



2011 | 2012

MBA

HANDBOOK



جامعة دبي
UNIVERSITY of DUBAI



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PRESIDENT'S MESSAGE

Dear Prospective MBA Student,

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

At the University of Dubai (UD) we are confident you will find the right MBA program that matches your needs and which will accelerate your career. The UDMBA curriculum is completely integrated and addresses three important business challenges which are: Managing the Organization, Making Choices, and Making a Difference. Succeeding in these areas will build your business career. Also, UD's team-centered approach leverages the dynamics of a diverse group of students, and helps shape them into multi-cultural leaders who are equipped to manage enterprises and organizations anywhere in the world.



As a business executive with over 35 years experience in both the private and public sectors in the United States, and as an academic with more than two decades experience in academia, I have become a strong believer in quality practical education as an essential element for one's career growth and development.

As the President, I run the university as if I were running my own business, and, being customer oriented, I put a lot of emphasis on my customers, who are of course the students. I therefore do everything possible to ensure the students are satisfied with their learning experience and that they get value for the money they invested in undertaking an MBA degree with us.

I hope you will find this MBA program handbook useful. It gives an overall view of UDMBA degree, its unique features, admission requirements, areas of business concentration, and the knowledge and skills gained in the course, along with application procedures.

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

M. Omar Hefni

President

UNIVERSITY INFORMATION

VISION, MISSION & VALUES

University of Dubai (UD) provides an intellectually challenging, culturally rich learning environment. UD encourages all students to take advantage of the outstanding educational and career opportunities provided for students from a diverse range of ethnic, socioeconomic, experiential and geographical backgrounds. The UD offers undergraduate and graduate programs of superior quality taught by professionally active teaching faculty with extensive industry experience, committed to promoting academic excellence. The UD's vision, mission and objectives were revised in September 2011 as under:

Vision

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

Mission

Realizing our vision will require us to:

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

Values

UD is guided by the following core values:

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

UNIVERSITY BACKGROUND

The University of Dubai was established in 1997 by the Dubai Chamber of Commerce and Industry to address the skills and qualifications gap in the workforce and to support the government's Emiratization initiative through human resource development programs in both public and private sectors.

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

UD Organizational Structure

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

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

UD applies the American credit hour system for its academic programs in both the College of Business Administration (UDCBA) and the College of Information Technology (UDCIT). The medium of instruction is English.

The College of Business Administration

The Dean of the UDCBA is responsible for the academic programs offered therein. The Dean is supported not only by the Faculty Council within the UDCBA, but also by industry leaders outside the College through a Business Advisory Council (BAC) which provides feedback on matters related to improving curricula, encouraging research, and facilitating student internship and career placement. The members of the BAC are captains of business houses in Dubai and they meet once a semester to advise the College. The MBA Director is assigned the responsibility to oversee the effectiveness of MBA program with 4 concentrations.

In April 2009, the College of Business Administration (UDCBA) was accredited by the Association to Advance Collegiate Schools of Business (AACSB International). AACSB accreditation is the highest standard of achievement for business schools worldwide. Less than one-third of U.S. business schools and less than 5% of international business schools have earned AACSB accreditation.



UD MBA PROGRAM

The College of Business Administration offers Master of Business Administration (MBA) degree with concentration in: Leadership & Human Resource Management, Finance & Accounting, Operations & Logistics Management, and International Business & Marketing. The program was granted initial accreditation in January 2010 by MOHESR-CAA.

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

1. The UDMBA has been designed to prepare graduates for successful careers in organizations. The program will enhance critical thinking, increase oral and written communication skills, build appreciation for diverse cultural perspectives, improve decision making in a rapidly changing global environment, and reinforce the application of knowledge and skills in problem solving. Ethics and corporate social responsibility is woven throughout the curriculum.
2. The instructional process will be in a cohort format and will include a combination of classroom, virtual business simulations and contextualized real-world case-based learning to provide value added hands-on experience and help students use their time effectively. The on-line portion of the learning will be enhanced using the MOODLE platform.
3. The MBA has four concentrations as stated above in order to meet the need for professionals in these areas, especially in Dubai, UAE and other countries in MENA region. In addition, the program has been designed to allow students with any undergraduate degree from an accredited university who meet admission criteria to be admitted to the program.
4. The UDMBA curriculum is of high quality and integrated with emphasis on applied learning, mapped to professional qualifications such as the USA's SHRM, CFM & CFA Level 1 and the UK's CIPS & CIM. MBA graduates can sit for these examinations for earning professional certification which adds value to their career.
5. The Action Research Project/Work-based Project is a unique requirement at the UDCBA which is tailored to the empirical aspect of learning in the respective concentrations. This requirement together with Capstone course and a set of 5-6 business simulations in core and concentration courses significantly add to the practical and applied learning aspects of MBA in the UAE/MENA region.
6. 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.
7. UD MBA is accessible to all qualified individuals without discrimination on the basis of race, color, national or ethnic origin, sex, age, disability or handicap.

MBA DELIVERY MODES

The MBA is offered in two modes: Day-time from 3:30 to 6:30 PM to enable full-time students to attend the program; and from 6:30 to 9:30 PM for part-time working students.

All classes are held in Dubai Chamber building which has an excellent facility and ambience (in term of classroom, IT facilities etc) for delivering the program.

The classes will meet 3 days in a week for 10 weeks in a term with a week for the final review and examination. Each class meets for 3 hours with 20 minutes break in between. There is a break of 1 week between 2 terms.

For each course of 3 credit hours (CH), the student is expected to commit at least 1 hour and 45 minutes of additional time each day for 6 days a week for reading, assignments, project and simulations outside the class. Thus, if the student is taking 3 courses (as a full-time student), then s/he must be able to allocate 5 hours and 15 minutes each day for 6 days in a week. This reflects the study intensity and the commitment required by the students for the UDMBA program.

PROGRAM DURATION

Full-time students can complete the program within 15 months (at a rate of 3 courses per term). Part-time students will take a minimum of 18 months to complete the program (at a rate of 2 courses per term). Students with good academic standing and time available can take up to 3 courses in some terms to shorten the period.

