



جامعة دبي
UNIVERSITY of DUBAI

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غرفة دبي
DUBAI CHAMBER

MBA Student Catalog 2017-2018

UNIVERSITY OF DUBAI PO BOX 14143 DUBAI ACADEMIC CITY

President's Message

Dear Students,

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

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

As a business professional, embarking on an MBA 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.

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

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

We are proud to announce that most organization are very keen to recruit our graduates due to the ongoing maintenance of the quality of UD's educational outcomes. We are also proud to announce that Dubai Business School is accredited by the international body AACSB. UD plans to grow with its country as it has always done, offering the highest-quality education, meeting future demand in business and continuing to mold tomorrow's leaders, today.

The new campus facility will represent a major step towards achieving UD's excellence in campus design, construction and location as well as continued excellence in student outcomes, faculty quality and curricula. 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 an MBA degree with us.

Finally, I'm glad to be a part of this renowned academic institution and hope to achieve the highest standards of education in the country. You, the UD students, will remain the focus of our endeavors and your quality assured educational outcomes will be our objectives. UD has a strong student advising system in place to assist you in resolving any issues faced during your entire period of study up to graduation. Feel free to contact your academic advisor for any assistance required.

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

I wish you a successful year 2017-18!

Dr. Eesa M. Bastaki
President, University of Dubai



University of Dubai Board of Trustees

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 of the University of Dubai is drawn from the Dubai Chamber's Board of Directors. The UD Board of Trustees 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 University of Dubai's Board of Trustees 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. This support has been a key factor in the continuing, successful relationship between UD and the Dubai Chamber, which will help UD in positioning itself to fulfill its new vision.



Majid Hamad Al Shamsi

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



Dr. Raja Al Gurg

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



Hamad Buamim

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



Faisal Juma Kalfan Belhouli

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



Dr. Khaled Mohammed Al-Khazraji

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



Mohammad Ahmad Mohammad Al Murr Al Falasi

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



Dr. Ahmed Khaspani Al Mutawa

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



Dr. Abdulrahman A. Al-Awar

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



Abdul Jalil Yousuf Darwish

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



MESSAGE FROM THE DIRECTOR OF THE MBA

Dear Students,

Greetings from University of Dubai (UD) Dubai Business School (DBS) MBA Program !

Welcome to UD-DBS. The MBA Program at DBS was initially started in Sep'2010 with a batch of 40 students. Overtime, the MBA program has steadily grown and currently has 64 new students in addition to 45 continuing students. The program is internationally accredited by AACSB (Association to Advance Collegiate Schools of Business), the hall mark of excellence in Management Education globally.



The business environment all over the world is going through a turbulent period. Competition is intense, product life cycles are shortening, innovations, smart cities, smart applications, impact and engagement are the buzz words. The rules of the game have changed!

We at UD-DBS acknowledge these changes. Our MBA is designed to convert the bright young participants into well-groomed all-rounded professionals who will steer organizations through this turbulent and dynamic period. The UD-DBS MBA General was restructured after adding breadth and depth with three pillars.

The first pillar focuses on: How to manage the organization (which is accomplished by covering 8 core courses). With compulsory internship for around 18 weeks, non-working students earn MBA General Degree.

The second pillar of UD MBA focuses on working students making choices appropriate to their core competencies (this is achieved by taking double major courses which have complimentary relations such as: Finance & Accounting; Leadership &HRM; International Business & Marketing and Logistics and Operations Management).

The third pillar of UD-DBS MBA focuses on making a difference in the work place (through work based action research project – or two electives) for students with minimum 2 years of work experience for earning specialized MBA.

The pedagogy has a strong focus on building analytical and problem solving skills. Teamwork, Leadership and aims at a facilitating learning in a cross-cultural environment. The students are trained to acknowledge and deal with the global diversity.

The specialized MBA program has an emphasis on applied learning meeting international professional awards like Institute of Leadership and Management (ILM-UK), Society of Human Resources Management (SHRM-USA), Chartered Institute of Management Accountants (CIMA-UK), Advanced Diploma in Islamic Finance (ADIF-UK), Diploma in Marketing from Chartered Institute of Marketing (CIM-UK) and awards from Chartered Institute of Logistic and Transport (CILT-UK). It believes in the fact that the theoretical discussions, simulations and cases discussed in the class room must be supplemented by actually experiencing the knowledge given, by going into the field. It therefore, pays appropriate emphasis on projects and assignments, experience sharing by the guest faculty, both from industry and from academia to supplement the classroom discussions.

University of Dubai-MBA Program considers itself as a partner to the industry and encourages industry–academia collaboration by seeking active support of Visiting Faculty from industry right from the selection of students, curriculum design, teaching, mentoring, placement, consulting and joint research.

Warm regards,

Dr. Mohamed Osman

Director MBA, University of Dubai

MBA Academic Calendar 2017-18 (53 Weeks)

Term 1			
Month	FROM	TO	EVENT/s
October	Sat, 23 September 2017	Thu, 28 September 2017	Term 1 starts - First day of classes, late registration (late fees applies) - add/drop week Sept., 28, Hijri New Year*
November	Sat, 25 November 2017	Thu, 30 November 2017	November 30, Deadline to withdraw from a course without grade penalty 5pm no refund Martyrs' day and Prophet Mohammed Birthday
December	Sat, 9 December 2017	Thu, 14 December 2017	Examination period and announcement of grades
	Sat, 16 December 2017	Thu, 21 December 2017	Winter Break W1
	Sat, 23 December 2017	Thu, 28 December 2017	Winter Break W2
	Sat, 30 December 2017	Thu, 4 January 2018	Winter Break W3
Term 2			
January	Sat, 6 January, 2018	Thu, 11 January, 2018	First day of classes, late registration late fees applies-add drop week till 11 Jan end at 5 pm
March	Sat, 3 March, 2018	Thu, 8 March, 2018	Mar 8 deadline to withdraw from a course without any grade penalty no refund
	Sat, 17 March, 2018	Thu, 22 March, 2018	Exams week and announcements of grades
	Sat, 24 March, 2018	Thu, 29 March, 2018	Spring Break W1
April	Sat, 31 March, 2018	Thu, 5 April, 2018	Spring Break W2
Term 3			
April	Sat, 7 April, 2018	Thu, 12 April, 2018	First day of classes, late registration late fees applies-add drop week till 12 April end at 5 pm
May June	Sat, 12 May, 2018	Thu, 17 May, 2018	Ramadan expected on May 16
	Sat, 02 June, 2018	Thu, 07 June, 2018	June 7, deadline to withdraw from a course without grade penalty no refund.
	Sat, 09 June, 2018	Thu, 14 June, 2018	Eid al Fitr expected 14 June
	Sat, 16 June, 2018	Thu, 21 June, 2018	Examination period and announcement of grades
Term 4			
July	Sat, 23 June, 2018	Thu, 28 June, 2018	Tern 4 starts
August	Sat, 11 August, 2018	Thu, 16 August, 2018	Staff and faculty reports to work
	Sat, 18 August, 2018	Thu, 23 August, 2018	Deadline to withdraw a course
September	Sat, 01 September, 2018	Thu, 20 September, 2018	Examination period
MBA 18-19 Academic Year			
September	Sat, 22 September, 2018	Thu, 27 September, 2018	Term 1 starts
*Islamic holidays are determined after sighting the moon. Thus, actual dates may not coincide with the dates in this calendar. In the event of loss of teaching days due to unscheduled closings, makeup classes should be arranged.			

Directory

Department	Telephone	Email
Admissions/Enrollment	04 556 6871	halmaaini@ud.ac.ae
College of Engineering and IT	04 556 6932	elcompahinay@ud.ac.ae
Dubai Business School	04 556 6926	mbiscuitwala@ud.ac.ae
Finance	04 556 6840	mfarook@ud.ac.ae
General Undergraduate Curriculum Requirement (GUCR)	04 556 6965	lashok@ud.ac.ae
Health Center	04 556 6823	lmathai@ud.ac.ae
Human Resources & Public Relations	04 556 6861	nhaja@ud.ac.ae
Information Technology	04 556 6888	nasser@ud.ac.ae
Institutional Effectiveness	04 556 6810	neljeshi@ud.ac.ae
International Exchange	04 556 6821	rsanjose@ud.ac.ae
Library	04 556 6830	aamour@ud.ac.ae
Marketing Department	04 556 6870	hbeaini@ud.ac.ae
Provost	04 556 6902	ggachino@ud.ac.ae
Procurement Services	04 556 6890	akhalid@ud.ac.ae
Registrar	04 556 6850	bzabalawi@ud.ac.ae
Research and Graduate Studies	04 556 6953	mnoufal@ud.ac.ae
Student and Alumni Affairs / Career Services	04 556 6820	amarzak@ud.ac.ae
Emergency Numbers		
Security	04 556 6899	udsecurity@ud.ac.ae

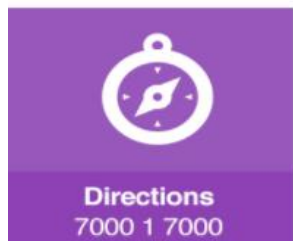
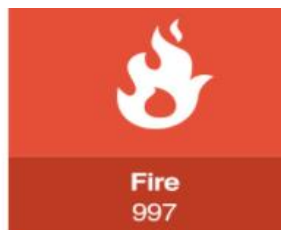


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University Of Dubai (UD)

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 Emiratisation 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, Dubai Business School (DBS), College of Engineering & Information Technology (CEIT) and College of Law (COL).

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 2017-18)

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

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

Vision Statement

To be a world-class institution in Dubai in education, research and innovation for the betterment and prosperity of people.

Mission Statement

Realizing our vision will require University of Dubai to be ranked one among top 100 universities worldwide before 2025 to:

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

Dubai Business School (DBS)

The Dubai Business School (DBS) offers Undergraduate and Graduate programs with majors/ concentration in various areas.

The Bachelor of Business Administration (BBA) is a four-year degree program, students follow a prescribed sequence of course. This sequence focuses on general Education and supporting business Requirements providing students with a broad-based and well-rounded knowledge through acquiring communication skills, problem-solving and IT skills, as well as an understanding of general business concepts. This solid background enables students to complete the specialization requirements in one of their areas of interest during the third and fourth year of BBA program. This is further supported by electives chosen from a selection of different courses, to broaden students' knowledge and enhance their specialized skills.

The Master of Business Administration (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. DBS 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 DBS offers a General MBA which 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 (Marketing, Management, Finance and Accounting).
3. The Dissertation/ Thesis.

DBS Vision

To be one among top 25 business schools in the region by 2020; and top 10 by 2025. This vision is accomplished by the following mission statements:

DBS Mission

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.

Program Advisory Board (PAB)

A Program Advisory Board (PAB), formerly referred to as Business Advisory Council (BAC), 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, PAB affiliates would also benefit, thus there is a mutual win-win for both UD and PAB.

Mission:

The PAB is a reflection of the College's dedication to establish and maintain partnerships with the business community 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 PAB affiliates
 - c) Build quality reputation to UD and PAB affiliates
3. Support UD's non-academic programs delivered through Centre for Executive Development (CED)

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. This support has been a key factor in the continuing, successful relationship between UD and the Dubai Chamber, which will help UD in positioning itself to fulfill its new vision.

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

Government Regulations - UAE Ministry Of Education (MOE)

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 Of Education (MOE). 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.

UD Licensure and Accreditation Information

University of Dubai located in the Emirates of Dubai, is officially Licensed in the UAE by the Ministry of Education (MOE/CAA) and internationally by the Association to Advance Collegiate Schools of Business (AACSB) International.

- **UAE Ministry of Education (MOE)**

All UD programs are accredited by the Commission for Academic Accreditation (CAA), Ministry of Education (MOE):



UNITED ARAB EMIRATES
MINISTRY OF EDUCATION

- **AACSB International, USA**

Dubai Business School is accredited 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.



AACSB
ACCREDITED

- **CAC-ABET Accreditation, USA**

The Bachelor of Science in Computing and Information Systems (BS-CIS) program is accredited by the computing and Accreditation commission (CAC) of the Accreditation board for Engineering and technology (ABET). (www.abet.org).



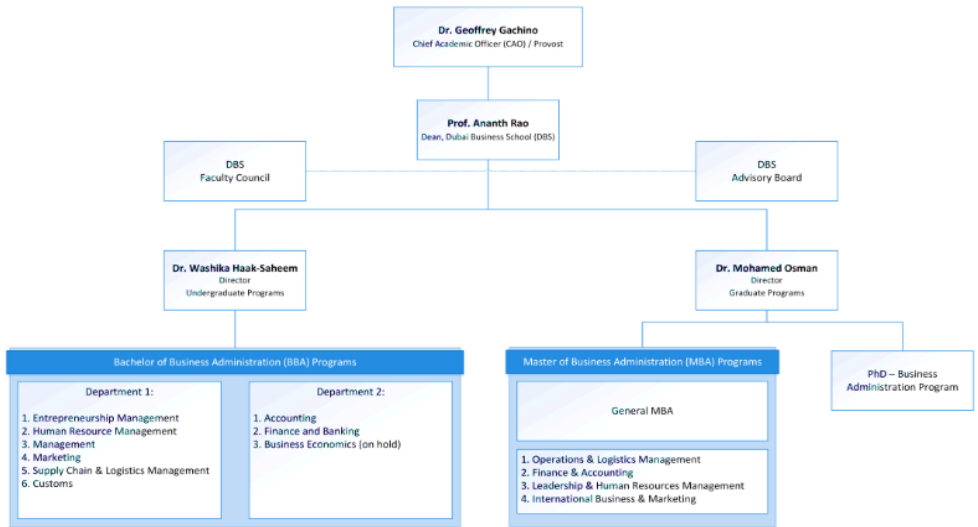
International Partnerships

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

- Erasmus University, Netherlands
- Maastricht School of Business and Economics, Netherlands
- NEOMA Business School, France
- Montpellier Business School, France
- Grenoble École de Management in France
- ICHEC Brussels Management School, Belgium
- Hamburg School of Business Administration, Germany
- University of Messina, Italy
- Solbridge Business School, Woosung University, Korea
- University of New South Wales, Australia
- University of North Florida, USA
- National Sun Yat Sen University, Taiwan
- Nova School of Business and Economics, Universidade Nova De Lisboa Lisbon Portugal
- Universidade Catolica Lisbon, Portugal
- Korea University School of Law, Korea
- Renmin University, China



Organization Structure- Dubai Business School



The MBA Program And Concentrations

The Dubai Business School (DBS) uses research-based class material, thoughtfully designed courses and exemplary faculty to provide one of the highest quality degree programs anywhere. One reason the DBS 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 DBS in an elite group in which only 5% of the world's business schools are a part.

The MBA Program is designed to prepare business leaders and professionals for successful careers in organizations as it enhances critical thinking, increases oral and written communication skills, builds appreciation for diverse cultural perspectives, improves decision making in a rapidly changing global environment and reinforces the application of knowledge and skills in problem solving. Ethics and corporate social responsibility are woven throughout the curriculum.

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

1. The UD MBA has been designed to prepare graduates for successful careers in organizations. The program will enhance critical thinking, increase oral and written communication skills, build appreciation for diverse cultural perspectives, improve decision making in a rapidly changing global environment, and reinforce the application of knowledge and skills in problem solving. Ethics and corporate social responsibility is woven throughout the curriculum.
2. The instructional process 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. The on-line portion of the learning is enhanced by using the MOODLE platform.
3. The UD MBA has four concentrations in order to meet the need for professionals in these areas, especially in Dubai, UAE and other countries in MEA region. In addition, the program has been designed to allow students with any undergraduate degree from an accredited University with no work experience who meet admission criteria to be admitted to the General MBA program.
4. The UD MBA specialization curriculum is of high quality and integrated with emphasis on applied learning, mapped to professional qualifications such as the USA's SHRM, CFM & CFA Level 1 and the UK's CIPS, CILT, ILM & CIM. MBA graduates can sit for these examinations for earning professional certification which adds value to their career
5. The Work-Based Project for working students is a unique requirement at the UDDBS which is tailored to the empirical aspect of learning in the respective concentrations. This requirement together with Capstone course and a set of 5-6 business simulations in core and concentration courses significantly add to the practical and applied learning aspects of MBA in the UAE/MEA region.
6. The restructured program structure being offered from Fall 2016 have two parallel streams of MBA program a) General MBA and b) Double major MBA. The General MBA is for non-working fresh graduates, and Specialized MBA with Double Major is for working professionals with at least 2 years' experience at the time of entry to MBA. There are four double majors in MBA such as Leadership and Human Resource Management; Finance and Accounting; Logistics and Operations and International Business & Marketing.
7. The General MBA is a 30 CH course (with 8 courses) + 1 internship of 6 CH, specifically designed for fresh undergraduates from the domestic and international market. As part of this one year General MBA program, there will also be 4 months' internship spread over 2 terms (in terms 3 and 4).
8. The Double major MBA is a 48 CH course with 8 management courses + 6 double major course of 18 CH + work based project of 6 CH or two electives of 6 CH in other double majors. This is specifically designed for management professionals who possess at least 2 years of work experience in the

respective management domain and would further like to enrich their domain knowledge and become specialists. In this regard, the working students are expected to complete the courses pertaining to General MBA during the first year and to pursue the double major courses in the second year. These courses can be taken at the rate of 2 courses per term. These students have the option of either completing their Work-based Project course or instead, take two additional courses from paired electives in other double majors.

