Graduate Student Handbook



2019-2020

University of Dubai

Local Roots, Global Reach



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President's Message



On behalf of the University of Dubai, I would like to welcome you to the new 2019-20 edition of the graduate student handbook.

As you all know, the University of Dubai (UD) was established in 1997 by Dubai Chamber of Commerce & Industry (DCCI). The main idea behind this was to establish an academic institution that will serve the business community in delivering highest quality educational programs for human capital development and undertake research and consultancy for businesses in Dubai/UAE.

This commitment led UD to take strategic initiatives to enhance the pedagogical capabilities at the university by recruiting highly qualified faculty and benchmarking its curricula with accredited international universities. This has enabled to produce high caliber graduates to the industry which is one of the UD's Missions.

Besides, UD is a student-centric institution and thus is sensitive to students' concerns for their all-round career development. We are also proud to inform all the stakeholders that, UD has three colleges, Dubai Business School (DBS) offering Bachelor, Masters and PhD programs. All Business Programs offered by the Dubai Business School are internationally accredited by AACSB (Association to Advance Collegiate Schools of Business) which is the gold standard for quality management education globally.

The second college is College of Engineering and Information Technology (CEIT), offering Bachelor of Science in Electrical Engineering (with specialization in Communication Engineering) and Bachelor of Science in Computing and Information Systems (Concentration in Information Systems Security) (BSc CIS ISS is internationally accredited by ABET (Accreditation Board for Engineering & Technology) – CAC (Computing Accreditation Commission).

In additional to these academic programs, the College of Law offers two unique concentrations for the Master of Laws programs: one in Arbitration and Dispute Resolution and one in Financial Crimes and Money Laundering.

One of the additional strengths of UD is to provide continuing education opportunities for lifelong learning. These are delivered by our Center for Executive Development through professional development certificate programs.

Finally, I'm glad to be a part of this leading and reputed university in Dubai and hope to maintain the highest standards of the education in the country with your cooperation.

I wish you a successful year 2019-2020!

Dr. Eesa M. Bastaki
President, University of Dubai

University of Dubai Board of Trustees Members

Mr. 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, and the Deputy Chairperson of the Dubai Medical Authority and a Board member of the Dubai Women's Association.

Mr. 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.

Mr. Faisal Juma Kalfan Belhoul, 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 Khaspanl 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

Dr. Eesa Bastaki, **UD President**
Dr. Geoffrey Gachino, **UD Provost/Chief Academic Officer**
Dr. Nasser Al Murraqab, **UD Chief Operational Officer**

LLM Academic Calendar 2019-2020

Week	Count	From	To	Event
			Term1 - 13*3.5 = 45.5	
1	1	Saturday, 07 September, 2019	Thursday, 12 September, 2019	First day of classes, drop/add week deadline Thursday, 12 September, late registration fees apply from 7 September
2	2	Saturday, 14 September, 2019	Thursday, 19 September, 2019	
3	3	Saturday, 21 September, 2019	Thursday, 26 September, 2019	
4	4	Saturday, 28 September, 2019	Thursday, 03 October, 2019	1 Makeup class day for all LLM courses
5	5	Saturday, 05 October, 2019	Thursday, 10 October, 2019	
6	6	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
7	7	Saturday, 19 October, 2019	Thursday, 24 October, 2019	
8	8	Saturday, 26 October, 2019	Thursday, 31 October, 2019	
9	9	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
10	10	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9th Birthday of Prophet Mohammad (PBUH)
11	11	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
12	12	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
13	13	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 and Tuesday, December 3, UAE National day Holiday Wednesday, December 4 and Thursday December 5 lectures will run as scheduled
14		Saturday, 07 December, 2019	Thursday, 12 December, 2019	Examination period and announcements of grades LLM T1 Ends
15		Saturday, 14 December, 2019	Thursday, 19 December, 2019	Marking and announcement of grades - Advising and registration week for T2
16		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
17		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
			Term2 11*4 = 44	
18	1	Saturday, 04 January, 2020	Thursday, 09 January, 2020	First day of classes, drop/add week deadline Thursday, 9 January, late registration fees apply from 4 January
19	2	Saturday, 11 January, 2020	Thursday, 16 January, 2020	
20	3	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
21	4	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
22	5	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
23	6	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
24	7	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
25	8	Saturday, 22 February, 2020	Thursday, 27 February, 2020	
26	9	Saturday, 29 February, 2020	Thursday, 05 March, 2020	
27	10	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
28	11	Saturday, 14 March, 2020	Thursday, 19 March, 2020	
29		Saturday, 21 March, 2020	Thursday, 26 March, 2020	LLM Examination period and announcements of grades Sunday, March 22 Israa and Miraj Night* LLM T2 Ends
30		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
31		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2

30		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
31		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
			Term 3 11*4 = 44	
32	1	Saturday, 11 April, 2020	Thursday, 16 April, 2020	First day of classes, drop/add week deadline Thursday, 16 April, late registration fees apply from 11 April
33	2	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
34	3	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
35	4	Saturday, 02 May, 2020	Thursday, 07 May, 2020	
36	5	Saturday, 09 May, 2020	Thursday, 14 May, 2020	
37	6	Saturday, 16 May, 2020	Thursday, 21 May, 2020	
38		Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
39	7	Saturday, 30 May, 2020	Thursday, 04 June, 2020	
40	8	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
41	9	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
42	10	Saturday, 20 June, 2020	Thursday, 25 June, 2020	
43	11	Saturday, 27 June, 2020	Thursday, 02 July, 2020	
44		Saturday, 04 July, 2020	Thursday, 09 July, 2020	LLM Examination period and announcements of grades LLM T3 Ends
			Term 4 Thesis only	
45	1	Saturday, 11 July, 2020	Thursday, 16 July, 2020	Term 4 starts
46	2	Saturday, 18 July, 2020	Thursday, 23 July, 2020	
47	3	Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 and 30 Arafat/ Eid holiday Expected*
48	4	Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 and 2 Eid Holiday Expected*
49	5	Saturday, 08 August, 2020	Thursday, 13 August, 2020	
50	6	Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year* Sunday, August 16 all faculty and staff report to work
51	7	Saturday, 22 August, 2020	Thursday, 27 August, 2020	
52	8	Saturday, 29 August, 2020	Thursday, 03 September, 2020	LLM T4 Ends

Islamic holidays may not coincide with the dates in this calendar which was published on 02, May 2019. Exact dates will be announced by official notice.
In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.

		Saturday, 05 September, 2020	LLM T1 Starts	

MBA Academic Calendar 2019-2020

Week	Count	From	To	Event
			Term 1	**2019**
	0	Saturday, 28 September, 2019	Thursday, 03 October, 2019	MBA advising and registration week - Term 1
1	1	Saturday, 05 October, 2019	Thursday, 10 October, 2019	First day of classes, drop/add week deadline Thursday, 10 October, late registration fees apply from 5 October
2	2	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
3	3	Saturday, 19 October, 2019	Thursday, 24 October, 2019	
4	4	Saturday, 26 October, 2019	Thursday, 31 October, 2019	
5	5	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
6	6	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9th Birthday of Prophet Mohammad (PBUH)
7	7	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
8	8	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
9	9	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 and Tuesday, December 3, UAE National day Holiday Wednesday, December 4 and Thursday December 5 lectures will run as scheduled
10	9	Saturday, 07 December, 2019	Thursday, 12 December, 2019	Makeup classes for the National day Holiday and study period
11		Saturday, 14 December, 2019	Thursday, 19 December, 2019	MBA Examination period and announcements of grades MBA T1 Ends
12		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
13		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
			Term 2	**2020**
14	0	Sunday, 05 January, 2020	Thursday, 09 January, 2020	MBA advising and registration week - Term 2
15	1	Saturday, 11 January, 2020	Thursday, 16 January, 2020	First day of classes, drop/add week deadline Thursday, 16 January, late registration fees apply from 11 January
16	2	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
17	3	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
18	4	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
19	5	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
20	6	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
21	7	Saturday, 22 February, 2020	Thursday, 27 February, 2020	
22	8	Saturday, 29 February, 2020	Thursday, 05 March, 2020	
23	9	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
24		Saturday, 14 March, 2020	Thursday, 19 March, 2020	MBA Examination period and announcements of grades MBA T2 Ends
25		Saturday, 21 March, 2020	Thursday, 26 March, 2020	MBA advising and registration week - Term 3 Sunday, March 22 Israa and Mirai Night*
26		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
27		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
			Term 3	**2020**
28	1	Saturday, 11 April, 2020	Thursday, 16 April, 2020	MBA T3 - First day of classes, drop/add week deadline Thursday, 16 April, late registration fees apply from 11 April
29	2	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
30	3	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
31	4	Saturday, 02 May, 2020	Thursday, 07 May, 2020	
32	5	Saturday, 09 May, 2020	Thursday, 14 May, 2020	
33		Saturday, 16 May, 2020	Thursday, 21 May, 2020	
34	6	Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
35	7	Saturday, 30 May, 2020	Thursday, 04 June, 2020	
36	8	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
37	9	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
38		Saturday, 20 June, 2020	Thursday, 25 June, 2020	MBA Examination period and announcements of grades MBA T3 Ends
			Term 4	**2020**
39	0	Saturday, 27 June, 2020	Thursday, 02 July, 2020	MBA advising and registration week - Term 4
40	1	Saturday, 04 July, 2020	Thursday, 09 July, 2020	First day of classes, drop/add week deadline Thursday, 2 July, late registration fees apply from 4 July
41	2	Saturday, 11 July, 2020	Thursday, 16 July, 2020	
42	3	Saturday, 18 July, 2020	Thursday, 23 July, 2020	
43	4	Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 and 30 Arafat/ Eid holiday Expected*
44	5	Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 and 2 Eid Holiday Expected*
45	6	Saturday, 08 August, 2020	Thursday, 13 August, 2020	
46	7	Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year*
47	8	Saturday, 22 August, 2020	Thursday, 27 August, 2020	
48	9	Saturday, 29 August, 2020	Thursday, 03 September, 2020	
49		Saturday, 05 September, 2020	Thursday, 10 September, 2020	Makeup classes for the Eid holiday and study period
50		Saturday, 12 September, 2020	Thursday, 17 September, 2020	MBA Examination period and announcements of grades MBA T4 Ends
51		Saturday, 19 September, 2020	Thursday, 24 September, 2020	
52		Saturday, 26 September, 2020	Thursday, 01 October, 2020	
Islamic holidays may not coincide with the dates in this calendar which was published on 02, May 2019. Exact dates will be announced by official notice. In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.				
1	1	Saturday, 03 October, 2020	MBA T1 Starts	MBA - 2020 Starts