TERMS

There are 4 terms in a year including the summer:

Term 1 – October - December

Term 2 – January - March

Term 3 – April - June

Term 4 – July - September



LINKAGE OF UD MISSION, CBA MISSION AND MBA PROGRAM OBJECTIVES

UD Mission Statement (UDM)	CBA Mission Statement (MS)	MBA Program Objectives (Linked to CBA Mission Statement)
<p>UDM1: Serve the educational needs of diverse undergraduates, postgraduates and professionals.</p> <p>UDM2: Produce high caliber graduates.</p> <p>UDM3: Provide education based on international standards.</p> <p>UDM4: Provide a stimulating educational environment to prepare future leaders.</p> <p>UDM5: Engage faculty in applied research focused mainly on the economic development of MENA Region.</p>	<ol style="list-style-type: none"> 1. Ensure diversity in learning that will facilitate the acquisition of knowledge and skills to enrich the lives of traditional and non-traditional mix of students, UAE nationals and residents, males and females. (UDM 1, 2 & 4) 2. Maintain qualified faculty that will produce cutting edge ideas and theories through intellectual contributions related to practice (applied scholarship), to discipline-based scholarship (basic) and to learning and pedagogical research (instructional), with priority in that order; (UDM 3) 3. Produce well-rounded graduates and provide a portfolio of competencies that enables students to make meaningful contributions to organizations, which are enormous assets to the society. (UDM 2 & 4) 4. Strengthen student and faculty collaboration between CBA and society for lifelong, self-directed learning through research and consultancy, management and professional development services as dictated by the dynamic business environment. (UDM 1 & 4) 	<ol style="list-style-type: none"> 1. Think critically and communicate effectively as managers (through demonstrating effective professional oral & writing skills for business and making persuasive presentations at a managerial level). (1) 2. Work in and lead dynamic national/ international organizations in UAE and other countries in MENA (through demonstrating effective leadership in a team setting, work effectively as a member of a work team, produce quality deliverables from team work). (2) 3. Adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments (through effective use of quantitative and qualitative analytical tools, make and justify recommendations). (1-4) 4. Analyze ethical situations and justify alternatives across areas of concentrations. (1-3) 5. Adapt, apply and analyze knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant inter-disciplines. (2,3)



UD MBA PROGRAM & OBJECTIVES

The UDMBA program is designed for both non-working individuals seeking entry level managerial positions and working professionals who are seeking to move their careers to the next level and beyond. It is a fast-track program that will take just 15 months to complete for non-working professionals and 18 months for busy executives whose time is already at a premium.

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

General MBA Program Objectives

1. **Think critically and communicate effectively** as managers (through demonstrating effective professional oral & writing for business and making persuasive presentations at a managerial level)
2. **Work in and lead** dynamic national/international organizations in UAE and other countries in MENA (through demonstrating effective leadership in a team setting, work effectively as a member of a work team, produce quality deliverables from team work)
3. **Adapt and innovate** to solve problems, to cope with unforeseen events, and to manage in unpredictable environments (through effective use of quantitative and qualitative analytical tools, make and justify recommendations).

Specific MBA Program Concentration Objectives (PCO)

Leadership & Human Resource Management (LHRM)

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

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

Operations & Logistics Management (OLM)

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

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

Finance & Accounting (FA)

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

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

International Business & Marketing (IBM)

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

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

All students enrolled in the MBA program are required to take 8 MBA core courses of 3 semester credit hours each (core 24 credit hours) and 5 MBA concentration courses (concentration 15 credit hours) for a total of 39 credit hours covering a total of 13 courses. In addition, students with a non-business undergraduate degree may be required to take up to 24 credit hours of foundation pre-MBA courses to prepare them for the MBA curriculum (with appropriate exemptions given for courses on production of transcript with a minimum B grade in earlier programs from accredited universities). MBA curriculum and course content will evolve based on feedback from assessment and input from businesses in Dubai, UAE and MENA region.

Unique Features of UD-MBA:

1. High quality integrated curriculum with emphasis on applied learning
2. Business relevant concentrations enhancing employability
3. Takes just 15 months for completion
4. Strong connection with the business community
5. Emphasis on applied and contextual research projects
6. Accredited program of international standards
7. Central location and excellent facilities (Dubai Chamber)
8. Highly qualified faculty members with professional backgrounds
9. Access to a wealth of information and online databases from the Dubai Chamber library.

MBA ADMISSION REQUIREMENTS

The University of Dubai accepts applications for the MBA program during the four terms.

Applicants must:

- Complete an application form
- Submit an original bachelor's Degree certificate or certified equivalent (approved by the Ministry of Higher Education and Scientific Research)
- Submit a copy of a valid passport and identity card
- Provide six recent passport-size photographs (in color)
- Submit a Medical Certificate
- Provide 2 satisfactory reference letters from academicians and/or employers
- State professional plans and career objective as required in the application form
- Pay AED 1000 non-refundable fee for admission.

Note:

- The application form may be completed online at the following link: <http://ud.ac.ae/apply>
- At the time of registering in the MBA program, applicants must hold a valid UAE residence visa.

Transfer students must also submit the original transcripts from the college/university they are transferring from. In addition, transfer students must submit the course syllabus and course description for each course they seek to transfer for credit.

ADMISSION CRITERIA

Regular Admission requirements for the MBA program

- Completion of a recognized baccalaureate degree in a discipline appropriate for the MBA degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to the MBA program.
- A minimum cumulative GPA of 3.0 on a 4.0 scale or its established equivalent, in the applicant's baccalaureate degree program.
- A minimum of 550 in TOEFL (or IELTS - 6 overall; or TOEFL iBT – 79) in the last 2 years or as a requirement for the bachelor degree studies. 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 TOEFL score of 500 on the Paper-Based test, or its equivalent at the time of admission to his/her undergraduate program.

Conditional Admission requirements for the MBA Program

- A student with a recognized baccalaureate degree in Business with a cumulative GPA average of 3.00 or above on a 4.0 scale, or its established equivalent, and a TOEFL score of a minimum of 530 (197 CBT, 71 iBT) or its equivalent on another standardized test approved by the commission may be admitted conditionally to the MBA program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - must achieve a TOEFL score of 550, or equivalent, by the end of the student's first term of study;
 - 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 in the first nine credit hours of credit-bearing courses studied for the MBA program.
- A student with a recognized baccalaureate degree in Business with a cumulative GPA average of a minimum 2.25 up to 2.99 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for regular admission stated in "Part A" above, may be admitted conditionally to the MBA program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - 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 program.

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

Admission for Non-Business Degree Applicants

A student who holds a non-business degree with a cumulative GPA average of a minimum 2.25 on a 4.0 scale will have to undertake foundation courses/modules (Pre-MBA modules as in Table 1) before being considered for formal admission to the MBA program. Appropriate exemptions will be given for courses taken with a minimum C+ grade in earlier programs from accredited universities or through passing a challenge exam prepared by UD MBA faculty. Foundation courses/modules may take up to 2 terms (about 6 months) to complete. Students enrolled in these Pre-MBA modules must achieve a minimum CGPA of 3.0 on a scale of 4 to be eligible to join the regular MBA program after satisfying the English Language requirements.

Table 1: Foundation Modules (Pre-MBA Modules)

Module Code & Number	Module 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 Modules)		15

This policy will apply to student intake of September 2011/12 and onwards.

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.

ADMISSION GUIDELINES FOR TRANSFER STUDENTS

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

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

ADMISSION CRITERIA AND REQUIREMENTS FOR VISITING STUDENTS

Conditions

- Students must have passed all the prerequisites for the required subjects.
- 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 2 consecutive terms.
- The visiting student could be accepted as a regular student after compliance with UD admission requirements.
- The visiting student may register at any time during the registration period.

Documents Required

- Copy of a valid passport
- Six recent photographs (in color)
- Original transcripts from the university in which the student is currently studying.

Note: At the time of registering in MBA courses(s), applicants must hold a valid UAE residence/visit visa.

READMISSION

All students who have 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 ARD. A dismissed student may be re-admitted as a new student only. The CBA Dean and the UD President may approve such readmissions on a case-by-case basis.

