



MBA STUDENT HANDBOOK

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Welcome Message

We are delighted to introduce you to Canadian University of Dubai. Education is a lifelong journey, and the road to a University, as we all know, can be a difficult one. Here at Canadian University of Dubai, you will experience an education of the highest international standard: A Canadian education grounded on international standards and expressed through a demonstration of well-defined learning outcomes.

Our Canadian educational system represents commitment, cooperation, participation and diversity. You will be able to access all the support and resources that we have in place to ensure your success. Most importantly, all our faculty, our IT, our Library and Resource Centre, Administration and Student Services are here to respond to your needs. Please do not hesitate to take advantage of and benefit from them. On behalf of our Board of Trustees, and Canadian University of Dubai employees, we all wish you a very successful, well rounded and happy journey through to the achievement of your academic goals here at Canadian University of Dubai.

Academic Year 2012-13

Mr. BUTI SAEED AL-GHANDI

*Chancellor, Chairman Board of
Trustees*

Canadian University of Dubai

Prof. KARIM CHELLI

President

Canadian University of Dubai

Canadian University of Dubai Overview

Vision

Canadian University of Dubai is committed to providing students with an international academic experience, guided by the highest educational and corporate ethics, adding value to the personal and professional lives of its graduates and the communities in which we serve.

Mission

Canadian University of Dubai promotes Canadian perspectives in learning, research and application, grounded in appreciation and respect for diverse cultures and UAE values.

Institutional Goals and Objectives

Goal 1: To create and maintain an environment conducive to continuous learning and improvement while continuously evaluating all aspects of Canadian University of Dubai's operations to ensure relevance and excellence.

Objectives

1. To provide opportunities for students to enhance their classroom experience through the use of multi-media and online resources.
2. Through the Office of Institutional Effectiveness, continuously evaluating our performance as a teaching and learning organization and the satisfaction of students and staff with the performance of the University.
3. To use systematic planning, based on evidence, to develop the University both operationally and strategically.

Goal 2: To adopt and show the enthusiasm and contribution of all staff and students and to support the ambitions of all by providing them with both academic excellence and the practical experience required for career success.

Objectives

1. To provide for excellence in teaching as measured by student and peer evaluation.
2. To provide opportunities, where relevant, for job placements for projects and other activities.
3. To engage business, government and not for profit organizations within Dubai with the work of the University.

Goal 3: To generate an atmosphere of dignity and mutual respect while encouraging scholarly debate and applied research.

Objectives

1. To develop a focused Research Centre that conducts applied research and engages both staff and students in the pursuit of scholarly activity.
2. To hold periodic open and public lectures to encourage debate grounded in academic rigor on issues of concern to the region.
3. To develop, with students and staff, a code of conduct that is honoured and respected in the day activities of the University.

Goal 4: To accept accountability and value the input of all stakeholders particularly in our operation as a portal to Canadian education; thus creating Canadian University of Dubai as the choice for our target market and simultaneously an employer of choice for all academic, management, and support staff.

Objectives

1. To have a clear strategy for collaboration and co-operation with Canadian Post Secondary educational institutions and to develop collaborative agreements that are reflected in its strategy.
2. To systematically collect data from stakeholders, internal and external, concerning the performance of the University, its strategic brand position, and its opportunities for growth.
3. To continue to grow the base of programs and student numbers so as to fulfill the mission and deliver the strategic plan of the University.

Goal 5: To account for the needs of all internal and external stakeholders by securing the sufficient and relevant resources that are available for the achievement of all strategic and operational goals, thus enhancing the sovereignty of the University as an independent institution of higher education.

Objectives

1. To undertake systematic resource planning for teaching requirements, space requirements, library, and student service requirements and for information technology and to use these plans as a basis for budget development and strategic planning.
2. To seek to secure our status as a self-financing organization at the earliest opportunity, using new investments for expansion and development.

MASTERCOPY

Ministry of High Education and Scientific Research (MOHESR) accredited programs offered by the School of Business.

In the first semester of the academic year 2007-08, the School of Business offered admissions in the following accredited four-years programs involving:

Bachelor Business Administration in E-Business;

Bachelor Business Administration in Marketing;

Bachelor Business Administration in Human Resource Management;

School of Business at the Canadian University of Dubai received the accreditation to offer MBA degrees in the Following Programs:

- a. General Management
- b. Human Resource Management.
- c. Finance
- d. Islamic Banking
- e. Marketing

School of Business Overview

The School of Business has used a systematic process to link curriculum content with specific learning goals as specified in general by the school mission.

Vision

The School of Business will be recognized as a source of quality graduates and business expertise, primarily in UAE and the Gulf region, by providing an educational environment where excellence is pursued in endeavours and ethical behaviour is reflected in activities.

Mission

The mission of the School of Business is to excel in the education and development of business leaders and in the creation and dissemination of knowledge that leads to national and international prominence for our core business programs and graduates. In pursuing the accomplishment of its mission, the School of Business at Canadian University of Dubai (CUD) will strive to achieve the following goals.

Goal 1 Quality of Students: While celebrating diversity in academic backgrounds, experiences, cultures and ethnic, the School of Business is committed to preparing graduates for various positions in business and industry. Our goal is to take students from where they are when admitted, and help them

become better prepared to have productive careers and fulfilling personal lives.

Objectives

1. Provide students with hands-on experience tackling real world business problems through direct access to local and regional business leaders.
2. Offer a challenging environment in which students can develop skill sets necessary for leadership, innovation, and working as part of high-functioning self-directed teams.
3. Graduate qualified professionals who are capable of contributing to the management decision-making process in the information and knowledge era and the national development of UAE and global business. Thus, the School of Business wants to prepare students to excel in an increasingly competitive environment.

Goal 2 Quality Curriculum: In order to provide quality instruction to meet the needs of students for their chosen career, the curriculum will reflect the requirements necessary for success in the contemporary UAE and international environment. Further, it will contain courses which provide graduates with the skills and competencies necessary to continue their professional development through continuing graduate education and/or training.

Objectives

1. Ensure that course content and delivery is current, relevant and coordinated across disciplines, placing special emphasis on technology and the global marketplace.
2. Warrant that the general education program offered is coherent and rigorous, with learning outcomes that can be clearly and consistently communicated.
3. Use periodic program reviews to ensure that departments and programs are mission-driven.

Goal 3 Quality Faculty: Our goal is to recruit, retain and develop quality faculty consistent with the guidelines of Ministry of Higher Education and Scientific Research, UAE, and the goals of Canadian University of Dubai. Moreover, we believe that effective teaching is provided by committed, qualified, and

experienced faculty. Such faculty feel pride in their teaching and those activities that enhance classroom teaching along with learning.

Objectives

1. Recruit and retain high quality faculty; then provide faculty with sufficient resources to support excellence in teaching along with applied research, and service.
2. Promote continuous faculty development that enhances teaching and encourages and rewards intellectual contributions.

Goal 4 External relations: We plan to form partnerships with government agencies, businesses, and non-profit organizations that let us apply the resources of the University to the solution of our community's economic and social problems.

Objectives

1. Create and utilize goodwill toward the University by building relationships with external organizations and individuals and by providing business-related services and expertise to the public and private sectors.
2. Initiate and promote multidisciplinary research and consultancy to help with development of the local business community through work-based projects and internship.
3. Strengthen student and faculty collaboration between School of Business together with society for a lifelong, self-directed learning through research, consultancy, and professional development services as dictated by a dynamic environment.

Goal 5 Research and Scholarship: To develop the University's research capabilities within the context of applied learning, and provide a dynamic learning environment for students and staff in order to induce learning through teaching research, scholarship, and professional and community service for students and faculty.

Objectives

1. The School of Business and its academic programs will become branded and regionally recognized for producing principled along with knowledgeable leaders for a global enterprise.
2. The School of Business will function as a model community and will become well known for the distinctive strength of its talented, team-oriented and diverse graduates.

3. The School's preeminent research and scholarship will serve to bridge both the academic disciplines and business community, and build within and across the University.

MBA Student Learning Outcomes

Student Learning Outcomes

- **Create** written and oral presentations that effectively communicate plans, strategies and ideas to others.
- **Interpret, judge and evaluate** relevant business data and information in order to identify business problems and recommend viable solutions.
- **Demonstrate** an ability to interact effectively with others in groups or teams in order to realize common objectives.
- **Assess and employ** a variety of quantitative methods and tools from Economics, Statistics and Finance, to provide an understanding and insight into current problems and realities.
- **Assess critically**, the performance of an organization employing financial, accounting, operational, ethical, and managerial criteria.
- **Diagnose and evaluate** business problems effectively.
- **Synthesize and apply** relevant knowledge from each of the disciplines included in the program to provide insight and solve problems.
- **Design and plan for the implementation of** strategies across a wide range of business domains.

