of life for others. These programs also help raise awareness and promote learning from a different perspective.

### 7. Events

DSS in collaboration with the UDSU and UD groups organize a variety of activities throughout the year with the objective of breaking down barriers between cultures and celebrating diversity in different ways; providing students with the opportunity to meet other members of the UD community; and learning something new and at the same time having fun. Some of the events organized annually:

- UAE National Day celebration
- Barbeque trips
- Ramadan Iftar gathering
- Desert Safari

- Beach parties
- Talent Night
- UD Bazaar
- International Day Festival

### 8. Graduation Ceremony

Held during the month of May, the Graduation Ceremony is the much awaited event for any student passing out from the university. Candidates for graduation are required to submit the "Graduation Requirements Form" to the Admission and Registration Department (ARD) in order to graduate and attend the graduation ceremony. Undergraduate students must meet a CGPA of 2.25/4 and earn a total of 129 credit hours and graduate students must meet a CGPA of 3/4 to be eligible and need to complete the academic plan requirements in full by the end of the academic year in order to attend the current year's graduation ceremony.

### 11.5 HEALTH CENTER - Health Awareness AND Screening Programs

|                     |  |
|---------------------|--|
| Hours of Operation: | Sunday to Thu 10:30 am - 7.00 pm. Second Floor UC 201  |
| Appointments:       | Telephone: 04 5566 800 (Ext. 823) or Email: lmathai@ud.ac.ae   |
| Emergencies:        | When the Health Center is closed, during life-threatening emergencies such as severe bleeding, collapse, unconsciousness and/or severe chest pains, please call 999 immediately. |

The Health Center is part of DSS and is located in the Second floor of the UC building (Room no UC 201). 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 UD Academic city new campus. Graduate students are encouraged to take part in such events.

### 11.6 SAFETY AND SECURITY SERVICES

In case of emergency whilst on UD premises, report it directly to the Security Team Leader located at the Security Reception (Ground Floor), while if you are being out of the buildings you will need to call the Security on **04-556 6800/04-556 6898/ 04-556 6899** and inform security of any situation you could be facing. Students are required though to be considerate with what they classify as being an emergency, especially after 23:00 hrs. 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 Guard.

#### Safety Security

The Safety Security Office (located in the ground floor at the reception-contact # **04-556 6800/04-556 6898/ 04-556 6899**) supports the University's activities by

- providing advice to all University departments, institutions, staff, and students on all aspects of health and safety, including fire protection
- providing a wide range of safety training courses
- carrying out safety audits
- investigating serious accidents and incidents
- liaising with enforcing agencies (e.g. Health and Safety Executive, Environment Agency, Fire Service)
- providing a hazardous waste disposal service
- managing programs of health and safety improvements, e.g. fire precautions, managing the University's fire alarm contract

- drafting safety policies that ensure the University compliance with relevant legislation

### 11.7 STUDENT ID AND EMAIL ID

#### Student ID:

University student identification card providing and controlling access to university facilities and services. 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).

#### Student Email:

- 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

### 11.8 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. The UDAA is the official group for graduates of the University of Dubai (UD).

UDAA membership is free and alumni need only keep their address and employment records up-to-date with Alumni Relations. The activities and programs of the UDAA are overseen and supported by its Board of Directors. The Board is made up of 16 members and additional voluntary members who volunteer their time, effort and resources to serve the UD alumni community.

#### 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, 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

#### Benefits to UDAA Members

UDAA Members will enjoy several benefits as listed below:

- All registered members of the UDAA are issued a membership card that grants them certain rights and privileges on the UD campus and throughout the UAE.
- Free access to Library
- Discounts
- Life time e-mail
- Invitation to UDAA events (Free of Charge)
- Receiving the E-Newsletter

#### Services Offered By Alumni Relations Office

- **Alumni Directory:** The online directory reconnects alumni with old friends or helps them find new ones. The directory offers various methods to find alumni by program of study and field of work.
- **Updating Your Contact Information:** Alumni can update their contact and employment information online. This helps UD keep you informed about events and programs being offered. There is an easy-to-use online form on the alumni homepage to submit your updates.
- **Alumni Career Services:** The Internship and Career Development Center (ICDC) extends its career services to UD alumni by helping them with their job search, disseminating career information to them and involving them in career events such as job fairs and career workshops. Furthermore, alumni are encouraged to meet the UD career advisor for one-on-one career counseling sessions.