ADMISSION REGULATIONS

The following admission regulations are followed:

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



REGISTRATION POLICES AND PROCEDURES

REGISTRATION PROCEDURES

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

- a) Advising/Selection of Courses: Students are assigned advising appointments with their academic advisors based on their earned credit hours. Students must consult with their advisors prior to registration in order to draw up the plan and get help with the registration. Students may also register online at www.ud.ac.ae
- b) Paying Fees: Students take the completed registration form signed by the advisor to the cashier's office to pay the fees. No student is considered registered unless the fees are paid. Once fees are paid, the booked courses are confirmed. The student's schedule will be sent to the student via UD e-mail.

ONLINE REGISTRATION

Web Access to Online Registration - Procedure

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

Booking Online - Procedure

- Click on "Academic" from the menu on the top.
- Select Online Registration. A page divided into 2 sections will appear:
 - The first section shows the student's academic advisor's name.
 - The second section shows the terms available for registration.

Click on "Booking" button

- Click on the course name. (Only courses highlighted in blue are allowed). A small window will appear containing all the sections offered for the selected courses.
- Click on the course code to select the section required. "The section no. has been selected" will appear at the bottom of the page in the opened window.
- Close this window (The courses selected will be highlighted in green).
- Remove the tick (✓) from the box to deselect a course.
- Click on "Save Booking" at the bottom of the booking page (A message will appear confirming the booking which is then reserved for a period of 36 hours).
- Click on "Registration Form" at the top of the page to print the registration form.

Re-taking a Course

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

Incomplete Booking

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

Confirming the Booking

During the registration week:

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

Online Drop & Add - Procedure

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

Other Online Registration Services

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

1. Academic Transcripts
2. Academic Curriculum
3. Class Schedule (My Schedule)
4. Course Offerings for the Term (Class Schedules)
5. Course Grades (My Grades)

REGISTRATION POLICIES

Study Load

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

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

Registration Hold/Discontinuation

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

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

Drop & Add

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

Withdrawal (without failure) from Courses

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

Student ID Number

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

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

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

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

Course Code and Number

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

REGISTRATION TERMINOLOGY

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

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



ACADEMIC POLICIES

ATTENDANCE AND ABSENTEEISM WARNINGS

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

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

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

Duration of Lecture	No. of Absences		
	10%	20%	25% (Deprived)
1 hour 20 minutes	2 Absences	4 Absences	5 Absences

- An accepted valid excuse does not nullify the absence but will cancel any penalties normally imposed for absence in an assignment, group work or final exam. See under Missing Exam Policy.
- Warnings are issued to the student irrespective of the validity of his/her absence excuse.
- Absence is recorded from the first class session following course registration/adding date.
- The Registrar notifies students of their "absence status" through student's UD e-mail accounts.
- The absence of a student in the following cases is considered an absence with an excuse and is not included in calculating the absence rate: representing the government on an official mission, students are sent to represent their country, this absence is based on prior permission being given, it must nevertheless be substantiated by evidence, proving that the student was contributing to the general welfare of the UAE.

ACADEMIC STANDING

The academic standing of students is recorded on the transcripts as either Good or Probation. All students with a Cumulative Grade Point Average (CGPA) of at least 3.0 will be considered to be in good academic standing.

Regular Admitted Students with a CGPA below 3.0 for three consecutive terms will be dismissed.

Conditional Admission students who have less than a 3.0 term CGPA for the first term will be dismissed.

A student will be placed on academic probation if s/he fails to obtain by the end of any term a CGPA of 3 out of 4.

Students with a CGPA below 3.0 will be placed under academic probation and will accordingly receive a first academic warning. The maximum study load for students on academic probation will be reduced to 6 credit hours.

The academic probation will be removed only when the student's CGPA reaches at least 3.0. However, the transcripts will still show any academic probation in previous terms. A dismissal ruling may be overturned by the UD President if deemed appropriate.

This process is repeated anytime the CGPA drops below 3.0.

REPEATING COURSES

- Failing Grade: Students who fail required courses must repeat them.
- Passing Grade: Students wishing to repeat a passed course in order to raise their grade/GPA, may not re-register for that course more than twice. The higher grade will be accepted and counted towards the GPA, and the lower grade will be discarded.
- Graduating students can repeat 2 courses.
- Expelled students with low CGPA are allowed to re-register for up to 6 credit hours to raise the CGPA provided that:
 - His/her CGPA was at a minimum of 2.7 when he/she was expelled.
 - He/she completes the courses in no more than two consecutive terms from the term of his/her expulsion. The two terms will, however, be included in the maximum allowed period for graduation (5 years).

DURATION OF STUDY

The minimum and the maximum periods of study at UD are as follows:

- Full-time students take 15 months to complete the program at the rate of 3 courses per term. Part-time students take around 18 months to complete the program at the rate of 2 courses per term.
- In addition Pre-MBA students may take up to 3 terms of 10 week each (around 1 year)
- The maximum period of study may not exceed five years (no exception is made beyond 5 years.) otherwise s/he will be expelled from MBA program.

- For students transferring to UD or changing their major/degree, the number of terms achieved will be one Term for every 9 credit hours counted towards the academic plan.
- The period of "Registration Hold" is NOT included in the aforementioned periods.

STUDENT EVALUATION AND GRADING SYSTEM

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

The following is the grading system followed at UD:

Total Grade	Letter Grade	Grade Points
95	A	4.00
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F	0.0
Fail (Absent)	FA	0.0

Other Grades	Acronym
Incomplete	I
Transfer; credit counted	TC
Withdrawal	W
Audit	AU
In Progress	IP

GRADE POINT AVERAGE

Term Grade Point Average

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

Example:

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

Cumulative Grade Point Average

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

Example:

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

MISSING EXAM POLICY

Failing to Attend a Final Exam

A student who misses the final exam of any course will receive an "F" grade for that course. Where there has been a valid reason (with evidence), the student must submit the document to the Registrar's office within seven days of the last day of absence. In such a case, the student will receive an Incomplete "I" grade.

Incomplete Grade

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

CHANGE OF MAJOR/DEGREE AT UD

Students seeking to change their major or degree at UD must complete the appropriate form from the Admission and Registration Department. Requests for a change of major/degree must be submitted to the office of Admission & Registration two weeks before the end of the term, at the latest.

STUDENT CLEARANCE

Students who intend to graduate or cancel their enrollment at UD will have to fill out a clearance form. The clearance form is intended to ensure that the student has cleared any pending balance with the accounting office, returned borrowed books to the library, returned any rented locker keys to Student Services and submit contact information to the Alumni Affairs, etc. The clearance form may be collected from the Admission and Registration Department (ARD) or from its website.

REGISTERING FOR COURSES OFF-CAMPUS

For the purpose of quality assurance, students are not permitted to take any courses outside UD. Exceptions are made for only one course where the student is graduating in the same term and the course is not offered at UD. A list of universities approved by UD may be obtained from the Registrar.