9. By the virtue of taking the specialized courses at UD which are already aligned to the global professional certifications, the corresponding professional program exemptions will be provided for these double major candidates to take the certification courses. This unique feature however is not available for the General MBA graduates.
10. The classroom sessions are geared to develop critical thinking skills through sets of scenarios and professors pose the question “Why?” at every possible juncture. Or perhaps, “What will happen next?” or “What difference does this make?” or “How does this change the situation?” Professors push students to provide their own speculations, and then force the students to defend the underlying logic. This is to provide necessary skills in the real world, which require MBA students to support their assertions.

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.

Program Objective/ Outcome (PO)

The Program Objectives of the MBA program are to build student capacity to:

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

Program Delivery Mode - General MBA Vs Specialized MBA

The revised MBA has the following rationale:

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

Challenge I : Managing the Organization (3 terms – 9 months)	Challenge II: Making Choices (You can make one of the following four choices to excel in your business career over 3 terms – 9 months)	Challenge III: Making a Difference (1 term – 3 months) through: (Could be concurrent with double major terms)
<p>The following eight (8) common core courses build a solid and broad foundation of general management concepts and skills for managing the organization through blended learning modes of classroom discussion, case analysis and hands-on simulations (those marked *).</p> <ol style="list-style-type: none"> 1. Managerial Economics 2. Marketing Management* 3. Accounting Information & Financing Decisions 4. Leadership & Advanced OB* 5. Advanced Analytical Tools for Decision Making 6. Managing Services Operations and Projects Managing 	<p>Double Major Choice 1: Leadership & Human Resources Management. Here you can:</p> <ul style="list-style-type: none"> • Perform managerial and leadership functions more efficiently, consistent with organization mission and objectives. • Assess leadership and HR strategies for competitive positioning of the firms. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p><u>These 3 choice objectives are achieved through the following 6 courses:</u> Recruitment, Training & Development, Strategic HRM*, Innovative Leadership & Managing Change, Performance & Compensation Management, Employment & Labor Laws, Management of HR Learning Systems (Award ILM7 & SHRM –US)</p> <hr/> <p>Double Major Choice 2: Logistics & Operations Management. Here you can:</p> <ul style="list-style-type: none"> • Perform value-adding operations on various business processes (i.e., manufacturing, service production and delivery, distribution, supply). • Analyze optimization plans for operations decisions such as a new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning in the UAE/MENA region. <p><u>These 2 choice objectives are achieved through the following 6 courses:</u> Purchasing and Sourcing Strategy (CIPS course), Managing Supply Chain Operations, CIPS-course-1 along with CED, Operations & Supply Chain Strategy, Global Logistics and Transportation Management, CIPS-Course-2 along with CED (Award CILT- UK)</p>	<p>1. Option A - Work-based Project. This course provides applied learning experience through action-research/work-based project (WBP) in the organization. You make a difference by drawing on knowledge and comprehension of management issues gained in courses in Challenge I & Challenge II.</p> <p>You also become an important link between the organization and the UD. As such, your WBP reflects the need of the organization while meeting your perceived needs and interests.</p> <p>2. Option B – Two additional courses Expand your experiential learning experience from the double major MBA program by taking two specialized paired elective courses from</p>

<p>7. Ethical & Legal Issues of Business*</p> <p>8. Strategic Management (Capstone)*</p> <p>In each term, you can take up to 2 courses.</p>	<p>Double Major Choice 3: Finance & Accounting. Here you can:</p> <ul style="list-style-type: none"> • Apply accounting and finance theories for analyzing business operations in these areas in the UAE. • Assess the usefulness of existing accounting and finance decision-making tools and the potential for improving these tools in businesses in the UAE/MENA region. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p><u>These 3 choice objectives are achieved through the following 6 courses:</u> Strategic Cost & Managerial Accounting, International Corporate Finance & Derivatives, Hedging & Financial Risk Management, Islamic Finance & Accounting, Investment Analysis & Portfolio (including Islamic) Management, Case Studies in Accounting & Finance (including Islamic products) Management (Award CIMA- UK)</p> <hr/> <p>Double Major Choice 4: International Business & Marketing. Here you can:</p> <ul style="list-style-type: none"> • Apply marketing techniques on various business processes in the UAE and in international firms. • Analyze marketing strategies to meet the needs of firms operating in the UAE and internationally. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p><u>These 3 choice objectives are achieved through the following 6 courses:</u> Managing International Business, Integrated Communications, Cross Cultural Management & Customer Experience, Operations & Supply Chain Strategy, Global Logistics and Transportation Management, International Marketing Strategies & Marketing Metrics (Award CIM- UK)</p>	<p>the three other fields of specialization other than your own chosen area of concentration. This option was approved by the Commission for Academic Accreditation (CAA), UAE Ministry of Higher Education and Scientific Research and become operative in Term 1, 2013-14.</p> <p>Either one of these two options will enhance your abilities or value that you can make to any progressive business organization compared to other MBA graduates.</p>
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The first pillar focuses on: How to manage the organization (which is accomplished by covering 8 core courses.

- The second pillar of UD MBA focuses on students making choices appropriate to their core competencies (this is achieved by taking double major courses which have complimentary relations such as: F&A; L&HRM; IB & Marketing and L&OM).
- The third pillar of UD MBA focuses on making a difference in the work place (through work based action research project – or two electives) for specialized MBA.

The curriculum structure of the MBA Program of Fall 2016 is as below:

Table 5.2: The MBA Program at UD

	MBA-GENERAL		MBA-Double Major	
	#	CH	#	CH
Core courses	8	24	8	24
Internship	1	6		
Double major courses	Students exit with MBA-GEN degree		6	18
Work based project OR			1 OR	6 OR
Paired electives in other double majors	-	-	2	6
Total for Graduation	9	30	(15-16)	48

Working students with minimum 2 years of work experience will start the MBA double majors with the same course sequencing as above but must complete 8 courses before they start taking six specialization courses. Students can then do either work based projects of 6 CH (in lieu of Internship) or they can choose two paired approved electives from other double majors. MBA double major students thus complete 24 + 18 + 6 CH = 48 CH (16 courses) over a period of 20-24 months.

The pedagogy has also been modified to include non-simulation based individual and group assessments based on local companies for contextualizing the application of the concept. Additionally, the final exam marks have been increased from 30% to 40% with classwork assessment reduced to 60% from 70%. This provides curriculum rigor and ensures efficiency of delivery for accumulation of knowledge and competencies in the MBA appropriate to Qualifications Framework Emirates Grid 9.

Program Duration & Terms

The **General MBA** is broken down into four (4) terms having 30 CH course (8 courses of which 2 courses are offered each term + 1 internship of 6 CH), specifically designed for fresh undergraduates and graduates with less than two years' experience from the domestic and international market. As part of this one year General MBA program, including the 4 months' internship in the morning spread over 2 terms in terms 3 and 4.

The **Double major MBA** has an additional three (3) terms added to the General MBA having 48 CH course (8 core courses of 24CH + 6 double major course of 18 CH + work based project of 6 CH/paired two electives of 6 CH in other double majors). This is specifically designed for professionals who possess at least 2 years of work experience in the respective management domain and would further like to enrich their domain knowledge and become specialists.

Summary:

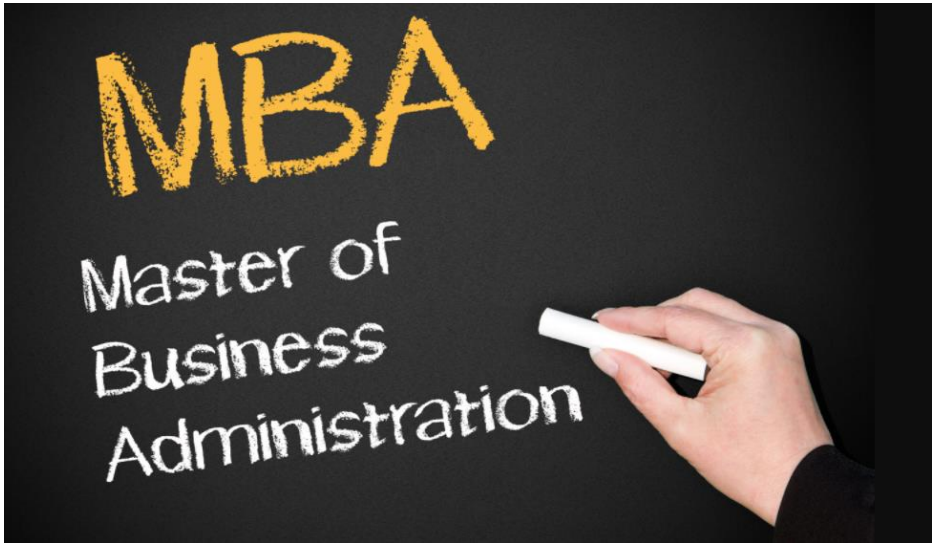
- The MBA classes are offered in each term from 12 noon to 5PM on Sat and 4PM to 9PM on Mondays. MBA Degree duration is as in Table 5.3 below :

Table 5.3 Program duration and terms of UD MBA

Program	No of terms to complete	Total CH	Duration
General MBA	4 Terms	30 CH	12 Months
Double Major MBA	7 Terms	48 CH	20 - 24 Months

- In addition, Pre-MBA students may take up to two (2) terms of 6 week(s) each to do the following 4 pre-MBA courses (especially for non-business students):
 - Principles of Economics

- b) Principles of Management
 - c) Principles of Accounting & Finance
 - d) Business Mathematics & Statistics
3. The maximum period of study may not exceed five (5) years (no exception is made beyond five years); otherwise the student will be expelled from MBA program.
 4. For students transferring to UD or changing their major/degree, the number of terms achieved will be one term for every nine (9) credit hours counted towards the academic plan.
 5. The period of "Registration Hold" is NOT included in the aforementioned periods.



The MBA Program

Program Concentrations

The MBA Program is designed with four double concentrations in order to meet the needs of professionals in these areas. For this students are expected to complete 6 courses from the double major concentration they choose from. Currently the Following Double majors are offered in the UD MBA Program:

1. Finance & Accounting
2. International Business & Marketing
3. Logistics & Operations Management
4. Leadership & Human Resources Management

MBA Program & Professional Certification

Double MBA Major	International Certification	Exemptions / Awards
Leadership and HRM (LHRM)	Institute of Leadership Management (ILM-UK) Level 7	Graduates get academic MBA degree along with ILM-7 Award
Finance & Accounting (FA)	15 exemptions out of 17 exams for CIMA (Chartered Institute of Management Accounting - UK) New 2016 MBA curriculum prepares for: Advanced Diploma in Islamic Finance (ADIF) award from CIMA-UK - Students can appear for Financial Risk Management Examination (FRM) and CFA – Level 1 of USA - Can appear for Advanced Diploma in Islamic Finance (ADIF) of CIMA-UK	CIMA exempted 15 exams out of 17 towards Chartered global qualification from CIMA (to apply for AICPA-USA, CPA-Australia and CMA-Canada) + ADIF award from CIMA + Student can appear for FRM and CFA L1 examinations + Graduates can appear for ADIF exam administered by CIMA-UK
International Business & Marketing (IBM)	Students can appear for Chartered Institute of Marketing – CIM –UK Professional Diploma Level 6. One Level 6 exam is exempted	Students can get CIM L6 Professional diploma from UK after passing the exam
Logistics & Operations Management (LOM)	Students get direct award for Chartered Institute of Logistics and Transport (CILT) –UK. New 2016 MBA curriculum prepares students to appear for Chartered Institute of Purchase & Supply (CIPS) – UK Diploma exam.	Students get CILT professional award from UK + Student can appear for CIPS exam

More information on these professional certification students are required to meet with their advisors.

With the program alignment with professional qualifications, all 4 double majors of the UD MBA program are also in full alignment with QFE Grid 9 Standards to provide professional value (besides academic value) which is very well recognized by the employers.

Program Structure & Course Sequence

6.3.1 The General MBA – 30 CH

The General MBA program comprises of the following eight core courses (24 CH) in sequence of 2 each term.

SN	Course Code	General MBA Name	Pre-requisite	CH
1	MBA 600	Managerial Economics	-	3
2	MBA 625	Business Research Methods	-	3
3	MBA 605	Marketing Management*	-	3
4	MBA 610	Accounting & Financing Decisions	-	3
5	MBA 620	Organizational Behavior*	-	3
6	MBA 630	Managing Services Operations and Projects*	-	3
7	MBA 640	Managing Ethical & Legal Issues of Business*	-	3
8	MBA 645	Strategic Management	18 Core CH	3
9	MBA 650/ MBA 670	+ Internship (for non-working and <= 2 Years' experience) - 6CH/ Action Research project (for working and >= 2 Years' experience) - 6CH Or 2 electives (6 CH)	Co-requisite- MBA 625 + 12CH	6
Total CH				30

*indicates courseS are delivered with simulation tools

The course description of each of the above courses are provided in the section 6.3.3.

6.3.2 The Double Major MBA – 48 CH

The Double Major MBA program follows the same course sequencing in General MBA as part of the core requirement after which student start taking six specialization courses in their respective Double Major. Students can then do either work based projects of 6 CH (in lieu of Internship) or they can choose two paired electives from other double majors as approved.

MBA double major students thus complete

No.	Double Major Requirement	CH
1	8 Core Course Requirement	24CH
2	6 Double Major Course Requirement	18CH
3	Work Based project OR	6CH (for either one)
	Or MBA paired electives (6 CH)	
Total		48CH

Finance & Accounting (F&A)

The set of 6 Double major courses that constitute the MBA F&A major is as below:

Course Code	Double Major MBA F&A Structure	Pre-requisite
MFA 700	Strategic Cost & Managerial Accounting	Core 1-8
MFA 705	International Corporate Finance & Derivatives	Core 1-8
MFA 708	Hedging & Financial Risk Management	Core 1-8
MFA 710	Islamic Finance & Accounting	Core 1-8
MFA 715	Investment Analysis & Portfolio (including Islamic) Management	MFA 705
MFA 720	Case Studies in Accounting & Finance (including Islamic products) Management	MFA 705

The six courses in Finance & Accounting have enabled the MBA team to align with Advanced Diploma in Islamic Finance (ADIF-UK) and Finance Risk Management (FRM) professional qualification of USA besides CIMA UK. The course description of each of the 6 courses are provided in the section 6.3.4.

International Business & Marketing (IBM)

The set of 6 Double major courses that constitute the MBA IBM major is as below:

Course Code	Double Major MBA IBM Structure	Pre-requisite
MLOM 700	Operations & Supply Chain Strategy	Core 1-8
MIBM 701	Managing International Business & Culture	Core 1-8
MIBM 710	Brand Management & Marketing Communication	Core 1-8
MIBM 711	Marketing Analytics	Core 1-8
MLOM 720	Global Logistics and Transportation Management	Core 1-8
MIBM 721	International Marketing Strategies	Core 1-8

The course description of each of the 6 courses are provided in the section 6.3.4.

Logistics and Operations Management (LOM)

The set of 6 Double major courses that constitute the MBA LOM major is as below:

Course Code	Double Major MBA LOM Structure	Pre-requisite
MLOM 700	Operations & Supply Chain Strategy	Core 1-8
MLOM 705	Managing Supply Chain Operations	Core 1-8
MLOM 708	Sourcing in Procurement & Supply	Core 1-8
MLOM 715	Purchasing and Sourcing Strategy	Core 1-8
MLOM 720	Global Logistics and Transportation Management	Core 1-8
MLOM 725	Managing Contracts and Relationships in Procurement & Supply	Core 1-8

The course description of each of the 6 courses are provided in the section 6.3.4.

Leadership and Human Resources Management (LHRM)

The set of 6 Double major courses that constitute the MBA LHRM major is as below:

Course Code	Double Major MBA LHRM Structure	Pre-requisite
MLHRM705	Strategic HRM*	Core 1-8
MLHRM710	Cross Cultural leadership	Core 1-8
MLHRM730	Talent Acquisition & Development	Core 1-8
MLHRM735	Leading People & Organization	Core 1-8
MLHRM740	Performance & Rewards Management	Core 1-8
MLHRM745	Leading Innovation & change	Core 1-8

The course description of each of the 6 courses are provided in the section 6.3.4.

MBA Paired Electives

Working students (with 2 years of experience and above) can choose any paired **elective (MIBM / MFA / MLOM / MLHRM)** of the following courses as electives in lieu of work based project to earn 6 CH as follows:

Course Code		Code Course Title	CH
MIBM	710	Brand Management & Marketing Communication	3
	711	Marketing Analytics	3
MFA	708	Hedging & Financial Risk Management	3
	710	Islamic Finance & Accounting	3
MLOM	708	Sourcing in Procurement & Supply	3
	725	Managing Contracts and Relationships in Procurement & Supply	3
MLHRM	735	Leading People & Organization	3
	745	Leading Innovation & change	3
LLM	620	Management of Legal Resource	3
	640	Business Transactions	3

The course description of each of the MBA Paired electives are provided in the section 6.3.4.