#### **Alumni Programs**

##### Alumni-Student Mentoring Program (ASMP)

The ASMP was launched in 2009 to bring students (mentees) and alumni (mentors) together to connect and interact. Students receive valuable advice and guidance as they transition from an academic world to a working world and the Alumni receive experience in a leadership role and the satisfaction of imparting insightful wisdom to new generation. If you are interested in becoming an Alumni Mentor/Mentee, contact the Alumni relations office. Alumni-Student Mentoring Program Events:

1. **Orientation Day:** Held in the beginning of the first semester (fall) after the mentoring pairs are formed.
2. **Networking Lunch:** Held in the beginning of the second semester (spring).
3. **Closing Ceremony:** Held in the end of the second semester (spring).

##### Alumni Continuous Learning Program (ACLPL)

The ACLPL was created in 2013 to support alumni in their professional development. The program equips them with the knowledge and skills needed to cope with the ever-changing market demands and challenges. Through the ACLPL, UD provides Alumni with a number of free courses at the undergraduate level as well as training through the Center for Management and Professional Development. The courses can be useful if, for example, a student studied marketing but is promoted to a position where some basic accounting is involved. The courses are provided on a first-come, first-serve basis and are declared/promoted by the university prior to the Fall and Spring semesters.

##### Alumni Guest Speaker Series

The Alumni Guest Speaker Series is a one-week program held each semester to assist new students in their transition from high school to the University. Alumni who wish to speak, host, or plan a club event or conduct a workshop, should contact the alumni coordinator.

##### Alumni and Friends of University of Dubai Scholarship Fund (AFUDSF)

The objective of this program is to support the UD mission by providing financial support to incoming freshmen and existing UD students who meet the AFUDSF guidelines. To be eligible, for one of these scholarships, students must complete an application form, available at the Alumni Office. Donations to the AFUDSF are always appreciated. Please contact the Alumni Office if you would like to donate.



## 12. TUITION FEES AND PAYMENT SCHEDULES

### A. Admission Fees

A non-refundable admission fee will be charged when the applicant submits his/her application form to the Admission and Registration Department. This fee will also apply to students who are being re-admitted to the university.

### B. Placement Exam Fees

Placement exams fees, if any, may be applicable.

### C. Tuition Fees

At the beginning of each semester, students must contact the Accounting Department to arrange the payment of their fees. Students who do not pay the tuition fees within 36 hours of completing the advising and booking process will have their provisional bookings cancelled. Current listing of tuition and other fees are made available to students through UD's official mode of communication. The University of Dubai reserves the right to increase 10% of the tuition fees as deemed necessary.

### D. Registration Fees

A non-refundable registration fee will be charged for each regular semester and during short semesters. This fee also applies to visiting students. Continuing students, who fail to register during the regular registration time period, as announced in the academic calendar, will be charged an additional late registration fee per course. This additional fee does not apply to added courses (replaced during Drop & Add period or just added to complete registration) during the Drop & Add period. Please refer to the current fee list for details.

### E. Student Activities Fees

A non-refundable Student Activities fee will be charged for each regular semester and during short semesters. This fee applies also to visiting students. Exchange students are exempted from paying activity fees.

### F. Student Exchange Program

MBA students can take 6-9 CH (3 Courses) at any of the UD partner universities (University of North Florida, USA; Montpellier Business School, France; Neoma Business School, France; ICHEC Business School, Belgium; Hamburg School of Business Administration, Germany; TEC Monterey Mexico, Mexico; TAPMI, India; NingXia University, China; Korea University, South Korea). They can also conduct 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. UD students should be financially capable of bearing their living expenses i.e. accommodation, transport and others during their stay abroad. Students on the exchange program pay fees as listed in the fees list

### G. Payment Terms

- Date of the last installment should be 5 days before the start of final exam for all semesters.
- Letter to immigration (for visa purpose) will be issued only to the registered students.
- The amount of down payment is equal to 1 course, registration and activity fee.
- Outstanding fees of current semester should be settled, if any, prior to registering for a new semester.
- To claim government employee discount, students can produce their employee card only as a proof of employment.