Timetable for course delivery

Flexible Entry

New programs commence in January, May and September. In addition it may be possible to join a cohort that has already begun.

Week Courses.

The MBA consists of 12 courses. Courses are offered sequentially, one after the other. Each course takes four weeks to complete.

Evening and Weekend Streams

To allow students to complete their degree while working, we offer two streams; one is offered in the evenings during the week, 3 or 4 nights per week, and the second is offered on the weekends,- Friday and Saturday.

Pre-MBA Courses

The School of Business evaluates student application for evidence of undergraduate scholarship, professional experience, and demonstrated aptitude for successful graduate business study. If a student meets all application requirements, the student is given full admission to their applied program. However, the MBA program at Canadian University of Dubai requires 18 hours of foundation courses for students that do not have a business administration educational background. This foundation is composed of six graduate-level courses that are designed to provide accelerated coverage of the knowledge base necessary for students to benefit most from the MBA curriculum. If the student has one or more prerequisite foundation courses to complete they are granted conditional admission to the MBA program. As a conditionally-admitted student, the student must successfully complete these prerequisites prior to completing any MBA graduate course work. Applicants denied admission may not take graduate level courses in the School of Business graduate programs.

Course #		Course Title	Prerequisite
MBA	501	Management and Organization Behavior	None
MBA	502	Foundations of Business Statistics	Math Placement Test
MBA	503	Accounting Foundations	None
MBA	504	Economics Foundations	MBA-502
MBA	505	Marketing Foundations	None
MBA	506	Quantitative Analysis for Business	Math Placement Test & MBA-502

The MBA Program

Year One

The first year develops core organizational knowledge, skills, and attitudes. They are academically rigorous, stimulating and practical. In addition to larger lectures, students work very closely in small and carefully selected study groups, with peers who are internationally diverse and from a wide variety of backgrounds.

Summer

Students continue their MBA studies throughout the summer months.

Year Two

In year two, the flexibility of the MBA program enhances your development. To add to the your knowledge, skills and attitudes stemming from the core management

disciplines, students will then develop an in-depth understanding of the functional fields of business along with their interrelationships in complex organizations. Experience with applied quantitative and behavioural tools of business analysis and decision-making; think critically and creatively within a global business context, and a heightened sense of ethical considerations in decision-making within their organization.

MBA Curricula

General Management Study Plan

Semester	Code	Subject Title	Pre req.	Cr
Semester 1	MBA 641	Managerial Accounting	None	3
	MBA 642	Managerial Finance	None	3
	MBA 643	Quantitative Analysis for Managers	None	3
	MBA 644	Managerial Economics	None	3
				12
Semester 2	MBA 651	Organizational Behaviour	None	3
	MBA 645	Marketing Management	None	3
	MBA 646	Operations Management	MBA-643	3
	MBA 647	Management of Information Systems	None	3
				12
Semester 3	MBA 648	Business Strategy (Capstone)	All other program core courses	3
	MBA 653	Organizational development and Change	MBA 651	3
	MBA XXX	Concentration Elective		3
	MBA XXX	Concentration Elective		3
Total				12
				36

General Management MBA Courses

Course #	Course Title	Prerequisite	Cr
MBA 651	Organizational Behavior	None	3
MBA 653	Organization Development & Change	MBA 651	3

General Management MBA Option Courses (student select **two courses** from the following list)

Course #	Course Title	Prerequisite	Cr
MBA 652	Service Operations Management	MBA 646	3
MBA 655	Leadership and Motivation	None	3
MBA 656	Special Topics in Management	None	3
MBA 661	Human Resource Management	None	3

Or any other two MBA course

Human Resource Management Study Plan

Semester	Code		Subject Title	Pre req.	Cr
Semester 1	MBA	641	Managerial Accounting	None	3
	MBA	642	Managerial Finance	None	3
	MBA	644	Managerial Economics	None	3
	MBA	643	Quantitative Analysis for Managers	None	3
					12
Semester 2	MBA	661	Human Resource Management	MBA 501	3
	MBA	645	Marketing Management	None	3
	MBA	646	Operations Management	MBA-643	3
	MBA	647	Management of Information Systems	None	3
					12
Semester 3	MBA	648	Business Strategy (Capstone)	All other program core courses	3
	MBA	663	Training and Development of Human Resources	MBA 661	3
	MBA	XXX	Concentration Elective		3
	MBA	XXX	Concentration Elective		3
					12
Total					36

Human Resources Management Courses

Course #	Course Title		Prerequisite	Cr
MBA 661	Human Resource Management		None	3
MBA 663	Training and Development of Human Resources		MBA 661	3

Human Resources Management Elective (two courses)

Course #	Course Title		Prerequisite	Cr
MBA 651	Organizational Behavior		None	3
MBA 655	Leadership and Motivation		None	3
MBA 662	Legal Environment of Employment Decisions		MBA 661	3
MBA 664	Human Resource Staffing		MBA 661	3
MBA 665	Compensation & Performance Management		MBA 661	3
MBA 667	Special Topics in Human Resource Management		MBA 661	3
MBA 668	International Human Resource Management		MBA 661	3

Islamic Banking Courses

Course #		Course Title	Prerequisite	Cr
MBA	671	<i>Al-Shari'ah</i> , Economy & Society	MBA 644	3
MBA	672	Theory & Practice of Islamic Banking- <i>Fiqh Al-Muamalat</i>	MBA 641	3
MBA	673	Islamic Financial Systems	MBA 642	3
MBA	674	Accounting in Islamic Financial Institutions	MBA 641	3

Finance Courses

Course #		Course Title	Prerequisite	Cr
MBA	681	Corporate Finance	MBA 642	3
MBA	683	Investment Analysis & Portfolio Management	MBA 642	3
MBA	684	Mergers & Acquisitions	MBA 641, MBA 642	3

Finance Elective (one course)

Course #		Course Title	Prerequisite	Cr
MBA	671	<i>Al-Shari'ah</i> , Economy & Society	MBA 644	3
MBA	682	International Financial Management	MBA 642	3
MBA	685	Financial Statement Analysis	MBA 642	3

Marketing courses

Course #		Course Title	Prerequisite	Cr
MBA	691	Marketing Channels	MBA 645	3
MBA	692	International Marketing	MBA 645	3
MBA	693	Business Marketing	MBA 645	3

Marketing Elective (one course)

MBA	694	Innovation Management and New Product Development	MBA 645	3
MBA	695	Marketing Research	MBA 645	3

M.B.A. Islamic Banking Track Study Plan

Semester	Code	Subject Title	Pre req.	Cr
Semester 1	MBA 641	Managerial Accounting	None	3
	MBA 642	Managerial Finance	None	3
	MBA 643	Quantitative Analysis for Managers	None	3
	MBA 644	Managerial Economics	None	3
				12
Semester 2	MBA 645	Marketing Management	None	3
	MBA 646	Operations Management	MBA-643	3
	MBA 647	Management of Information Systems	None	3
	MBA 648	Business Strategy (Capstone)	All other program core courses	3
				12
Semester 3	MBA 671	<i>Al-Shari'a</i> , Economy & Society	MBA 644	3
	MBA 672	Theory & Practice of Islamic Banking- <i>Fiqh Al Muamalat</i>	MBA 641	3
	MBA 673	Islamic Financial Systems	MBA 642	3
	MBA 674	Accounting in Islamic Financial Institutions	MBA 641	3
				12
Total				12
				36

MBA Finance Track Study Plan

Semester	Code	Subject Title	Pre req.	Cr
Semester 1	MBA 641	Managerial Accounting	None	3
	MBA 642	Managerial Finance	None	3
	MBA 643	Quantitative Analysis for Manager	None	3
	MBA 644	Managerial Economics	None	3
				12
Semester 2	MBA 645	Marketing Management	None	3
	MBA 646	Operations Management	MBA-643	3
	MBA 647	Management of Information Systems	None	3
	MBA 648	Business Strategy (Capstone)	All other program core courses	3
				12
Semester 3	MBA 681	Corporate Finance	MBA 642	3
	MBA XXX	Finance Elective		3
	MBA 683	Investment Analysis & Portfolio Management	MBA 642	3
	MBA 684	Mergers & Acquisitions	MBA 641, MBA 642	3

		12
Total		36

MASTERCOPY

MBA Marketing Track Study Plan

Semester	Code		Subject Title	Pre req.	Cr
Semester 1	MBA	641	Managerial Accounting	None	3
	MBA	642	Managerial Finance	None	3
	MBA	643	Quantitative Analysis for Manager	None	3
	MBA	644	Managerial Economics	None	3
					12
Semester 2	MBA	645	Marketing Management	None	3
	MBA	646	Operations Management	MBA-643	3
	MBA	647	Management of Information Systems	None	3
	MBA	648	Business Strategy (Capstone)	All other program core courses	3
					12
Semester 3	MBA	691	Marketing Channels	MBA 645	3
	MBA	692	International Marketing	MBA 645	3
	MBA	693	Business Marketing	MBA 645	3
	MBA	XXX	Marketing Elective		3
					12
Total					36

Admission and Registration

All admission queries should be directed to the Office of the Registration Admission to a specific program of study implies admission to the Canadian University of Dubai; however, admission to a particular program does not imply automatic admission to any other program of study. For all admissions to the Canadian University of Dubai, prospective students must hold the minimum university admission requirements as well as all the additional admission requirements specific to their chosen program of study.