PhD Academic Calendar 2019-20

Week	Count	From	To	Event
1	1	Saturday, 31 August, 2019	Thursday, 05 September, 2019	**PhD T1 Starts** Saturday, August 31 Al Hijri - Islamic New Year*
2	2	Saturday, 07 September, 2019	Thursday, 12 September, 2019	Wednesday, September 11 CPE Exam
3	3	Saturday, 14 September, 2019	Thursday, 19 September, 2019	
4	4	Saturday, 21 September, 2019	Thursday, 26 September, 2019	
5	5	Saturday, 28 September, 2019	Thursday, 03 October, 2019	
6	6	Saturday, 05 October, 2019	Thursday, 10 October, 2019	
7	7	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
8	8	Saturday, 19 October, 2019	Thursday, 24 October, 2019	PhD T1 Ends
9	1	Saturday, 26 October, 2019	Thursday, 31 October, 2019	PhD T2 Starts
10	2	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
11	3	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9 Birthday of Prophet Mohammad (PBUH)*
12	4	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
13	5	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
14	6	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 & Tuesday, December 3, UAE National Day Wednesday, December 4 & Thursday December 5 lectures will run as scheduled
15	7	Saturday, 07 December, 2019	Thursday, 12 December, 2019	
16	8	Saturday, 14 December, 2019	Thursday, 19 December, 2019	**PhD T2 Ends**
17		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
18		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
19	1	Saturday, 04 January, 2020	Thursday, 09 January, 2020	**PhD T3 Starts**
20	2	Saturday, 11 January, 2020	Thursday, 16 January, 2020	
21	3	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
22	4	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
23	5	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
24	6	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
25	7	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
26	8	Saturday, 22 February, 2020	Thursday, 27 February, 2020	PhD T3 Ends
27	1	Saturday, 29 February, 2020	Thursday, 05 March, 2020	**PhD T4 Starts**
28	2	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
29	3	Saturday, 14 March, 2020	Thursday, 19 March, 2020	
30	4	Saturday, 21 March, 2020	Thursday, 26 March, 2020	Sunday, March 22 Israa and Miraj Night*
31		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
32		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
33	5	Saturday, 11 April, 2020	Thursday, 16 April, 2020	
34	6	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
35	7	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
36	8	Saturday, 02 May, 2020	Thursday, 07 May, 2020	PhD T4 Ends
37		Saturday, 09 May, 2020	Thursday, 14 May, 2020	
38		Saturday, 16 May, 2020	Thursday, 21 May, 2020	
39		Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
40	1	Saturday, 30 May, 2020	Thursday, 04 June, 2020	**PhD T5 Starts**
41	2	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
42	3	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
43	4	Saturday, 20 June, 2020	Thursday, 25 June, 2020	
44	5	Saturday, 27 June, 2020	Thursday, 02 July, 2020	
45	6	Saturday, 04 July, 2020	Thursday, 09 July, 2020	
46	7	Saturday, 11 July, 2020	Thursday, 16 July, 2020	
47	8	Saturday, 18 July, 2020	Thursday, 23 July, 2020	PhD T5 Ends
48		Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 & 30 Arafat/ Eid holiday Expected*
49		Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 & 2 Eid Holiday Expected*
50		Saturday, 08 August, 2020	Thursday, 13 August, 2020	
51		Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year*
52		Saturday, 22 August, 2020	Thursday, 27 August, 2020	
Islamic holidays may not coincide with the dates in this calendar which was published on 02, May 2019. Exact dates will be announced by official notice. In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.				
1	1	Saturday, 29 August, 2020	Thursday, 03 September, 2020	PhD T1 Starts - 2020

About University of Dubai

The University of Dubai (UD) was established in 1997 by Dubai Chamber of Commerce & Industry (DCCI). The main idea was to establish an academic institution that will serve the business community in delivering highest quality educational programs for human capital development and undertake research and consultancy for businesses in Dubai/UAE.
This commitment led UD to take strategic initiatives to enhance the pedagogical capabilities at the university by recruiting highly qualified faculty and benchmarking its curricula with accredited international universities. This has enabled to produce high caliber graduates to the industry which is one of the UD's Missions.

Besides, UD is a student-centric institution and thus is sensitive to students' concerns for their all-round career development. We are also proud to inform all the stakeholders that, UD has three colleges, Dubai Business School (DBS) offering Bachelor, Masters and PhD programs. All Business Programs offered by the Dubai Business School are internationally accredited by AACSB (Association to Advance Collegiate Schools of Business) which is the gold standard for quality management education globally.

The second college is College of Engineering and Information Technology (CEIT), offering Bachelor of Science in Electrical Engineering (with specialization in Communication Engineering) and Bachelor of Science in Computing and Information Systems (Concentration in Information Systems Security) (BSc CIS ISS is internationally accredited by ABET (Accreditation Board for Engineering & Technology) – CAC (Computing Accreditation Commission).
In additional to these academic programs, the College of Law offers two unique concentrations for the Master of Laws programs: one in Arbitration and Dispute Resolution and one in Financial Crimes and Money Laundering.

One of the additional strengths of UD is to provide continuing education opportunities for lifelong learning. These are delivered by our Center for Executive Development through professional development certificate programs.

Vision Statement

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

Strategic Vision: UD to be ranked among top 100 universities before 2035 and Dubai Business School to be ranked among the top 100 business schools worldwide by 2025.

Mission Statement

Realizing our vision will require us 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 **pure** and **applied research** focused mainly on the economic development of Middle East & Africa (MEA) Region.

Strategic Pillars

1. **Innovation –** in the content and delivery of education through professional awards besides academic degrees, in faculty research and in technology implementation.
2. **Global Academic Perspective –** putting multi-disciplinary theory into meaningful practice through collaborative applied research in senior level BBA/BS and MBA/MS/LLM/PhD programs' experience and partnering with international accredited universities and professional certification providers for expanding global opportunity, and

3. **Building Character and Leadership** – among students and graduates that make a lasting difference.

Strategic Goals

1. Enhance pedagogy focused towards active learning that is relevant and impactful.
2. Enhance basic, applied research, and address economic issues.
3. Engage in consultancy services.
4. Expand community and industry cooperation, service and relationships.
5. Expand international collaboration with prominent / accredited universities for ensuring Internationalization, diversity and sustainability.
6. Attract distinguished international faculty and high caliber staff.
7. Introduce blended education system in academic programs and online system for CED.
8. Expand resources to match the planned growth.
9. Energize the center for Entrepreneurship and innovation to promote a culture of innovation creativity and entrepreneurship.

Code of Values

A. **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.

B. **Intrinsic Value**: Respect for the other members and the appreciation of different cultural backgrounds, the understanding of different attitudes and opinions, and the awareness of the consequences of actions on the broader community.

C. **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.

D. **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 work together. UD administration values the fair and efficient administration of these standards of conduct.

E. **Accountability**: The accountability of our actions to the future of the UD community.

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

Code of Ethics

A. **Responsibility**

To know 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.

B. **Fairness**

- 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.

C. **Civility**

To honor others' viewpoints and solves problems without creating greater ones.

National and International Accreditations

UAE Ministry of Education (MOE)

University of Dubai located in Dubai Academic City is officially relicensed from October 10th 2013 by the Commission for Academic Accreditation (CAA), Ministry of Education (MOE) to award all UD programs.