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

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

- The course is part of the student's curriculum.
- The student must be in good academic and disciplinary standing.
- The student must complete an application form available from the Admission & Registration Department and receive prior approval from his/her Dean.
- The course(s) should be equivalent to a UD course with at least 80% of the content. Students should provide a course description and course syllabus.
- Only a course with a "B" grade or higher will be credited (equivalent to a GPA of 3.0/ Minimum 80%).
- Regulations regarding transfer of credits apply. See Process Statement on Registration (section on Transfer Credits).

STUDY ABROAD PROGRAM

MBA students can take 6-9 CH (3 courses) in UD partner universities (University of North Florida, USA and Michigan State University, USA and Grenoble Ecole de Management, France and also do an Action Research Project of 3 CH in their last term as a part of their MBA program of studies. This gives them the required international exposure on various business issues.

GRADUATION REQUIREMENTS

In order to graduate, MBA students must maintain a cumulative GPA of not less than 3.0 and complete 39 credit hours according to their academic plan.

The University of Dubai confers degrees during its annual commencement (or graduation) ceremony on students who have completed, or are expected to complete, their graduation requirements within the same academic year (i.e. between September 1st and prior to August 31st of the following year).

WITHDRAWAL FROM THE UNIVERSITY

If a student withdraws from the university, the appropriate form must be submitted to the Admission & Registration Department. The refund policy stated in the Graduate Tuition and Other Fees section will apply.



TUITION & OTHER FEES

ADMISSION FEES

A non-refundable AED 1,000 admission fee will be charged when an applicant submits his/her application form to the MBA office. This fee also applies to visiting students and students who are being re-admitted. In addition, applicants pay a non-refundable fee of AED 100 for their Student ID card.

TUITION FEES

At the beginning of each term, students must contact the Accounting Department to arrange the payment of their fees. Students who do not pay the tuition fees within 36 hours of completing the advising and booking process will have their provisional bookings cancelled.

Program		Fee (AED)
MBA	Each scheduled MBA course	7,500
PreMBA	Each scheduled PRMBA course/module	3,750

CHALLENGE EXAM FEES

Accepted applicants who need to take any of the required PRMBA courses/modules before joining the MBA program may opt for taking a challenge exam rather than registering for a course or module. A non-refundable fee of AED 1,500 for each PRMBA course/module's challenge exam shall be charged.

STUDY ABROAD PROGRAM

MBA students can take 6-9 CH (3 courses) at any of the UD partner universities (University of North Florida, USA; Michigan State University, USA; or Grenoble Ecole de Management, France). They can also conduct an Action Research Project of 3 CH in their final term as a part of their MBA program of studies at any of these partner universities. The same fee as the MBA course fee (i.e. AED 7,500 per course) will apply. UD students should be financially capable of bearing their living expenses i.e. accommodation, transport and others during their stay abroad.

DISCOUNT POLICY

UD has established the following discount structure:

- Joining the MBA program during the academic year 2011/2012: Students who joins the MBA program during the stated year shall obtain a 20% discount of the MBA tuition fees. Continuation of this discount in later years is subject to approval of UD management.
- Government Departments: Students who work in the government sector shall obtain a discount of 10% of the MBA tuition fees. A student in this category must provide an official letter from his/her employer each term of study.
- Relatives (brothers/sisters/husband/wife): When two or more active brother/sister as well as husband and wife join the MBA program, each of them will get a discount of 10% of the MBA tuition fees.

- UD employees as well as Dubai Chamber staff members, their brothers, sisters, sons, daughters and/or spouses shall obtain a discount of 15% of the MBA tuition fees. This discount is subject to UD/DC management approval with the stipulation that the productivity and quality of the employee or the staff's work will not be affected in any negative way.

Note: A student will benefit from only one of the above categories of discount.

INSTALLMENT/DEFERRED PAYMENTS POLICY

A non-refundable fee of AED 100 will be charged on each installment/postdated check. The maximum number of installments is four during any term. At the time of registration students are required to pay for at least one course and all applicable registration fees by cash, current check or credit card. Any balance remaining must be paid in a maximum of three installments in the form of postdated checks. The last date of the final installment is two weeks before the final exam for. Cash, checks or credit cards are accepted as payment. Visiting students may pay their fees by cash, current dated check or credit card; post-dated checks will not be accepted from visiting students. The graduate tuition and other fees may be subject to change at the beginning of the following academic year.

REFUND POLICY

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

INSUFFICIENT FUNDS POLICY

UD charges AED 500 for a returned check. No checks will be accepted from any student whose checks are returned twice. In this case, only cash and/or credit card payment shall be accepted thereafter. It is the sole responsibility of the student to ensure all scheduled payments presented are properly provided for as management will not send reminders to the individual.

OUTSTANDING BALANCES

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

MISCELLANEOUS FEES

	Type of Service	Fee (AED)
1	Change of Major	50
2	Application for Incomplete Exam Final exam	150
3	Certificate (To Whom It May Concern)	25
4	Transcripts	25
5	Application for reviewing exam sheet	50
6	Postponement of post-dated checks	250
7	Attestation of Certificate from MOHESR	500
8	Replacement of a lost ID	50
9	Financial & accounts statements printing fee	25
10	Graduation Fee	500
11	Course syllabus - print & stamp fee (per course)	25



MBA CURRICULUM STRUCTURE

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

Challenge I Managing the Organization (3 terms - 9 months)	Challenge II Making Choices (You can make one of the following four choices to excel in your business career over 1 term - 3 months)	Challenge III Making a Difference (1 term - 3 months) through:
<p>The following 8 common core courses build a solid and broad foundation of general management concepts and skills for managing the organization through blended learning modes of classroom discussion, case analysis and hands-on simulations (those marked *).</p> <ol style="list-style-type: none"> 1. Managerial Economics 2. Marketing & International Relations* 3. Accounting Information & Financing Decisions 4. Leadership & Team Effectiveness* 5. Advanced Analytical Tools for Decision Making 6. Services Operations Management 7. Managing Ethical & Legal Issues of Business* 8. Strategic Management (Capstone)* <p>In each term of 10 weeks duration, you can take up to 3 courses.</p>	<p>Choice 1: Leadership & Human Resource Management. Here you can:</p> <ul style="list-style-type: none"> • Perform managerial and leadership functions more efficiently, consistent with organization mission and objectives. • Assess leadership and HR strategies for competitive positioning of the firms. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region <p>These 3 choice objectives are achieved through the following 4 courses: Management of HR Talent and Teams*, Strategic HRM*, Managing Change*, Managing Organizational Effectiveness</p> <p>Choice 2: Logistics & Operations Management. Here you can:</p> <ul style="list-style-type: none"> • Perform value-adding operations on various business processes (i.e., manufacturing, service production and delivery, distribution, supply...) • Analyze optimization plans for operations decisions such as a new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Operations & Supply Chain Strategy*, Managing Supply Chain Operations*, Purchasing & Sourcing Strategy, Global Logistics & Transportation Management*</p> <p>Choice 3: Finance & Accounting. Here you can:</p> <ul style="list-style-type: none"> • Apply accounting and finance theories for analyzing business operations in these areas in the UAE. • Assess the usefulness of existing accounting and finance decision making tools and the potential for improving these tools in businesses in the UAE/MENA region. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Advanced Cost & Managerial Accounting, International Corporate Finance, Investment Analysis & Portfolio Management*, Cases in Accounting & Finance - Economic Value Creation</p> <p>Choice 4: International Business & Marketing. Here you can:</p> <ul style="list-style-type: none"> • Apply marketing techniques on various business processes in the UAE and in international firms. • Analyze marketing strategies to meet the needs of firms operating in the UAE and internationally. • Use knowledge and skills developed to add value to the firms in the UAE/MENA region. <p>These 3 choice objectives are achieved through the following 4 courses: Managing International Business*, Marketing Analysis & Communication, International Marketing Strategies*, Global Logistics & Transportation Management*</p>	<p>1. Action Research/Work-based Project</p> <p>This course provides applied learning experience through action- research/work-based project (ARP/WBP) in the organization.</p> <p>You make a difference by drawing on knowledge and comprehension of management issues gained in courses in Challenge I and Challenge II.</p> <p>2. You also become an important link between the organization and the UD. As such, your ARP/WBP reflects the need of the organization while meeting your perceived needs and interests.</p> <p>This is an important difference that you make to an organization compared to other MBA graduates.</p>