Admission Requirements

Admission to the program is based on a combination of academic and professional criteria. To be admitted to the program, the applicant must hold a bachelor's degree from a recognized university; have relevant management experience and management standing. Candidates should also demonstrate English language proficiency.

The MBA admission requirements include the following:

1. Candidates must hold a bachelor's degree from an accredited institution with a minimum CGPA of 3.0 out of 4.0 or its equivalence.
2. A TOEFL score of 550 or better; or else an ILETS score of 6.0 or better (please note: test scores must be dated within two years of the date of enrolment). Otherwise an equivalent of another standardized test approved by the MOHESR is required of all students admitted to a graduate program with the following exception: A native speaker of English that has completed his/her undergraduate education in an English-medium institution in a country where English exists as the official language.
3. At least Five years of relevant work experience.

Pre-MBA Courses:

Students that have acquired a university degree that does not directly relate to business are required to take the following MBA courses.

Course #	Course Title	Contact hours
MBA 501	Management and Organizational Behaviour	15
MBA 502	Foundations of Basic Statistics	15
MBA 503	Accounting Foundations	15
MBA 504	Economics Foundations	15
MBA 505	Marketing Foundations	15
MBA 506	Quantitative Analysis for Business	15

Students from non-business backgrounds can have these pre-MBA courses waived provided they achieved passing grade.

Graduate Admissions Policy

I. General Admission requirements for Master's level programs:

1. Completion of a recognized baccalaureate in a discipline appropriate for the Master's degree. A higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to master's programs.
2. A minimum cumulative grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the applicant's baccalaureate degree program.
3. For programs taught in English, a minimum TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or its equivalent in a standardized English language test, such as 6.0 IELTS or another standardized, internationally recognized test approved by the Commission, with the following exceptions:
 - a. A native speaker of English who has completed his/her undergraduate education in an English-medium institution and in a country where English is the official language.
 - b. an applicant with an undergraduate qualification from an English medium institution who can provide evidence of acquiring a minimum TOEFL score **500** on the paper-Based test, or its equivalent on another standardized test approved by the Commission, at the time of admission to his/her undergraduate program

II. Conditional Admission requirements for Master's level programs:

1. A student with a recognized baccalaureate degree and a TOEFL score of 530 (197 CBT, 71 IBT) or its equivalent on another standardized test approved by the Commission may be admitted conditionally to a Master's program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - a. must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study;
 - b. may take a maximum of six credit hours in the first semester of study, not including intensive English courses;
 - c. must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program

2. A student with recognized baccalaureate degree with a cumulative grade point average below 3.00 on a 4.0 scale, or its equivalent, and who meets the English language competency requirements for general admission stated in Part I above, may be admitted conditionally to a Master's program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal.
 - a. may take a maximum of nine credit hours in the first semester of study;
 - b. must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.

MBA Transfer Credits

Transfer of a maximum of 6 credit hours may be applied to the Canadian University of Dubai MBA. Transferable work must have a grade of A or B and have been completed for graduate credit at an accredited college or university. Students requesting to transfer work must submit the request in writing with an official transcript from the university which awarded the credit. **No transfer credit for MBA-648 (Business Strategy).**

Admission Appeals

Should a graduate's admission request be rejected, he/she may approach the Office of the Registration to request the reason for the rejection. The following appeal process is available and may be followed if an applicant is not satisfied with the reason for rejection given by the Office of the Registration. The applicant must inform the Office of the Registration of his/her dissatisfaction and request a review within thirty (30) days of having received the written reason for the rejection. Moreover, the Office of the Registration will acknowledge receipt of the applicant's request and forward it to the Admissions Review Panel (ARP). The ARP consists of the Chair, a professor of the program and an academic advisor;

The applicant may make presentation to the ARP, but may not be represented by a third party at the ARP. The ARP will submit their decision to the relevant Dean for his/her approval. Once the Office of the Registration receives the Dean's approval of the ARP's decision, the applicant will be informed appropriately. The decision of the ARP is final and binding. Should the ARP find in favour of the applicant, the applicant will be admitted to his/her chosen program or an alternative should no places be available in his/her chosen program. Under no circumstance will a graduate already

admitted to Canadian University of Dubai be disadvantaged by the findings of the ARP.

Registration

Prior to the start of each semester, the Admissions and Registration department will publish a list of all courses offered for each academic program. It is the responsibility of each graduate, or prospective graduate, to ensure that they register for the appropriate course/s within the specified time. A late registration fee of AED 200 per course will be charged for all registrations after the given registration date.

Registration Process

Initial Inquiry:

All graduate s/prospective graduate s are assigned appointments with the relevant Academic Advisors who will advise them regarding their specific study options;

Selection of Courses:

Prospective students complete Graduate Registration Form and present these to their Academic Advisors for approval;

Payment of Fees:

Once the Graduate Registration Form has been approved and signed by the relevant Academic Advisor, the student is required to pay the relevant fees. No student is considered registered until all the required fees are fully paid (please refer to section below regarding tuition fees and other expenses details).

Registration:

Once the fees have been paid, the student precedes to Admissions and Registration to register and receive his/her class schedules along with other relevant information.

Study Load

The academic load for this program is outlined as follows. The total program load is 36 credit hours. The maximum academic load is 12 credit hours per semester. Students who pursue the program part-time have up to three years to complete the degree requirements.

Dropping and Adding Courses

During the first two weeks of the academic semester, students may drop or add course(s) with financial penalty subject to the prior approval of the academic advisor. Students must pay the fee of the added course(s) before submitting the Add and Drop form to the registration's office.

Course Withdrawal

During the third and the fourth week of the semester, students are allowed to withdraw from a course with academic penalty; thus, the course will not appear in the transcript of the student. However, the student must obtain the approval of his/her academic advisor before submitting the appropriate form to the Registration Office.

During the fifth week to the ninth week of the semester, a grade of "W" will be recorded on the transcript for the course from which the student has withdrawn. In this case, there will be no impact on the student's GPA. If a student withdraws from a course after the 9th week of the semester, a grade of WF will be recorded on the transcript. A grade point 0.0 will be considered in the calculation of the semester, and cumulative grade point average. Any drop of a course after the end of the Add and Drop period is subject to financial penalty (see section below regarding financial information).

University Withdrawal

Students may apply for withdrawal from the University subject to submission of the Clearance Sheet to the Registration Office. Documents submitted to the university are regarded as a property of the University and cannot be given back. Students that are sponsored by the University must cancel their visa before withdrawing from the University.

Grading System

FOR GRADUATE PROGRAMS, please refer to the specific requirements as shown below

The grading scale for all individual courses is as follows:

Percent Grade	Alpha Grade	4 Point Scale Equivalent	CUD Equivalent Description
90-100	A+	4.0	Outstanding
80-89	A	3.8	Excellent
75-79	B+	3.5	Very good
70-74	B	3.0	Good
65-69	C+	2.5	Satisfactory (High)
60-64	C	2.0	Satisfactory
< 60	F	0	Failure
	P	*	(Pass) Satisfactory achievement in a course where a percentage grade is inappropriate.
	NGR	*	No grade required
	GNR		Grade not reported
	CIP	*	Course in progress
	I	*	Incomplete grade
	AEG	*	Aegrotat standing
	TCR	*	The student has met the course requirements through equivalent courses taken at another accredited University.
	SUB	*	Substitution of one required course by another

	WP		Withdrawal With Academic Penalty
	WNP	*	Withdraw without academic penalty
	EXW	*	Exceptional Waiver

* **Not computed in GPA.**

✚ **Graduate studies (MBA, MSc. ...) standard pass mark in each course is 60 percent (C) (2.00)**

✚ **Cumulative GPA not less (B) (3.00) is required for graduation.**

✚ **Cumulative GPA is computed only for courses taken at CUD.**

✚ **GPA and cumulative GPA are computed only for courses of the study plan of the program**

✚ **When a course is repeated the highest grade of the two attempts is considered in the computation of GPA and cumulative GPA, but both grades are shown.**

✚ **Six credits (two courses) from 36 credits (12 courses) can be transferred. Limited to students in good academic standing.**

✚ **No transfer credit for MBA-648 (Business Strategy).**

- (1) The pass mark for courses in graduate programs including the MBA program have been set at 60%.
- (2) MBA students are permitted to repeat courses to improve their grades. The highest grade of the two attempts is considered in the computation of GPA and cumulative GPA, but both grades are shown
- (3) Two hour final exams are to be used only for those courses that this assessment methodology is deemed pedagogically appropriate – for example, for introductory or foundation courses.
- (4) It is expected that the majority of classes in the MBA program will have projects, either written or presented by individual students or teams of students, as the final assessment element.