6.3.3 MBA Courses Description - General MBA courses

MBA 600 Managerial Economics

The first section of the course covers essential concepts such as supply, demand elasticities and efficiencies in Industries. The subsequent section focuses on advanced topics in market analysis viz. role of externalities and imperfect/ asymmetric info, with specific reference to UAE/GCC/MEA economies.

MBA 605 Marketing Management

The course focuses on understanding customers, their preferences for designing appropriate products & services and in determining appropriate products & services, the way to conduct international relations, besides determining appropriate methods to communicate to capture & to deliver value to customers.

MBA 610 Accounting Information and Financing Decisions

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

MBA 620 Organizational Behavior

This course provides a framework for understanding the values, attitudes and behaviors of an individual in an organizational setting. This course explains how individuals and groups function to achieve goals and the reasons for successes or failure in achieving these goals. Ultimately, this course teaches students how to manage behavior of individuals and groups within an organization in order to achieve organizational goals.

MBA 625 Business Research Methods

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

MBA 630 Managing Services Operations and Projects

This course reviews concepts and tools for effectively and efficiently managing service operations and successful projects within an organization. Upon successful completion of this course, students will gain the knowledge and confidence to manage any service industry project from beginning to end. Theory will be explored through examination of service operations & project management case studies. To add rigor to the course, the course curriculum will be aligned with Certified Associate of Project Management (CAPM) certification, an international certification offered by Project Management Institute (PMI).

MBA 640 Ethics CSR & Corporate Governance

This course focuses on Corporate Social Responsibility, Corporate Governance, ethics and the law within the UAE and international context.

MBA 645 Strategic Management

The course is designed to integrate knowledge acquired from MBA Courses and apply it to the management of the firm at the Corporate and Strategic planning level. Hands on Simulation of business game at the MBA level and case analysis

assure the student has mastered the tools, techniques and methods of the Strategic Management Process. In this course students will act as managers making decisions that contribute to the success of a business. *Prerequisite: 18CH*

MBA 650 and MBA 670 Internship (for non-working students) & Work-based project (for working students)

The purpose is to provide applied learning experience either through internship MBA 650/or through work-based project (WBP) MBA 670 in the organization. The course allows participants to demonstrate problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals

relevant to an academic/professional field, field of work or discipline.

The course also provides an important link between the organization and the UD. As such, the internship/WBP should reflect a need of the organization while meeting the perceived needs and interests of the individual students. Thus, the student is required to develop an action-oriented management report. The WBP report must be of a rigorous academic/ professional standard. Students should note that this is a 6-credit hour course reflecting the depth and breadth of work needed from them. *Co-requisite- MBA 625+12 CH*

6.3.4 MBA Courses Description - Concentration courses for Double Major

Finance & Accounting (F&A)

MFA 700 Strategic Cost and Managerial Accounting

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

Prerequisite: Core courses 1-8

MFA 705 International Corporate Finance & Derivatives

The course examines 3 fundamental decisions of multinational companies (MNC) - the investment, the financing decisions and risk management. Topics discussed include risk management, valuation of foreign investments, cross-border M & A, financial distress and restructurings, corporate governance practices and project finance. This course greatly facilitates CFA Level-1 and CIMA's Advanced

Diploma in Islamic Finance (ADIF) exam takers.

Prerequisite: Core courses 1-8

MFA 708 Hedging & Financial Risk Management

The course focuses on the imbibing key concepts of quantitative, statistical and mathematical analytical metrics applied towards identification, measurement, valuation of financial risks. Using current standards and practices, the course focusses on financial risks faced by financial institutions. This course greatly facilitates FRM Part 1 exam takers.

Prerequisite: Core courses 1-8

MFA 710 Islamic Finance & Accounting

This is a special course to contextualize the curriculum to UAE/GCC/MEA economic environment. The contents include: nature of Islamic contracts, Shari'ah compliance, Islamic Financial Systems & Institutions, structuring takaful (Islamic Insurance) & recording

settlement, structuring Islamic banking products and services, framework of financial reporting for Islamic financial institutions (IFI), analysis of financial statements of IFI, Accounting and reporting of: Mudarabah and Musharakah financing, Ijarah and Ijarah Muntahia Bi Tamleek, Salam and Istisna' financing, Auditing of Islamic financial institutions, Corporate and Shari'ah governance. This course greatly facilitates in passing CIMA's ADIF (Advanced Diploma in Islamic Finance) exam.

Prerequisite: Core courses 1-8

MFA 715 Investment Analysis and Portfolio (including Islamic) Management

The course focuses on security valuation theory and investment practice through hands-on WALL-STREET simulation experience. The course covers Market operations, Performance evaluation, Fundamental security analysis methods (in relation to stock bonds), Real Estate Investments (Asset backed and Mortgage Backed Securities-ABS, MBS) Mutual funds, Islamic Products and Portfolio analysis, Comparative analysis of UAE/GCC markets with developed markets. This course greatly

International Business & Marketing (IBM)

MLOM 700 Operations and Supply Chain Strategy

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains. *Prerequisite: Core courses 1-8*

MIBM 701 Managing International Business & Culture

The course introduces graduate level business students to the numerous challenges associated with managing multinational corporations (MNCs). Components of the course include: MNCs motivations and mentalities; environmental challenges associated with the

facilitates CFA level-1 and CIMA's Advanced Diploma in Islamic Finance (ADIF) exam takers.

Prerequisite: MFA 705

MFA 720 Case Studies in Accounting & Finance (including Islamic products) Management

The course focuses on the integration of key Accounting and Finance concepts using current readings and the case approach. Selected cases integrate concepts such as relevant information, cost of capital, cost behavior, risk and return, capital budgeting, Islamic finance products, enterprise valuation, optimal capital structure, and maximization of shareholders' value for economic value creation. The course is highly integrated to test how well students can apply their technical knowledge to real-life industries and issues. The computer based approach aims to simulate how most students write reports at work, plus, this technology lets them take online exam together with international students. This course greatly facilitates CFA Level-1, FRM, CIMA and ADIF professional exams

Prerequisite: MFA 705

increasingly global nature of the world economy; strategic and competitive challenges; strategic collaboration and alliances between MNCs operational and organizational challenges facing MNCs. *Prerequisite: Core courses 1-8*

MIBM 710 Brand Management and Marketing Communication

The course focuses on understanding customers, their preferences for designing appropriate products & services and in determining appropriate products & services, the way to conduct international relations, besides determining appropriate methods to communicate to capture & to deliver value to customers.

Prerequisite: Core courses 1-8

MIBM 711 Marketing Analytics

The course focuses on the way market analytic techniques are redefined and re-engineered and covers the tools and methods used for measuring market performance. It specifically focusses on the techniques used for segmenting, targeting, branding, new product development, advertising, pricing and distribution to measure market performance.

Prerequisite: Core courses 1-8

MLOM 720 Global Logistics and Transportation Management

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

Logistics and Operations Management (LOM)

MLOM 700 Operations and Supply Chain Strategy

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains. *Prerequisite: Core courses 1-8*

MLOM 705 Managing Supply Chain Operations

This course empowers students with the tools and strategies needed to achieve aligned global supply chains to achieve business objectives. There is an emphasis on the operational challenges of different stages of the supply chain, and how they can be aligned through state of the art strategies. *Prerequisite: Core courses 1-8*

supply chain.
courses 1-8

Prerequisite: Core

MIBM 721 International Marketing Strategies

This course will present an overview of the unique aspects of marketing in the global business environment. Emphasis will be placed on the role of international marketing manager in the development of marketing strategies for a variety of markets in diverse cultural, political, legal, and economic situations. Focus will be on developing and implementing appropriate marketing strategies regarding foreign market selection, target identification, adaptation of product, promotion, pricing, and channels of distribution for effective competition in the dynamically changing global market. The students will also either compete in online completion where students are gathered from around the world to compete in an international market on a real time basis or in a simulation game to enhance their understating of the international marketing.

Prerequisite: Core courses 1-8

MLOM 708 Sourcing in Procurement and Supply

The course focuses on the importance of sourcing in supply chain management (SCM). The coverage includes an overview of sourcing of requirements from suppliers, sourcing decision-making, assessment of the financial stability of potential suppliers, sources of information on market data, processes used for obtaining quotations and tenders, criteria commonly applied to the assessment of quotations or tenders, electronic systems used for sourcing of requirements from external suppliers, legislative, regulatory and organizational requirements when sourcing in the not for profit, private and public sectors and international suppliers.

Prerequisite: Core courses 1-8

MLOM 715 Purchasing and Sourcing Strategy

The course focuses on purchasing and sourcing strategies to enable global supply chains to achieve their business objectives. There is an emphasis on the optimization of the procurement network with the goal to minimize procurement cost and the risk of inventory shortage. *Prerequisite: Core courses 1-8*

MLOM 720 Global Logistics and Transportation Management

The course focuses on the importance of International Supply Chain Management (SCM). The coverage includes an over view of international logistics, global strategy for Logistics & SCM, structuring the global supply

Leadership and Human Resources Management (LHRM)

MLHRM 705 Strategic HRM

The course offers a framework for thinking about managing human resource strategically in UAE and GCC environment. Topics covered include managing HR architecture, HR challenges in UAE/GCC, people processing systems and future of HRM. *Prerequisite: Core courses 1-8*

MLHRM 710 Cross Cultural Leadership

Cross Cultural Leadership examines what constitutes "effective" leadership across cultures. The underlying theme of this course is that the skills and behaviors that are perceived as effective leadership characteristics in one culture are not necessarily those that will be effective in a different culture. By exploring the ways in which specific characteristics are valued differently by different cultures, the students acquire frameworks for assessing how to approach a work assignment in a culture that is not their own. *Prerequisite: Core courses 1-8*

chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, security & risk management for international supply chain. *Prerequisite: Core courses 1-8*

MLOM 725 Managing Contracts and Relationships in Procurement and Supply

This course concentrates on approaches to contract and supplier relationship management involving stakeholders in these processes. Personnel involved in creating contracts and relationships with external organizations need to ensure outcomes that achieve organizational requirements including costs, quality, risk management and timing. *Prerequisite: Core courses 1-8*

MLHRM 730 Talent Acquisition and Development

The course focuses on talent acquisition, training & development of human resources. Students will be exposed to critical conceptual and theoretical issues in each of these areas. *Prerequisite: Core courses 1-8*

MLHRM 735 Leading People and Organizations

The course focuses on areas necessary for effective organizational management, interpersonal skills required in the communication process, team development and organizational culture. The purpose is to provide capstone overview of both concepts and skills within a meaningful context to be developed by overall LM-HRM concentration courses. *Prerequisite: Core courses 1-8*

MLHRM 740 Performance and Reward Management

The course focuses on employee performance management and compensation and benefits aspects of human resources in work place. Students will be exposed to critical conceptual and theoretical issues in each of these areas.

Prerequisite: Core courses 1-8

MLHRM 745 Leading Innovation and Change

With constant changes occurring in their business environments, organizations are compelled to innovate and change in order to survive and keep ahead of competitors. While the spotlight of the business press on innovation and change has intensified in recent decades, effectively leading these dynamic aspects of organizations has always been an essential component of a leader's role. Innovation and change are particularly important to established organizations, as they fend off their counterparts and new entrants into their industries. Leaders with a deep understanding of innovation and change management, which are central to intrapreneurship, can help organizations counteract this tendency. This course focuses on developing and strengthening such an understanding and its associated skills.

Prerequisite: Core courses 1-8

LLM 620 Management of Legal Resources

This course provides future business owners, entrepreneurs, executives, managers, lawyers and students intending to enter the workforce with an introduction to the law of the workplace. The course provides for an examination of the various employment laws with which businesses located in United Arab Emirates (UAE) must comply and the legal rights and responsibilities of employees and employers. It aims at enabling students to identify solutions and/or avoid workers disputes

in the workplace. The course also includes comparisons with US and UK employment laws.

The course explains the legal aspects of human resources by focusing on the three basic stages of the employment life cycle: hiring, managing and terminating. The emphasis is on laws and regulations concerning the hiring process; equal employment opportunity with respect to discrimination and harassment because of some specific employee's characteristics protected by workplace laws; workplace security and privacy including occupational health and safety; the regulatory environment referring to workers' compensation, unemployment compensation and minimum wage laws; labor relations, collective bargaining and dispute resolutions; termination of employment and severance pay; special employment requirements for UAE expatriates.

LLM 640 Business Transactions

This course is intended to prepare students to represent clients in a variety of business transactions that contain international elements. The emphasis is on the formation and enforcement of agreements between private commercial parties and on the anticipation and recognition of issues that are peculiar to, or are especially prevalent in, international business. The course follows a sequence of increasingly complex transactions, from the isolated purchase and sale of goods, through sales through distributors and licensing, to foreign direct investment. Topics include: the formation of the basic commercial transaction; financing the international sale of goods; agency and distributorships; licensing of intellectual property; establishing and operating a foreign investment; and dispute settlement.

MBA Work Based Project (WBP) / Capstone Project

The purpose of the Work Based Project (WBP) / Capstone Project is to provide applied learning experience through work-based project (WBP) in the organization. The course allows participants to demonstrate problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to an academic/professional field, field of work or discipline.

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

Program Matrix 1 - Mapping of PO/PCO to the CLO aligned with the QFEmirates.

Please refer [Appendix 1](#)



Admissions & Prerequisites

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.

Admissions Process

The goal of the admissions process is to admit students to the MBA program that shows a high promise of being successful. The Graduate Programs Office accepts applications during the four terms (September, January, April, and July) of the academic year for graduate programs offered at UD.

An applicant must provide the following documents for admission:

1. Completed application form.
2. Original bachelor's transcript.
3. Original or attested copies of bachelor degree.
4. Certificate of equivalency from MOE (*if required*)
5. TOEFL/IELTS score or equivalent.
6. Valid passport copy.
7. Valid emirates ID copy.
8. Recent photos (*4 copies*)
9. Official Master's transcript (*Transfer student*).
10. Ministry approval for transferred courses (*Transfer student from abroad*).
11. Updated Curriculum vitae and employment letter.
12. Campus violation list (*Provided by Registration Department*)
13. Pay admission fee per current fee structure (non-refundable, includes Student ID Card).
14. Pay a one-time technology fee per current fee structure.

Admissions Criteria

A. Regular Admission Requirements for the Graduate (MBA) Program

1. Completion of a recognized baccalaureate degree in a discipline appropriate for the MBA degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to the MBA program.
2. A minimum cumulative GPA of 3.0 on a 4.0 scale or its established equivalent, in the applicant's baccalaureate degree program in the related area.
3. A minimum TOEFL score of 550 (CBT 213, iBT 79-80) or IELTS 6.0 overall or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation. The test scores submitted must be valid (not more than two years). Students who provided required English official scores (which are documented in the official transcript) during their Bachelor degree need not provide additional English scores. However, as an exception to this requirement, an applicant with an undergraduate qualification from an English-medium institution will be exempted from this requirement given that he/she provides evidence of

acquiring a minimum score of TOEFL 500 on the Paper-Based test (iBT 61), or its equivalent at the time of admission to the undergraduate program.
UD TOEFL code is 8239 and SAT-Math code is 5695.

B. Conditional Admission requirements for the MBA Program

- 1 A student with a recognized baccalaureate degree in business with a cumulative GPA average of 3.00 or above on a 4.0 scale, or its established equivalent, and a minimum score of TOEFL 530 (CBT 197, iBT 71) or IELTS 5.5 overall or another standardized test approved by the Commission may be admitted conditionally to the MBA program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - 1.1 Must achieve a TOEFL score of 550, or equivalent, by the end of the student's second term of study;
 - 1.2 May take a maximum of six credit hours in the first term of study;
 - 1.3 He/she must achieve an average score of 3.0 in the first term (on a 4.0-point scale or its established equivalent) credit courses taken.
- 2 A student with a recognized baccalaureate degree in Business with a cumulative GPA average of a minimum 2.25 up to 3.00 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for regular admission stated in "Part A" above, may be admitted conditionally to the MBA program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - 2.1 May take a maximum of six credit hours in the first term of study;
 - 2.2 Must achieve an overall GPA of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for MBA program.
- 3 An institution may submit a proposal to the CAA for a mature entry student who does not meet the stated GPA requirement but has at least 5 years of relevant documented work experience after the Baccalaureate degree was obtained, provided he/she meets the English proficiency requirements. The number of students admitted under the category of Mature Entry Admission must not exceed 10% of the total number of students admitted to a Master's program.

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

C. Transfer Students – Credits & Criteria

UD approves, in principle, the admission of applicants transferring from other institutions of higher education into the undergraduate and graduate programs.

Transfer students must also submit the original transcripts from the University/College they are transferring from. In addition, transfer students may be requested to submit the course syllabus and course description for each course they seek to transfer for credit. Applicants will be informed of the course(s) eligible for transfer credits within 96 hours by the Registration Admission Department.