MBA PROGRAM REQUIREMENTS

Course Code	Course Number	Course Title- Core MBA courses	Term	CH	Prerequisite
MBA	600	1. Managerial Economics	1	3	
MBA	605	2. Marketing & International Relations*	1	3	
MBA	610	3. Accounting Information and Financing Decisions	1	3	
MBA	615	4. Leadership and Team Effectiveness*	2	3	
MBA	625	5. Advanced Analytical tools for Decision Making	2	3	
MBA	630	6. Services Operations Management	2	3	
MBA	640	7. Managing Ethical & Legal issues of Business*	3	3	
MBA	645	8. Strategic Management (Capstone)*	3	3	Core courses 1-6
		Core courses (8)		24	

The 5 courses in each of the 4 concentration include the following:

		Concentration in Leadership & Human Resource Management		15	
MLHRM	700	1. Management of HR Talent and Teams*	3	3	6 core courses
MLHRM	705	2. Strategic HRM*	4	3	MBA 645
MLHRM	715	3. Managing Change*	4	3	MBA 645
MLHRM	720	4. Managing Organizational Effectiveness	4	3	MBA 645
MLHRM	725	5. Action Research /Work-based Project	5	3	4 Concentration courses
		Concentration in Operations & Logistics Management		15	
MOLM	700	1. Operations and Supply Chain Strategy*	3	3	MBA 645
MOLM	705	2. Managing Supply Chain Operations	4	3	MBA 645
MOLM	715	3. Purchasing and Sourcing Strategy	4	3	MBA 645
MOLM	720	4. Global Logistics & Transportation Management*	4	3	MBA 645
MOLM	725	5. Action Research /Work-based Project	5	3	4 Concentration courses
		Concentration in Finance & Accounting		15	
MFA	700	1. Advanced Cost & Managerial Accounting	3	3	6 core courses
MFA	705	2. International Corporate Finance*	4	3	MBA 645
MFA	715	3. Investment Analysis & Portfolio Management*	4	3	MBA 645
MFA	720	4. Cases in AF - Economic Value Creation	4	3	MBA 645
MFA	725	5. Action Research /Work-based Project	5	3	4 Concentration courses
		Concentration in International Business & Marketing		15	
MIBM	700	1. Managing International Business*	3	3	6 core courses
MIBM	705	2. Marketing Analysis and Communication	4	3	MBA 645
MIBM	715	3. International Marketing Strategies*	4	3	MBA 645
MLOM	720	4. Global Logistics & Transportation Management*	4	3	MBA 645
MIBM	725	5. Action Research /Work-based Project	5	3	4 Concentration courses
		Total MBA Curriculum 13 courses		39	

* These courses use virtual business simulations for hands-on classroom applications of concepts. Terms 1-4 are scheduled in first year of the student enrollment. Term 5 refer to the first term in the second year of student enrollment.

MBA COURSE ASSESSMENT

Each MBA course is assessed by a combination of class work (assignments, group work, simulations), and one final examination. Class work constitutes 70% of the course grade and the final examination at the end constitutes 30% of the course grade. The final examination is open book (students can use their books and notes) and covers all course learning outcomes. Such examinations seek complex level of comprehension that incorporates analysis, and understanding, and making logical connections. This way stakes have been raised for both MBA students and professors. Students will note that there is no reason for them to memorize anything, they have materials during the test, the professor wants something more than the regurgitation of facts, rules and figures, and thus students need to understand the material so that they can make use of it. The professors create questions that do not allow students to parrot back answers from materials sitting in front of them, but push them to achieve understanding that goes beyond mere learning. This practice elevates the learning experience which is the key differentiator of the UD-MBA.

The minimum required cumulative grade point average (CGPA) for MBA is 3.00 out of 4.00.

To remain in good standing, degree candidates must have at least a grade of "B-" or above in all courses taken and maintain a cumulative 3.0 grade point average. A cumulative 3.0 GPA average must be maintained. If not, there is automatic probation for one term. Graduate students can repeat 2 courses and count just the higher grade towards the cumulative GPA. Each course grade is distributed as under:

Marks %	Grade	Quality Points
95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0
If final Exam not completed	I	-

COURSE CHANGES AND WITHDRAWALS

Change of Schedule: A student's schedule may be changed only by the approval of the MBA Program Director.

Withdrawals: Any student who desires to withdraw from the UD will contact the MBA Program Director. Following an exit interview, the student will be issued a copy of the withdrawal form and the MBA Program Director will process the paperwork with the UD Department of Admissions and Registration.

Enforced Withdrawal from the University: A student who fails to comply with the stated policies concerning provisional admission may be required to withdraw after UD review. This action will be posted to the permanent record and a statement retained in the academic file.

GRADING SYSTEM AND PROGRESSION REQUIREMENTS

A degree-seeking fully admitted graduate student who has less than 3.00 GPA for 3 consecutive terms will be dismissed. Provisionally admitted students who have less than a 3.0 term grade point average for the first term will be dismissed. A provisional student who meets a 3.0 term grade point average or higher in the first term is advanced to full admission thereafter and, unless other requirements are stated, must meet the respective progression requirements. The MBA Program Director and the MBA Program Committee have the option of dismissing a student at any time due to failure to maintain a B average or failure to meet other standards. Students must have a B average (3.0) for graduation.

Removal of an incomplete (I) Grade: A grade of "I" is assigned to a student who misses the examination for valid reasons (with evidence provided within 1 week of the examination). Graduate students enrolled in graduate courses have one term limitation after "I" grade for removing an incomplete grade. Failure to remove "I" grade within the stipulated timeframe results in an automatic F grade for the original "I" grade.

SATISFACTORY ACADEMIC PROGRESS

In addition to the general guidelines above for progression in program, minimum standards include qualitative requirements (term/or cumulative grade point averages) and quantitative requirements (maximum time frame for completion of degree AND hours attempted versus hours completed). To remain a student in good standing, degree candidates must have at least a grade of "B-" or better in all courses taken and maintain a cumulative 3.0 grade point average. A cumulative 3.0 GPA average must be maintained. If not, there is automatic probation for one term. Graduate students can repeat 2 courses and count just the higher grade towards the cumulative GPA. The MBA Program Director assesses satisfactory progress requirements at the end of each term.