At the close of the semester students receive a final grade in each course. The grade is the professor's official estimate of the student's achievement as reflected in the assessment methodology described in the course outline (syllabus). The final grades are recorded on the student's permanent record at the Office of the Registrar.

The academic performance of students will be recorded using the Canadian University of Dubai grading system which reflects student's performance in each course. In general, the passing grade for courses at the postgraduate level is sixty percent (60%) but students are required to refer to the specific requirements for their chosen program of study to ensure that they are aware of any modification to this.

Assessment of students at the postgraduate level emphasizes written examinations less than classes at the undergraduate level. Instead, the assessment, particularly in the later courses is on the student's ability to produce analytical work in the form of papers and presentations as individual projects or as members of a team. The assessment of student work in the course is based on a percentage total using the

formula presented in the course outline (syllabus) at the beginning of the semester. This percentage is converted to a letter grade at the end of the semester by the instructor using the standard conversion scheme of the academic school. The grading scale for postgraduate programs at the Canadian University of Dubai is:

Postgraduate Grading and Assessment:

At the close of the semester students receive a final grade in each course. The grade is the professor's official estimate of the student's achievement as reflected in the assessment methodology described in the course outline (syllabus). The final grades are recorded on the student's permanent record at the Office of the Registrar.

The academic performance of students will be recorded using the Canadian University of Dubai grading system which reflects student's performance in each course. In general, the passing grade for courses at the postgraduate level is sixty percent (60%) but students are required to refer to the specific requirements for their chosen program of study to ensure that they are aware of any modification to this.

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The Semester Grade Point Average

The Semester Grade Point Average (Sem GPA) is simply the weighted average of the grades obtained in the courses registered in the semester where the weight of each course is its number of credit hours.

The Cumulative Grade Point Average

The Cumulative Grade Point Average (CGPA) is computed in the same way as the Semester Grade Point Average given above but computed from the grades of all courses taken at the Canadian University of Dubai since the student began the postgraduate program.

Incomplete Grade (I)

Students who have earned a pass mark in the course work but who for reasons beyond their control were unable to attend the final examination or submit a final project may be granted a grade of "Incomplete." Acceptable reasons for granting a grade of "Incomplete" are restricted to the following:

- Illness supported by a certified medical report,
- Death of an immediate family member supported by an appropriate Death Certificate,
- Being held in custody for questioning or for any other reason that is official and required by law.

Requests for an Incomplete Grade must be submitted to the Office of the Registrar no later than 3 days from the date of the Final Examination.

The grade "I" is not intended to be a permanent grade. The student must finish the course requirements within 12 months, otherwise the student's grade for the course will be changed from "Incomplete" to "Fail."

Repeated Courses (R)

Postgraduate students who have failed to achieve a passing grade in any course or wishing to raise their Cumulative Grade Point Average may re-register and repeat a course on two different occasions during enrollment in the MBA program but may do this only once for each course. Should a higher grade be obtained, the higher grade will **not** replace the lower grade in the student's record.

Audits (AU)

Students may be admitted to a course as auditors (i.e.: not for credit). Such students do not earn credit and are not permitted to submit assignments or other work for marking. Such students may not write exams. If such students wish to subsequently earn credits for a course taken as an audited course the students must register and take the course as a registered student.

Grade Complaints

Complaints regarding final examination results will only be considered if they are lodged within fourteen (14) days from the announcement of the final grades. All complaints regarding grades must be submitted to the Office of the Registrar which will forward the request to the Dean of the School after payment of the relevant fee. The decision of the School will be communicated to the student by the Office of the Registrar.

MASTERCOPY

Academic Standings and Progression towards Graduation

Satisfactory Academic Progress

Introduction

The MBA program at the Canadian University of Dubai is tightly structured with very limited flexibility regarding timing or options. Inability of students to meet the standards of performance in the program allows for few remedial policies. MBA students do have the option of transferring or withdrawing out of the MBA program, or may be required to do so by the program if they fail to meet the standards of performance as stated below. At a minimum, the School of Business holds MBA students to basic standards of performance established for their classes with respect to ethical conduct, intellectual honesty, attendance, active participation in course work and team activities, promptness in completion of assignments, use of correct written and spoken English, avoidance of plagiarism and other acts of academic dishonesty, accuracy in calculations and overall quality of scholastic work.

Good Academic Standing

The School of Business requires that its postgraduate students have a Cumulative Grade Point Average of at least 3.0 for maintenance of good academic standing in the MBA program and for graduation from the program.

A course grade below a "C" will not be assigned course credit towards graduation. If a student receives a grade below "C" for a required course, the course must be retaken. If a grade of lower than a "C" is received in an elective course, the course can either be retaken or another elective course may be taken to fulfill the elective requirement.

Up to two courses can be repeated in the MBA program and a course can only be repeated once. Please note that repeated courses do not erase the original grade in the calculation of the Cumulative Grade Point Average and both grades are shown on the student transcript.

MBA foundation courses do not carry credit towards the MBA degree but require the same passing grade of "B."

A grade of "B" or better must be earned for all graduate course work transferred from another institution, the School of Business will not include transferred coursework in a student's Cumulative Grade Point Average.

Considering that students must maintain a Cumulative Grade Point Average of at least 3.0 in each term, when term grades become available, students who fall below the acceptable Cumulative Grade Point Average standard will be notified of their probationary status as per the procedures described below ("Academic Probation"). Students must be aware of their academic status at all times; late grades and/or notification do not waive responsibility.

Time Limit

All requirements for the MBA degree must be completed within a six-year period beginning with the student's first term of enrollment in a 500 level course.

Academic Probation

The MBA Academic Committee is chaired by the MBA Program Chairs and includes two full-time faculty members, one part-time faculty member, and the Registrar. This committee will conduct a review of all students in the MBA program at the Canadian University of Dubai at the end of each semester. The objective of this review is to identify cases of student noncompliance with academic standards. Students will be placed on academic probation if:

Cumulative Grade Point Average has fallen below 3.0.

Students who have been placed on academic probation have one semester to attain a Cumulative Grade Point Average of 3.0 and cannot receive any grades of "C" or lower while on academic probation.

Dismissal

MBA students who are unable to comply with the requirements of the academic probation policy are subject to dismissal from the program by the MBA Academic Committee. In addition, students in the MBA program can be dismissed by the MBA Academic Committee for violations of the Canadian University of Dubai's Academic Integrity Policy such as plagiarism or cheating on exams. Dismissed students have the right to appeal the decision to the School of Business. The staff of the School of Business will work with individual students to help them understand academic requirements and their responsibilities in the appeal process.

The Appeal Policy

Students who have been dismissed from the program have the right to appeal in writing to the Dean of School of Business within a maximum of two weeks of the dismissal date. A compelling argument and necessary documentation of facts germane to the dismissal reasons may cause the Dean, at his or her discretion, to overturn the MBA Academic Committee and readmit the student into the program. A

student is reinstated into the program in writing by the Dean under conditions formulated by the Dean; in order to register for classes, the student must agree in writing to the terms set by the Dean.

Degree Completion Requirements

Students must successfully complete all the course requirements of the 36 credit hours with an overall grade point average of 3.0 (A = 4.0) necessary to fulfill requirements for the degree.

Intent to Graduate Procedure

Candidates for a graduate degree must indicate their intentions to complete the requirements for graduation by filing an "Intent to Graduate" form at the beginning of the term/semester prior to the term/semester of graduation with the Graduate Records Office. Since this form is used to check completion of requirements, order diplomas, and enter students in the commencement program, it must be filed in accordance with the published deadlines. A graduation fee must be paid at the time of filing.

Academic Advising

The Graduate Programs department in the School of Business provides advising to students through the School of Business and the Graduate faculty members who teach in the MBA program.

During the registration period, the School of Business will organize an orientation day and all freshmen graduates admitted to the MBA program are requested to attend. During orientation, students will meet with an assigned faculty member or the program chair who assist students in identifying academic or applied-technology goals, selecting an appropriate major, and picking individual courses. Students in the MBA programs are assigned to faculty advisors on the basis of their major. All freshman graduates are required to have an advisor approve and sign their class schedules.