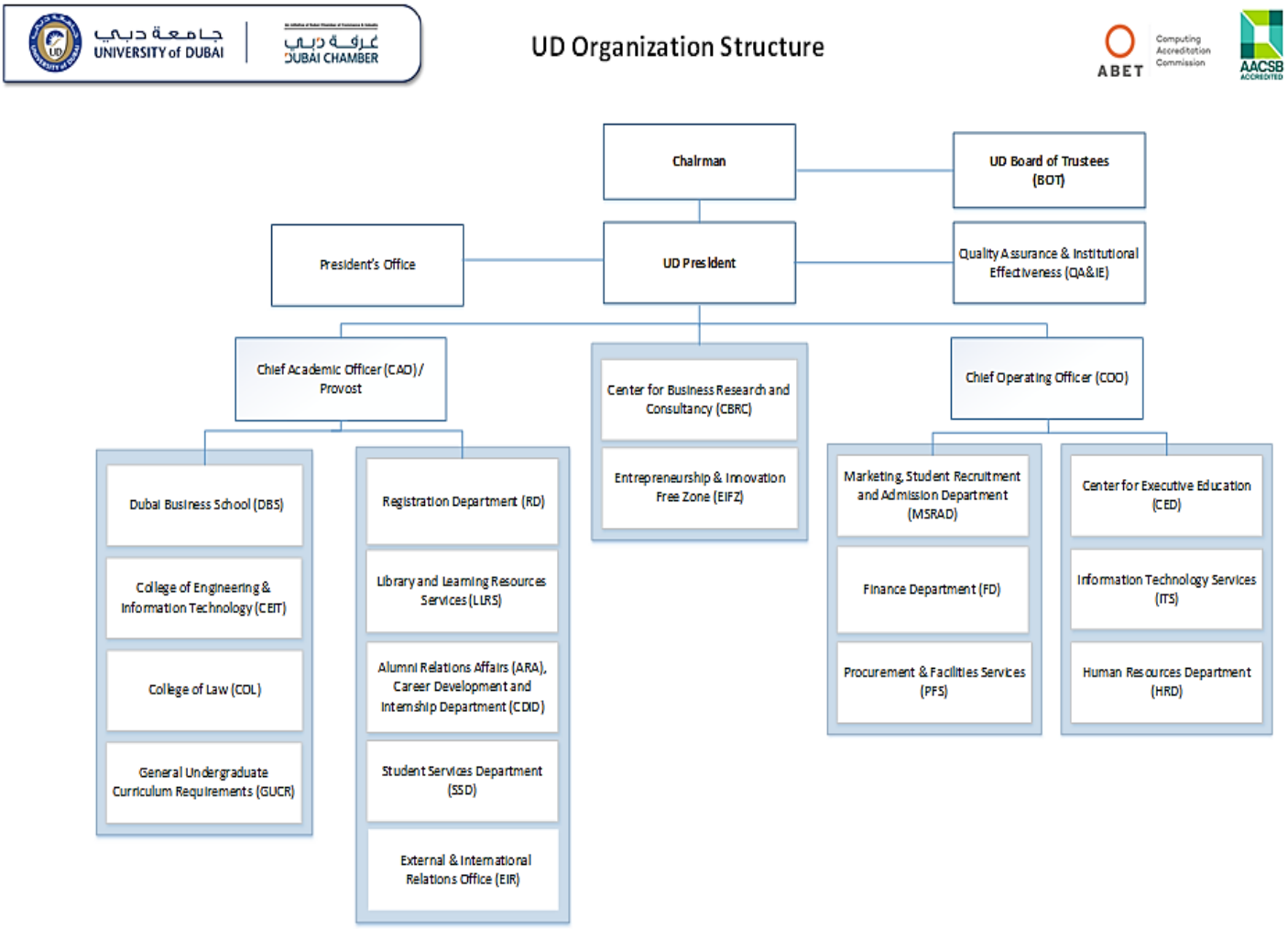
AACSB International, USA

Dubai Business School is accredited by the Association to Advance Collegiate Schools of business (AACSB) international. (http://www.aacsb.edu/AAcSb-Accredited). For AACSB Schools Accredited in Business (ordered by name).

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).

UD Organization Chart



International Affiliations

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

- 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

Graduate Program Admission

Admissions 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 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 timely graduation rates.

Admission Requirements

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:

- Completed application form (Appendix I).
- Original bachelor's Degree certificate or certified equivalent approved by the UAE Ministry of Higher Education & Scientific Research (MOE).
- Copy of a valid passport.
- Four recent passport-size photographs (in color) or in JPEG format file.
- TOEFL/IELTS or equivalent certificate in original based on item III Admission Criteria.
- Two satisfactory reference letters from academicians and/or employers as to the capability of the candidate to complete the program successfully within the stipulated duration.
- Statement of professional plans and career objective as required in the application form (250 words).
- Pay admission fee per current fee structure (non-refundable, includes Student ID Card).
- Pay a one-time technology fee per current fee structure.

The application form for any of the graduate program may be completed online through the website www.ud.ac.ae

Admission Criteria

Regular Admission

- Completion of a recognized baccalaureate degree in a discipline appropriate for the MBA/ MS/LLM degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to the MBA/MS program.
- 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.
- A minimum TOEFL score of 550 (CBT 213, iBT 79-80) or IELTS 6.0 overall or another standardized, internationally recognized test that is approved by the Commission. The test scores submitted must be valid (not more than two years). Students who provided required English official scores (which are documented in the official transcript) during their Bachelor degree need not provide additional English scores. However, as an exception to this requirement, an applicant with an undergraduate qualification from an English-medium institution will be exempted from this requirement given that he/she provides evidence of acquiring a minimum score of TOEFL 500 on the Paper-Based test (iBT 61), or its equivalent at the time of admission to the undergraduate program.
- GMAT score of 500 is recommended (although not required-this is optional).

GMAT Codes for MBA are: MBA Finance & Accounting – 8L0-L3-45; MBA International Business & Marketing – 8L0-L3-32; MBA Leadership & Human Resources Management – 8L0-L3-52; MBA Operations & Logistics Management – 8L0-L3-25.

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

Conditional Admission

- A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of 3.00 or above on a 4.0 scale, or its established equivalent, and a minimum score of TOEFL 530 (CBT 197, iBT 71) or IELTS 5.5 overall or another standardized test approved by the Commission may be admitted conditionally to the MBA/MS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
  - Must achieve a TOEFL score of 550, or equivalent, by the end of the student's second term of study;
  - May take a maximum of six credit hours in the first term of study;
- A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of a minimum 2.25 up to 3.00 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for regular admission stated in "Part A" above, may be admitted conditionally to the MBA/MS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
  - May take a maximum of six credit hours in the first term of study;
  - 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/MS program.
- GMAT score of 500 is recommended (although not required-this is optional).
  The number of students on conditional admission should not be more than 40% of the total number of students in the program.

Applicants with GCE qualifications are also accepted. A total of 7 O-Level or GCSE/IGCSE subjects are needed or alternatively, a combination of O-Level and AS/A-Levels is acceptable, provided that the subjects passed include at least four of the following fields: Math, Science, Languages, Humanities and Social Sciences and/or Arts and Design. The minimum required grade for the accepted subjects is "C" for the O level, "D" for AS level, and "E" for the A level.

Admission for MBA/MS Non-Business/Non-IT Degree Applicants

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

Pre-MBA Foundation Courses (for MBA applicants)

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

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

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

Pre-MS Foundation Courses (for MS applicants)

Course Code & Number	Course Title	CH
Business Background		

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

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

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

Admission for LLM Non-degree Applicants

A student who holds a non-law degree with a cumulative GPA average of a minimum 3 on a 4.0 scale will have to undertake Pre-LLM courses as shown in Table 1 before being considered for formal admission to the LLM program.

Pre-LLM Foundation Courses

Course Code & Number	Course Title	CH
PLLM 500	Criminal Law	3
PLLM 510	Criminal Procedures	3
PLLM 520	Civil Law	3
PLLM 530	Civil Procedures	3
PLLM 540	Commercial Law	3
Total (5 Courses)		**15**

Students should secure minimum B grade (80%) in these Pre-LLM courses or alternatively pass a challenge exam provided by the UD LLM faculty. However, it is up to the discretion of the Director of the College of Law to decide which of these five courses a highly qualified individual needs to take, after having carefully reviewed the individual's education history, experience and skills, in order to qualify for access to the LLM program. In case these courses are offered in other law programs in UAE, students might be granted exemption for the particular Pre-LLM course.

Admission Guidelines for Visiting Students/Audit Students

Visiting Students

- 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).
- Students must provide a copy of the passport and four recent photos (JPEG format file).
- Students must fully adhere to UD regulations and rules, including attendance.
- 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.

- A visiting student may apply for a regular student status after complying with the admission requirements of the desired program.
- A visiting student may register at any time during the registration period.

Audit Students

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

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

Readmission

All students who have officially withdrawn from the university or have cancelled their registration at UD, but who wish to be re-admitted, must submit a formal request to the 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.

PhD Admission

The goal of the admissions process is to admit students to the DBS PhD program who demonstrate a potential for success in the program.

Admission policies are clearly articulated in UD Policy EP 3.13 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. The University follows its PhD admission policy in making admission decisions. UD Ph.D. admission policies articulated are in line with:

- the achievement of the UD mission.
- requirements of accrediting agencies' such as: student scholastic achievement, work record and other indices that may be related to academic excellence and career success
- societal factors such as the development of UAE nationals, leadership experience and so on
- Higher retention rates.

The admission process is divided into four phases: Eligibility, Application, Assessment, and Advising and Registration.

Admission Eligibility

To be eligible for admission into the PhD program, the candidate must satisfy the following conditions:

a) The applicant must hold a Master's degree (or equivalent) in a business-related field from a UAE-recognized university.
b) The applicant must have a grade point average (GPA) of at least 3.0 out of 4.0 in the Master's degree.
c) It is desirable for the applicant to have at least three years of teaching and/or working experience.
d) The applicant must satisfy the English language requirement, holding a minimum score on one of the following tests: TOEFL PBT 550, TOEFL IBT 79, IELTS 6.5, Cambridge 52, IESOL/SESOL B2, PTE Academic 50-57, or a standardized equivalent test.

e) The program shall not offer any conditional admission due to either low cGPA or English scores.
f) An applicant who pursued his/her Master's degree in English language shall be exempted from submitting a new English language exam score if the Master's program required a minimum score of 550 on the TOEFL, or its standardized equivalent. The English test score must be shown on the Master's program transcript.
g) A minimum score of 70% on UD's PhD Entrance Exam is needed. The exam is intended to assess the applicant's analytical and academic writing skills.
h) Transfer Students – Credits & Criteria: An applicant enrolled in a doctoral program at other UAE-recognized universities who wishes to transfer to UD-PhD program should fulfill the above admission requirements. Up to 25% of equivalent credit hours may be transferred into UD's program. An applicant dismissed from his/her program at the original institution for any reason, will not be accepted into UD. (See below C(iii), E(vi) and the UD Policy 5.3 on Transfer Policy).