### H. Insufficient Funds Policy

Charges are applied for a returned check (see current fee list). 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.

### I. Outstanding Balances

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.

### J. Miscellaneous Fees

Miscellaneous fees will apply for the following services. Fees may be revised at the beginning of each academic year as deemed necessary. Students are informed ahead of time of any revisions in the fees.

| Type of Service |  |
|-----------------|--|
| 1.              | Change of Major  |
| 2.              | Application for Incomplete/Make-up Exam (Mid-term or Final exam)         |
| 3.              | Certificate (To Whom It May Concern)                                     |
| 4.              | Transcripts  |
| 5.              | Application for Reviewing Final Exam Sheet                               |
| 6.              | Issuance of Degree Certificate Fee/Re-issuance of Degree Certificate     |
| 7.              | Financial & accounts statements printing fee                             |
| 8.              | Graduation Fee   |
| 9.              | Course syllabus - print & stamp fee (per course)                         |
| 10.             | Technology Fee (once only – at the time of enrollment)                   |
| 11.             | English Placement Test (if required) / Math Placement Test (if required) |
| 12.             | Replacement of a lost ID   |
| 13.             | Registration Fees (semester/term)  |
| 14.             | Late Registration Fee (per course)                                       |
| 15.             | Student Activity Fee (semester/term)                                     |
| 16.             | Post-dated Check/Returned Check/Postponement of post-dated check         |
| 17.             | Locker rental (Annual/semester)  |
| 18.             | Replacement of a lost locker key   |
| 19.             | Textbook for each course   |

### 12.1 FEE STRUCTURE FOR PhD 2016-2017

| A.  | Graduate   | 2015-16              |                              |
|-----|--|----------------------|------------------------------|
|     | PhD Tuition Fee  | Local Students (AED) | International Students (USD) |
|     | Regular Students   | 18,000               | -                            |
|     | Visiting (Short term)  | 20,000               | 5,500                        |
| B.  | Miscellaneous Fees (Nonrefundable)                           | (AED)                | (USD)                        |
| B.1 | Application fee (PhD)  | 3000                 | 850                          |
| B.2 | Admission and Registration Fees (includes Student ID card)   | 1,100                | 400                          |
| B.3 | Replacement of a lost ID                                     | 100                  | Refer Note 1                 |
| B.4 | Each Post Dated Check (Max 3 in each Term)                   | 200                  |                              |
| B.5 | Returned check (maximum 2 chances)                           | 750                  |                              |
| B.6 | Postponement of post-dated Check                             | 250                  |                              |
| C.  | Miscellaneous Course Related Fees (Nonrefundable)            | (AED)                | (USD)                        |
| C.1 | Application for Incomplete Final Exam                        | 1,000                | Refer Note 1                 |
| C.2 | Application for Reviewing Final Exam Sheet                   | 500                  |                              |
| C.3 | Issuance of Degree Certificate Fee (with MOHESR attestation) | 350 (500)            | 220                          |
| C.4 | Re-issuance of Degree Certificate                            | 1,000                | 300                          |
| C.5 | Graduation Fee   | 2,000                | Refer Note 1                 |
| C.6 | Technology Fee (once only at the time of enrollment)         | 700                  |                              |

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

Notes:

- Miscellaneous fees (in AED) are applicable to International Students as well.
- Revised fees is applicable to all new students registered in Term-1 of 2016-17 onwards.

### 12.2 PAYMENT SCHEDULE - Installment/Deferred Payments Policy

A non-refundable fee will be charged on each installment/postdated check. The maximum number of installments is four during Fall & Spring semesters and two during Winter & Summer semesters. At the time of registration students are required to pay for at least one course and all applicable registration and activity 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 Fall/Spring semesters and one week before the Winter/Summer semesters end. Cash, checks or credit cards are



accepted as payment. Visiting/short course students may pay their fees by cash, current dated check or credit card; post-dated checks will not be accepted from visiting (short course) students.