Admission Guidelines for Transfer Students – Graduate Programs

These candidates are eligible for admission subject to the following conditions:

1. The institution they are transferring from is recognized by the UAE MOE and uses the credit-hour system and must provide valid official TOEFL/IELTS scores (Institutional TOEFL is not valid) prior to enrolling to UD MBA.
2. Applicants transferring from other institutions must have earned a GPA of not less than 3.00 and may only be given transfer credit for courses which are equivalent to those offered by UD and in which they have received a minimum grade of B (equal to a GPA of 3.0 or 83-86%).
3. If the transferred student has an academic warning (i.e., GPA is less than 3.0), she/he will be considered for a conditional admission as a new student and not as a transfer student.

4. Prior to their admission, transfer students will be informed in writing of transfer courses approved by the College Dean. The transfer courses will be accepted upon receipt of official transcripts.
5. Transfer credits are entered on the student's transcript and student's academic plan with "TC" grade. The transferred courses are credited hours (counted toward the degree) but no grade points are assigned; thus, they are not used in computing the student's GPA.
6. The maximum number of credits a student may transfer must not exceed 50% of the total hours required for graduation (i.e. 15 Credit Hours).
7. Transferred courses must match at least 80% of the course content of UD courses.
8. No credits will be granted twice for similar courses taken at different universities.

D. Admission for MBA Non-Business

A student who holds a non-business degree with a cumulative GPA average of a minimum 2.25 on a 4.0 scale will have to undertake (Pre-MBA courses as shown in Table 7.1 before being considered for formal admission to the MBA program. Recognition of prior learning (RPL) based on UD Policy S.5.5 has been encouraged to permit engineering and other non-business professional to join the MBA program.

Table 7.1: Pre-MBA Foundation Courses (for MBA applicants)

Course Code & Number	Course Title	CH
PMBA 500	Principles of Economics	3
PMBA 505	Principles of Management	3
PMBA 510	Business Mathematics & Statistics	3
PMBA 520	Principles of Accounting Finance	3
Total (4 Courses)		12

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

Appropriate exemptions (EX) will be given for courses taken with a minimum (C) grade in earlier programs from accredited universities or professional certification programs (e.g., CPA, CPM, CMA, PMI, etc.) or through undergraduate program at UD or through passing a challenge exam prepared by UD MBA faculty. Pre-MBA (non-credit) courses may take up to two terms (about four months) to complete. Students enrolled in these Pre-MBA courses must score a passing score of 80% to be eligible to join the regular MBA program after satisfying the English language requirements.

Guidelines for Study Abroad/ Visiting/ Audit Students

A. Visiting Students

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

B. Audit Students

UD allows individuals interested in a particular course to attend classes as Audit students. The following conditions apply:

1. The candidate must show some evidence of prerequisite knowledge required for auditing the course (meet the course instructor/Graduate Program Director to clarify this point and state the purpose for auditing the course).
2. Provide passport copy and four recent photographs (JPEG format file).
3. Pay the regular course fee as applicable for Visiting/Short course students.
4. Attendance policy is not mandatory.
5. Homework assignments/examinations are not mandatory.

Readmission

All students who have officially withdrawn from the University or have cancelled their registration (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.

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 Admission 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.

Student Records And Information Release

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

Student 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 bachelor's transcript
3. Original or attested copies of bachelor degree
4. Certificate of equivalency from MOE (if required)
5. TOEFL/IELTS score or equivalent
6. TOEFL/IELTS has been verified by admissions/registrations
7. Valid passport copy
8. Valid Emirates ID copy
9. Recent photos (4 copies)
10. Official Master's transcript (transfer student)

11. Ministry approval for transferred courses (transfer students from abroad)
12. Updated CV+ employment letter
13. Campus Violation list

B. Records - Back up: The IT Services takes back-up of the CAMS 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 RD Coordinator/Graduate Programs Coordinator is authorized to manage and update students' files.
4. Regulations regarding access to students' information on the CAMS:
 - 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 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 RD.

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.

Registration, Credit Hours and Course Load

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 updated on the student portal (Moodle) .

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.

Confirming the Booking

During the registration week:

1. Pay the tuition (and other) fees at the Accounting Department.
2. Collect the class schedule from the Registration Department, or you may print it directly from the student portal page.

Re-taking a course

If you wish to retake (repeat) a course that you have taken in a previous term; please proceed to Registration Office.

At-Risk students

Students with CGPA less than 2.0 can't use the online registration feature. They must register through their faculty advisor.

Other Important Notes:

1. The system will ignore the online booked courses that do not meet the pre-requisite and academic level.
2. UD has the right to deactivate any early booking courses that does not meet UD requirements without informing the student.
3. Students are fully responsible for their "online booking" and should not blame the University for losing their booked courses for unknown reasons. The system is totally error free.

Course Load

The student's study load in one academic term can range from 9 credit hours to a maximum of 12 credit hours, as follows:

- The normal load for Graduate student is 9-12 credit hours, and no increase should be allowed. This is internationally recognized norms.
- 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.

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.

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.

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.

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.

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.

change Of Major/ Degree

Students seeking to change their major or degree at UD must complete the appropriate form from the RD. 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, and the Dean/Director.

Class Size

1. Class Size

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

- Core courses: 20-32 students
- Specialization courses: 5-20 students
- Pre-MBA: 15-25 students

2. Class Scheduling:

MBA classes are offered on Sat and Monday for optimal utilization of available rooms for all UD Programs. The lecture timings for the undergraduate and graduate programs are:

Sat: 12 Noon – 5:00 PM Monday*: 4:00 PM – 9:00 PM

*the other working days

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.

Grading and Assessment

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. Each MBA course is assessed by a combination of classwork (assignments, group work, projects, simulations), and one final examination. Classwork constitutes 60% of the course grade and the final examination at the end constitutes 40% of the course grade.

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.

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.

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 and 9.2 respectively:

Table 9.1: Graduate Grading System

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

Table 9.2: Term and Cumulative GPA

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

Grade Point Average (GPA) - Term And Cumulative

Term Grade Point Average

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

Example:

Course	CH	Grade		CH X Points	Term GPA
		Code	Points		
Managerial Economics	3	A	4.0	12.0	Total Points ÷ Credit Hours
Marketing Management	3	A-	3.7	11.1	
Accounting & Financing Decisions	3	B	3.0	09.0	
Total	9			32.1	Term GPA=32.1 ÷9=3.57 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		
1st Academic Term					
Managerial Economics	3	A	4.0	12.0	Total Points ÷ Credit Hours
Marketing Management	3	A-	3.7	11.1	
Accounting & Financing Decisions	3	B	3.0	09.0	
Total	9			32.1	Term GPA=32.1 ÷9=3.57 points
2nd Academic Term					
Organizational Behavior	3	B+	3.5	10.5	Total Points ÷ Credit Hours
Managing Services Operations & Projects	3	B	3.0	09.0	
Business Research Methods	3	B-	2.7	08.1	
Total	9			27.6	Term GPA=27.6÷9=3.07
Grand Total	18			59.7	Cumulative GPA=59.7÷18=3.32

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 RD 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.

Challenge Exam Fees

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



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. Such Students are closely monitored by academic advisor to make sure they maintain the minimum CGPA.
- 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
- Courses taken as Pre-MBA will not be counted towards the CGPA of the MBA degree but will be reflected in student's transcript as pass (> C+) or not pass (< C).

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/ student portal 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)
1 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 RD by faculty members. If RD receives too many enquiries on the same faculty member, then RD 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).

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 RD. 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.

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 September 1st and prior to August 31st of the following year).

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 and 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 (Appendix 3) which is available at Registration Department 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 (Appendix 3) must be completed and duly signed by the student and submitted in person to RD. Students will also be required to complete the "Graduating Students-Exit Survey" which forms a basis for continuous improvement at UD.

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 January 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 1st 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 2nd week of February. Students not listed as eligible may contact the Registration Department for further clarification by the 3rd week of February.
6. In March, 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 3rd week of April and complete the Graduation Requirements Form (Appendix 2).
8. Before receiving their attested degree certificate, graduates must complete the Graduation Clearance Form (Appendix 3).

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 3.6
- 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 3rd 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 RD.

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

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.



Graduate Student Rights and Responsibilities

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.

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

Allegiance 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.

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 Students & Alumni Affairs (SAA).

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:

- Race
- National origin
- Religion
- Color
- Gender
- Economic status
- 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 Students & Alumni Affairs (SAA) 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 Possession

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
- Parents/Guardian

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.

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 Student Code of 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 subjected to disciplinary sanctions, according to established penalties as stated below. This will help UD to protect the University community by maintaining order, discipline and stability on campus.

I. **Student Academic Misconduct**

- Student Academic misconduct is an academic violation that covers but not limited to plagiarism, misrepresentation, fabrication, facilitation and cheating in exams.

- Apart from exam cheating and plagiarism, the decision on whether or not to treat an academic misconduct as a violation of the Code of Student Conduct, is at the discretion of the instructor.

A. 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).** Every academic submission made by a student should be a work of his own and also not be self-plagiarized. In all cases of plagiarism whether it is blatant or self-plagiarism, students will be held accountable for violation of academic integrity which also includes a penalty for their dishonesty.

Types of Plagiarism

- *Self*: A student's work reproduced more than once for the same course or for other courses without prior permission(s) of the instructor(s) involved is an act of plagiarism. Students should be very careful when quoting or paraphrasing (properly citing material).
- *Accidental*: Every student is required to understand plagiarism as something similar to acts of fraud in the academic community. For this reason, it is the responsibility of the student to make sure his/her work has been checked and properly acknowledged.
- *Blatant*: Student's work reproduced from a fellow student or any other information source intentionally without proper acknowledgement is serious act of plagiarism. Students well of blatantly will lead to the strict penalty that can include non-grading of course work all the way to failing of the course as deemed by the faculty.

UD uses "Turnitin" software in Moodle to detect extent of similarity (through similarity index). Turnitin is used by both students and faculty to support in the learning process to understand the usage degree of the cited research material. The generated origination report from Moodle will support in the process.

For the above objective, Turnitin tool will be used by the faculty for all the graded assignments, exams, projects.

The faculty has the right to make final decision in regards to the students' grades work in determining the student work integrity based on the criteria and the faculty awareness of the student's work level.

Students must ensure complying with UD plagiarism policy, repeated offenses receive higher penalties as stated in Section II.B.



Violation		Sanction(s) (Refer to II.A)
i.	Turnitin distinguishes <u>similarity</u> as matching text and <u>plagiarism</u> . Turnitin system will compare the paper to any matching text in Turnitin databases and highlight accordingly – even if the text was properly referenced. As to, identifying substantial non-original material (citation, quotes, reference) it is the faculty member duty to determine each student’s paper as intentional plagiarism by referring to originality report in Turnitin (instead of blindly depending on similarity index). If such non-original material (citation, quotes, references) identified by the faculty member as “intentionally plagiarized and /or has improper/lack of citation in student’s work as in the origination report, then punitive action needs to be taken by the instructor.	2, 6
ii.	Paraphrasing (i.e., putting into one’s own words) a source’s text, without providing proper acknowledgment/citation.	1, 2
iii.	Reproducing (without proper citation) any other form of work created by another person.	1, 2

B. Misrepresentation

Violation		Sanction(s) (Refer to II.A)
i.	Taking credit for work not done, such as taking credit for a team assignment without participating or contributing to the extent expected.	1, 2
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.	1, 2

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

Violation		Sanction(s) (Refer to II.A)
i.	Falsifying data collected in the conduct of research.	1, 2
ii.	Making up or presenting falsified data in papers, manuscripts, books or other documents submitted for publication or as course or degree requirements.	1, 2
iii.	Making up a source as a citation in an assignment.	1, 2
iv.	Citing a source that the student did not use or <u>does not exist</u> .	1
v.	Falsifying material cited.	1, 2
vi.	Attempting to deceive the instructor by altering and resubmitting for additional credit, assignments that have previously been graded and returned.	1, 2
vii.	Falsifying, changing, or misusing academic records or any official University form regarding oneself or others.	4 & 5
viii.	Failing to be fully cooperative and truthful if one has direct knowledge of an alleged violation of academic integrity.	4 & 5
ix.	Making a false accusation regarding a violation of academic integrity or other.	5

D. Facilitation

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

Violation		Sanction(s) (Refer to II.A)
i.	Giving another student one's assignment or paper (or a portion thereof) to copy.	1,2
ii.	Giving another student answers to an assignment.	1,2
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.	1,2

E. Exam Cheating

Violation		Sanction(s) (Refer to II.A)
i.	Talking/ whispering during an exam; Communicating, or attempting to communicate, answers, hints or suggestions during an exam.	2 & 5
ii.	Copying (or attempting to) from someone else's exam.	2 & 5
iii.	Using or possessing unauthorized notes, supplemental notes, or other aids (such as an electronic device that contains unauthorized information), during an exam.	2 & 6
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.	3 & 6
v.	Attempting to steal, or soliciting an exam or answer key.	5
vi.	Sharing answers or collaborating on a take-home exam without explicit permission from the instructor.	2 & 5
vii.	Attempting to deceive the instructor by altering and resubmitting for additional credit tests, quizzes, or exams that have previously been graded and returned.	2 & 5
viii.	Arranging for another student to substitute for oneself during an examination session or in the completion of course work.	2 & 6
ix.	Accessing unauthorized computer folders/drives during an exam	2 & 5

II. SANCTIONS & REPEAT OFFENSES

Student violations will be referred to the SIC committee who will in turn recommend appropriate disciplinary sanctions to the President. 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 thus is considered as 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. Students with repeat offenses receive higher penalties. 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.

A. Disciplinary Sanctions

1. Warning Letter

In the event of the violation is not 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 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. A copy of the warning letter must be sent to the Chair of SIC for records.

2. 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. It is also appropriate when the student objects to the invigilator’s instructions during an exam. Re-offence leads to ‘Suspension (5).’

3. FAILING a Semester

The SIC committee may choose to fail the respondent in all courses currently registered in. This is also the penalty for ‘Repeating Courses (2).’

4. 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.

5. 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.

6. 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:

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

7. 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.

8. 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.

B. Repeat Offenses

1. 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.

2. SUSPENSION:

The second suspension will be for two semesters while the third will lead to expulsion.

3. 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:

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" (Appendix 4) 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 Dean will report any change in the grade(s) to the Registrar's office using the "Grade Change Form". The decision is final.

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" (Appendix 6). 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.

Professional Classroom Conduct

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

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

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.

Smoke Free Campus

Consistent with the UD's objective of creating a healthy environment for all its stakeholders, smoking is forbidden at all times on the University campus, including its classrooms, escalators, underground parking, halls and corridors, private offices, toilettes, etc.

Signs are posted at each floor of the building and displayed in visible areas to inform all students that smoking is prohibited. This policy applies to all UD students. It is the responsibility of all members of the University community to comply with this policy. Failure to do so, students will be exposed to disciplinary action.

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” (Appendix 6) 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.

Campus Violations and Fines

I. Student Discipline Process

This policy is established to set the student responsibility in maintaining civilized campus that promotes healthy academic environment where safety, mutual respect to the University stakeholders are emphasized and encouraged.

UD as one of the highly reputed academic institutes of higher learning wishes to produce high intellect students with disciplined moral standing. As UD encourages safe and healthy environment to achieve this, UD established guidelines and regulations. UD student is obliged to behave respectfully to others, the University’s assets and to its stakeholders. UD faculty, staff and other members are expected to report any students’ violations.

In order to introduce students to the value of respecting UD campus and preserving its assets and environment, an awareness campaign will be conducted with the following controls:

- A. Closed-circuit television (CCTV) 24 hours a day /7 days a week video surveillance is used to monitor the campus.
- B. Assign no overtaking traffic sign across campus in area not safe for students and for the University assets.
- C. Issue UD campus violations and their related fines flyer to all students.
- D. Distribute this flyer to all students when they take their ID card. Maintain a copy in their academic file with their signature.
- E. Conduct an event day to emphasize on the concept of clean University under the name “Clean our Campus”. Participants will include students, UD management, deans, faculty and staff.
- F. Upload the Campus Violations and Fines on UD screens for a week on a monthly basis.

II. Reporting a Student Violation

- A. Every UD employee is obliged to report any of listed below violation by completing the Student Campus Violation Report Form (Appendix 5) this form will be available in UD website and with security officers. The form should be submitted to the Students and Alumni Affairs Department or the UD security officers.
- B. It is the responsibility of the security officers to monitor the students' behavior inside UD campus and report any student violations by completing the Student Campus Violation Report Form (Appendix 5) and submitting it to the Students and Alumni Affairs Department.
- C. All students' campus violations will documented through students Warning letter issued and signed by the Student and Alumni Affairs Department Director.
 1. Penalties under category (A) violations:
 - 1.1. First violation, student will receive a warning letter issued by the Student & Alumni Affairs Director. This letter will act as initial warning and it will be placed in his/her academic file on CAMS.
 - 1.2. Second violation the student will have to pay related fine. Failure to do that, a financial hold will be imposed on his/her academic file, until the payment is received.
 2. Penalties under category (B) violations:
 - 2.1 First student violation, the student will receive a warning letter issued by the Student & Alumni Affairs Director. This letter will act as initial warning and it will be placed in his/her academic file on CAMS.
 - 2.2 For the second violation, the student will have to pay related fine. Failure to do that, a financial hold will be imposed on his/her academic file, until the payment is received
 - 2.3 If the violation is repeated for the third time, the student will be academically suspended for one academic semester.
 3. Penalties under category (C) violations:
 - 3.1 These are violations of the Student Conduct Code and are subject to disciplinary sanctions by the University. Besides, these violations are reported to the police authority by the UD management.