Tuition Fees & Scholarships

Schedule of Tuition and other fees till December 2020

Item			
A.1 Masters of Business Administration (MBA) Program Tuition Fee (Per 3 CH Course)		**Local Students (AED)**	**International Students (USD)**
Regular Students		9,100	-
Visiting (Short Term)		11,600	3,200
Pre-MBA		6,000	-
A.2 Masters of Law (LLM) Program Tuition Fee (per 3 CH Course)		**Local Students (AED)**	**International Students (USD)**
Regular Students		9,280	-
Visiting (Short Term)		13,000	4,000
Pre-LLM		5,000	-
A.3 PhD (NEW) (**discount is not applicable**)		**Local Students (AED)**	**International Students (USD)**
Regular Students		16,500	-
Visiting (Short Term)		18,700	5,100
A.4 Study Abroad Program (per 3 CH Course)		**11,600**	**3,200**
B. Miscellaneous Fees (Nonrefundable)		**(AED)**	**(USD)**
B.1	Application fee (MBA/LLM)	500	250
B.2	Admission and Registration Fees (includes Student ID card)	1,100	400
B.3	Re-Admission Fee (MBA/LLM)	1,800	
B.4	Application fee (PhD)	3,000	850
B.5	English Placement Test	300	-
B.6	Late Registration (Per Course) - except for PhD Program	500	
B.7	Late Registration (Internship) - except for PhD Program	500	
B.8	Challenge exam per course in Pre-MBA/Pre-LLM	2,000	**See Notes**
B.9	Replacement of a lost ID	100	
B.10	Returned check (maximum 2 chances)	750	
B.11	Postponement of post-dated cheque	250	
C. Miscellaneous Course Related Fees (Nonrefundable)		**(AED)**	**(USD)**
C.1	Application for Incomplete Final Exam	**1,000**	**See 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* (MBA&LLM) Graduation Fee* (PhD)	**2,500** **3,500**	**See Notes**
C.7	Technology Fee (once only at the time of enrollment)	**700**	
The university reserves the right to increase tuition fees up to 10% per academic year when deemed necessary. Given fees are net of all discounts.			
10% additional discounts is applicable only on MBA tuition fee exclusively for UD Alumni.			
Notes :	1. Miscellaneous fees (in AED) are applicable to International Students as well.		
	2. Revised fees are applicable to all new students registered in 2018-2019 onwards.		
	3. 5% VAT is applicable to the above given prices.		
	* Graduation fee is subject to change.		

Refund Policy

- Students are refunded 100% of the tuition fees paid if they withdraw during the first week.
- Students are refunded 50% of the tuition fees paid if they withdraw during the second week.
- Students withdrawing after the second week are not entitled to any refund.
- Non-tuition fees are not refundable.
- Tuition fees, as well as other fees paid for Winter/Summer semesters, are not refundable once paid - as explicitly stated in the registration form signed by the student.
- Tuition fees might be refunded if there is sufficient evidence that the withdrawal is due to health reasons and the case is supported by proper documentation. This exception is subject to the approval of the UD President.

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.

Academic Standing

- After completing the study of at least six (6) credit hours, the academic standing of a Master's student is recorded on the transcript as either "Good" or "Probation". A student with a cumulative Grade Point Average (CGPA) of at least 3.0 will be considered to be of "Good" academic standing.
- A student will be placed on academic probation if he/she fails to obtain by the end of any term, a CGPA of at least 3.0 out of 4.0, and will accordingly receive a first academic warning that will show on the student's transcript and in the student's portal.
- The maximum study load for a student on academic probation will be reduced to three (3) credit hours in the MBA and six (6) credit hours in the LLM and M.Sc. programs. The student can register for an additional 3 credit hours-course, in which he/she has secured a failing/weak grade, with the approval of the Program Director, provided that:
    - His/her CGPA was at a minimum of 2.70.
    - He/she completes the allowed courses within the maximum allowed period for graduation.
- The academic probation will be removed when the student's CGPA reaches at least 3.0.
- This process is repeated anytime the student's CGPA drops below 3.0.
- Courses taken as Pre-MBA/M.Sc./LLM will not be counted towards the CGPA of the degree but will be reflected in the student's transcript (i.e. grade as Pass or Fail).
- A regularly-admitted student with a CGPA below 3.0 for three consecutive terms will be dismissed from the program.
- A conditionally-admitted student who has a CGPA less than 3.0 after completing six (6) graduate credit hours will be dismissed from the program.
- A dismissal ruling may be discretionary postponed by the UD President upon the recommendations of the Program Director.

Normal Study Load

- The normal study load for a Master's student in "Good" standing is 6, 9 and 12 credit hours per term/semester in the MBA, LLM and M.Sc., respectively.

- A student on probation must not take more than three (3) credit hours in the MBA and six (6) credit hours in the LLM and M.Sc. programs.
- A conditionally-admitted student may have a lower load. (See the Graduate Admissions Policy; 5.2)

Study Plan – Sequence of Courses

- A student must complete all the Pre-MBA/M.Sc./LLM courses with a minimum passing course grade of 80%[1], before he/she can register regular graduate courses.
- A student must register the MBA Work-Based Project (WBP)/M.Sc. thesis after the completion of at least 75% of his/her program course work. In LLM, the student must complete all course requirements before registering for the thesis.
- A student must complete the MBA-WBP/LLM/M.Sc. thesis within a maximum of two (2) terms/semesters.
- If a student working on his/her MBA-WBP/LLM/M.Sc. thesis exceeds two (2) terms/semester, he/she will receive an "F" grade and must re-register for the WBP/thesis and pay the fees if the program duration is not exceeded. Exceptions for a one-time period extension may be considered for urgent/valid cases, but need the approval of the Provost based on the recommendations of the Program Director/Dean.
- A student is not permitted to have a Registration-Hold during the period working on his/her MBA-WBP/LLM/M.Sc. thesis, but may withdraw from the WBP/thesis.

Attendance and Absenteeism Warnings

Attendance and participation in all classes and lab sessions are mandatory and essential to the process of education at UD. The University believes that class attendance ensures students' involvement with their instructors and fellow peers, which is a vital component of the students' academic preparation. For this reason, students are expected to attend classes regularly. Absences hinder progress for the individual as well as for the class, and affects students' learning outcomes and grades.

Master's Programs: UD regulations for attendance and absenteeism warnings imposed on all courses are as follows:

- All MBA courses are offered in two consecutive sessions of two hours and twenty minutes each. A 20-minutes break is given after the first session. In the LLM and M.Sc., the break is given midway in a day's lecture.
- A student is sent a warning through his/her UD email and Students' Portal (CAMS) when his/her absences reach 10% of class time for a given course.
- Once a student's absence reaches 20% of class time in any course, he/she will be deprived from attending the final exam. A grade of "FA" will be recorded for the course and will be counted towards the student's CGPA. If a student's absence is for a valid UD-reason, the student is considered to be "Withdrawn" from the course(s). A deprived student may not attend any further exams; however, he/she still has the right to attend classes.
- Late Arrival: A student who arrives within 15 minutes from the start of the lecture in either session will be marked as having "Late Attendance", and the system will automatically register one absence for each three "late attendances". A student who arrives more than 15 minutes beyond the start of the lecture in either session will be marked as absent.
- Absenteeism percentages are calculated according to table below:

[1] The grades of these courses will show as either "Pass" or "Fail" in the transcript.

Absenteeism Percentage for Master's Programs

Program (weeks)	No. of Session Absences		
	10%	≥20% without valid Excuse (Deprived-FA)	≥20% with valid Excuse (Withdrawn)
MBA (10)	2 Absences	4 Absences	4 Absences
LLM (13)	3 Absences *	6 Absences*	6 Absences*

*The exact number of sessions depends on the total number of sessions in a term

- An accepted valid excuse does not nullify the absence but will cancel any penalties normally imposed for absence in an assignment or group work.
- Warnings are issued to the student irrespective of the validity of his/her absence excuse.
- Absence is recorded from the first class session following course registration/adding date.
- A faculty member is allowed 24 hours to make amendments to the student's attendance record in the CAMS. A faculty member may request the Registration Department to modify a student's attendance record by the next lecture if there is a valid reason for the request. If the RD receives too many enquiries to modify the record by the same faculty member, then the RD should refer the matter to the Program Director/Dean for information and further appropriate action.

PhD Class Participation, Attendance and Absenteeism

Attendance and participation in all classes and computer lab sessions are mandatory. This is essential to the process of education at UD since the students' involvement with their instructors and fellow peers are vital components of their academic preparation. Absences hinder academic progress, and affects the student's learning ability and grades. UD regulations for attendance and absenteeism warnings imposed on all courses are stipulated in this section as follows:

a. All courses are offered in two consecutive sessions of two hour and twenty minutes each. A 20-minute break is given after the first session.
b. A faculty member must take attendance in each session.
c. If a student misses more than four sessions out of the 18 sessions in a course for non-acceptable reasons as deemed by the Instructor, he/ she will receive a grade of "FA" for the course, which counts like a failed course (See Table 1). The student must then repeat the course in the following term. However, the student shall have the right to attend the remaining classes of the course. Repeating a course entails a financial charge.
d. A student must work independently to catch up on missed lectures' material.

Absenteeism Percentages

Duration of Session	Weeks/ Class Sessions	Percentage and Number of Session Absences		
		10%	20%	25% (Deprived or Withdrawn)
2 hour 20 minutes	8 (18 sessions)	2 Absences	4 Absences	5 Absences

Valid UD Excuses for Class Absence/ Missing Exams

- The UD-valid excuses include representing the UAE government on an official mission (e.g. competition/conference/exhibition), emergency in the Armed Forces or Police that necessitates the absence. In such cases, the students received a 50% discount on make-up exam fees.
- Other valid UD-excuses include a leave to fulfill UD assignments, death in the close family, or certified hospital admission. In such cases, the student is exempted from paying the make-up exam fees.
- Other exceptional cases, besides the aforementioned in 5.1 and 5.2, can be evaluated on a case by case basis by the Registrar. If approved, the student must pay the full exam fees.

- All excuses must be substantiated by evidence.
- Financial Penalties for make-up exams may be waived only by the UD President on a case by case basis.
- A list of approved makeup exams will be sent to the relevant college, which will be responsible for running makeup exams. All makeup exam results must be sent to the Registrar within 96 hours from the date of the make-up exam, which should be scheduled within one (1) month from the original examination date for the mid-term exam, and within one (1) month from the beginning of the following regular semester for the final exam.
- In all cases, the faculty members are financially compensated for makeup exams.

Missing Exams / Quizzes Policy

- If a student misses an assignment /classwork for an excuse that is acceptable by the instructor, the student must arrange with the instructor to re-sit for the assignment at a suitable time before the final exam
- 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 UD-valid reason certified in writing, the student must submit the excuse/report to the Registrar within four working days of the scheduled/missed final exam. Requests beyond four working days will not be considered.
  - In the case of a valid-UD excuse, the student will receive an Incomplete “I” grade, and will be allowed to sit for a makeup exam.
  - Make-up final exams will be administered by the Program/College soonest possible and before the completion of 20 days from the beginning of the following term as scheduled by the RD.
  - All make-up exams will be out of 100% (no deduction or penalty).
  - Only one chance will be given for make-up final exams. If the student fails to attend the make-up exam on the specified date, he/she will be deprived from any further make-up exams even if he/she provides an acceptable excuse. In this case he/she will receive an "F" for that course.
  - The student’s final grade for the “Incomplete” course will be considered as part of the result of the academic semester in which the student registered for the course.