### 12.3 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, as well as other fees paid for Winter/Summer semesters, are not refundable once paid - as explicitly stated in the registration form signed by the student.
- 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.

### 13. LIST OF GRADUATE FACULTY AT UD

| #  | MBA Units                        | Title of position   | Area                                | Terminal degree earned from                  | Terminal qualification |
|----|----------------------------------|---|-------------------------------------|--|------------------------|
| 1  | Prof. Ananth Rao                 | Professor, Director (MBA & PhD) & Academic Advisor to the President   | Finance                             | Minnesota-USA                                | PhD-1991               |
| 2  | Prof. Kamarul Zaman Bin Ahmad    | Professor   | Management                          |  | PhD-2001               |
| 3  | Prof. Sajjad Mohammad Jasimuddin | Visiting Professor  | Management                          | University of Southampton - UK               | PhD-2005               |
| 4  | Dr. Ariful Hoque                 | Visiting Professor  | Finance                             | Curtin University of Technology - Australia  | PhD-2008               |
| 5  | Dr. Belaid Rettab                | Visiting Professor, Senior Director, Economic Research and Sustainable Business Development Sector, Dubai Chamber | Economics & Statistics              | PhD – Netherlands                            | PhD-1998               |
| 6  | Dr. Mohamed Osman                | Associate Professor   | Economics & Statistics              | University of Massachusetts                  | PhD-1998               |
| 7  | Dr. Arunprasad Purushothaman     | Associate Professor   | Management                          | IIT Madras - India                           | PhD-2007               |
| 8  | Dr. Ibrahim Tabche               | Dean  | Management                          | University of Bath - UK                      | PhD-2002               |
| 9  | Dr. Genanw Bekele-Worku          | Assistant Professor   | Economics & Statistics              | Johannes Kepler University of Linz - Austria | PhD-2008               |
| 10 | Dr. Rahim Hussain Sher Afzal     | Assistant Professor   | Marketing                           | Griffth University - Australia               | PhD-2008               |
| 11 | Dr. Washika Haak-Saheem          | Assistant Professor   | Management                          | Leuphana Univeritat Luneburg - Germany       | PhD-2008               |
| 12 | Dr. Mohammad Muzamil Naqshbandi  | Assistant Professor   | Management                          | University of Malaya - Malaysia              | PhD-2013               |
| 13 | Dr. Arijit Bhattacharya          | Assistant Professor   | Supply Chain & Logistics Management | Jadavpur University - India                  | PhD-2006               |



### FORM - Supervisor's Progress Report

Please complete this report within two weeks of receipt and forward it to the PhD Program Office or e-mail it to [PhDprogram@ud.ac.ae](mailto:PhDprogram@ud.ac.ae). Where two-supervisor are involved, each supervisor should report.

Name of Student: ..... ID # .....

Supervisor(s): .....

Dissertation Title:  
.....  
.....

**Progress:**

1. Please tick boxes below to indicate the current status of the student's work

|   | Barely begun | In Development | Near Completion | Complete |
|---|--------------|----------------|-----------------|----------|
| Literature review   |              |                |                 |          |
| Research design   |              |                |                 |          |
| Instrumentation and methods   |              |                |                 |          |
| Ethical clearance   |              |                |                 |          |
| Data Collection   |              |                |                 |          |
| Data Analysis   |              |                |                 |          |
| Interpretation  |              |                |                 |          |
| Writing dissertation<br>- Introductory sections<br>- Literature Review section<br>- Methodology sections<br>- Data and analysis sections<br>- Findings and discussion |              |                |                 |          |

2. Are you satisfied with the progress made?  Yes  No

3. Describe any problems the student encountered:  
.....  
.....  
.....

4. How often have you worked with the student over the last two months?

- Once in the last two months
- Twice in the last two months
- Three times in the last two months
- Once every 4 weeks
- Once every other week
- Once every week

5. How do you communicate with the student?

- Through meeting him face to face
- Through e-mail
- Using both face-to-face and e-mail.