The MBA Degree program at the UD must be completed within a maximum of five years. No exception is made beyond 5 years.

Attendance

- a. Attendance is taken twice, once in the first session and second after the break. When a student's absence exceeds 25% of the total number of hours of any course (i.e., Five one hour 20 minutes sessions) without an acceptable reason(s), the instructor shall recommend to the Director of the MBA Program that the student be barred from the final examination and shall be given a grade of (F). No advance absence warning is given to the student in this regard. However, the student may withdraw from the course if the remaining time period permits such withdrawal in accordance with the university rules.
- b. When the student's absence exceeds 25% of the total number of hours of any course (as stated in a above) with an acceptable reason(s), the course instructor shall recommend to the Director of the MBA Program that the student be considered to have withdrawn from the course and a grade of (W) shall be posted to his records.



ACTION RESEARCH PROJECT (ARP)/WORK-BASED PROJECT (WBP) SCOPE, SUPERVISION AND PRESENTATION

Scope of ARP/WBP

The project will culminate in a report of 30-40 pages long and will be limited in scope to one of the following two forms:

1. A case study of a specific practice in a particular company, or
2. A topical problem of interest to the student's specialization that requires data collection, analysis and interpretation to show his mastery of the research tools to address a managerial problem. The scope of the work is less than what is expected from a graduate thesis.

Project Supervision

Each student's project will be supervised by an academically qualified (AQ) faculty member. Upon the completion of the report, a second faculty member/or a qualified expert (professional) from practice will evaluate the report based on the following assessment scheme. The average score of the two members (the supervisor and the second reader) after the student's presentation of his/her report will be the student's final mark on the project.

ARP and WBP shall be written in English in accordance with the policy of the College, with an abstract provided in both English and Arabic.

The maximum number of ARP/WBP projects to be supervised by one faculty member during any term shall not exceed 9 projects (equivalent to 3 CH teaching load). The College Council, however, has the right to increase the number of projects to be supervised according to the Director of the MBA recommendations.

MBA Report Presentation & Storage

Adequate public announcement is made UD-wide to invite the senior students, faculty and guests from the business community to hear the presentation of the ARP/WBP. The purpose is to disseminate the study findings for its adoption by the community.

Once the report is accepted, the student bind the report as per the format prescribed and submit 3 copies to the MBA office. 1 copy is for the Library, second copy is for the first academic supervisor and the third copy is for the MBA Program Director.

General Provisions

At the beginning of the academic year, the Director of the MBA Program shall assign to each student an academic advisor to guide the student in his studies and assist him in selecting a topic for his ARP/WBP quite early part of the MBA program.

The student will be awarded the MBA degree by a decision of the College Council upon the recommendation of the Director of the MBA Program.

The student will grant the university in writing the right to photocopy the entire ARP/WBP or parts thereof for the purposes of research, study or exchange with other universities.

No student will be allowed to enroll in two MBA program double-concentrations at the same time. The second double-concentration can be pursued only after the completion of the first double-concentration and completion of additional 5 courses required for the second double-concentration. In such a case, only one MBA degree is awarded stating the two double-concentrations.

The by-laws governing the award of the Bachelor's degree will be applied to all cases or issues to which no provisions or regulations have been indicated in this handbook.

The President of the University will make decisions on matters not provided for in this handbook.

TEACHING ASSISTANTS AND RESEARCH ASSISTANTS

Qualified MBA graduate students with acceptable scores on the GMAT and good academic standing for at least 1 term are eligible for consideration as teaching assistants (TA) and research assistants (RA) at the CBA when these positions are available. Graduate TAs may serve as part-time tutors in either freshman or sophomore BBA level courses. They will typically have assignments such as attending and/or helping prepare lectures, grading papers, keeping class records, and conducting discussion groups. Graduate RAs will typically assist CBA faculty in their research projects. Graduate TAs and RAs may typically be employed for up to 20 hours per week in a regular semester or as allowed by the MBA Program Director.



LIBRARY SERVICES

UD's Library is located in the fourth floor of Al Masood building covering 191 square meters. The Library has over 3,500 business reference and circulating volumes and utilizes an online catalog for search. In addition, the Library subscribes to 49 relevant business periodicals with back issues. The Library owns more than 120 pieces of business audio visuals, including slides, videotapes, audiotapes, compact discs, and filmstrips. The online business databases such as ProQuest (with 3000 full-text journals), EBSCO (with 2300 full-text journals), JSTOR (with 999 online journals) complement the students' learning resources.

Through the UD network, the library has access to the library resources of Dubai Chamber which has book and periodical holdings of nearly 14,000 practitioner & trade related journals and data bases. Since the collection at the Dubai Chamber library is heavily related to UAE and MENA countries (in addition to other countries), the contextualization of applied research by the faculty and the students to UAE & MENA countries is enhanced.

A well developed inter-library loan program enables students, faculty, and staff to borrow books and copies of articles not available at the UD library. Inter-library loan service is available to the user and may be initiated through the UD librarian.

The UD library seats 150 persons at tables and study carrels. The library's 25 computers are equipped with Internet connections. Other library facilities available to students include a heavy duty photocopier. The library is currently open 84 hours per week with librarians and well trained support staff available to assist students in using library materials and equipment. Library orientation classes are designed and conducted for those instructors requesting them, and special sessions are created for students needing individual attention.

Students can access the dedicated MBA learning resources section at the UD library. The library welcomes suggestions for improvements in its service and materials.

Users may speak directly to the library staff or may email their written suggestions or recommendations to library@ud.ac.ae.

GRADUATE STUDENT CODE OF CONDUCT & RIGHTS

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

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

GRADUATE STUDENTS' RIGHTS

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

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

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

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

The Graduate Inquiry Committee

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

1. The MBA Graduate Inquiry Committee will be composed of two members of the MBA GAC and two graduate students from the Graduate Student Association selected by the President of the Graduate Student Association. The Committee is chaired by one of the GAC members. Procedural advice from the Office of Legal Affairs may be requested at the discretion of the DGP. This inquiry procedure is designed primarily for academic matters, and the UD has other procedures to resolve allegations concerning non-academic complaints, such as harassment.
2. The DGP will provide the Committee with the complete statement from the complainant (or Dean, Student Services) and other information available at the time the Committee is established. The Committee, through its Chairperson, may also solicit other information or testimony as the hearings progress if the information is considered relevant to the issues involved in the case.

The Committee will be charged with investigating the allegations of misconduct, determining whether or not misconduct has occurred, and will make a recommendation to the DGP for the appropriate action.

3. The Committee Chairperson will convene the full Committee in conference as soon as possible after the Committee is established. Once a schedule for meetings has been prepared, every attempt will be made to complete a thorough inquiry or investigation in a reasonable time period.

Extenuating circumstances or other factors which might delay committee action will be reported immediately to the DGP and to all other parties involved.