Repeating Courses

Failing Grade

- A student who fails in a required course may repeat it only once. Failing twice in the same course shall lead to the dismissal from the program.

Passing Grade

- A student wishing to repeat a passed course in order to raise his/her grade/GPA, may not re-register for that course more than twice.
- The higher grade will be counted towards the CGPA, but the lower grade will also remain in his transcript.
- A student can repeat a maximum of two (2) courses during the course of the program.
- Both grades will appear in the transcript but only the higher grade will be counted towards the CGPA.

Drop & Add – Master’s Programs

- The Drop & Add period is normally for one week after the start of classes, during a regular semester/term, and for two days only during short semesters.
- During this period, a student may drop or add a course or more.
- A student who wishes to drop and add courses should normally consult his/her academic advisor and complete the Drop & Add form. At-Risk students cannot make any changes to their study plan

without the approval of their advisors. For more information, refer to the section titled "Study Load" in this policy.

- There will be no financial penalties for Drop and Add activities in regular semesters. However, dropping a course in a short semester is liable to a financial penalty even if done in the first two days from the start of the semester.

Withdrawal (without failure) from Courses

- A student is permitted to withdraw from one or more courses at a later stage during the semester/term after submitting the appropriate Course Withdrawal form.
- A student must maintain the required minimum number of credits per semester/term (12 for UG, 3 for MBA & 6 for M.Sc. and LLM). Exceptions need the approval of the Program Director/Dean.
- If the student's load with the planned withdrawal goes below the minimum required, the student is advised to withdraw (without fail) from the semester.
- Withdrawal from courses must occur no later than the 9th week of studies in a regular semester for UG and at about one week after the midterm exam for short semesters, and about 60-65% of the term/semester for Master's programs.
- The student must get the approval of his/her academic advisor before applying for withdrawal from the course. The advisor should specify the reason(s) for the student's withdrawal.
- A grade of "W" will be recorded on the student's transcript for the withdrawn course(s).
- A student is not entitled to receive a refund for any such withdrawals.
- A student is not permitted to withdraw from courses beyond the period stipulated in the academic calendar, and the student must complete the course as scheduled.
- The Provost shall consider cases of extenuating nature, in which case, the student shall withdraw from the whole semester not from a single course.

Registration Hold

- A student may be permitted to put a hold on his/her registration upon submitting a written request to the Registrar.
- The request will be accepted on condition that the student has been a regular student at UD for at least one term/semester for Master's programs.
- The deadline for requesting a hold on registration is 3 weeks for Master's programs prior to the start of the semester/term but may be extended up to one month from the beginning of the semester/term if there are urgent circumstances.
- During the entire period of study, the "Registration Hold" status must not exceed two consecutive terms or four separate terms for Master's programs. This includes the semesters/terms from which the student has withdrawn without failure.
- The accepted hold periods will not be counted as part of the duration of study.
- The list of all students who have requested "Registration Hold" will be forwarded to the Deans by the Registration Department every semester/term.

Discontinuation

- A student who does not register for a particular semester/term and fails to make a request for Registration Hold is considered "Discontinued" in the Registry's records.
- A Discontinued student is liable to financial penalties if he/she apply for re-admission (Or re-registration).
- If the student's "Discontinued" status exceeds two semesters/terms (continuous or separate) for Master's programs then the student's registration status will be considered "Cancelled."
- The discontinued periods will be counted as part of the student's duration of study.
- "Cancelled" students must apply for re-admission if the interruption of study period does not exceed 7 years for UG and 3 years for Master's programs.

Withdrawal from Semester

- A student may request to withdraw from the semester at any time.
- If the request is approved by the Director/Dean, the student must withdraw from all registered courses. A "W" grade will be reported for these courses.
- The semester /term will be considered as Registration Hold.
- The refund policy stated in the Tuition and Scholarships Policy shall apply.

Withdrawal from the University

- A student may request to withdraw from the University or to cancel his/her enrollment at any time during the year.
- The student must first withdraw from all registered and incomplete courses during that semester/term. A "W" grade will be reported for these courses.
- The student must complete the "Withdrawal Clearance" Form and obtain signatures from the concerned Director/Dean.
- Withdrawn students will also be required to complete the "Discontinuing Students' Exit Survey" which forms a basis for continuous improvement at UD.
- The refund policy stated in the Tuition and Scholarships Policy shall apply.
- A withdrawn student may be re-admitted to UD. See Admission Policies 5.1 & 5.2 for full conditions.

Dismissal from the Program

A student may be dismissed from the program in the following cases:

- Exceeded the number of permissible academic warnings / probations.
- Exceeded the maximum allowable duration of study listed in this policy.
- Failed a course three (3) times for (UG) and two (2) for Master's programs.

Exceptions may only be granted by the President upon the recommendation of the Provost.

Student Campus Life

Students Participation in the Governance of the University

UD thoroughly encourages students' participation in different activities that contribute towards the university's improvement and the decision-making process. The institution is highly concerned with providing the best services and learning environment to its students, and allow them to accomplish their goals and learning outcomes as per the university's standards. Throughout the year, different committees are established by students and councils to assist the operations of the academic units. Such committees include Course Offering and Textbook Committee, Ethics and Values Committee (University Level), Information Technology (IT) Committee, Outstanding Faculty Award Committee, Commencement Committee, OIE Audit Committee. Additional committees can be developed and added as needed.

For more details, students are encouraged to contact Students Affairs department.

Student Life

Social and Cultural Programs

At the center of our support for social and cultural programs is our commitment to education. To support our belief that education is our future, SAA organizes several social and cultural events to further its goal of promoting relations between UD and the community. The university conducts vibrant and extensive social and cultural programs.

The majority of events are hosted in UAE and sometimes outside UAE to raise UD students' awareness with other cultures.

Sports and Recreational Programs

Intramural activities offer an opportunity for students to compete against their peers in a friendly environment. In our events, we emphasize sportsmanship and fair play. The intramural sports schedule includes, but is not limited to, football, basketball, bowling, billiards, and foosball tournaments. 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 around the UAE.

Student Council

SAA strongly supports the establishment of an elected University of Dubai Student Council (UDSC) 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 UDSC election is held in the beginning of each academic year (September/October). For more information, please visit SAA on the 2nd floor of University Centre building or email saa@ud.ac.ae.

Volunteering Programs

UD provides several volunteering 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 the awareness of students and learning from different perspectives.

Events

SAA, along with UDSC and UD groups organize a variety of activities throughout the year, such as:

- UAE National Day celebration
- Ramadan Iftar gathering
- International Festival
- Barbeque trips
- Desert safari
- Beach parties
- Sports tournaments
- Talent Night
- Other Social & Cultural events

The purpose behind these events is threefold: break down barriers between cultures and celebrate diversity in different ways; provide students with an opportunity to meet classmates, staff, and faculty and make new friends; learn something new and have fun.

Student Programs

Learning Support Centers

The university holds a number of classes under DBS and CEIT colleges to enhance the students' learning experience and help them accomplish their learning outcomes. These classes are held by either academic faculty or peer students in special cubic rooms in the Library. The courses for tutoring are selected on the basis of students' requests and needs, as well as the professors' concerns about the enrolled students and their academic achievements or progress in specified courses. In addition, the university provides Independent Learning Center (ILC) to each student, which is an online platform that can be accessed through the student's portal. This service provides academic assistance to the students in their courses through different forms of exercises that can help students improve their academic skills. Students can go to learn, review and/or practice key concepts in courses independently. It was particularly designed to give students extra practice in the core skills at university. The site provides practice for students at any level and is intended for learning purposes, as students go through courses and even after they have finished courses. It can be especially

beneficial for students that need to go back and review key concepts not mastered in a completed course especially for prerequisite courses, skilled based courses and/or for at risk students. The site is linked to the student and faculty portals; it is laptop friendly but has some mobile friendly features.

Orientation Day – Bida'yaat

At the beginning of each semester, SAA organizes an orientation program for new students called "BIDAYAAT."

BIDAYAAT aims to ensure a smooth and successful start-up at UD and help new students familiarize themselves with university life. It also gives students a chance to meet classmates, faculty and staff. Activities include a campus tour, presentations and other informative programs. Printed materials covering course requirements, academic programs, registration procedures, and club by-laws are distributed to all attendees.

Student Life Awards Ceremony (SLAC):

At the end of the academic year, the university holds a presentation ceremony to honor students whose contributions to the university community showed outstanding commitment and effort. These include organizers of successful events and individuals who took leadership positions in all aspects of student life such as the Student Council, student clubs and sports teams. Companies which sponsor SAA events are also invited and awarded in recognition for their contributions to students' functions.

Health Center

The Health Center is part of SAA and is open from 10:30 a.m. to 7 p.m., Sunday to Thursday. The center is staffed by a registered nurse who provides first aid and health advice in accordance with professional standards and practices. Serious cases are referred to doctors and/or local hospitals.

If you have headaches, do not feel well, or you just want to discuss any health related issue, you can walk into the Health center and see the nurse immediately.

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

Health Awareness Programs

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

Health Screening Programs

The Health Center in collaboration with various medical centers under the Department of Health Authority (DHA) organize free screenings and tests for various medical problems such as diabetes, hypertension, hepatitis, vision, and body mass index.

Community Service

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

Safety & Security

The Safety Security Office (located in the ground floor at the reception) 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 programmes 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
- ensuring that the publications of health and safety instructions including the evacuation plans are adequately publicized and posted where needed.

In case of emergency whilst on UD premises, report it directly at the Security Reception (Ground Floor), if you are out of the buildings you will need to call the Security on 04-5566800 and inform them of any situation you could be facing. Any object likely to be considered a threat to the safety of the UD establishment must not be brought into UD buildings; students are encouraged to report any health and safety concerns or suspicious behavior immediately to some security personnel.