Student Support Services

The aim of Canadian University of Dubai Student Support Services is to support and enhance the Vision of Canadian University of Dubai while ensuring that each student is viewed and valued as a stakeholder with needs and ambitions. Student Support Services ensure that all students are incorporated into the University community in a manner that will add value to the student as a person and to the University

community. This will be achieved by providing students with the opportunity to develop aspects of them that academic or classroom activities are unable to do.

Health Center

Canadian University of Dubai is proud to be a non-smoking environment.

Canadian University of Dubai's Health Center is committed to promoting good health, safety and wellness for all students in a caring and supportive atmosphere. Professional nursing staff is available to provide first aid and medical care for minor acute illness and injuries, as well as to address other health concerns, provide health education, and focus on disease prevention. All students, staff, and faculty are welcome to use the health center. Canadian University of Dubai's Health Center will be open during school hours. Services are available on a walk-in-basis or by appointment to students with a valid Student ID Card

Library

The University encourages students to use the materials that are available in the Library for their independent learning, or for their assigned projects. Access to the Library, Loan of Books, CD's, or accesses to available Database are subject to the relevant policy which is available in the Library.

Library Policies and Services

The Library houses a reference section, current magazines, journals and newspapers, and collections related to courses of study, including English for Academic Purposes. Computers are also available for student use during operating hours. Also, the Library is open Sunday through Thursday unless otherwise indicated (please check with the Library for current schedule). The University encourages students to use the materials available in the Library for their assigned projects or independent learning. All students must maintain the Library as a place of study and learning for all. Moreover, the Library subscribes to electronic resources (databases and e-books) and houses two types of collections: (1) those that can only be used within the Library; and (2) books that can be borrowed for a two-week period. Additionally, the following rules apply to reference books, magazines, journals; along with newspapers. These items can only be used within the Library and cannot be taken out of the Library. However, reserve items (special reading assigned by a professor) can be signed out to use for two hours within the Library only. Students must leave their Student ID Card with the Librarian to use reserve materials. Books on the open shelves can be borrowed for a two week period. Students must show their own Student ID Card to borrow a book. Books can be renewed for one week. Books must

be returned by their due date; yet, there is a 2 dirham charge for every day that a book is returned to the Library late. Also, all books must be returned to the Library before the end of term.

Bookstore

Canadian University of Dubai's Bookstore situated on the University campus aims to provide all required textbooks to students at the best possible prices. The University's Bookstore will ensure that only the latest editions and best quality books are kept in stock. Students are not compelled to purchase their books at the University's bookstore as they are free to purchase the required books elsewhere. The University's Bookstore will ensure that only the latest editions and best quality books are kept in stock.

Only cash or cheques will be accepted as payment for books and books will only be handed to students once full payment has been received.

Student ID Card

After registration and at the start of each semester, all new students will be issued with Identity Cards costing AED100 per card. This ID card must be carried on the student at all times while on Canadian University of Dubai premises.

Accommodation

If needed, accommodation for male students is available in furnished studios, in Dubai, to be shared with another student. Arrangements can be made for students that request to book a studio for their own. For female students, furnished accommodation is available in a villa which is located in the nearby of the campus. Fee for shared accommodation is 9000 AED per semester.

Transportation

Again, if needed, transportation is available for Ajman, Sharjah, and Dubai for a symbolic fee of 1500 AED, 1200 AED, and 1000 AED per semester respectively.

Prayer Room

Canadian University of Dubai offers separate Prayer Rooms for men and women that are maintained on a daily basis to ensure that they provide the utmost in a prayer facility for the students.

Personal Counselling

Canadian University of Dubai recognizes the incredible pressure on today's student. These pressures can be unbearable for some students and could lead to serious

conditions that can jeopardize student's academic success. The University's aim is to prevent students from either feeling alone, or unable to seek help for their problems. Canadian University of Dubai student counsellor has professional experience and training in order to assist students, whether the issues are emotional, psychological, social or physical. Whenever necessary, students will be referred to outside medical professionals to ensure they get the appropriate help. Moreover, counselling is done on an individual basis and is strictly confidential.

Students with Special Needs

As a University with an emphasis on access, Canadian University of Dubai is committed to providing a safe learning environment for students with special needs by making every reasonable effort to accommodate students with disabilities so they can meet the learning objectives of the programs in which they are enrolled. In collaboration with the Dean of the Schools, the Registrar will ensure the following services.

- Adaptations in the physical environment to ensure access to facilities;
- Assistance in finding flexible ways to meet academic and classroom requirements;
- Full range of specialized equipment and assistive devices for student use;
- Special parking facilities; and
- Career Counselling.

Career Office

Canadian University of Dubai will offer seminars and talks from our partners, corporations within our community, our stakeholders, and advisory groups. In addition, we will hold workshops on job search techniques, interview skills and resume writing. Students will be encouraged by the counsellors in the Career Office to develop a Career Profile that will assist them in making informed academic choices as they go through their program. Our internship programs will be directly supported by the work of the Careers Office. Moreover, the Library will contain a section purely related to career development and job research, and every student will be encouraged to use our resources and our databases.

Student Rights and Responsibilities

Students have the right to:

1. Be informed of course requirements;
2. Be evaluated fairly on the basis of their academic performance (their abilities and skills) as required by a professor as part of a course;
3. Experience free and open discussion, inquiry, and expression, both in the classroom and in conference;
4. Experience competent instruction and advisement.
5. Take exception to the data or views presented and reserve judgment about matters of opinion;
6. Expect protection against a professor's improper disclosure of student's views, beliefs, and political association which may surface as a result of instructing, advising, or counseling; and,
7. Expect protection, through established procedures; against prejudicial or capricious evaluation.

Student Responsibilities

Students have the responsibility to:

- 1) Inquire about course requirements if they do not understand them or are in doubt about them;
- 2) Maintain the standards of academic performance established for individual courses and for programs of study;
- 3) Initiate an investigation if they believe their academic rights have been violated;
- 4) Learn the content of any course of study; and,
- 5) Act in accordance with commonly accepted standards of academic conduct.

University Code of Conduct

Students working toward degrees are expected to be mature, responsible, and committed to preparing themselves for their professions. One manifestation of that maturity is a highly-developed sense of self-respect coupled with an equally high regard for the rights and privileges of others and for the rules that regulate society. It is hoped that students realize the extent to which personal growth depends upon the development of self-discipline and the exercise of it in getting along well with others and maintaining high standards of honesty and moral conduct. Therefore, although minimal rules exist so as to create the atmosphere for a truly liberal

education, all students are expected to act in a way that does not infringe upon the rights of others or upon the educational process.

Unacceptable Conduct

Conduct by students of the Canadian University of Dubai – whether on campus, in the residence halls, or off campus—that violates generally accepted standards of good behavior for University students in the United Arab Emirates is subject to disciplinary actions.

Unacceptable conduct includes, but is not limited to, the following:

- disturbing teaching activities;
- acts of harassment; physical violence or assault against others;
- endangering the safety of others or violating their rights;
- activities that intentionally or recklessly cause serious disturbance or distress to others;
- gambling;
- possession of firearms or other dangerous weapons;
- intentional possession or use on University property of a dangerous article or substance that could injure or discomfort any person;
- possession and/or use of fireworks;
- falsifying information submitted to any University office or offering a false statement in any University disciplinary proceeding;
- forgery; alteration or misuse of a University identification card;
- failure to show an ID to an identified official or employee of the University upon proper request; falsely identifying oneself to a University official;
- theft or possession of stolen property;
- attempting to use University property in a manner inconsistent with its designated purpose including misuse of residence hall furniture;
- intentional or reckless damage to or destruction of University property or of property on University premises belonging to others including graffiti;
- trespassing or unauthorized entry;
- Alteration of documentation relating to the grading process.
- Any forgery, alteration, or misuse of academic documents, forms or records, in hard copy or electronic format.
- hampering or preventing the discharge of any University function;
- reckless interference with any class; other University unit; or campus activity; and,
- unauthorized removal or mutilation of library materials.

Student Grievances

The University is committed to providing students with an education of the highest possible quality. However, from time to time, students may raise concerns, complaints or grievances about matters or issues relating to their experiences at the University. The internal procedures for addressing student complaints and grievances are designed to ensure that there is a transparent process for ensuring student complaints and grievances are dealt with fairly, consistently and promptly.

2. Principles

2.1 The student grievance resolution procedures of the University are based on the following principles:

- That the procedures used to review and resolve complaints or grievances are fair and must be seen to be fair;
- Confidentiality will be respected for all parties, unless the use of the information is authorized by law;
- That staff involved in resolving complaints or grievances will act fairly at all times and ensure that conclusions will be based on a fair hearing of each point of view;
- There will be no reprisals or any disadvantage arising as a result of a student making a complaint or grievance in good faith;
- That complaints or grievances are handled in a timely manner with achievable deadlines specified for each stage in the resolution process;
- Any student who makes a complaint or grievance and any staff member or student on whom the complaint or grievance has a direct impact, is regularly informed of the progress of the matter;
- Where the complainant is not satisfied with the outcome proposed by the decision-maker, the student is entitled to seek a review, either on procedural or substantive grounds, from a higher internal body or an appropriate external agency.