III. Violations Category:

Category (A) violations

Violation Description	Fine (AED)
Using UD administration meeting rooms	200
Using UD facilities i.e. faculty and staff offices and classrooms on national holidays and after working hours without proper authorization.	500
Smoking in Undesignated Areas	200
Disposing & sticking gum on the University furniture, electronics or/and walls	200
Polluting UD campus with trash, cigarettes and leftovers	200
Sitting on UD campus wall or/and balcony	500
Sitting on tables / placing feet on UD furniture.	500
Failure to show student ID card when asked.	250
Eating and drinking outside the designated areas	300

Category (B) violations

Violation Description	Fine (AED)
Failure to park the car in designated parking slots	200
Parking in a handicap space	500
Parking on the pavement	250

Car noise within UD campus	500
Driving recklessly inside campus and over UD fences	1000
Writing on UD Campus walls , tables , doors and lockers	500
Damaging, destroying UD campus furniture and electronic devices	Buy new Furniture/ Electronic devices
Damaging UD plants and trees	500
Throwing trash and damaging UD fountain	1000
Damaging the University transportation	Bear the damage cost
Inappropriate behavior between students inside UD campus that disrespect and offend UAE local culture.	500 Also, the student will be subject to disciplinary actions as per the Code of Conduct stated in the Student Handbook.
Being aggressive to UD security officers and/or cleaning staff.	
Students who exhibit dangerous behavior to self or others	

Category (C) violations

Violation Description	Sanctions
Using, selling, possessing, offering to sell, or furnishing, or being under the influence of, any controlled substance..., any alcoholic beverage, or any intoxicant of any kind.	These are violations of the Student Conduct Code and are subject to disciplinary sanctions by the University. Besides, these violations are reported to the police authority by the UD management.
Possessing, using, storing, or otherwise furnishing any weapon, knife, dangerous chemical, fireworks, explosive, or other dangerous object.	
Causing a traffic accident that endangers the life of UD student, employees and visitors.	

Facilities and Services

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 22,000 books and in-house research papers of UD faculty, which are valuable for students, researchers and academics.

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.

Library Policy, Procedures and Regulations

Library & Learning Resources Center

The purpose for Library and Learning Resources Center (LLRC) is to preserve, collect, organize information which conveys integral role in supporting higher education and research activities in UD. Making knowledge and information accessible to faculty, students, staff, alumni and researchers in addition to providing high quality services are the LLRC top priority. To fulfill these needs, the library is compelled to utilizing the best available resources and the latest information technologies.

Library Services

UD library provides the following services:

Reference Services

An active reference service is available to answer reference and research inquiries, and queries concerning the use of the library and its facilities. The librarian available all hours of operation ready to assist in using all print and electronic resources. Students can call 045566832 or Ext. 832 for reference inquiries or e-mail: ud-library@ud.ac.ae

Digital Library Access Services

The library provides access to thousands of electronic journals with indexes, abstracts as well as full-text through online databases like ProQuest ABI /Info, ProQuest Dissertation and Theses, EBSCO, International Financial Statistics (IFS), World Bank publications, EIKON, Emerald insights, Lexis Nexis, Kluwer Arbitration, West Law Gulf, Islamic Finance News, Springer e-books, JSTOR, IEEE-Xplore, IGI Global, AIS, SCOPUS and IMF e-library. These online resources can be accessed both campus-wide and remotely through the university's intranet. Please go to Smart Search to search our databases in one platform at our homepage.

Photocopying & Printing Services

A self-service machine is available for copying needed materials where a fee of 10 fils per copy is applied. Copyright laws must be strictly observed while photocopying. Only chapter of a book, journal articles are allowed to photocopy.

Printing service is available in the library and on campus as a whole. Students are requested to observe their printing habits to save papers and tonners. Each student is given a quota of 100 free printing papers per semester. If more printouts are needed, students have to recharge their accounts with needed amount through the librarian on duty or Finance Department. A charge of 10 fils per page is applied.

Online Public Access Catalog (OPAC)

The Library Management System at University of Dubai provides a very powerful and user-friendly searching interface for all library holdings. This software allows searches by author, title, subject, and keyword(s), unfortunately federated search is not supported. Guiding icons of whether the item retrieved is a printed

book, e-book, learning kit or journals are displayed along with the search results at the extreme left of the results display.

All new students are given guidelines on the use of library services and resources during orientation (Bidayat) days and are given library guide which is available at the circulation desk round the year.

Document Delivery Services

The library can provide journal articles, reports, and other documents from regional academic libraries as part of interlibrary loan and document delivery. This service actively supports research activities at UD and fulfill information needs.

Open Learning Resources Center

The Open Learning Resources Center of the library is equipped with 38 computers with latest software embedded to all users. All computers are equipped with multimedia kit and internet access browser. Latest Microsoft Office application packages are available along with some specialized software on all terminals. A networked printer is also provided for users.

Information Literacy Program

An active information literacy skills program is offered to all incoming and existing students. The skills are essential to enable students to locate, evaluate, and use the needed information effectively. An information literate student helps to improve academic standards and self-directed life-long learning. One to one, group and in-class sessions for information literacy is conducted all year round.

Collections

The library's collections have been developed to meet the academic needs of University. The Library of Congress Classification Scheme is used for organizing book collections into various sections, while periodicals are arranged alphabetically. In addition to the general book collection, there is a reference section containing encyclopedias, dictionaries, handbooks and other reference works. There is also a reserve section which keeps a copy of textbook or heavily demanded item for in-library use only.

Circulation Policy

Loan Periods, Renewals and Reservation

All library patrons must produce a valid ID card when borrowing any material. Students are allowed to borrow four books for a period of 25 days. Library materials may be renewed once, provided no other library user has reserved the items. If library materials are not returned on time, an overdue notice is sent out 3 days prior expiry date as well as one day as grace period is granted and then a fine of 1 dirham per day per item is imposed. If there is library material currently on loan that a student wishes to check out, the item can be reserved at the circulation desk or online. An email notice will be sent to students once the item is available. Reserved item will be re-shelved if it is not picked up within three working days.

Lost or Damaged Library Materials

Borrowers are required to replace lost or damaged item(s) in the collection with a new copy. Patron is charged the actual price of item (latest edition if applicable) plus 50 AED as processing fee.

General Library Rules

- Users must comply with the IT code of conduct, the library code of conduct, and the student code of conduct while in the library.
- Users may refer to these codes of conduct in the UD catalog. Users must also be considerate of others by keeping noise level low not to disrupt others in studying and research.
- Hot food, salad, pizza, soup and hot messy or odorous item (coffee etc.) must be consumed outside library.
- Library users are responsible of their belongings and should not be left unattended. Library is not responsible for any loss.
- Mobile phones should be kept on vibrate or silent when entering the library.

- Library users are expected to comply with library rules and guidelines that related to fair use of copyrights.
- Defacing or damaging library facilities or equipment will be prosecuted through management authorities.

Community Patrons

Community patrons, residents of Dubai or nearby areas are welcome to use the UD Library resources and facilities as long as Faculty, Students and Staff access is not infringed. Library access, to borrow (checkout) materials, including community residents are required to apply Library membership (paid membership).

To be eligible for a library membership person should be:

- Should be 18 years of age or older
- Present photo identification (Emirates ID, Driving License)
- Must be in good understanding with library policies and loan policies (brochures available and may be provided)
- Circulating material: Maximum of two (2 items) at a time for two (2) weeks. User will be asked to deposit the amount of a book price before check out of the item.
- Expiry date: Patron will be notified through email 3 days' prior overdue date and the charge of 3 dirhams per day per item will be registered for any delay from the due date
- Damaged, lost or non-returned items are charged at the replacement cost of the item plus AED 20/= minimum or maximum AED 50/= processing fee per book, and AED 30/ minimum processing fee for magazine or journal.
- Item renewal for next two weeks (once only) if no one reserved (kept on hold)
- No interlibrary loan will be done on community member behalf
- Remote access to library resources, interlibrary loan, multimedia material, reference material, textbooks and reserve material, periodicals and equipment are not available for community users.
- Printing is limited to 50 pages (or two articles) on a session and will be charged 25 fils per page.
- Borrowing privileges are suspended when any item becomes overdue and will resume when the item (s) are returned.
- Chronic offenders of library policies will have their borrowing privileges cancelled.
- All library user's bare considerate responsibility of making the library safe, neat and pleasant place for reading, research, studying and doing productive work. Please observe the above rules and guidelines.

Library Opening Hours

Sunday – Thursday 8:30 AM – 10:30 PM

Saturday 10:00 AM – 10:00 PM

(Closed on Friday and public holidays)

NB: The library working hours are subject to change. Please visit our website or call us at 045566831 for current opening hours.

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 8:30AM – 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 or any device via UDGGoogle drive (cloud services).
- UD standard licensed software are installed in all the labs.

UD classrooms have the following IT infrastructure and services:

- Each classroom has a PC, LCD Monitor and Speaker
- UD standard licensed software is installed in all classrooms and labs.

Computer Use Guidelines

Introduction

The policies and guidelines outlined in this document must be strictly adhered to by staff, faculty, and students to ensure that any user's usage of the University's facilities and services do not hinder the activities of other, nor leads to the damage (physical or otherwise) of the University's facilities or reputation.

As a staff, faculty, or student of the University, this entitles you to the use of computers, networks, and facilities provided by the University. However, this entitlement depends on your ability to use the entitlement responsibly. By misusing these entitlements, you may end up committing a criminal offence, or at the very least violate the University's policies, which could lead to the revocation of the entitlements.

Authorized users

Being a staff member, student, or faculty member, you are permitted to use the University's facilities and services with the objective of achieving your employment or educational objectives. However, this authorization come with your acceptance that you will abide by the University's policies and guidelines, as well as any policies, guidelines, and laws set forth by the UAE government. Any unauthorized use of the University's resources (directly or indirectly) is considered a breach of the University's policies and might be considered a punishable criminal offence.

Personal use

Any entitlement you are granted in or by the University is for the sole purpose of achieving your employment or educational objectives, and is strictly limited to personal non-commercial use. This personal use is also only acceptable as long as it does not interfere with the student's educational objectives, the staff and faculty's job responsibilities, or the University's systems.

Software and copyrights

Some applications used in the University are open source licensed applications, and as such can be used and shared freely based on the application's license agreement. However, some other applications are licensed and protected under copyright law, as such are to be used only on the workstations in which they are installed, or while the user is on campus or through the campus VPN if the user is not on campus.

Access to workstations and computer networks

The computers in the University provide access to the internet, and thus to other computers and systems in other institutions, educational establishments, other non-academic, and governmental sites. Any access or attempt to access systems or platforms on which the user is not authorized is considered a breach of the university's policies and could be considered a criminal offence. Some workstations are available for public use and access of resources. Any workstation that is located in an administrative department or faculty is strictly out of bounds for anyone except to whom it was assigned, unless if explicitly stated that it is for public use.

Licensed/Copyrighted material

Licensed/copyrighted material belonging to the University shall only be installed on the University's computer resources. Licensed/copyrighted material may not be copied or shared unless with the express permission of the IT Services department. The University's staff and faculty are not in any way permitted to allow students or other staff to copy licensed/copyrighted material belonging to the University, nor are they allowed to distribute or share these materials.

User logins and email ID's

Users are only authorized to log into or use the university's resources only with the login/user ID that has been issued to them by the university. It is a violation of the University's policies to access university resources using another user's login credentials even if they were willingly made available. In circumstances where another user's credentials need to be used, permission should be obtained from the line manager of the user who's credentials are to be used and with the authorization of the IT services department.

Internet use Guidelines

Users are not allowed to use the University's internet to access, store, retrieve, or print any material that is classified as illegal, unlawful, or offensive according to the University's policies and the government of UAE. Users are also not allowed to use the internet resources for any activity that would lead to the detriment of the University in any way directly or indirectly.

Disclaimer

The University reserves the right to monitor all user activity on the facilities that it provides. Users should be aware that all communications and activities, personal or otherwise, via the University's infrastructure might be monitored by the IT Services staff if and when required, as permitted by the University.

Violation of any of the guidelines outlined may result in disciplinary actions being brought against the violator.

Computer Labs Usage Regulations

- No Eating
- No Drinking
- No Music or Loud Noises
- Work Quietly
- Surf Safely
- Print Only when Necessary
- Keep the Work Area Clean
- Do Not Change Computer Settings
- Always Log Off when you are Done
- Respect other Users

Office Hours

For all IT related problems and requirements IT helpdesk can be contacted by users on +97145566888 or email helpdesk@ud.ac.ae between 8:30am to 9:00pm Sunday through Thursday and on Saturday from 10:00am- 9:00pm. Besides, helpdesk is available during all scheduled classes for needed support.

Academic Advising

Advising is provided in the form of academic advising, student orientation, tutoring assistance at the learning center or during office hours, and career advising. Below is a complete list of advising services available to assist students during their academic endeavor.

I. Academic Advising

A. Academic/Graduation Plan

An automated Academic/Graduation plan is developed individually and designed for students based on the respective curriculum logic and 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.

B. Advising Objectives

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

C. Assigning Advisors

All students are advised by faculty members from their own discipline. The list of students assigned for each advisor is chosen randomly by the Advising System. Faculty members may use their login username and password to access the advising system.

D. Advising Procedures

Currently, groups of students at UD are automatically assigned an advisor during registration period by the College Dean/ Program Director while taking into account the student's major as well as breakdown. The advisor's role is to monitor the student's progress while the system will ensure that the courses are taken in the appropriate sequence and following the appropriate curriculum. Further, the curricula at the Colleges have been drawn in such a way that pre-requisites must be completed by students before moving on to advanced courses. Advisors must ensure a planned systematic progression of students. This systematic progression in courses helps students in effectively learning and accumulating the knowledge in stages over time. This also helps students perform well in the comprehensive examination and online major field assessment tests in the last semester of their program.

E. Change of Advisor

A student may change faculty advisor given that the proposed advisor is willing to supervise the students work and the present advisor agrees to the change. A student may complete the Petition for Change of Advisor Form (Appendix 7) to be submitted to the Graduate office.

II. Mentoring At-Risk Students

Students with CGPA below 2.0 are considered at-risk. The assigned advisor shall advise the student to retake courses with low performance (i.e. "F" & "D" grades) in order to improve the CGPA.

Each Faculty member at the colleges may voluntarily choose to provide mentoring for a group of at-risk students within his/her department. Mentoring includes student assistance, monitoring and progress reporting. At the end of each academic year, faculty members will be recognized for their achievements monitored through the annual Faculty Development Plan. The plan for helping at-risk students (also on probation) includes:

- a. **At-Risk Detection:** At the beginning of each semester, the Registrar provides a list of at-risk students to the Dean/Director. The Dean/Director will advise department Chairs to draw corrective actions.
- b. **Remediation Plan:** This plan is executed at the departmental level and would include:
 - Hold regular individual meetings with at-risk students.
 - Advise at-risk students to repeat courses with grades "D" or less prior to registering in any further courses in order to improve their GPA.

- Request at-risk students to visit instructors frequently during office hours.
 - Provide at-risk with peer-support and mentoring from Teaching Assistants (TAs), if available, periodically.
- c. Progress Report: Deans of Colleges and GUCR Director will request from department Chairs/Faculty a feedback report on the performance record of each at-risk student during the semester from course instructor(s). The progress is to be monitored through special forms.

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 8:30AM to 5:00PM. 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.

Internship Ad Career Development Centre Services (ICDC)

Choosing an academic major and a career are important decisions. The Internship and Career Development Center (ICDC) provides individual and group sessions to assist students in making these decisions by integrating all the details and aspects of a job search.

1. Career Counseling

Individual counseling appointments are available to help students:

- Learn to explore educational and career alternatives and develop career decision-making skills.
- Relate educational experiences to career planning decisions and academic qualifications to work opportunities.
- Arrange mock interviews.
- Develop additional career building tools and skills such as resumé and cover letter writing, interview techniques and job search strategies etc.).

2. Career Resource File/Career Library

The Files contain a comprehensive collection of the following career material and information:

- Numerous books, software and Videos relating majors to careers.
- Information on interviewing techniques, resume writing and sample cover letters.
- Information on the occupational and labor market and information on skills necessary for job searches.
- Resources and directories that provide various statistics and salary information.
- National & International College and University graduate school catalogs.
- Database on organizations with listing of the personnel responsible for recruiting.
- Brochures and annual reports of prospective employers recruiting on Campus.
- Study guides for admission tests for graduate and professional Schools overseas.
- Computers for students to use for Internet, job search, career research, resume preparation and career assessment.
- Access to in-house developed software that keeps students apprised of On-campus recruiting activities.