4. The first meeting may be an organizational one for the Committee members only. A representative of the DGP may be present to provide procedural advice. Considerations at this meeting should include:
 - The exact nature of the alleged misconduct.
 - Which persons should be requested to respond to the complaint (the respondents).
 - Schedule for meetings: Meetings should be conducted only when all members are present.
 - Confidentiality of hearings: The members of the Committee shall maintain strict confidence concerning all aspects of the hearing procedure, and all participants should be reminded of the same.
 - Procedural rules: The Committee should inform the parties of procedural rules. Unless the Dean of the School of Graduate Studies approves otherwise, the following rules will apply:
 - The respondent shall have the right to hear the witnesses testifying during the hearings and to view all documents received by the Committee.
 - The Committee shall conduct all questioning of witnesses and other parties shall not be allowed to question witnesses.
 - The documents of the proceedings will be kept in a separate file.
 - All Committee records, including public records, will be forwarded to the DGP after the Committee completes its task.
 - Final report: The final report of the Committee is to the DGP. The Dean may accept, modify or reject the recommendations of the Committee or conduct further inquiry.

5. The Inquiry Committee will hold at least one meeting to hear from the respondent, at which time(s) the Committee members may ask questions of the respondent. The Inquiry Committee, at least five (5) university business days prior to its first conference with the respondent, should inform him/her in writing by certified/restricted mail of the following:

- The alleged misconduct.
- The Committee constituency.
- The proposed procedures to be followed by the Committee.
- The role of the Chairperson in determining the presentations of information, the seeking of information, the questioning of witnesses and in ruling on questions of procedure.

6. At meetings of the Committee, all questions to and statements from witnesses will be recorded.

Inquiry Committee Findings

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

Appeal Process

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

UD'S EXPECTATIONS

Professional Classroom Conduct

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

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

MBA Student Code of Conduct and Ethics

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

Academic Honesty

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

Personal Conduct

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

Academic Quality

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

After Graduation

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



COURSE DESCRIPTIONS

PRE-MBA COURSES

PMBA 500: Principles of Economics (Pre-requisite B grade in College Math)

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

PMBA 505: Survey of Management

The course provides an introduction to the nature of organizations in relation to management and managing practices, develops an understanding of the behavior of people within organizations and the significance of organizational design and characteristics. The coverage includes Principles of Management, Group Dynamic, Organizational Behavior, Principles of Marketing, viz., Product, Price, Promotion, and Distribution, and their applications in different industries

PMBA 510: Analytical Tools for Decision Support (Statistical Analysis)

The course develops students' statistical, quantitative and analytical skills that are required for PMBA. Topics include descriptive statistics, probability distributions, linear regression analysis (simple and multiple), interval estimation, hypothesis testing, statistical inference, decision analysis, and assignment models.

PMBA 520: Survey of Accounting

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

PMBA 530: Principles of Finance

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

MBA CORE COURSES

MBA 600: Managerial Economics

The first section of the course studies essential concepts such as supply, demand and costs using examples from telecom, airlines, and oil & aluminum industries. The subsequent section focuses on advanced topics in market analysis viz. role of externalities and imperfect/ asymmetric info, with specific reference to UAE/GCC/MENA economies.

MBA 605: Marketing and International Relations

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

MBA 610: Accounting Information and Financing Decisions

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

MBA 615: Leadership and Team Effectiveness

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

MBA 625: Advanced Analytical Tools for Decision Making

The course advances students' ability to think, adapt, build, apply, evaluate and conduct analysis using statistical and quantitative techniques in support of business decision making. Topics include tests of goodness of fit, ANOVA, regression analysis (model building), limited dependent estimation techniques, regression analysis with time series data, pooling time series and cross sectional data, forecasting, non parametric methods, decision analysis, linear programming, transportation, assignment and transshipment models, project management and queuing theory.

MBA 630: Services Operations Management

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

MBA 640: Managing Ethical and Legal Issues of Business

The course focuses on understanding of domestic, international and internet ethical & legal dimensions of business performance, in addition to Governance issues facing the companies. Develops set of strategies to manage their ethical/legal issues of business.

MBA 645: Strategic Management (Capstone) (Prerequisite: Core courses 1-6)

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

MBA FINANCE & ACCOUNTING (FA)**MFA 700: Advanced Cost & Managerial Accounting (Prerequisite: Core courses 1-6)**

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

MFA 705: International Corporate Finance (Prerequisite: MBA 645)

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

MFA 715: Investment Analysis & Portfolio Management (Prerequisite: MBA 645)

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

MFA 720: Cases in AF - Economic Value Creation (Prerequisite: MBA 645)

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

MFA 725: Action Research/Work-Based Project (Prerequisite: 4 concentration courses)

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

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

MBA OPERATIONS & LOGISTICS MANAGEMENT (OLM)**MOLM 700: Operations & Supply Chain Strategy (Prerequisite: Core courses 1-6)**

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

MOLM 705: Managing supply Chain Strategy (Prerequisite: MBA 645)

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

MOLM 715: Purchasing & Sourcing Strategy (Prerequisite: MBA 645)

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

MOLM 720: Global Logistics & Transportation Management (Prerequisite: MBA 645)

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

MOLM 725: Action Research/Work-Based Project (Prerequisite: concentration course)

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

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

MBA LEADERSHIP AND HUMAN RESOURCE MANAGEMENT (LHRM)**MLRM 700: Management of HR Talent and Teams (Prerequisite: Core courses 1-6)**

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

MLHRM 705: Strategic HRM (Prerequisite: MBA 645)

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

MLHRM 715: Managing Change (Prerequisite: MBA 645)

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

MLHRM 720: Managing Organizational Effectiveness (Prerequisite: MBA 645)

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



MLHRM 725: Action Research/Work-Based Project (Prerequisite: 4 concentration courses)

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

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

MBA INTERNATIONAL BUSINESS & MARKETING (IBM)**MIBM 700: Managing International Business (Prerequisite: Core courses 1-6)**

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

MIBM 705: Marketing Analysis & Communication (Prerequisite: MBA 645)

The course focuses on the patterns of trade/comparative advantage in the arena of international trade, to help make decisions in today's global economy. Topical coverage includes Evaluating market competitiveness, Tactical Analysis of product and services, Tactical Analysis of price, Tactical Analysis of distribution and Economic Value Analysis.

MIBM 715: International Marketing Strategies (Prerequisite: MBA 645)

The course provides challenging experiences in international marketing through a simulated regional operation of manufacturing and marketing of a fast moving consumer product. Topical coverage includes market selection, management of global communication, managing supply chain and distribution, global pricing and sales force managed.