3. Types of student grievances

Academic grievances

These are usually complaints or appeals against academic decisions. They include but are not limited to :

- Academic progress decisions
- Assessment matters

- A decision of a member of academic staff that affects an individual or groups of students
- Selection or admission decisions
- Content or structure of academic programs, nature of teaching, or assessment
- Issues relating to authorship and intellectual property.

Administrative grievances

These relate to decisions and actions associated with administrative or academic services. They include but are not limited to:

- Administration of policies, procedures and rules by central administrative and student support groups, faculty members and departments.
- A decision by an administrative staff member that affects an individual or groups of students.
- Access to University resources and facilities.

4. Grounds for complaint or grievance

Without limiting the circumstances which may give rise to a complaint or grievance, a student has valid grounds for making a complaint or grievance or lodging an appeal against a decision made in relation to a complaint or grievance, where the student considers he or she has been adversely affected by one or more of the following:

- Improper, irregular or negligent conduct by a University staff member.
- Failure by a University staff member to act fairly.
- A decision that has been made without sufficient consideration to facts, evidence or circumstances of specific relevance to the student.
- Failure by the University to make a decision within a timely manner.
- A penalty that, where applied, is or would be too harsh.

5. Procedures for the handling and resolution of complaints and grievances

This section outlines internal procedures that apply to the handling of academic and administrative complaints and grievances

A. Informal approach

- 1.** When a student has a complaint about any of the matters listed, he or she should first discuss the matter with the person concerned. If the student has concerns about raising the matter with this person, then he or she should discuss it with the head of the relevant department or administrative unit or with the Chair or the Dean of the School or of the relevant Faculty. Concerns about a decision of a committee should ordinarily be raised with the Chair of the committee.

2. The University expects that in most cases the discussion of the concern or complaint with the relevant staff member will result in a prompt resolution of the matter which both parties will find acceptable.
3. If this informal approach to dealing with the student's concerns does not lead to an acceptable resolution then the student should pursue the more formal process for resolution of the matter as set out below.

Withdrawal of complaints or grievances

A student may withdraw a complaint or grievance at any time during the grievance resolution process and in this case the matter will be concluded and deemed to be resolved. If the original complaint or grievance was made in writing then the withdrawal must also be in writing to the relevant staff member who is handling the matter at the time the withdrawal is being affected or, in cases before Chair, The Dean of the School.

Timelines for resolution of grievances

Stage/action	Responsible	Timeline
Stage 1 Making a complaint	Student	Lodge complaint within 10 working days of the event which is the focus of the grievance
Stage 2 Acknowledgement of the receipt of the grievance Notification of the resolution	Staff member Staff member	Within 5 working days of receipt Dependent on the case but in a timely manner – no more than 10 working days after the commencement of the investigation.
Stage 3 Lodging an appeal with the Academic Board Acknowledgement of appeal Hearing of the appeal Notification of the Appeal decision	Student Chair committee Dean	Within 15 working days Within 5 working days Within 15 days of acknowledgement Within 5 working days

Cheating & Plagiarism Policy:

Cheating or plagiarizing in examinations, tests, quizzes or assignments will not be tolerated.

- All instances of cheating or plagiarizing shall be documented, presented to the Chair/Dean of the program and to the Registrar, and recorded in the student's file.
- Any student found to be plagiarizing on any homework or quiz will be assigned the grade of zero for that work. A second such offense or cheating or plagiarizing on an examination will result in an automatic suspension from the course with an F grade and further disciplinary measures, including possible suspension from the university.
- Any party to cheating or plagiarism is subject to exactly the same penalties.

Financial Information

Fees for Postgraduate Student : Tuition

Pre-MBA courses

Students who possess a degree in a field other than Business must complete the non-credited pre-MBA program before joining the MBA program.

Number of Courses	Cost per course	Tuition for the 6 courses
6	AED 2000	AED 12,000.00

*Master of Business Administration (Applicable Until September 6th, 2012)**

(Human Resource Management, General Management, Finance, Islamic Banking, Marketing)

Number of Courses	Total credit hours	Cost per credit hour	Cost per course	Tuition for the 12 courses	Incidental Fees	Tuition & Incidental Fees
12	36	AED 2100	AED 6300	AED 75,600.00	AED 600	AED 76,200.00

** New students who have NOT registered as of September 7th, 2012 or have joined the program after this date, are subject to a fee increase of AED 366 per course as per below.*

*Master of Business Administration (Applicable After September 6th, 2012)***

(Human Resource Management, General Management, Finance, Islamic Banking, Marketing)

Number of Courses	Total credit hours	Cost per credit hour	Cost per course	Tuition for the 12 courses	Incidental Fees	Tuition & Incidental Fees
12	36	AED 2100	AED 6300	AED 75,600.00	AED 600	AED 76,200.00

**** These fees apply to new students who have NOT registered as of September 7th, 2012 or have joined the program after this date.**

Fees for Postgraduate Student Services

Graduate Student Fees

Admission fee	AED 1500
Late Registration fee (per semester)	AED 500
Change of specialization fee	AED 300
Transfer credit from other Universities fee	AED 750
Application for reviewing final exam sheet (Grade Appeal) fee	AED 200
Application of Incomplete exam fee	AED 150
English Placement Test fee	AED 150
TOEFL Test fee	AED 600
Additional copy of the Transcript	AED 30
Letter of permission (LOP) fee	AED 150
A certificate to whom it may concern fee	AED 30
Graduation fee	AED 800
Graduation Ceremony fee	AED 350
Replacing a lost ID Card	AED 30
Student ID Card Sticker	AED 40 (per semester)
Visa processing fee (non refundable)	AED 1000
Visa Deposit(refundable)	AED 5000
Parking fee (subject to availability)	AED 300 (per semester)

Fee Reductions

- Students having a brother or sister registered at the University will benefit from a 10% reduction on the tuition fees of the registered courses.
- Students who are employed in Government Institutions will benefit from a 10% reduction on the tuition fees of the registered courses.
- Husband or wife of a student registered at the University will benefit from a 10% reduction on the tuition fees of the registered courses.
- CUD graduates who decide to pursue higher studies in CUD will benefit 10% discount on tuition fees.

Returned Cheques

The University charges AED 100 for a returned cheque. No cheques will be accepted from any student whose cheques were returned twice. In this case, only cash or credit card payment is acceptable.

Glossary

Credit Hour (Cr. Hr.)

This refers to one lecturer hour or two hours of practical study per week for sixteen weeks.

Course

This is a program of study presented in lectures or other classes with a fixed number of contact hours per week throughout the semester. Each course is given a title and ID number and is related to other courses within an integrated curriculum.

Pre requisite Course

This refers to the course that must be passed by the student before being allowed to register in another course.

Curriculum

This is a full description for the program. It consists of: (1) syllabus of integrated courses that must be passed to fulfill the requirements of the program; and/or (2) practical training period which is integrated into the curriculum.

Semester

This is a teaching period lasting for fifteen weeks excluding the examination period.

Academic Year (AY)

This is the period devoted to teaching which is determined according to the academic calendar. It consists of the first and the second semester during which an intensive course of study is arranged.

Course Descriptions

Foundations Courses do not count as credited hours towards the MBA degree. All non Foundation courses are worth three (3) credits

The Official courses description for classes offered in the MBA program as follows:

Foundation Courses:

MBA-501 Management and Organizational Behavior

This course examines organizations from the standpoint of human behavior and organizational structures and processes, utilizing critical thinking and practical applications to proactively discover and solve organizational behavioral problems.

Prerequisite: None.

MBA-502 Foundations of Basic Statistics

This course presents an introduction to basic statistical concepts and methods via electronic spreadsheets used in the business world. Topics include descriptive statistics, basic probability theory, discrete and continuous probability distributions, sampling distributions, interval estimation, hypothesis testing, ANOVA and simple linear regression. **Prerequisite: None.**

MBA-503 Accounting Foundations

The focus of this course is on the interpretation, application and utilization of basic principles and concepts of accounting for the purpose of the evaluation of financial and administrative reports used in financial and managerial decision making.

Prerequisite: None.