3. Career Workshops and Seminars

Career-focused seminars and workshops are arranged through the academic year by ICDC. These events are organized with the aim of providing the students with the opportunity to engage in challenging interactions with panels of top industry experts, to assess their job interviewing and negotiation skills, make strategic career decisions and build a foundation for lifelong career management.

4. Training Programs

Since, an MBA program is all about training potential leaders for the global market, ICDC conducts leadership sessions inviting global leaders (politicians or business experts) to speak to students on various issues.

5. Networking events

ICDC organizes networking events and round tables with key stakeholders – CEOs, top executives, entrepreneurs, headhunters, etc. These events usually gain a larger audience than the MBA class and increase graduates networking skills and energy to produce extremely engaging discussions about contemporary business topics.

6. Job Placement

The Internship and Career Development Center acts as a link between the University and the business community in seeking and securing job and internship opportunities for the undergraduates and graduates students and alumni.

6.1 Job Fairs

Each year the ICDC organizes a job fair inviting various employers representing governmental organizations and private institutions to visit the UD campus and meet with the students. This enriches the students' networking database and provides them with more job opportunities. Besides, the ICDC involves UD students in various Job Fairs and Open Days that are organized throughout the country. Various career-related activities are instituted to equip the students for their career progression and advancement and enhance their employability at the job fair. The Job Fair, which is also referred to as a career fair is a networking activity where we can nurture and grow relationships with organizations interested in the recruitment and employment of UD students and alumni. Benefits of a Job Fair:

A. To students:

1. Explore different options and career paths in various fields.
2. Meet and talk with representatives from companies from a wide range of industries.
3. Obtain valuable information on internship, part-time and full-time opportunities.
4. Personally submit their CVs to prospective employers and even have an interview.
5. Develop a network of contacts which they can use in their job search.
6. Have a good opportunity to practice their communication and negotiation skills.
7. Discover what is out in the work place from a single event such as this.

B. To employers:

1. Meet the best and the brightest of students from the Business and IT field.
2. Meet a large number of local students whom they can hire for their localization/Emiratization program.
3. It is an inexpensive way of hiring a pool of talented individuals to fill in their current or future vacancies.
4. Branding visibility and networking opportunities.
5. Opportunity to create awareness about your organization's future plans.

C. To the University:

1. The Job Fair is a venue to promote the University's programs and services.
2. The University can forge/strengthen partnerships and alliances with participating companies

6.2 Job Listings

The ICDC has developed contacts to receive and process part/full-time job opportunities from government and private organizations in the U.A.E and the other GCC countries which are updated on a regular basis.

- The ICDC has developed an effective network by partnering with various local recruiting firms thus making more opportunities for UD students.
- A web site has been developed for the use of UD students and prospective employers to search and post jobs. A daily printout of the job listings is also available in the ICDC.
- Information on both on- and off-campus jobs is posted on Bulletin Boards across the Colleges to advertise latest opportunities available to students with a variety of employers

6.3 Employment File

Students open an employment file at the ICDC. This file contains the student's name, copy of the student's passport, U.A.E National I.D. and other important documents that are needed for job applications. The employment file is forwarded by the unit to prospective employers upon their request.

6.4 Graduate Resume Book / CD

Each year, ICDC produces a book, as well as a CD, containing resumés of fresh graduates. These are forwarded to potential employers.

6.5 On-Campus Interviews

This offers students the opportunity to interview with a number of organizations for a variety of positions throughout the year. Organizations seek intelligent, committed youth with enthusiasm and zeal for selections. These students are trained and acquire skills immediately after college.

6.6 Open Day

Chairs and tables will be provided to companies who wish to meet students for their recruitment needs. Alongside the recruitment agenda, companies are free to bring along their marketing paraphernalia and corporate giveaways to promote their products and services. The Open Day reservation form must be submitted to the icdc@ud.ac.ae at least three (3) weeks prior to the intended date of visit subject to ICDC's approval.

6.7 Video Conference

The University is equipped with a video conference facility to enable off-site interview sessions.

6.8 Corporate Alliances

ICDC has signed a Memorandum of Understanding with various organizations.. List of business partners is available with ICDC and on UD webpage. In addition, the Center has developed an effective network of contacts by partnering with various local recruitment firms, thus creating more opportunities for UD students.

7. Employers Services

Employers are invited to post their employment opportunities with the ICDC by emailing a job posting to the ICDC. Employers are also encouraged to provide printed materials and electronic links to information about their organization to be used as resource materials by students and graduates involved in a job search. Assistance is provided to the employer through a variety of other methods including:

- On-campus recruitment.
- Free advertisement of special hiring events.
- Participation in Job Fairs.
- Access to the UD Graduates' electronic resume book. Link is on UD website.

Job opportunities are advertised within 3 working days, free of charge.

Students and alumni can view posting positions online and on the ICDC bulletin Board and apply directly to the employers or through ICDC.

8. Employers Recognition Night

A networking event which aims to promote recruitment of UD students and graduates either for internship or full-time jobs, as well as honoring the best partner recruiter and internship provider for the current academic year. Details of the event are posted on the UD website.

Student Services

Students & Alumni Affairs (SAA) provides 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. Social and Cultural Programs

SAA organizes social and cultural events to further its goal of promoting relations between UD and the community. SAA 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.

2. Sports and Recreational Programs

To promote sportsmanship, camaraderie and a healthy lifestyle, intramural activities are organized by the SAA 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.

3. 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 (May- June).

4. 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 clubs' host a wide range of activities like sports, music and recreation, as well as cultural and social interests.

Contributors to student organizations' activities and events (volunteers/ushers/organizers) are normally selected from among those who are on good academic standing.

Social Clubs

1. Emarati Club
2. Iraqi Club
3. Lebanese Club
4. Syrian Club
5. Palestinian Club
6. Egyptian Club
7. Indian Club
8. Chinese Club

Professional Clubs

1. Environmental Club
2. Knowledge Club
3. Entrepreneurship Club

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.

5. 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.

6. Major Events

SAA 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
- Ramadan Iftar gathering
- Barbeque trips
- Desert Safari
- Beach parties
- Talent Night
- UD Bazaar
- International Day Festival
- International Trip

7. Awards Programs

In recognition for the student's outstanding academic achievement and commitment, dedication and support towards UD's various events, programs and activities, SAA hold 2 awards – recognition and appreciation programs throughout the academic year.

A. Honor Students:

Held in the month of October, the Honor Students event is organized to recognize the high academic performance of graduate students with 3.6/4 and above. Student's parents are also invited to share their children's academic achievement.

B. Student Life Awards Ceremony (SLAC):

At the end of the academic year, the University holds a presentation ceremony to honor, recognize and appreciate students whose contributions towards the University's various activities, programs and events showed exemplary dedication and commitment. These include organizers of successful events and individuals who took leadership positions in all aspects of student life such as the Student Union, student groups and sports teams. In addition, companies which sponsor Student Services events are also invited and awarded in recognition for their contribution to student functions.

Student Discount Program

The University of Dubai is offering the discounts card – “**The ISIC (International Student Identity Card)**”. ISIC is the only internationally recognized student Identity document in the world endorsed by the UNESCO. Since its initiation in 1953, the ISIC has been providing students with access to specially developed student discounts across the globe.

As a UD student holder of ISIC card, you will have access to **over 125.000 discounts on products and services available in 135 countries.**

ISIC's membership validity is one-year period and its annual fees is AED 25. For more information on ISIC, please contact Student Services Office at 04 55 66 824.

Furthermore, the following businesses and organizations offer discounts when you show your UD Student Card at the time of payment or at time of offer:

1. Fitness 4 Life Gym
2. La Moda sunglasses
3. Kaffa Beans – Coffee Shop
4. Dr. Thomas Dental Implant Clinic (DMCC)
5. Emirates Driving Institute

These discount offers are subject to change without notice! If you have questions, contact the UD Student Services office.

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" (Appendix 2) to the Admission and Registration Department in order to graduate and attend the graduation ceremony. 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.

Health Center - Health Awareness, Screening Programs and Community Service

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 SAA 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 Center Programs

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.

Community Service

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

Safety and Security 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

Other Student Services

Dining

The cafeteria provides students with a wide selection of healthy food and beverages at reasonable prices to assure the availability of the appropriate food that benefits students' bodies and brains.

Lost and Found

In case of the loss of personal belongings, students should report to SAA using the appropriate form. If students find items that do not belong to them, found items can be submitted to the Security Desk on the ground floor or to SAA. At the end of each semester, unclaimed items will be disposed of at the discretion of the university.

Transportation Services

Bus service to students is outsourced to accommodate the transportation needs of the students. This will depend on a pre-determined minimum number of 10 students requesting this service.

Services for Students with Disabilities

The goal of the University of Dubai is to ensure a comprehensively accessible university experience where individuals with disabilities have the same access to facilities, programs, opportunities and activities as all others.

Bookstore

The book store offers a range of materials such as textbooks, literature, magazines, newspapers and Stationery.

Student Lounge

Located on the 2nd floor, the student lounge plays an essential role in the daily life of UD students. It is a place where students gather to relax and socialize with friends.

Prayer Rooms

Men's and women's prayer rooms are located on the 2nd and 3rd floors. In most cases, evening lectures have a 20 minutes break for prayer, which is a part of the regular class break.

Groups and Student Organizations

Students & Alumni Affairs (SAA) provides all the needed guidance to organize and register your group and identify appropriate faculty advisors. As a recognized student organization, the club will have access to funds generated from activity fees. The Emarati group, Environmental group are examples of the active student organizations. If you do not see a group that meets your interest, you can simply start your own in consultation with Head of Student Services.

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

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

- 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.
- Stay connected with the UD community
- Get discounts on MBA, and professional development programs
- Take selected undergraduate, graduate and professional development courses for free through Alumni Continuous Learning Program.
- 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
- Have free access to UD Library
- Obtain a life time e-mail

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:** receive assistance with their job search, career information, be invited for 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 (ACLP)

The ACLP 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 ACLP, 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.

Alumni Major Events:

Annual Alumni Homecoming

It is held every year to give all UDAA members a chance to meet each other and share their experiences. A UDAA member has the right to introduce a friend or family member as guest to the annual homecoming dinner by paying a nominal fee.

DBS and CIT Dean's Alumni Networking Event

Alumni used the opportunity to mingle and reconnect with classmates, faculty and staff. Attending alumni are encouraged to actively participate in several initiatives being launched by the Alumni Association in collaboration with the Internship and Career Development Center. The University of Dubai takes the opportunity to share with alumni news about most recent accomplishment and its new program offerings. These two events are held on the month of January and March.

Annual Charity Gala Event

A yearly Charity Gala is organized by the UDAA in May of each academic year. Proceeds from this event are donated exclusively to the Alumni and Friends of the University of Dubai Scholarship Fund and all financial records are transparent, reviewed and held by the University until disbursement to scholarship recipients. The event is open to the entire UD community, including alumni, faculty, staff, administration and current students. Local businesses and individuals who support the Scholarship Fund will also be invited to attend.

Alumni-Students Mentoring Program Events

The ASMP participants are holding the following three major events through the academic year:

1. **Introductory session:** It is held in the beginning of the first semester (Fall) after the mentoring pairs are formed.
2. **Networking Lunch:** It is held in the beginning of the second semester (Spring).
3. **Closing Ceremony:** It is held in the end of the second semester (Spring).

Awards

During the annual homecoming event, UD awards alumni members who reflect the University's tradition of excellence thereby bringing distinction to themselves and UD through their outstanding achievements in both professional and social life.

Nominees along with proof of achievement for all the following awards are to be sent one month before the ceremony. Selections are made by the Alumni Relations Office. The Alumni awards are 3 categories as shown below:

1. **Professional Achievements Award**
Given to the UDAA members who have achieved great success in their professions and have superb records of distinguished career accomplishments and who have made outstanding contributions to their professions.
2. **Most Active Alumni Award**
Given to the UDAA members who have shown extreme involvement and have demonstrated exceptional leadership and service to the University of Dubai and its activities and business functions, enhancing the affiliations with its alumni, student body and the broader community.
3. **Outstanding Future Alumnus**
Given to UD student, enrolled in a full-time undergraduate degree and with a minimum of one year of study who have consistently demonstrated outstanding academic performance and continuous voluntary service to UD.

Publication

Alumni Newsletter: Published on a biannual basis, its purpose is to keep the UD alumni connected to each other and to the University. It reflects the UD Alumni Association's business networking and social events. In addition, it keeps the alumni updated of new happenings and most recent accomplishments of the University. Colleges promote their new programs and business functions through this newsletter that may be of interest to our alumni. We also encourage our alumni to share their personal and professional achievements through our Class Notes column.

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 term, 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. Late Registration Fees

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 of AED 500 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 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

F. Payment Terms

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

G. 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.

H. 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.

I. 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.	Application for Incomplete Final Exam
2.	Application for Reviewing Final Exam Sheet
3.	Issuance of Degree Certificate Fee (with MOE attestation)
4.	Re-issuance of Degree Certificate
5.	Attestation of True Copy Certificate
6.	Graduation Fee*
7.	Technology Fee (once only at the time of enrollment)
8.	Admission and Registration Fees (includes Student ID card)
9.	English Placement Test
10.	Challenge exam per course in Pre-MBA
11.	Replacement of a lost ID
12.	Each Post Dated cheque (Max 3 in each Term)
13.	Returned cheque (maximum 2 chances)
14.	Postponement of post-dated cheque



Schedule of Tuition and other Fees Academic Year 2017-18

Sept. 2017 till Dec. 2018

A.	Item	2017-18	
		Local Students (AED)	International Students (USD)
A.1	MBA Tuition Fee		
	Regular Students	9,100	-
	Visiting (Short course)	11,600	3,200
	Pre-MBA	6,000	-
A.2	Study Abroad Program (per course)	11,600	3,200
B.	Miscellaneous Fees (Nonrefundable)	(AED)	(USD)
B.1	Application fee (MBA)	500	250
B.2	Admission and Registration Fees (includes Student ID card)	1,100	400
B.3	English Placement Test	300	-
B.4	Late Registration (Per Course) - except for PhD Program	500	
B.5	Late Registration (Internship) - except for PhD Program	500	
B.6	Challenge exam per course in Pre-MBA	2,000	
B.7	Replacement of a lost ID	100	
B.8	Each Post Dated cheque (Max 3 in each Term)	200	Refer Note 1
B.9	Returned cheque (maximum 2 chances)	750	
B.10	Postponement of post-dated cheque	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 MOE attestation)	350	220
C.4	Re-issuance of Degree Certificate	1,000	300
C.5	Attestation of True Copy Certificate	100	
C.6	Graduation Fee*	2,500	Refer Note 1
C.7	Technology Fee (once only at the time of enrollment)	700	
<p>The University reserves the right to increase <u>tuition fees</u> up to 10% per academic year when deemed necessary. Given fees are net of all discounts 10% additional discounts is applicable only on MBA tuition fee exclusively for UD Alumni.</p>			

- Notes:**
- Miscellaneous fees (in AED) are applicable to International Students as well.
 - Revised fees are applicable to all new students registered in 2017-2018 onwards.
 - VAT is not included in the above given prices.
 - VAT will be added to the fees once it is implemented in UAE.
- * Graduation fee is subject to change.

Payment Schedule - Installment/Deferred Payments Policy

A non-refundable fee will be charged on each installment/postdated check. The maximum number of installments is three for all terms. At the time of registration students are required to pay for at least one course by cash, current check or credit card. Any balance remaining must be paid in a maximum of two installments in the form of postdated checks. The last date of the final installment is five days before the final exam for all terms. 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.