Fire Drills

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

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 1st 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 1st and 2nd 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

Student Organizations are an integral part of the learning process at UD as they allow students to pursue personal interests and hobbies outside the classroom, learn leadership skills by handling responsibilities, and just generally have fun. The UD former clubs are now unified to operate under the umbrella of one main club called the "International Club". This later involves student representatives from different countries and nationalities with a wide range of interests such as: sports, music, recreation, as well as cultural and social issues. Contributors to student organizations' activities and events (volunteers/ushers/organizers) are normally selected from among those who are on good academic standing

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.

Social Clubs

List of active clubs in alphabetical order:

- Emirati Club
- Environmental Club
- Iraqi Club
- Lebanese Student Association
- Qademoon Palestinian Club
- Reading Club
- Royal Jordanian Club
- Syrian Club

Student Rights and Responsibilities Policy

Freedom of Expression

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.

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.

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.

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.

Student Clubs

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

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.

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

Harassment

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

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

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.

Searches on Campus and Law Enforcement

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.

Drug Tests

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

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

The Right to Education

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

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.

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

- Students play an important active role in the creation of high quality education. They cannot be passive, nor can their participation be superficial.
- 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.
- 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.
- Students need to acknowledge their responsibilities to their fellow students by actively participating in group learning experiences.
- 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.

Students Campus Violations and Fines at University of Dubai

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 institute 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:

- Closed-circuit television (CCTV) 24 hours a day /7 days a week video surveillance is used to monitor the campus.
- Assign no overtaking traffic sign across campus in area not safe for students and for the university assets.
- Issue UD campus violations and their related fines flyer to all students.
- Distribute this flyer to all students when they take their ID card. Maintain a copy in their academic file with their signature.
- 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.
- Upload the Campus Violations and Fines on UD screens for a week on a monthly basis.

Reporting a Student Violation

- Every UD employee is obliged to report any of listed below violation by completing the Student Campus Violation Report Form. 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.
- 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 and submitting it to the Students and Alumni Affairs Department.
- All student's campus violations will be documented through students Warning letter issued and signed by the Student and Alumni Affairs Department Director.

Penalties under category (A) violations:

- 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.
- 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.

Penalties under category (B) violations:

- 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.
- 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
- If the violation is repeated for the third time, the student will be academically suspended for one academic semester.

Penalties under category (C) violations:

- 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.

Violations Category:

Category (A) violations

Violation Description	Fine
Using UD administration meeting rooms	200
Using UD facilities i.e. faculty and staff offices and classrooms on national holidays and	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.	

Student Grievance Policy and Procedures

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

Grievances

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

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

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

Student Appeals Policy and Procedures

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" 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:

- The sample answer sheet,
- The answer sheet of an A grade student, and
- 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”. 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:

- Misapplication or misinterpretation of the rule alleged to have been violated.
- Discovery of substantial new facts which were not available at the time of the hearing.
- Disciplinary sanction imposed is grossly disproportionate to the violation committed; this is applicable only when there is no current policy for the violation.
- 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.

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.

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.

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 students work level.
Students must ensure complying with UD plagiarism policy, repeated offenses receive higher penalties as stated in the table below

Violation		Sanction(s) (Refer to II.A)
i.	Turnitin distinguishes similarity as matching text and plagiarism. 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

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

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 does not exist.	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

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

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

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.

Disciplinary Sanctions

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.

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)'.

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)'.

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.

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.

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.

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.

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.

Repeat Offenses

Failing a semester:

The second time a student receives this sanction, she/he will get suspension for one semester. Any courses taken outside during suspension will not be transferred at UD. The third time will lead to expulsion.

Suspension:

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

Disciplinary Probation

The first offense during the disciplinary probation period will lead to a suspension for one semester. A second offense during the disciplinary probation leads to a second suspension for two semesters while any further violation will lead to expulsion.

Graduate Completion Requirements Policy

Graduation Requirements

In order to graduate, a graduate student must maintain a cumulative GPA of not less than 3.0 and complete the required credit hours according to his/her academic plan within the maximum specified timeframe as follows:

- MBA – General - 30 credit hours in no more than 8 terms
- MBA – Double Specialization - 48 credit hours in no more than 12 terms
- M.Sc. – 36 credit hours in no more than 6 semesters
- LLM – 36 credit hours in no more than 12 terms
- LLM – Two concentrations– 54 credit hours in no more than 12 terms
- PhD – 60 credit hours in no more than 7 years

The above periods do not include the periods of "Registration Hold"

Honors System / Academic Distinction

Graduation (Commencement) Honors

Only students who have completed all degree requirements prior to the graduation ceremony are eligible to be considered for academic distinction. The categories for academic distinction are based on the following scale which is based on the graduation GPA:

- Summa Cum Laude: CGPA >= 3.90 to 4.0 (Excellent) with Highest Honors
- Magna Cum Laude: CGPA >= 3.70 to 3.89 (Very Good) with Great Honors

This distinction shall appear on the student's transcript and diploma.

Dubai Business School (DBS)

Master of Business Administration (MBA)

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:

- 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.
- 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.
- 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.
- 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
- 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.
- The restructured program structure being offered from Fall 2016 have two parallel streams of MBA program a) General MBA and b) Two Concentrations MBA. The General MBA is for non-working fresh graduates, and Specialized MBA with Two Concentrations is for working professionals with at least 2 years' experience at the time of entry to MBA. There are four (4) two concentrations in MBA such as Leadership and Human Resource Management; Finance and Accounting; Logistics and Operations and International Business & Marketing.
- 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).
- The Specialized MBA is a 48 CH course with eight (8) management courses + 6 two concentrations course of 18 CH + work based project of 6 CH or two electives of 6 CH in other two concentrations. 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 two concentrations 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 concentrations.

- 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 specialized concentration candidates to take the certification courses. This unique feature however is not available for the General MBA graduates.
- 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.

MBA Program Objective/ Outcome (PO)

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

- **Think critically and communicate effectively** as managers (through demonstrating effective professional oral & writing skills for business and making persuasive presentations at a managerial level)
- **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).
- **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).
- **Analyze** ethical situations and justify alternatives across areas of concentrations.
- **Apply** knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant inter-disciplines.

Master of Business Administration Curricula

#	General MBA Structure (Core courses)		Prerequisite	CH
1	MBA 600	Managerial Economics	-	3
2	MBA 625	Business Research Methods	-	3
3	MBA 606	Marketing Management*	-	3
4	MBA 611	Accounting & Financing Decisions	-	3
5	MBA 620	Organizational Behavior*	-	3
6	MBA 635	Managing Services Operations and Projects*	-	3
7	MBA 641	Ethics, CSR & Corporate Governance*	-	3
8	MBA 645	Strategic Management	18 Core CH	3
9	MBA 650 MBA 670	+ Internship (for non-working and <= 2years exp) – 6CH	Co-requisite- MBA 625	6
		Work Based project (for working and >= 2 Yr exp) – 6CH		6
		Or 2 electives (6 CH)		6
Students graduate with a General MBA after completing 30CH				

#	Two Concentrations MBA Finance & Accounting (A) Structure		Prerequisite	CH
1	MFA 700	Strategic Cost & Managerial Accounting	4 Core courses	3
2	MFA 705	International Corporate Finance & Derivatives	4 Core courses	3
3	MFA 715	Investment Analysis & Portfolio (including Islamic) Management	4 Core courses	3
4	MFA 720	Case Studies in Accounting & Finance (including Islamic products) Management	4 Core courses	3
5	MFA 708	Hedging & Financial Risk Management	4 Core courses	3
6	MFA 710	Islamic Finance & Accounting	4 Core courses	3

#	Two Concentrations MBA Leadership and Human Resources Management (B)		Prerequisite	CH
1	MLHRM710	Cross Cultural leadership	4 Core courses	3
2	MLHRM705	Strategic HRM*	4 Core courses	3
3	MLHRM730	Talent Acquisition & Development	4 Core courses	3
4	MLHRM740	Performance & Rewards Management	4 Core courses	3
5	MLHRM735	Leading People & Organization	4 Core courses	3
6	MLHRM745	Leading Innovation & change	4 Core courses	3

#	Two Concentrations MBA International Business and Marketing (C) Structure		Prerequisite	CH
1	MIBM 701	Managing International Business & Culture	4 Core courses	3
2	MIBM 721	International Marketing Strategies	4 Core courses	3
3	MIBM 710	Brand Management & Marketing Communication	4 Core courses	3
4	MIBM 711	Marketing Analytics	4 Core courses	3
5	MLOM 700	Operations & Supply Chain Strategy	4 Core courses	3
6	MLOM 720	Global Logistics and Transportation Management	4 Core courses	3

#	Two Concentrations MBA Logistics and Operations Management (D) Structure		Prerequisite	CH
1	MLOM 705	Managing Supply Chain Operations	4 Core courses	3
2	MLOM 715	Purchasing and Sourcing Strategy	4 Core courses	3
3	MLOM700	Operations & Supply Chain Strategy	4 Core courses	3
4	MLOM 720	Global Logistics and Transportation Management	4 Core courses	3
5	MLOM 708	Sourcing in Procurement & Supply	4 Core courses	3
6	MLOM 730	Managing Contracts and Relationships in Procurement & Supply	4 Core courses	3

General-Master of Business Administration (MBA) Study Plan

Term	Courses Code	Courses Title	Term	Courses Code	Courses Title
1	MBA 606	Marketing Management	2	MBA 625	Business Research Methods
	MBA 620	Organizational Behavior		MBA 635	Managing Services Operations and Projects
Term	**Courses Code**	**Courses Title**	**Term**	**Courses Code**	**Courses Title**
3	MBA 600	Managerial Economics	4	MBA 611	Accounting & Financing Decisions
	MBA 641	Ethics, CSR & Corporate Governance		MBA 645	Strategic Management
Term	**Courses Code**	**Courses Title**			
1	MBA 650/ MBA 670	Internship (for non-working and <= 2 Years' experience) - 6CH/ Work base project (for working and >= 2 Years' experience) - 6CH OR 2 paired electives (6 CH)			