MBA-504 Economics Foundations

This course covers the essential principles and fundamentals of economics. It begins with a review of the history of western economic thought, focusing on the development of free market economies. Topics include The 10 Principles of Economics; Market Forces of Supply and Demand; Supply, Demand, and Government Policies; Consumers and Producers choices; Costs of Taxation; Measuring a Nation's Income; The Monetary policies; Ethical concepts relating to Economics. **Prerequisite: MBA-502.**

MBA-505 Marketing Foundations

This course is designed to provide a foundation to the principles and applications of marketing and as a foundation to further study in graduate management courses. , Stated by the textbook's authors, it addresses all various shifts in marketing, good marketers are practicing holistic marketing - the development, design, and implementation of marketing programs, processes, and activities that help students

recognize the breadth and interdependencies of today's marketing environment.

Prerequisite: None.

MBA-506 Quantitative Analysis for Business

This course presents an introduction to quantitative methods, providing students with a thorough grounding in the numerical tools and techniques that are relevant to real-world business applications. **Pre requisite: Math Placement Test & MBA-502**

Program Core Course Description:

MBA-641 Managerial Accounting

This course utilizes accounting information to strategic planning, the utilization of accounting data to identify problem requirements and needed solutions, identify, classify, and explain how cost measurements are utilized in decision making, and how financials statements are affected by business transactions. **Prerequisite: None.**

MBA-642 Managerial Finance

This course is a comprehensive and advanced study of the primary tasks, functions, and responsibility of financial managers and how they utilize financial analysis, planning, and control techniques to develop and apply financial strategies to business objectives. Topics include Accounting Statements and Cash Flow; First Principles of Finance; Net Present Value Capital Market Theory; The Capital Asset Pricing Model; The Arbitrage Pricing Theory; Corporate Financial Models; Credit Management; Ethics in Finance. **Prerequisite: None.**

MBA-643 Quantitative Analysis for Managers

This course is an examination of the scientific approach to managerial decisions making. The approach consists of problem definition, model development, data collection, model implementation using the data, model validation, result analysis, and using the findings to implement changes which solve the original problem. Various quantitative models and as well as the assumptions and limitations of the various models and methods are reviewed. **Prerequisites: None.**

MBA-644 Managerial Economics

This course provides an illustration of the decision-making process of business firms in applying microeconomic models to real-world managerial problems. Evaluating multiple market structures; determining optimal price structures by applying cost and demand theories; utilizing function maximization, minimization, and optimization; and explaining the theories, functions, and implications of competitive advantage to optimize decision-making for business firms under conditions of uncertainty. **Prerequisite: None.**

MBA-645 Marketing Management

This course deals with the application of planning, development, implementation and control of marketing management strategic application to business objectives, including utilization of marketing information systems, analyzing consumer, industrial, and global markets, defining market segmentations, new product development processes and product life cycles, and designing and management of marketing channels. **Prerequisite: None.**

MBA-646 Operations Management

This course presents an investigation of the conditions under which the output of goods and services are maximized in business organizations; Topics include Business Strategy & Global Competitiveness; Quality Management; Product/Service Design; Transformation System Design; Capacity and Location Planning; Schedule Management; Supply Chain Management; Inventory Management; Material Requirements Planning; Just In Time Management; Project Management; Ethical issues. **Prerequisites MBA-643.**

MBA-647 Management of Information Systems

This course tackles managerial problems related to computer based information systems. Within the context of system theory and control theory, the student studies critical areas of analysis, design and development of management information systems. Topics include Strategic and Competitive Information Systems, The Porter Competitive Model for Industry Structure Analysis, Strategic Uses of Information Technology, Information Systems Planning, Business and Information Systems, Enterprise systems, Management decision support and intelligent systems, Evaluating the Use of Information Systems, Integrating Information Systems into the Business Plan, E-Business and E-commerce. **Prerequisite: None.**

MBA-648 Business Strategy (capstone)

This course is the capstone course in the MBA program. It delves into the strategic management process, identifying and defining organizations' strengths and weaknesses, opportunities and threats, major competitive analysis, citing appropriate theories and research, including strategy development, implementation, and assessment. This course is heavily based on case analysis. The course may not be transferred into the MBA program. **Prerequisite: All other program core courses**

General Management MBA Option Courses

MBA-651 Organizational Behavior

This course includes the understanding and knowledge of the behaviors of individuals and groups within the boundaries of an organization's corporate culture. Major personality, power, and need theories, communication, leadership and motivational models, organization, job, and work design, are some of the aspects that will be covered in this course. **Prerequisite: None.**

MBA-653 Organization Development & Change

The goal of organizational development is to increase organizational effectiveness through planned interventions in the organization's processes or operations. This course presents the theoretical foundations of organization development as an applied behavioural science. Students will also be introduced to many types of interpersonal, intra-group, intergroup, and organizational interventions that are used to effect comprehensive and lasting changes. Upon successful completion of the course, students will be able to assess and diagnose comprehensive organizational development (OD) and change issues, problems, and opportunities; and to develop appropriate approaches/solutions. They will be able to frame issues from the business/top management systems perspective as well as from the OD consultant's viewpoint. Through examination of realistic cases and experiences, and application of current OD theories, research, and practices, students will gain practice in responding competently to actual organizational situations and events.

Prerequisite: MBA-651.

General Management MBA Elective Courses

MBA-661 Human Resource Management

The main objective of the course is to provide a comprehensive review of human resource (HR) management concepts and techniques through an examination of the strategic role of HR in today's highly competitive business environment. The course focuses on the practical applications of HR concepts that all managers must deal with in their HR related responsibilities. In this way, managers can defend their HR plans and decisions in measurable contributions to the success of the overall business enterprise. Through the use of cases, readings, and real-world discussions, students come to understand the key HR concepts that 1) HR management is the responsibility of every manager, not only the HR department; 2) HR decisions must be justified by contributions in measurable terms; 3) IT plays a critical role in enabling HR

managers to support the company's strategic plans; 4) Virtually every HR-related decision managers. **Prerequisite: None.**

MBA-652 Service Operations Management

This course examines the management of services, focusing on both the strategic and operational aspects of designing new services. Topics presented in this course include. service in the economy; The nature of services; market positioning; building customer loyalty; service delivery systems; achieving breakthrough service; delivering service on the web; service facility location; supporting facility design; service encounter; creating a service culture and competing on service quality. .

Prerequisite: MBA 646.

MBA-655 Leadership and Motivation

Course covers the major leadership theories and core leadership competencies needed for success in the current business environment. It provides students with an opportunity to examine leadership theories, to develop a personal understanding of leadership, and to explore the relations of leaders and followers. The essential skills of effective leaders are explored, such as elaborating a vision, facilitating communication, motivating individuals and work groups and teams, and facilitating change. Additionally, students examine the difference between management and leadership and the role of culture in determining leadership values and styles. Various assessment inventories enable students to assess their effectiveness as both leaders of themselves and leaders of others. Practical application is achieved through cases analysis, application of leader models and tools, and real-world readings and assignments. **Prerequisite: None.**

MBA-656 Special Topics in Management

This is an advanced level course providing an in-depth study of a variety of management topics. Topics of special interest will be addressed including management ethics, management philosophy, and prerequisites for success in managerial environments. **Prerequisite: None.**

Human Resource Management MBA Option Courses

MBA-661 Human Resource Management

This course is an outline of recruitment, selection, training, retention, compensation, and termination of employees and the relationship of an HR strategy to the strategic and operational roles of general managers. Pre requisite: **Prerequisite: None.**

MBA-663 Training and Development of Human Resources

This course examines in detail the requirements of organizations to successfully develop and progress by identifying critical human resource training and development needs, identifying those requirements, developing the required resources, and implementing it in apt setting. **Prerequisite: MBA-661.**

Human Resource Management MBA Elective Courses

MBA-662 Legal Environment of Employment Decisions

This course examines the law in relation to human resource management, including topics such as the UAE judicial system, the rights of individuals and administrative agencies, and the UAE labour legislation. The purpose is to prepare students to be managers that are capable of recognizing legal situations and problems, the impact of their decisions as it relates to employees and the law, and to attain knowledge of the law as it pertains to individuals in organizations. **Prerequisite: MBA-661.**

MBA-664 Human Resource Staffing

This course is a study of the requirements of effective recruitment and selection; an in-depth analysis of the statistical concepts, techniques, and tools utilized by HR managers to effectively and efficiently recruit and select in an organizational setting. Theories, principles, and the legal aspects involved in the recruitment process will also be addressed. **Prerequisite: MBA-661.**

MBA-665 Compensation & Performance Management

This course covers two aspects of human resource management, compensation and performance management. This first half of the course will concentrate on the theoretical and practical aspects of compensation management in an organization, evaluating job functions and their relations to compensation levels, understanding market wage and salary surveys in development of wage scales, pay-for-performance application, retirement plans, medical and benefit plans and how they affect wages. The second half of the semester will deal with performance management and discussing achieving results through the efforts of individuals, groups, and organizations involves integrating goals, competencies, measurements, rewards and support. **Prerequisite: MBA-661.**

MBA-667 Special Topics in Human Resource Management

This is an advanced level course providing an in-depth study of a variety of human resource management topics. Topics of special interest will be addressed including human resource management ethics, human resource management philosophy, and

prerequisites for success in human resource managerial environments.