Refund Policy

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



Full Time Faculty

A

Al Ahmad, Hussain, PhD, The University of Leeds, UK, 1984; Professor in Electrical Engineering; Dean, College of Engineering and Information Technology

Anadol, Gulcin Yaprak, PhD, Hacettepe University, Turkey, 2007; Assistant Professor in Marketing

Arnaut, Marina, PGDip, Edinburgh Business School Heriott Watt, 2013; Lecturer in Management

Atallah, Shadi, PhD, Polytechnic of Turin, Italy, 2012; Assistant Professor in Electrical & Computer Engineering

B

Bin Ahmad, Kamarul Zaman, PhD, University of, 2001; Professor in Management

E

Ehn, Lucia, PhD, University St.Gallen, Switzerland, 2016; Assistant Professor in Banking & Finance

F

Fachka, Claude, PhD, Concordia University, Canada, 2015; Assistant Professor in Electrical & Computer Engineering

Faizal, Kamarul, PhD, Auckland University of Technology, New Zealand, 2012; Assistant Professor in Business Information Systems; Department Chair of Information Technology

G

Gachino, Geoffrey, PhD, UNU MERIT, Maastricht-Netherlands, 2006; Assistant Professor in Economics & Statistics; Provost

H

Haak-Saheem, Washika, PhD, Leuphana Univeritat Luneburg, Germany, 2009; Associate Professor in HRM & Management; Director of Undergraduate Studies

Hussain Sher Afza, Rahim, PhD, Griffth University, Australia, 2008; Associate Professor in Marketing

K

Kafeero, Edward, PhD, University of Munster, Germany, 2009; Associate Professor in International Trade Law & Customs

Kambouris, George, MBA, St. John's University, New York USA; Lecturer in Accounting

Kamel, Yehia Mahmoud, PhD, Benedictine University, Lisle, IL USA, 2005; Assistant Professor in Management

Karathanasopoulos, Andreas, PhD, Liverpool John Moores University, 2012; Associate Professor in Banking & Finance

Karlin, Gina Marie, Master, The New School, USA, 2010; Instructor in TESOL-Curriculum Development

Khalil Al Qadi, Hatem, Master, University of Maharaja, 1999; Instructor in English and Literature; Acting Director GUCR

Khan, Shafaq Naheed, PhD, University of Hull, UK, 2016; Assistant Professor in Computing & Information Systems

Kumar, Ajay, PhD, University of Manchester, UK; Assistant Professor in International Economic Law

M

Mariano, Stefania, PhD, University Degli Studi Molise, Italy, 2006; Professor in Management

Mansoor, Wahiq, PhD, The University of Aston in Birmingham, UK, 1991; Professor in Electrical Engineering; Director, Center for Entrepreneurship & Innovation

Maydybura, Alina, PhD, University of Wollongong, Australia, 2015; Assistant Professor in Banking Finance

Milhem, Reham Mahmoud, PhD, UAE University, UAE, 2015; Assistant Professor in GUCR

Miniaoui, Sami, PhD, HEC Lausanne, Switzerland, 2009; Assistant Professor in Electronics and Communication Engineering

Mitchell Van Der Zahn, Jean Luc Wolfgang, PhD, Murdoch University, Australia, 1998; Professor in Accounting

Mukhtar, Husameldin Hussain, PhD, Khalifa University, UAE,

2015; Assistant Professor in Communications Engineering

N

Najim Mohammed Al Khafaji, Ahmed, PhD, IIT Roorkee, 2000; Assistant Professor in Mathematics

Naqshbandi, Mohammad Muzamil, PhD, University of Malaya, Malaysia, 2013; Assistant Professor in Management

Nasiruddeen, Muhammad PhD, University of Dundee, Scotland UK; Professor in International Arbitration, International Economic Law.

O

Osman, Mohammed, PhD, University of Massachusetts, 1998; Professor in Economics & Statistics; Director, MBA & PhD

P

Panthakkan, Alavikunhu, PhD, Banasthali University, India, 2015; Lecturer in Electronics Engineering - Image Signal Processing

Prasad, Arun, PhD, IIT Madras, India, 2007; Associate Professor in HRM

R

Rababa, Mohammed, PhD, University of Manchester, UK, 2014; Assistant Professor in Law, Intellectual Property Trademarks; Acting Director, College of Law

Rao, Ananth, PhD, University of Minnesota, USA, 1991; Professor in Finance; Director, External and International Relations; Director, Center for Research & Consultancy; Dean, Dubai Business School

S

Suleymanova, Sara, MA, University of Brighton, UK; Instructor in English

T

Tabche, Ibrahim, PhD, University of Bath, UK, 2002; Associate Professor in Management

Thiruvattal, Eapen, PhD, University of Kent, UK, 2007; Assistant Professor in Marketing

W

Worku-Bekele, Genanew, PhD, Johannes Kepler University of Linz, Austria, 2008; Assistant Professor in Economics & Statistics

Z

Zaremba Adam, PhD, Poznan University, Poland, 2012; Associate Professor in Banking & Finance

Appendix 1- Program Matrix

CLO #	MBA Course Learning Outcome (CLO)	QFE Alignment v					Linked to CO	Linked to PCO	Linked to PO
		Blooms Level	K	S	AR	SD			
	MBA 605 Marketing Management								
1	Examine the major components of micro/macro –marketing environment	AN	√				1	All CLOs in MBA Core Courses are aligned to MBA PO1, 2 & 3 (therefore there is no PCO alignment for these courses)	1
4	Establish effective communication skills	S		√		√	2		
	MBA 620 Organizational Behavior								
1	Relate the key differences between individuals and the concept of diversity in the UAE/GCC and international context	K	√				1		
2	Explain about emotions and attitude and how they affect worker performance at their workplace	K	√				1		
	MBA 630 Managing Services Operations and Projects								
4	Evaluate project resources for effective communication and risks handling	E,APP			√	√	2		
	MBA 610 Accounting Information and Financing Decisions								
5	Prepare Financial Plans and Operating Budgets	S, E				√	1		
	MBA 620 Organizational Behavior								
3	Investigate and apply the motivation theories to enhance performance	APP		√			2	2	
4	Analyze the various factors that enhance the effectiveness of teams and communications	AN			√	√	2		
	MBA 630 Managing Services Operations and Projects								
1	Understand key concepts and issues of OM in service organizations	AN	√				1		
2	Identify project management processes	AN	√				2		
3	Manage project scope, time, cost and quality	E, APP			√	√	2		

5	Integrate project procurements and workflow	SD			√	√	√	1,2		
	MBA 640 Managing Ethical & Legal Issues of Business									
1	Explain what is Corporate Social Responsibility	K	√					1		
2	Analyze the difference between ethics and law and the relationship between them	K		√				1		
3	Contrast the different ethical principles to determine whether a business practice may be seen as unethical or socially irresponsible	APP			√			1		
4	Synthesize the concept of corporate governance	AN & S				√	√	2		
5	Evaluate the effectiveness of consumer protection, the community and the corporation, employees and the corporation and managing a diverse workforce	S & E				√	√	2		
	MBA 600 Managerial Economics									
1	Demonstrate, a fundamental understanding of competitive markets' mechanism (demand, supply, elasticity and efficiency)	APP	√					1		
2	Analyze firm and industry cost for production and making strategic decisions	AN		√				1		
3	Explain the difference between market structures and related business strategies	S			√	√		1		
4	Evaluate macroeconomic models to analyze contemporary macroeconomic issues and real-world problems	E					√	2		
	MBA 625 Business Research Methods									
1	Develop a research plan including a problem statement, research questions and hypotheses, review of relevant literature & methodology	AN	√	√				1,2		
2	Analyze appropriate primary and secondary data to solve the identified business problem	AN	√	√				2		
3	Recommend univariate and multivariate statistical techniques commonly used in testing research hypotheses	AP			√			3		
4	Make inferences from data analysis	S					√	4		
5	Write a research report for presenting it to the management	E				√		2		
	MBA 605 Marketing Management									
2	Determine the process of markets segmentation, targeting & Positioning	AN		√				1		
3	Design customer-oriented marketing strategies	S		√	√		√	2		
	MBA 610 Accounting Information and Financing Decisions									
1	Recognize how financial activities manifest themselves on the financial reports of the company	AP	√					1		
2	Manage the components of the working capital of a company	AP			√		√	1		

3	Perform CVP analysis for multiple products and under uncertainty	AN		√	√	√			1,2		
4	Value equity shares by using accounting information, judge investment opportunities and their possible financing sources	AN					√		2,3		
	MBA 620 Organizational Behavior										
5	Evaluate the effectiveness of varying leadership styles, and the use of power and organizational politics, in the UAE/GCC and international context	S&E					√		2		
	MBA 645 Strategic Management										
1	Examine the internal & external environment of business firms using different analytical tools (SWOT, Porter's Five Force analyses and CAPM)	AN		√					1		
2	Formulate short-term and long-term strategies to implement the strategic plan in UAE/GCC/MEA	S			√				1		
	MLHRM 705 Strategic HRM										
1	Examine HR functions in developing and implementing HR strategy.	AN	√						1	1	
2	Identify challenges of managing with unions.	AN		√					1	1	
3	Analyze best practices related to attracting, retaining and developing people in UAE & GCC.	S			√				1	2	
4	Assess ethical implications of off-shoring and future challenges if union activity is detected in UAE/GCC.	E			√	√			2	2	
5	Reflect on the futuristic HRM practices to cater the growing need of UAE economy	APP				√	√		2	3	
	MLHRM 710 Cross Cultural Leadership										
1	Explain how the broader context of difference among cultures materializes into individual and group differences.	AN	√	√					1	1	
2	Analyze the effectiveness of negotiation and leadership in a diverse cross-cultural environment	E			√	√	√		1	1	
3	Examine the effectiveness of communication in a diverse cross-cultural environment	AN		√		√			2	2	
4	Interpret the characteristics of Emotional Intelligence in a diverse cross-cultural environment	S			√	√			2	3	
5	Reflect the most relevant and current cross cultural research in managing and leading organization in UAE	S			√	√			2	1	
	MLHRM 730 Talent Acquisition and Development										
1	Assess key organizational capabilities	E	√				√		1	1	
2	Examine selection procedures to acquire the right skills	AN	√	√					1	1	
3	Develop staff competence and commitment strategies	S			√				1	2	
4	Create teamwork and collaborative workplaces.	S			√	√			2	2	

5	Appraise employee psychological contract to enhance the HR value proposition in the UAE / GCC context	E					√	2	3	
	MLHRM 735 Leading People and Organizations									
1	Explain the concept of leadership, managerial roles and leader behaviors.	K	√					1	3	
2	Apply the techniques of empowering others.	APP		√				1	3	
3	Analyze the personality traits and characteristics of leaders and their followers and the use of power and influence	AN			√			1	1	
4	Synthesize the different leadership theories, such as contingency, dyadic, team, strategic, charismatic, transformational and ethical leadership	S&E				√	√	2	1	
5	Evaluate the different methods of leadership development in theory and practice.	E				√	√	2	2	
	MLHRM 740 Performance and Reward Management									
1	Analyze how organizational, team and individual performance can be measured.	AN	√					1	1	
2	Identify the tools used for performance measures and design a performance management system	E	√	√				1	1	
3	Assess the internal and external environmental factors that have an impact on pay structure of an organization.	S			√			1	2	
4	Create compensation and benefits system appropriate to a given organizational situation.	S			√	√		2	2	
5	Reflect the integrated performance and reward management system in UAE / GCC context	APP					√	2	3	4
	MLHRM 745 Leading Innovation and Change									
1	Explain the nature of innovation and the ways in which organizations can innovate	AN	√	√				1	1	
2	Analyze different theories related to the art and practice of leading change	E			√	√	√	1	1	
3	Examine specific methodologies for spurring innovation within organizations in the context of the UAE	AN		√		√		2	2	
4	Interpret effective leadership of systemic organizational change in the context of the UAE	S			√	√		2	3	
5	Reflect organizational change challenges facing innovation leaders	S			√	√		2	1	
	MLOM 700 Operations and Supply Chain Strategy									
1	Criticize theoretical foundations of supply chain management	AN	√				√	1	1	
2	Establish how global operation can create sustainable competitive advantage	S			√			1	1	
3	Analyze key technological and management strategies for successful integration of global supply chain in UAE	AN			√		√	2	2	
4	Evaluate the use of outsourcing strategy in context	E				√	√	2	3	

	MLOM 705 Managing Supply Chain Operations								
1	Analyze the elements of supply chain management	AN	√					1	1
2	Evaluate global purchasing strategies	E			√			1	1
3	Develop plans for supply chain operations and integration	S		√			√	2	2
4	Examine distribution strategies for supply chain management	AN		√				2	3
5	Assess state of the art technology solutions for managing global supply chains	E				√		2	3
	MLOM 708 Sourcing in Procurement and Supply								
1	Explain the main options for sourcing of requirements from suppliers	APP	√	√				1	2
2	Develop a plan for sourcing goods or services from external suppliers	S		√		√		2	1
3	Assess the financial stability of potential suppliers	AN			√			3	3
4	Evaluate the main processes that can be applied to the sourcing of requirements from external suppliers	E					√	3	3
5	Analyze compliance issues when sourcing from suppliers	AN		√		√	√	1, 2	3
	MLOM 715 Purchasing and Sourcing Strategy								
1	Explain the role of purchasing in an organization in the UAE/GCC Context	AN	√					1	2
2	Analyze the legal aspects of the purchasing process in the UAE/GCC Context	AN, E			√			1	1
3	Evaluate negotiation strategies to achieve the goals of purchasing	APP				√		2	3
4	Manage materials and inventory requirements of the firm by using purchasing effectively	APP					√	2	3
5	Solve problems to minimize inventory storage and procurement costs	APP		√				3	3
	MLOM 720 Global Logistics and Transportation Management								
1	Analyze network design of global Supply Chain (SC) Companies including international companies from the UAE/GCC region	AN		√	√			1	2
2	Assess the information needed by these companies to coordinate global logistic operation	AN	√				√	1	1
3	Evaluate strategic alternatives for global logistics companies	S			√			3	3
4	Explain Inventory, warehousing, material handling & packaging activities of these companies	S					√	1	3
5	Develop intermodal logistics solutions in the context of the UAE/GCC	E				√		2	3
	MLOM 725 Managing Contracts and Relationships in Procurement and Supply								
1	Explain the dynamics of relationships in supply chains	APP	√	√				1	3

2	Evaluate the legal aspects relating to the performance of contracts	E		√		√	1	1
3	Analyze the main approaches to achieve the management of contracts	AN		√	√		2	2
4	Assess the main techniques for the management of contracts and suppliers	S		√		√	1	3
	MFA 700 Strategic Cost and Managerial Accounting							
1	Explain the theoretical foundations of management accounting updated with current trends	AP	√				1	
2	Apply activity-based costing and balanced scorecards for different organizations	AP		√		√	1	
3	Analyze the financial and non-financial implications of managerial decisions and performance evaluation	AN		√	√	√	1,2	
4	Synthesize available financial and non-financial information in strategy formulation and decision-making	AN				√	2,3	
5	Evaluate the use of accounting techniques in strategy formulation and execution	S, E			√		1	
	MFA 705 International Corporate Finance & Derivatives for Risk Management							
1	Prepare investment plan for MNCs in UAE/GCC/MEA	E		√			1	1
2	Evaluate financing plan for international Companies in UAE/GCC/MEA	AN	√	√			1	1
3	Assess alternative measures to mitigate financial, and operational risks related to MNC	S	√		√		2	2
4	Contrast financing and investment decision models for MNC	APP			√	√	2	3
	MFA 715 Investment Analysis and Portfolio (including Islamic) Management							
1	Assess Asset allocation decision and security selection strategies	S		√			1	2
2	Analyze (value) wide range of investment opportunities	AN	√		√		1	1
3	Relate portfolio & risk management concepts to specific business problems	AN			√		2	1
4	Evaluate Islamic products (Sukuks, and ABS)	E	√			√	2	3
5	Evaluate performance of active/passive investments & Portfolio management strategies	E				√	2	3
	MFA 720 Case Studies in Accounting & Finance (including Islamic) Management							
1	Investigate appropriate tools in analyzing firm's data for leading change within the process strategy formulation & implementation	AN	√	√			1	1
2	Manage various risks that could adversely affect the implementation of the firm's strategy and performance	S			√		2	2
3	Implement financial strategy to support the overall strategy of the firm	E				√	3	3
4	Evaluate management techniques to add economic value through simulation in the UAE and GCC environment	E			√	√	3	1
	MFA 708 Hedging & Financial Risk Management							

1	Evaluate financial risks using statistical /Econometric models	E		√				1	1
2	Compare the impact of various risks on firm value	AN	√	√				1	1
3	Evaluate time series and simulation models associated with financial investments	S	√		√			2	2
4	Formulate strategies to manage financial risks	APP				√	√	2	3
5	Formulate strategies to manage enterprise risks	APP				√	√	2	3
	MFA 710 Islamic Financing & Accounting								
1	Analyze Islamic contracts	E		√				1	1
2	Evaluate Islamic financing products: Equity, Sukuks, and fixed income instruments	AN	√	√				1	1
3	Contrast Takafaul and re-takaful models and policies	S	√		√			2	2
4	Critique accounting & rating methodologies of Islamic financing products	APP				√	√	2	3
	MIBM 701 Managing International Business & Culture								
1	Examine the dynamic role of business environments as they pertain to globalization and international business	AN	√					1	2
2	Examine the role played by key international trade organizations, regional trading groups, and emerging markets in accelerating world trade	S	√			√		1	2
3	Contrast the various generic strategy types among multinational enterprises in terms of global integration versus local responsiveness	AN		√		√		2	3
4	Integrate functional business strategies with multinational firms	S					√	2	1
5	Evaluate the value added contributions of multinational business strategies and programs	E			√		√	2	2
	MIBM 721 International Marketing Strategies								
1	Analyze the global marketing environment with emphasis on UAE/GCC cultural environment	AN	√		√			1	1
2	Develop global marketing strategies & programs	AN		√	√			1	1
3	Execute global marketing operations	S		√		√	√	2	2
4	Defend Proposed marketing strategies in real / simulated case scenarios	S		√		√	√	2	3
	MIBM 710 Brand Management and Marketing Communication								
1	Evaluate key principles of branding	AN	√					1	3
2	Build brand through marketing communication	AN		√				1	1
3	Measure brand equity and performance	S		√	√		√	2	2
4	Develop corporate brand identity for a UAE based organization	S		√		√	√	2	1