MBA Paired Electives

Course 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
	730	Managing Contracts and Relationships in Procurement & Supply	3
MLHRM	735	Leading People & Organization	3
	745	Leading Innovation & change	3

Two Concentration MBA Study Plan

MBA Finance and Accounting (MFA)

				AY TERMS				AY TERMS			
	SN	Code	Course Name	1	2	3	4	1	2	3	4
	1	MBA 600	Managerial Economics			√					
	2	MBA 625	Business Research Methods		√						
	3	MBA 606	Marketing Management	√							
	4	MBA 611	Accounting & Financing Decisions				√				
	5	MBA 620	Organizational Behavior	√							
	6	MBA 635	Managing Services Operations and Projects		√						
	7	MBA 641	Ethics, CSR & Corporate Governance			√					
	8	MBA 645	Strategic Management				√				
	9	9th course has two options									

		1-MBA 650 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
		2-MBA 670 2 elective courses (Term 5) if not taking Industrial Project									
#		**Code**	**Course Name**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
10		MFA 700	Strategic Cost and Managerial Accounting					√			
11		MFA 705	International Corporate Finance & Derivatives					√			
12		MFA 715	Investment Analysis and Portfolio (including Islamic) Management						√		
13		MFA 720	Case Studies in Accounting & Finance (including Islamic products) Management						√		
14		MFA 708	Hedging & Financial Risk Management							√	
15		MFA 710	Islamic Finance & Accounting							√	

MBA International Business and Marketing (MIBM)

				AY TERMS				**AY TERMS**			
	SN	**Code**	**Course Name**	**1**	**2**	**3**	**4**	1	**2**	**3**	**4**
	1	MBA 600	Managerial Economics			√					
	2	MBA 625	Business Research Methods		√						
	3	MBA 606	Marketing Management	√							
	4	MBA 611	Accounting & Financing Decisions				√				
	5	MBA 620	Organizational Behavior	√							
	6	MBA 635	Managing Services Operations and Projects		√						
	7	MBA 641	Ethics, CSR & Corporate Governance			√					
	8	MBA 645	Strategic Management				√				
	9	9th course has two options									
		1-MBA 650 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
		2-MBA 670 2 elective courses (Term 5) if not taking Industrial Project									
#		**Code**	**Course Name**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
10		MIBM 701	Managing International Business & Culture					√			
11		MIBM 721	International Marketing Strategies					√			
12		MIBM 710	Brand Management and Marketing Communication						√		
13		MIBM 711	Marketing Analytics						√		
14		MLOM 700	Operations and Supply Chain Strategy							√	
15		MLOM 720	Global Logistics and Transportation Management							√	

MBA Logistics and Operations Management (MLOM)

				AY TERMS				**AY TERMS**			
	SN	**Code**	**Course Name**	**1**	**2**	**3**	**4**	1	**2**	**3**	**4**
	1	MBA 600	Managerial Economics			√					
	2	MBA 625	Business Research Methods		√						
	3	MBA 606	Marketing Management	√							
	4	MBA 611	Accounting & Financing Decisions				√				
	5	MBA 620	Organizational Behavior	√							

	6	MBA 635	Managing Services Operations and Projects		√						
	7	MBA 641	Ethics, CSR & Corporate Governance			√					
	8	MBA 645	Strategic Management				√				
	9	9th course has two options									
		1-MBA 650 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
		2-MBA 670 2 elective courses (Term 5) if not taking Industrial Project									
#		**Code**	**Course Name**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
10		MLOM 700	Operations and Supply Chain Strategy					√			
11		MLOM 720	Global Logistics and Transportation Management					√			
12		MLOM 705	Managing Supply Chain Operations						√		
13		MLOM 708	Sourcing in Procurement and Supply						√		
14		MLOM 715	Purchasing and Sourcing Strategy							√	
15		MLOM 725	Managing Contracts and Relationships in Procurement and Supply							√	

MBA Leadership and Human Resources Management (MLHRM)

				AY TERMS				**AY TERMS**			
	SN	**Code**	**Course Name**	**1**	**2**	**3**	**4**	1	**2**	**3**	**4**
	1	MBA 600	Managerial Economics			√					
	2	MBA 625	Business Research Methods		√						
	3	MBA 606	Marketing Management	√							
	4	MBA 611	Accounting & Financing Decisions				√				
	5	MBA 620	Organizational Behavior	√							
	6	MBA 635	Managing Services Operations and Projects		√						
	7	MBA 641	Ethics, CSR & Corporate Governance			√					
	8	MBA 645	Strategic Management				√				
	9	9th course has two options									
		1-MBA 650 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
		2-MBA 670 2 elective courses (Term 5) if not taking Industrial Project									
#		**Code**	**Course Name**	**1**	**2**	**3**	**4**	**1**	**2**	**3**	**4**
10		MLHRM 710	Cross Cultural Leadership						√		
11		MLHRM 705	Strategic HRM						√		
12		MLHRM 730	Talent Acquisition and Development							√	
13		MLHRM 740	Performance and Reward Management							√	
14		MLHRM 735	Leading People and Organizations					√			
15		MLHRM 745	Leading Innovation and Change					√			

Doctor of Philosophy (PhD)

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

Program Concentrations

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

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

The PhD Program Structure & Course Sequence – 60 CH

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

SN	Course #	Course Title	Term	Pre-Requisite	CH
1	PhD 800	Research Methods-1	1	-	3
2	PhD 805	Quantitative Analysis-1	1	-	3
3	PhD 810	Research Methods-2	2	PhD 800	3
4	PhD 815	Quantitative Analysis-2	2	PhD 805	3
5	PhD 820	Research Methods-3	3	PhD 810	3
6	PhD 825	Development of Management Thought	3	PhD 810	3
Total CH for Core Courses					**18**
Specialization Courses in Marketing					
SN	**Course #**	**Course Title**	**Term**	**Pre-Requisite**	**CH**
1	PhD MKT 835	Research Seminar in Marketing Strategy	4	PhD 825	3
2	PhD MKT 840	Research Seminar in Consumer Behavior	4	PhD 825	3
3	PhD MKT 845	Research Seminar in Special Topics in Marketing	5	PhD 825	3
4	PhD MKT 850	Research Seminar in Service Marketing	5	PhD 825	3
Total CH for PhD MKT Specialization Courses					**12**
Specialization Courses in Management					
SN	**Course #**	**Course Title**	**Term**	**Pre-Requisite**	**CH**
1	PhD MGM 835	Research Seminar in Strategy	4	PhD 825	3
2	PhD MGM 840	Research Seminar in Organizational Theory & Behavior	4	PhD 825	3
3	PhD MGM 845	Research Seminar in Current Issues in HRM	5	PhD 825	3
4	PhD MGM 850	Research Seminar in Leadership Theory	5	PhD 825	3
Total CH for PhD MGM Specialization Courses					**12**
Specialization Courses in Finance					
SN	**Course #**	**Course Title**	**Term**	**Pre-Requisite**	**CH**
1	PhD FIN 835	Research Seminar in Investments/Asset Pricing	4	PhD 825	3
2	PhD FIN 840	Research Seminar in Financial Market Microstructure	4	PhD 825	3
3	PhD FIN 845	Current research Issues in Finance in MEA	5	PhD 825	3

4	PhD FIN 850	Research Seminar in Corporate Finance	5	PhD 825	3
Total CH for PhD FIN Specialization Courses					**12**
Specialization Courses in Accounting					
SN	**Course #**	**Course Title**	**Term**	**Pre-Requisite**	**CH**
1	PhD ACC 835	Research Seminar in Financial Accounting	4	PhD 825	3
2	PhD ACC 840	Research Seminar in Management Accounting	4	PhD 825	3
3	PhD ACC 845	Research Seminar in Current Accounting Issues	5	PhD 825	3
4	PhD ACC 850	Research Seminar in Business Valuation	5	PhD 825	3
Total CH for PhD ACC Specialization Courses					**12**
Pass In Comprehensive Prelim Exam					
1	PhD 830	Seminar on Classroom Pedagogy Behavior	2&3	30C.H,Pass CPE	0
Thesis					

SN	Course #	Course Title	Term	Pre-requisite	CH
1	DISS 860	A	each term	30C.H,Pass CPE	3
2	DISS 860	B	each term	30C.H,Pass CPE	3
3	DISS 860	C	each term	30C.H,Pass CPE	3
4	DISS 860	D	each term	30C.H,Pass CPE	3
5	DISS 860	E	each term	30C.H,Pass CPE	3
6	DISS 860	F	each term	30C.H,Pass CPE	3
7	DISS 860	G	each term	30C.H,Pass CPE	3
8	DISS 860	H	each term	30C.H,Pass CPE	3
9	DISS 860	I	each term	30C.H,Pass CPE	3
10	DISS 860	J	each term	30C.H,Pass CPE	3
Total CH for Dissertation					**30**
Total CH for the Program					**60**

College of Law (CoL)

Master of Laws (LLM)

LLM Program and Concentrations

The LLM program at UD has been designed to prepare graduates for successful careers in both legal and non-legal organizations. The program will enhance critical thinking, increase oral and written communication skills as well as English language skills, improve decision-making in a rapidly-changing global environment, and reinforce the application of knowledge and skills in the area of problem-solving.

The LLM has two unique concentrations in order to meet the need for professionals in these areas. Moreover, the program has been designed to permit the admission of students with any undergraduate degree from an accredited University who meet the necessary criteria.

Program Goals/Objectives

The educational objectives of LLM Program are classified into 2 categories: General Program Objectives (i.e., common to all tracks) and track specific objectives.

A. Goals/Objectives Related to Transferable Skills, Values and Attitudes

These are common across LLM core courses. At the end of LLM program, the student is expected to accomplish the following objectives:

- **Think critically, analytically and communicate effectively** in English as a legally trained professional by preparing, presenting, arguing and pursuing the point of view/ case logically.
- **Work in and lead** dynamic international and UAE organizations in solving social and economic legal issues/ situations in specific legal fields.
- **Apply** written and oral communication skills in pursuit of legal professional goals.