MIBM 720: Global Logistics and Transportation Management (Prerequisite: MBA 645)

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

MIBM 725: Action Research/Work-Based Project ((Prerequisite: 4 concentration courses)

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

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



PROFILE OF FACULTY MEMBERS

Faculty members handling Pre-MBA and MBA courses:

Area	Faculty Member	Qualification
Finance & Accounting	Prof. Mohamed Ibrahim	PhD (1985) Accounting, University of North Texas, Denton, Texas, USA
	Prof .Ananth Rao	PhD (1991) Applied Economics-Banking, University of Minnesota -Twin Cities, USA
	Dr.Reza Chowdhury	PhD (2009) Finance, University of Alberta, Canada
	Dr. Emad Mohamed	PhD (2004), Business Administration, Georgia State University, Atlanta, Georgia, USA
Economics	Prof. Azzeddine Azzam	PhD (1984) Economics, University of Nebraska -Lincoln, Nebraska, USA
Decision Making	Dr. Geoffrey Gachino	PhD (2006) Economics, UNU-MERIT, Maastricht - Maastricht, Netherlands
Leadership & Human Resource Management	Dr.Timothy Campbell	PhD (2008) Organizational Behavior, Hull University Business School - UK
	Dr. Khalid Alkhazraji (Adjunct faculty)	PhD (1993) Management, University of Tennessee, USA
International Business & Marketing	Prof. Farook Saleh	PhD (1970) Marketing, Ohio State University, Columbus, Ohio, USA
Operations & Logistics Management	Prof. Mohamed Youssef,	PhD (1991) Business Operations Management, City University of New York, USA
	Prof. Masood Badri (Adjunct faculty from UAE University, Al Ain)	PhD (1989) Production & Operations Management, University of Mississippi - USA

Please visit www.ud.ac.ae/faculty/mba to know the detailed profile of each faculty.

APPLICABILITY OF MBA PROGRAM HANDBOOK REGULATIONS

The student is bound only by the requirements of the program handbook in force at the time the MBA degree plan is given final approval. The student may, with permission of the MBA Director, choose to fulfill the requirements of a subsequent handbook. In either case, all courses taken for graduate credit and to be counted toward the MBA degree must have been completed within the time limit stated for the MBA degree.

UD reserves the right to make changes in course offerings, academic policies, academic calendar, tuition fees, other charges, rules, and regulations as required by the MBA Program Committee and UD - Academic Advisory Council. The provisions of this handbook are for providing guidance to the students or applicants and not to be treated as a contract between them and the UD.



**MBA ACADEMIC CALENDAR
2011 | 2012**

TERM ONE		
Week	Notes	Week Starting
0	Registration for Term 1	September 26 - September 29
1	Classes begin (October 2, 2011)	October 2 - October 6
2		October 9 - October 13
3		October 16 - October 20
4		October 23 - October 27
5		October 30 - November 3
	Eid Holiday (November 6 - 12, 2011)	November 6 - November 10
6		November 13 - November 17
7	New Hijri (November 24, 2011)	November 20 - November 24
8	National Day Holiday (December 2 and 3, 2011)	November 27 - December 1
9		December 4 - December 8
10	Classes End (December 15, 2011)	December 11 - December 15
11	Final Examination week	December 18 - December 22
12	Announcement of Term 1 Grades	December 25 - December 29
TERM THREE		
Week	Notes	Week Starting
0	Registration for Term 3 (2012)	April 2 - April 5
1	Classes Begin (April 8, 2012)	April 8 - April 12
2		April 15 - April 19
3		April 22 - April 26
4		April 29 - May 3
5		May 6 - May 10
6		May 13 - May 17
7		May 20 - May 24
8		May 27 - May 31
9		June 3 - June 7
10	Classes End (June 14, 2012)	June 10 - June 14
11	Final Examination week	June 17 - June 21
12	Announcement of Term 3 Grades	June 24 - June 28

TERM TWO		
Week	Notes	Week Starting
0	Registration for Term 2 (2012)	January 2 - January 8
1	Classes Begin (January 8, 2012)	January 8 - January 12
2		January 15 - January 19
3		January 22 - January 26
4		January 29 - February 2
5		February 5 - February 9
6		February 12 - February 16
7		February 19 - February 23
8		February 26 - March 1
9		March 4 - March 8
10	Classes End (March 15, 2012)	March 11 - March 15
11	Final Examination week	March 18 - March 22
12	Announcement of Term 2 Grades	March 25 - March 29
TERM FOUR		
Week	Notes	Week Starting
0	Registration for Term 4	July 1 - July 5
1	Classes Begin (July 8, 2012)	July 8 - July 12
2		July 15 - July 19
3		July 22 - July 26
4		July 29 - August 2
5		August 5 - August 9
6		August 12 - August 16
	Eid Holiday TBA	August 19 - August 23
7		August 26 - August 30
8		September 2 - September 6
9		September 9 - September 13
10	Classes End (September 20, 2012)	September 16 - September 20
11	Final Examination week	September 23 - September 27
12	Announcement of Term 4 Grades	September 30 - October 4

TESTIMONIALS

WHAT UD-MBA STUDENTS SAY ABOUT THE PROGRAM

"Thanks for encouraging and motivating us. I found the MBA program, at UD, to be very nice and interesting as well. Hope everyone gets a chance to join this informative program."

Muna Mohammed/IBM/Standard Chartered Bank

"I am very happy with the standard of the MBA program and the teaching techniques used by the professors at the University of Dubai."

Zeina Dagher/IBM/Burj Khalifa

"I finally found the answers to my questions regarding today's business world at University of Dubai. The University is making me discover important issues in our world and how to solve problems using business tools. One of the most important advantages of the University is that Professors have 15+ years of experience in field work plus graduate degrees from the best universities. I am really benefiting from the program and I am academically satisfied and honored to be an MBA student at UD."

Abdulrahman Badwan/LHRM

"I am really glad... the university has a good location and all professors are great, and they do their best to deliver knowledge."

Meerah Abdulla Kajoor/LHRM/Emirates Post

"I really enjoy the classes and all my three Pre-MBA courses are useful and professional. I truly like the schedule charts and every detail we are provided with."

Farzaneh Aliabadi/OLM/ITN group

"In BBA at UD, I developed self-confidence and acquired valuable knowledge that is helping me in my current job. For the added value, I am currently continuing my MBA at UD. The MBA faculty members have been very cooperative, challenging, motivating, honest, friendly, and dedicated to fulfill my learning expectations."

Nawal Al Ghazali/LHRM/du

"My choice to study MBA program at the University of Dubai was the best decision I made in my academy career. UD provided me the opportunity to enroll in classes which truly developed my leadership, communication, & negotiation skills throughout; which also reflected positively on my career. Besides, the faculty and administrative staff are very knowledgeable, experienced professionals, supportive & helpful in my efforts. I thoroughly feel that, with every day at UD I learn new ideas, experience a different academic setting, and challenge myself in my MBA venture."

Suzan Abdulrahman Zarzour/IBM/Burj Khalifa

"University of Dubai, MBA Program has provided me unique world class education. The program's focus on applied projects and research relevant to Dubai and UAE greatly helped me to shoulder higher responsibility in senior management positions."

Marwa Humaid Bukattara/OLM/Emirates Post

"After nearly 10 months at UD MBA program, I can confidently say that UD is a strong business university with a clear mission of transforming students into business leaders. My classes are very interesting and the professors and students are highly interactive. My experience at UD is incredible; I gained lot of knowledge and skills within the small period I spent in UD."

Mohamed Gad El rab/FA/Dubai Chamber



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