6. Any additional comments you wish to make  
.....  
.....  
.....

Signature: .....

Date: .....



### FORM - Approval Form of Dissertation Proposal

Name of Student..... I.D # .....

Field of Specialization (Major):.....Date of Presentation .....

Proposed Dissertation Title in Arabic:

.....  
.....

Proposed Dissertation Title in English:

.....  
.....

#### 1. Dissertation Supervisor

| Name | Academic Rank | Area of Specialization | List of Students Currently Under his/her Supervision |
|------|---------------|------------------------|--|
|      |               |                        | 1.<br>2.   |

#### 2. Dissertation Co-supervisor

| Name | Academic Rank | Area of Specialization | List of Students Currently Under his/her Supervision |
|------|---------------|------------------------|--|
|      |               |                        | 1.<br>2.   |

Recommendation of the PhD Committee:

.....  
.....

Committee Chair: Name: ..... Signature: .....Date: .....

#### Dean's Decision:

Approved .....

Approved with the following conditions:

.....  
.....

Signature: ..... Date: .....



**FORM - Form for Appointment of Dissertation Examination Committee**

Name of Student ..... I.D No. ....

Field of Specialization (Major): .....

Name of Supervisor.....

Name of Co-supervisor: .....

Dissertation Title in Arabic (Translated):  
.....  
.....

Dissertation Title in English (as officially approved):  
.....  
.....

Recommendation of External Referee # 1  
 Satisfactory  Satisfactory with minor changes  Major revisions needed

Recommendation of External Referee # 2  
 Satisfactory  Satisfactory with minor changes  Major revisions needed

Recommendation of External Referee # 3  
 Satisfactory  Satisfactory with minor changes  Major revisions needed

**Proposed Members of the Examination Committee:**

|   | Name | Academic Rank | Specific Major | Comments              |
|---|------|---------------|----------------|-----------------------|
| 1 |      |               |                |                       |
| 2 |      |               |                |                       |
| 3 |      |               |                |                       |
| 4 |      |               |                |                       |
| 5 |      |               |                |                       |
| 6 |      |               |                | Industry Practitioner |

Proposed date for Dissertation Defense: .....

PhD Committee: ..... Date: .....

**Dean's Approval:**  
 Approved  
 Approved with the following Conditions:  
 .....

Signature: ..... Date: .....



**FORM Dissertation Examination Decision**

Name of Student ..... ID No. ....

Field of Specialization (Major): ..... Date of Defense: .....

Supervisor's Name: .....Co-supervisor's Name: .....

Dissertation Title in Arabic (translated)

.....

Dissertation Title in English: (as officially approved):

.....

The above PhD dissertation was examined on / / in the City of Dubai. The result of the examination is as follows:

- Dissertation is approved
- Dissertation is approved with the following amendments to be made:  
(Additional sheets may be used when necessary)

.....

**Dissertation Examination Committee**

Signature: ..... Signature: .....

Signature: ..... Signature: .....

Signature: ..... Signature: .....

Note: The candidate shall be granted a minimum of two months and a maximum of six months to complete the amendments. Afterwards, each member of the examination committee shall review the revised dissertation and provide the Chair of the committee with a statement indicating whether the required amendments have been made to his/her satisfaction or not. The Chair of the examination Committee shall sign and send a completion statement (supported by the statements of each member of the committee) to the PhD director, who in turn recommends to the College Dean one of the following:

- The dissertation is to be re-examined within a period of six-months after making the amendments.
- The dissertation is to be accepted without re-examination

Signature of the PhD Program Director: ..... Date: .....

**Dean's Approval**

Signature: ..... Date: .....



## GRADUATE PROGRAMS | OFFICE CONTACT

### **Location**

2<sup>nd</sup> Floor, Dubai Business School Building  
University of Dubai | Graduate Programs Office  
University of Dubai, Academic City, Dubai

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

### **Contact Personnel**

Mrs. Manar Noufal, Graduate Programs Executive  
Tel: 971-4-5566953 Ext. 400  
E-mail: [mnoufal@ud.ac.ae](mailto:mnoufal@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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