Prerequisite: MBA-661.

MBA-668 International Human Resource Management

This course looks at the international aspects of human resources in multinational and globally diverse companies and how the diversity of cultural, economic, political, communicational issues affect all aspects of human resource management, including employee relations, affects on HR planning, employment, development, and compensation **Prerequisite: MBA-661.**

Islamic Banking Track Courses

Upon successful completion of the eight core courses that provides students with the necessary knowledge and understanding of various business activities, students will be able to move on to the Islamic banking major; which is composed of four courses that covers the core knowledge areas needed in Islamic banking as following.

MBA-671 Al-Shari'ah, Economy & Society

This course examines *Shari'ah* as framework of Islamic law, and the way it shapes practices in the banking and financial system. Economics from an Islamic prospective is studied with emphasis on understanding and knowledge of Islamic view of the world from *Shari'ah* prospective. Students will be engaged in an extensive dialogue of the underpinning principles of Islamic economic system vs. conventional economic system, Islamic economic methodology, fundamentals of Islamic economic law, the industry practices. **Prerequisite: MBA-644.**

MBA-672 Theory & Practice of Islamic Banking-Fiqh Al Muamalat

This course provides students with in-depth understanding of banking and financial practises based on the Islamic principles of transactions *fiqh Al Muamalat*. This course will focus on operational principles of Islamic banking. Topics examined in this course includes the *musharakah* principle; the *mudharaba* principle; the *murabaha* principle; the *ijarah* principle; the *qard Hassan* principle; the *wadiah* principle; the *sukook* principle, the *Gharar* principle, the use of *Shariah* principle, and other principles. **Prerequisite: MBA 641.**

MBA-673 Islamic Financial Systems

This course provides students with understanding of the fundamentals of Islamic financial operations, types of financial markets, laws and regulations, institutions, and Islamic financial products. Topics covered in this course includes; Islamic

financial practices around the world; the growing role of Islamic banking in Malaysia, Gulf Cooperation Council, United Kingdom, and other countries. Extensive in-class discussions extend to cover the philosophy, principles, and operational concepts of Islamic insurance system *Takaful*. **Prerequisite: MBA-642.**

MBA-674 Accounting in Islamic Financial Institutions

This course covers the fundamental accounting principles of Islamic banking and financial transactions in the Islamic banking industry. The course follows the international Islamic accounting and audit standards, by studying the standard practices of Islamic banking and financial institutions. Topics covered in this course includes the reporting mechanism of Islamic financial institutions; accounting mechanism of varying Islamic financial transactions; analysis of Islamic financial institutions reporting methods, audit practices and regulations, accounting for investments purposes, and auditors reporting and presentation mechanism in Islamic banks and financial institutions. A discussion of issues affecting *Shari'a* supervision will take place at the end of the course. **Prerequisite: MBA-641.**

Finance Track Courses

Upon successful completion of the eight core courses that provides students with the necessary knowledge and understanding of various business activities, students will be able to move on to the finance major; which is composed of four courses that covers advanced core knowledge areas needed to successfully operate in the financial industry. Courses offered in the finance major are as following;

MBA 681 Corporate Finance

This course aims to provide students with a critical understanding of corporate financial management that involves capital budgeting, which incorporates the business investment rules, basic & advanced evaluation of money, bonds and stocks, long-term financing, working capital management and other key corporate financial decisions that need to be made by firms. The course aims at familiarizing the students with the concepts of foreign exchange markets, risks, international parity conditions, exchange rate determination, international capital markets, international corporate finance, managing ongoing operations and foreign currency derivatives.

Prerequisite: MBA-642.

MBA 682 International Financial Management

This course aims at developing specific concepts, policies, and techniques for the financial management of the multinational firm. Specific topics include foreign exchange theory and exposure, managing foreign currency risk, sources and instruments of international financing, international investment decisions, multinational capital budgeting, and managing multinational firms. The course familiarizes finance and international business students with the fundamental concepts and tools necessary to implement an effective global financial management strategy. The course focuses on the global financial environment, foreign exchange theory, foreign exchange exposure, global cost and availability of capital, international investment decisions and the efficient way of managing international operations. ***Prerequisite: MBA-642.***

MBA 683 Investment Analysis & Portfolio Management

This course aims at familiarizing students with domestic and international financial markets and the securities traded therein. A variety of techniques for valuation of financial assets will be discussed. The course relies heavily on quantitative methods. Qualitative concepts such as Valuation of Principles and Practices, Analysis and Management of Common Stocks, and Derivative Security Analysis will be critically analyzed as well. The contents of this course, descriptive, theoretical, and applied, should provide students with the ability to build unique valuation models to suit the particular investment alternative they wish to scrutinize. The main aim of the course is to equip the students with a solid background on modern investment theory, portfolio management and asset pricing theories, performance measurement, interest rates, bond management, derivatives securities, taxes, stock valuation and market efficiency. ***Prerequisite: MBA-642.***

MBA 684 Mergers and Acquisitions

This course aims at looking at the conditions that have recently given rise to a large number of corporate mergers and the business and industry factors underlying these corporate combinations. It examines the financial, managerial, accounting, and legal factors affecting mergers, and how to appraise and structure a merger. It explores M&A's in theory and practice, the strategic perspective of valuation, restructuring and M&A strategies. The course focuses on the two principals of takeovers and

mergers in both theory and practice, the alternative approaches to valuation, the concept of restructuring and the strategies companies need to be adapted for creating value through M&A. **Prerequisite: MBA-641 & MBA-642.**

Financial Statement Analysis MBA 685

The course provides a conceptual framework of Financial Statement Analysis at the advanced level. Analysis of the Financial Statements of the companies and see the effect of using different accounting methods on the profitability analysis and on the cash flow analysis. Topics include: Understanding Balance Sheet And Income Statement, Creating Cash Flow Statement by using different methods and types of off balance sheet financing. **Prerequisite: MBA-642**

Marketing Track Courses

Upon successful completion of the eight core courses that provides students with the necessary knowledge and application of various business activities, students will be able to move on to the marketing major; which is composed of four courses that covers the core knowledge areas needed in marketing as following;

MBA 691 Marketing Channels

This course examines the mechanism of how companies access the market and manage their distribution channels in order to gain competitive advantage. This course introduce students to both theory and practice of marketing channels involving key fundamentals in channel structure, channel design and channel conflicts. This course will also enable students to explore the relationship between demand, supply chain and distribution channels, and other elements of the marketing mix. This course will develop students' ability to apply gained knowledge to real business situations and practical issues through the examination of case studies to cultivate students' analytical skills. **Prerequisite: MBA-645.**

MBA 692 International Marketing

This course focuses on the techniques, marketing decisions and management processes involved in development of international marketing, export and other types of international marketing operations. This course explores wide range of contemporary issues that goes beyond the theory of and mechanism of international marketing, this course explores the opportunities that are expanding as international trade continues to grow rapidly, and commerce enables even the smallest businesses to find potential customers and means of distribution across the globe. Students will

be exposed to the key procedural aspects and activities required in exporting, which the manager must know. Alongside an emphasis on exporting as a marketing activity, all other modes of foreign market entry are also covered thoroughly.

Prerequisite: MBA-645

MBA 693 Business Marketing

This course focuses on the scope of businesses-to-business marketing. Understanding of the nature of industry as primary consumer of goods and services, government, and other industrial institutions. Comparison is drawn between consumer markets and business market to understand the distinct characteristics, nature of demand, and the marketing mix. Various analyses of strategies conducted to determine domestic and international industrial consumer approach. Emphasis on relationship management, E-commerce, supply chain, market research, high technology innovation, strategic brand assessment, segmentation, selling, advertising, and Integration and application of various business-to business strategies. ***Prerequisite: MBA-645***

MBA 694 Innovation Management and New Product Development

This postgraduate level course brings together the areas of innovation management and new product development with strong emphasis on innovation as a management process and methodology. Innovation management and new product development examines the problems faced by firms as they try to develop innovative products to sustain profitability and growth. This course is designed to prepare students to improve the competitiveness of their prospective firms. This course is designed with the aim to develop the creative aspects of managerial intellect by understanding the process and importance of innovation management, managing technology and knowledge and new product development. ***Prerequisite: MBA-645***

MBA 695 Marketing Research

This course examines the methods and procedures for collection, interpretation, and use of primary and secondary data in marketing including sampling, questionnaires, data collection, analysis, and preparation of reports. ***Pre requisite: MBA-645.***