B. Goals/Objectives common to each of the nine LLM tracks

- **Develop** local/global perspective and adapt to dynamic international and UAE cultural environments concerning social and economic development of UAE.
- **Adapt, apply and analyze specialized law knowledge to improve** the business environment and **Assist** the UAE in social and economic development.

These general and specific LLM track objectives are accomplished through the following specific skills in the academic courses detailed in the respective course syllabi.

- **Professional skills:** Legal research and writing skills necessary to accomplish subject specialties.
- **Formulating business policy skills and using dispute resolution techniques:** Capitalizing on the UD emphasis on mediation and arbitration through DCCI and Dubai International Arbitration Centre.
- **Networking skills:** available through DCCI and related organizations such as International Chamber of Commerce (ICC) and Chartered Institute of Arbitration.
- **Motivational and Leadership skills**: Understanding the dynamics of working in teams, building commitment, involving others, creating efficiency, productivity and satisfaction in teamwork.
- **Organizational skills:** Managing time, scheduling work (one's own and others), designing systems and action plans.
- **Communication skills:** Speaking and writing in English, having a viewpoint and being able to get it across in a way that is clear, crisp and concise.
- **Critical thinking skills**: Analyzing, solving problems, generalizing, questioning, and managing uncertainty.
- **Abstract thinking and adaptability**: Understanding how to drill down the most essential elements from a complex problem and determine frameworks or action plans for solving those problems.

- **Ability to be a continuous learner, and trainer of others**: Knowing how to learn on an ongoing basis, how to/where to gather the right information. Specifically, students will exhibit language skills, computational skills, analytically skills and interpersonal skills.
- **Ethical awareness**: Understanding the practical, legal and ethical implications of the spirit of the law and the letter of the law, understanding one's ethical responsibilities and the consequences of possible decisions.
- **Responsible Lawyer's Education**: Recognition of lawyer's responsibility towards society and the environment.

The curriculum is divided into two parts: a general, core curriculum that will be taken by all LLM students, and then a set of courses focusing on a series of specialties or tracks. All students will prepare a thesis or legal research project, a significant writing project based on independent legal research and analysis. Thirty-six credits are required for the award of LLM, consistent with the large majority of American LLM degree programs.

Program Concentrations

The College of Laws offers an LLM with two concentrations and also gives students the option to earn an LLM with two concentrations by combining any two concentrations below:

- Arbitration & Dispute Resolution
- Financial Crimes & Money Laundering

Program Structure & Course Sequence

Each student must choose a specialty/track focus, to be pursued after the core requirements are completed. Each specialty/track includes at least one practice-oriented class, marked with an (*), that will require a team project, in addition to in-class drafting exercises, several writing exercises, or application of other legal skills. Table shows the LLM curriculum, which comprises of six (6) core courses. There are two (2) tracks or specialties each having four (4) specialty courses of 3CH each followed by a thesis/action research project of 6CH. Thus each track comprises of 18 CH. In total, the LLM candidate has to complete 36 CH or 11 courses (6 core courses + 4 specialization courses + 1 thesis) for the award of LLM degree.

LLM Curriculum

		Pre - LLM courses		
Course Code & No		**Core Name**	**Pre- Requisites**	**CH**
Pre LLM	500	Criminal Law	NA	-
Pre LLM	510	Criminal Procedures	NA	-
Pre LLM	520	Civil Law	NA	-
Pre LLM	530	Civil Procedures	NA	-
Pre LLM	540	Commercial Law	NA	-
		Core LLM courses		
LLM	600	Legal Research & Writing Skills	NA	3
LLM	610	Legal Systems	NA	3
LLM	620	Management of Legal Resources	NA	3
LLM	635	Corporate Law	NA	3
LLM	645	International Business Transactions	NA	3
LLM	650	Arbitration & Litigation – Principles & Practice	NA	3
		Alternative distribute resolution Courses		
LLM ADR	700	Arbitration Law	NA	3
LLM ADR	710	Advanced Arbitration Law	ADR 700	3
LLM ADR	720	Negotiation	NA	3

LLM ADR	730	Alternative Dispute Resolution	NA	3
		Financial Crimes & Money Laundering Courses		
LLM FCML	700	Bribery & Corruption	NA	3
LLM FCML	710	Money Laundering	NA	3
LLM FCML	720	Competition Law	NA	3
LLM FCML	730	Financial Crimes & Governance, Compliance & Assurance	NA	3
		Thesis		
LLM ADR	740	Thesis	30C.H	6
LLM FCML				

LLM Study Plan

ADR & FCML Concentration

Course Code Number		**Course Title- Core LLM courses**	**AY (Tick √ when registered in the respective terms)**				**AY (Tick √ when registered in the respective terms)**			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills			√					
LLM	610	2. Legal Systems	√							
LLM	620	3. Management of Legal Resources *						√		
LLM	635	4. Corporate Law		√						
LLM	645	5. International Business Transactions *		√						
LLM	650	6. Arbitration & Litigation – Principles & Practice*	√							
LLM-ADR	700	1. Arbitration Law *		√						
LLM-ADR	710	2. Advanced Arbitration Law*			√					
LLM-ADR	720	3. Negotiation			√					
LLM-ADR	730	4. Alternative Dispute Resolution*	√							
LLM-ADR	740	5. Thesis					√			
LLM-FCML	700	1. Bribery & Corruption					√			
LLM-FCML	710	2. Money Laundering						√		
LLM-FCML	720	3. Competition Law							√	
LLM-FCML	730	4. Financial Crimes and Governance, Compliance & Assurance							√	
LLM- FCML	740	5. Thesis								√

Financial Crimes & Money Laundering (FCML) Concentration

Course Code Number		**Course Title- Core LLM courses**	**AY (Tick √ when registered in the respective terms)**				**AY (Tick √ when registered in the respective terms)**			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills			√					
LLM	610	2. Legal Systems	√							
LLM	620	3. Management of Legal Resources *						√		
LLM	635	4. Corporate Law		√						
LLM	645	5. International Business Transactions *		√						
LLM	650	6. Arbitration & Litigation – Principles & Practice*	√							

LLM-FCML	700	1. Bribery & Corruption	√							
LLM- FCML	710	2. Money Laundering		√						
LLM- FCML	720	3. Competition Law			√					
LLM- FCML	730	4. Financial Crimes and Governance, Compliance & Assurance			√					
LLM- FCML	740	5. Thesis				√				

Alternative Dispute Resolution (ADR) Concentration

Course Code Number		**Course Title- Core LLM courses**	**AY (Tick √ when registered in the respective terms)**				**AY (Tick √ when registered in the respective terms)**			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills			√					
LLM	610	2. Legal Systems	√							
LLM	620	3. Management of Legal Resources *						√		
LLM	635	4. Corporate Law		√						
LLM	645	5. International Business Transactions *		√						
LLM	650	6. Arbitration & Litigation – Principles & Practice*	√							
LLM-ADR	700	1. Arbitration Law *		√						
LLM-ADR	710	2. Advanced Arbitration Law*			√					
LLM-ADR	720	3. Negotiation			√					
LLM-ADR	730	4. Alternative Dispute Resolution*	√							
LLM-ADR	740	5. Thesis				√				

Full Time Faculty

A

Abdul Hadi, Sabina, PhD, Masdar Institute of Science and Technology (currently Khalifa University), UAE, 2016; Assistant Professor in Electrical Engineering, College of Engineering and Information Technology

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

Al Murraqab, Nasser, PhD, University of Dubai, UAE, 2018; Assistant Professor ; Chief Operating Officer

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

Arnaut, Marina, PhD, Edinburgh Business School Heriott Watt, 2013; Assistant Professor in Management

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

B

Behery, Mohamed Hussein Kamel Azab, PhD, University of Glassglow, UK, 2005; Associate Professor in Management

Bin Ahmad, Kamarul Zaman, PhD, University of, 2001; Professor in Management; Chair, AACSB committee.

F

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

Faizal, Kamarul, PhD, Auckland University of Technology, New Zealand, 2012; Associate 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

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; 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; Director, GUCR

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

L

Lahmar, Arij, PhD; Assistant Professor in Management

M

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

Mortagy, Amr, PhD, Texas Tech University; Dean, Dubai Business School; Strategic Advisor to the President.

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

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; Director, CBRC.

R

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

Rao, Ananth, PhD, University of Minnesota, USA, 1991; Professor in Finance

S

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

T

Tabche, Ibrahim, PhD, University of Bath, UK, 2002; Associate Professor in Management; Advisor to the President on Strategic Quality Assurance & Institutional Effectiveness.

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

W

Genanew, Worku-Bekele, PhD, Johannes Kepler University of Linz, Austria, 2008; Associate Professor in Economics & Statistics; Director, Undergraduate Studies

Z

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

Definitions

Term	Definition
Concentration	Grouping of courses which represent a sub-specialization taken within the major field of study. For example a student majoring in electrical engineering can take a concentration in communication engineering.
Course	A course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits, and expected learning outcomes in the institution's Catalog.
Credit Hour	The measurement unit which defines the student's overall effort towards attaining a qualification. 1 semester credit equals approximately 1 hour of time in class per week over a semester of 15 weeks or longer.
Curriculum	The term refers both to the range of courses offered at University of Dubai (UD) consisting of a set of related courses in the area of specialization, such as the computer science curriculum or the civil engineering curriculum
Drop & Add period	Is normally for one week after the start of classes, during a regular semester/term, and for two days only during short semesters.
Major	The major is the field of study in which a student specializes at the baccalaureate level. The term is not typically used in qualifications below the baccalaureate and is only occasionally used in graduate programs
Normal Study Load	For an UG student in "Good" standing ranges from 12 to 18 credit hours in a regular semester, and from 3 to 6 credit hours in a short session
Special / Non-degree Students	Special students are students who have obtained their undergraduate degrees from UAE-accredited universities and who are interested in taking courses of similar or higher levels at UD for credit but not toward a degree
Visiting student	is a student enrolled at another institution who wishes to take courses at UD for transfer back to his/her home university

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
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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.