5	Prepare a professional, logical and coherent report in the form of a brand audit of a UAE based organization	E	√	√	√	√	√	2	1	
	MIBM 711 Marketing Analytics									
1	Analyze the role of marketing metrics	AN	√			√		1	3	
2	Critically review the significance of different measurement techniques across a range of market contexts	AN	√			√		1	3	
3	Assess the appropriate source of data and relevant measurement of marketing performance	S			√			1	1	
4	Apply marketing metrics to establish the effectiveness of marketing activities	APP		√	√	√	√	2	2	
5	Evaluate analytics tools and techniques for marketing and strategic decision making	E		√	√	√	√	2	2	
	MBA 605 Marketing Management									
5	Defend Team Performance in Simulation Game	E	√	√	√	√	√	2		5
	MLHRM 705 Strategic HRM									
1	Examine HR functions in developing and implementing HR strategy.	AN	√					1	1	
2	Identify challenges of managing with unions.	AN		√				1	1	
3	Analyze best practices related to attracting, retaining and developing people in UAE & GCC.	S			√			1	2	
4	Assess ethical implications of off-shoring and future challenges if union activity is detected in UAE/GCC.	E			√	√		2	2	
5	Reflect on the futuristic HRM practices to cater the growing need of UAE economy	APP				√	√	2	3	
	MLHRM 710 Cross Cultural Leadership									
1	Explain how the broader context of difference among cultures materializes into individual and group differences.	AN	√	√				1	1	
2	Analyze the effectiveness of negotiation and leadership in a diverse cross-cultural environment	E			√	√	√	1	1	
3	Examine the effectiveness of communication in a diverse cross-cultural environment	AN		√		√		2	2	
4	Interpret the characteristics of Emotional Intelligence in a diverse cross-cultural environment	S			√	√		2	3	
5	Reflect the most relevant and current cross cultural research in managing and leading organization in UAE	S			√	√		2	1	
	MLHRM 730 Talent Acquisition and Development									
1	Assess key organizational capabilities	E	√				√	1	1	
2	Examine selection procedures to acquire the right skills	AN	√	√				1	1	
3	Develop staff competence and commitment strategies	S			√			1	2	
4	Create teamwork and collaborative workplaces.	S			√	√		2	2	
5	Appraise employee psychological contract to enhance the HR value proposition in the UAE / GCC context	E					√	2	3	
	MLHRM 735 Leading People and Organizations									
1	Explain the concept of leadership, managerial roles and leader behaviors.	K	√					1	3	

2	Apply the techniques of empowering others.	APP		√				1	3
3	Analyze the personality traits and characteristics of leaders and their followers and the use of power and influence	AN		√				1	1
4	Synthesize the different leadership theories, such as contingency, dyadic, team, strategic, charismatic, transformational and ethical leadership	S&E			√	√		2	1
5	Evaluate the different methods of leadership development in theory and practice.	E			√	√		2	2
	MLHRM 740 Performance and Reward Management								
1	Analyze how organizational, team and individual performance can be measured.	AN	√					1	1
2	Identify the tools used for performance measures and design a performance management system	E	√	√				1	1
3	Assess the internal and external environmental factors that have an impact on pay structure of an organization.	S		√				1	2
4	Create compensation and benefits system appropriate to a given organizational situation.	S		√	√			2	2
5	Reflect the integrated performance and reward management system in UAE / GCC context	APP				√		2	3
	MLHRM 745 Leading Innovation and Change								
1	Explain the nature of innovation and the ways in which organizations can innovate	AN	√	√				1	1
2	Analyze different theories related to the art and practice of leading change	E		√	√	√		1	1
3	Examine specific methodologies for spurring innovation within organizations in the context of the UAE	AN		√		√		2	2
4	Interpret effective leadership of systemic organizational change in the context of the UAE	S		√	√			2	3
5	Reflect organizational change challenges facing innovation leaders	S		√	√			2	1
	MLOM 700 Operations and Supply Chain Strategy								
1	Criticize theoretical foundations of supply chain management	AN	√			√		1	1
2	Establish how global operation can create sustainable competitive advantage	S		√				1	1
3	Analyze key technological and management strategies for successful integration of global supply chain in UAE	AN		√		√		2	2
4	Evaluate the use of outsourcing strategy in context	E			√	√		2	3
	MLOM 705 Managing Supply Chain Operations								
1	Analyze the elements of supply chain management	AN	√					1	1
2	Evaluate global purchasing strategies	E		√				1	1

3	Develop plans for supply chain operations and integration	S		√		√	2	2		
4	Examine distribution strategies for supply chain management	AN		√			2	3		
5	Assess state of the art technology solutions for managing global supply chains	E			√		2	3		
	MLOM 708 Sourcing in Procurement and Supply									
1	Explain the main options for sourcing of requirements from suppliers	APP	√	√			1	2		
2	Develop a plan for sourcing goods or services from external suppliers	S		√	√		2	1		
3	Assess the financial stability of potential suppliers	AN			√		3	3		
4	Evaluate the main processes that can be applied to the sourcing of requirements from external suppliers	E				√	3	3		
5	Analyze compliance issues when sourcing from suppliers	AN		√		√	1, 2	3		
	MLOM 715 Purchasing and Sourcing Strategy									
1	Explain the role of purchasing in an organization in the UAE/GCC Context	AN	√				1	2		
2	Analyze the legal aspects of the purchasing process in the UAE/GCC Context	AN, E			√		1	1		
3	Evaluate negotiation strategies to achieve the goals of purchasing	APP				√	2	3		
4	Manage materials and inventory requirements of the firm by using purchasing effectively	APP					√	2		3
5	Solve problems to minimize inventory storage and procurement costs	APP		√				3		3
	MLOM 720 Global Logistics and Transportation Management									
1	Analyze network design of global Supply Chain (SC) Companies including international companies from the UAE/GCC region	AN		√	√		1	2		
2	Assess the information needed by these companies to coordinate global logistic operation	AN	√				√	1	1	
3	Evaluate strategic alternatives for global logistics companies	S			√		3	3		
4	Explain Inventory, warehousing, material handling & packaging activities of these companies	S					√	1	3	
5	Develop intermodal logistics solutions in the context of the UAE/GCC	E				√	2	3		
	MLOM 725 Managing Contracts and Relationships in Procurement and Supply									
1	Explain the dynamics of relationships in supply chains	APP	√	√			1	3	5	
2	Evaluate the legal aspects relating to the performance of contracts	E		√			√	1		1
3	Analyze the main approaches to achieve the management of contracts	AN			√	√	2	2		

4	Assess the main techniques for the management of contracts and suppliers	S		√		√	1	3	
	MFA 700 Strategic Cost and Managerial Accounting								
1	Explain the theoretical foundations of management accounting updated with current trends	AP	√				1		
2	Apply activity-based costing and balanced scorecards for different organizations	AP		√		√	1		
3	Analyze the financial and non-financial implications of managerial decisions and performance evaluation	AN		√	√	√	1,2		
4	Synthesize available financial and non-financial information in strategy formulation and decision-making	AN				√	2,3		
5	Evaluate the use of accounting techniques in strategy formulation and execution	S, E				√	1		
	MFA 705 International Corporate Finance & Derivatives for Risk Management								
1	Prepare investment plan for MNCs in UAE/GCC/MEA	E		√			1	1	
2	Evaluate financing plan for international Companies in UAE/GCC/MEA	AN	√	√			1	1	
3	Assess alternative measures to mitigate financial, and operational risks related to MNC	S	√		√		2	2	
4	Contrast financing and investment decision models for MNC	APP				√	√	2	3
	MFA 715 Investment Analysis and Portfolio (including Islamic) Management								
1	Assess Asset allocation decision and security selection strategies	S		√			1	2	
2	Analyze (value) wide range of investment opportunities	AN	√		√		1	1	
3	Relate portfolio & risk management concepts to specific business problems	AN				√	2	1	
4	Evaluate Islamic products (Sukuks, and ABS)	E	√			√	2	3	
5	Evaluate performance of active/passive investments & Portfolio management strategies	E				√	2	3	
	MFA 720 Case Studies in Accounting & Finance (including Islamic) Management								
1	Investigate appropriate tools in analyzing firm's data for leading change within the process strategy formulation & implementation	AN	√	√			1	1	
2	Manage various risks that could adversely affect the implementation of the firm's strategy and performance	S			√		2	2	
3	Implement financial strategy to support the overall strategy of the firm	E				√	3	3	
4	Evaluate management techniques to add economic value through simulation in the UAE and GCC environment	E				√	√	3	1
	MFA 708 Hedging & Financial Risk Management								
1	Evaluate financial risks using statistical /Econometric models	E		√			1	1	

2	Compare the impact of various risks on firm value	AN	√	√				1	1
3	Evaluate time series and simulation models associated with financial investments	S	√		√			2	2
4	Formulate strategies to manage financial risks	APP				√	√	2	3
5	Formulate strategies to manage enterprise risks	APP				√	√	2	3
	MFA 710 Islamic Financing & Accounting								
1	Analyze Islamic contracts	E		√				1	1
2	Evaluate Islamic financing products: Equity, Sukuks, and fixed income instruments	AN	√	√				1	1
3	Contrast Takafaul and re-takaful models and policies	S	√		√			2	2
4	Critique accounting & rating methodologies of Islamic financing products	APP				√	√	2	3
	MIBM 701 Managing International Business & Culture								
1	Examine the dynamic role of business environments as they pertain to globalization and international business	AN	√					1	2
2	Examine the role played by key international trade organizations, regional trading groups, and emerging markets in accelerating world trade	S	√			√		1	2
3	Contrast the various generic strategy types among multinational enterprises in terms of global integration versus local responsiveness	AN		√		√		2	3
4	Integrate functional business strategies with multinational firms	S					√	2	1
5	Evaluate the value added contributions of multinational business strategies and programs	E			√		√	2	2
	MIBM 721 International Marketing Strategies								
1	Analyze the global marketing environment with emphasis on UAE/GCC cultural environment	AN	√		√			1	1
2	Develop global marketing strategies & programs	AN		√	√			1	1
3	Execute global marketing operations	S		√		√	√	2	2
4	Defend Proposed marketing strategies in real / simulated case scenarios	S		√		√	√	2	3
	MIBM 710 Brand Management and Marketing Communication								
1	Evaluate key principles of branding	AN	√					1	3
2	Build brand through marketing communication	AN		√				1	1
3	Measure brand equity and performance	S		√	√		√	2	2
4	Develop corporate brand identity for a UAE based organization	S		√		√	√	2	1
5	Prepare a professional, logical and coherent report in the form of a brand audit of a UAE based organization	E	√	√	√	√	√	2	1

	MIBM 711 Marketing Analytics									
1	Analyze the role of marketing metrics	AN	√			√		1	3	
2	Critically review the significance of different measurement techniques across a range of market contexts	AN	√			√		1	3	
3	Assess the appropriate source of data and relevant measurement of marketing performance	S			√			1	1	
4	Apply marketing metrics to establish the effectiveness of marketing activities	APP		√	√	√	√	2	2	
5	Evaluate analytics tools and techniques for marketing and strategic decision making	E		√	√	√	√	2	2	
	MBA 645 Strategic Management									
3	Evaluate the formulation & implementation of a strategic plan to assure creation & sustainability of competitive advantage of an organization in UAE/GCC/MEA	E				√		3		
4	Perform strategic audit of a simulated Company in UAE/GCC/MEA by doing company research on performance metrics	APP					√	2		

Appendix 2- Graduation Requirements Form

GRADUATION REQUIREMENTS FORM

A. PERSONAL INFORMATION

Name (in English): _____ Name (in Arabic): _____
Write your name in English and Arabic as it appears on your passport. Note: It will appear the same way on your certificate.

Student ID#: _____ Major: _____ P. O. Box: _____ Address: _____
 City: _____ Country: _____ Personal E-mail: _____ Mobile #: _____

Student Signature: _____ Date: ____ / ____ / ____

B. ADMISSION AND REGISTRATION DEPARTMENT

- | | |
|---|--|
| <input type="checkbox"/> Original TOEFL/IELTS Certificate | <input type="checkbox"/> Passport Copy |
| <input type="checkbox"/> Original High School Certificate(s) <u>Undergraduate</u> | <input type="checkbox"/> Original Transcript(s) for Transfer Students Only |
| <input type="checkbox"/> Copy of ID Card for UAE Nationals Only | <input type="checkbox"/> Original Transcripts & Bachelor Degree Certificate(s) <u>Graduate</u> |

Registration Department

Signature: _____ Date: ____ / ____ / ____

C. FINANCE DEPARTMENT

- | | |
|---|--|
| <input type="checkbox"/> Graduation Fee (AED 2,500) | <input type="checkbox"/> Certificate Fee (AED 350) |
|---|--|

Finance Department

Signature: _____ Date: ____ / ____ / ____

D1. STUDENT & ALUMNI AFFAIRS (SAA)

- | | |
|---|--|
| <input type="checkbox"/> Two Recent Passport Size Photo | <input type="checkbox"/> Resume or CV in required format available at
http://www.ud.ac.ae/centers/icdc/ |
| <input type="checkbox"/> Alumni Permanent Records' Card – available at ICDC | |

SAA

Signature: _____ Date: ____ / ____ / ____

D2. GRADUATION COMMITTEE (GC) COORDINATOR

- | | |
|--|---|
| <input type="checkbox"/> Cap & Gown Size _____ | <input type="checkbox"/> Will Attend Ceremony, Name Card: _____ |
| <input type="checkbox"/> 1 Recent Passport Size Photo (in color) | <input type="checkbox"/> Will Not Attend |

GC Coordinator

Signature: _____ Date: ____ / ____ / ____



Appendix 4 – Grade Appeal Form

GRADE APPEAL FORM

To: Dean of College /Director

Kindly approve the review of my final exam Answer Sheet for the
 course, Section No. (), taught by Dr.
 during Fall - Winter - Spring - Summer I - Summer II of the academic
 year (20 / 20), for the following reasons:

- Failing the course
 Other (please specify):

Student Name: _____ ID No.: _____ Mobile No: _____

Signature: _____ Date: ____/____/____
 dd mm yyyy

To be completed by the Registration Department:

The above mentioned student has attended the final exam in the Course
 _____ and obtained the following marks:

Class Work: (/)	Mid-term Exam: (/)
Final Exam: (/)	Grade: () Points: ()
Cumulative GPA: ()	Academic Probation received: ()

Signature: _____
 Registrar, Admission & Registration

To be completed by the Dean/Director:

- The mark on the exam should not be changed.
 The mark on the exam should be changed from to *

Signature: _____
 Dean of College/Director

Appendix 5- Student Campus Violations Report Form

Student Campus Violations Report Form

Please provide all information on this form and return to the Student and Alumni Affairs Dept.

I. Person reporting the incident

Name:	
Department & Designation:	
Contact no:	

II. Information of the Student being reported

Student ID (if known):	
Student name (if known)	
Contact no (if known):	

In case of violation involving vehicles

Car number plate (if required):	
Car type (if required):	
Car color (if required):	

III. Incident Location

Location Name: _____

Description (parking, campus corridor, classroom, terrace, reception, lab, etc.):

IV. Incident Description (provide detailed information related to the information being reported)

Incident Date and Time : _____

Signature

Date



SECTION C - OUTLINE OF ACTIONS YOU HAVE TAKEN SO FAR

If you attempted to resolve the matter *informally*, please give details below:

With whom was the matter discussed?	Name

College / Department:	
Date discussed ____ / ____ / ____	

SECTION D - DECLARATION

I believe that the above information is accurate to the best of my knowledge. I confirm that this form can be passed on to the concerned person/department.

Signature: _____ Date: _____

PLEASE LIST ANY DOCUMENTARY EVIDENCE YOU HAVE ATTACHED.
(e.g. any correspondence or other documentation related to your case)

FOR OFFICE USE ONLY:

Petition Reference No. _____ Form forwarded to:

Director of SAA's Signature:

Date: ____ / ____ / ____

Decision: _____

Signature: _____



Appendix 7- Petition For Change Of Advisor



جامعة دبي
UNIVERSITY of DUBAI

Dubai School of Business University of Dubai Academic City, Dubai UAE	Graduate School Administration Building 2 nd Floor, next to the Library
--	--

PETITION FOR CHANGE OF ADVISOR

Date: _____

Student Name: _____

ID number: _____

Student Email: _____

Degree Objective: (Circle One) **MBA** **PH.D.**

Major field of interest: _____

A student may change faculty advisor given that the proposed advisor is willing to supervise the student's work and the present advisor agrees to the change. The following signatures verify the agreement by faculty members to the change of advisor.

Present faculty advisor: _____

Proposed faculty advisor: _____ Date: _____

Approval of proposed advisor (signature): _____

Graduate Program Director Approval: _____ Date: _____

Graduate Programs | Office Contact

Location

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

Office Hours: Week days from 8:30 AM to 5:00 PM

Contact Personnel

Mrs. Manar Noufal, Graduate Programs Executive

Tel: 971-4-5566953

E-mail: 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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