



IMT  
Business School  
Dubai



# GRADUATE PROGRAM CATALOG

ACADEMIC YEAR  
**2021-2022**

OCTOBER 2021

**Academic Year 2021-2022**

**TABLE OF CONTENTS**

MESSAGE FROM THE DEAN .....	3
A. ACADEMIC CALENDAR .....	4
B. A BRIEF STATEMENT OF THE INSTITUTIONS HISTORY.....	7
C. STATEMENTS OF VISION, MISSION AND INSTITUTIONAL GOALS.....	8
D. STATEMENT ABOUT LICENSURE .....	10
E. INTERNATIONAL ACCREDITATIONS HELD BY PROGRAMS .....	10
F. ORGANIZATION CHART OF THE INSTITUTE.....	11
G. RESOURCES AND PHYSICAL SETTINGS .....	12
H. CORPORATE RELATIONSHIPS WITH OTHER EDUCATIONAL, CULTURAL OR COMMUNITY ORGANIZATIONS. ....	14
I. PROGRAMS AND DEGREES OFFERED .....	15
J. ADMISSION REQUIREMENTS AND PROCEDURES .....	16
K. POLICIES REGARDING REGISTRATION, WITHDRAWAL AND RE-ADMISSION, PROBATION AND DISMISSAL	22
L. FINANCIAL POLICIES INCLUDING TUITION FEES, OTHER PROGRAM COST, SCHEDULE OF PAYMENTS, POLICIES AND PROCEDURES FOR REFUNDING OF THE FEES, CHARGES FOR STUDENTS WHO WITHDRAW, POLICIES REGARDING CHANGES TO TUITION AND OTHER FEES, DESCRIPTION OF FINANCIAL AID OPPORTUNITIES AND POLICIES, SCHOLARSHIPS, AND OTHER FINANCIAL AIDS AVAILABLE. ....	25
M. MAXIMUM ANNUAL LIMIT FOR ANY FEE INCREASE.....	31
N. STUDENT SERVICES OFFICE .....	31
O. STUDENT RIGHTS AND RESPONSIBILITY (CODE OF CONDUCT).....	32
P. STUDENT GRIEVANCE: APPEALS AND COMPLAINTS AND PROCESS FOR RESOLVING.....	39
Q. ACADEMIC INTEGRITY, DEFINITIONS OF PLAGIARISM AND OTHER OFFENCES.....	40
R. CREDIT HOUR.....	43
S. DEFINITIONS OF ACADEMIC TERMINOLOGY CONCENTRATIONS, CORE COURSES, ELECTIVES.....	43
T. DEGREE AND PROGRAM COMPLETION REQUIREMENTS, INCLUDING CURRICULUM, PROGRAM LEARNING OUTCOMES AT THE APPROPRIATE LEVEL AND ALIGNMENT WITH QF EMIRATES.....	44
U. GENERAL EDUCATION REQUIREMENTS .....	47
V. SEQUENCING OF COURSES WITHIN PROGRAMS .....	48
W. COURSE DESCRIPTIONS .....	55
X. ACADEMIC REGULATIONS, GRADING SYSTEM, POLICIES REGARDING ACADEMIC PROGRESS, AND OPPORTUNITIES FOR APPEAL BY THE STUDENTS. ....	94
Y. LIST OF GRADUATE FACULTY AT IMT, DEGREES HELD AND CONFERRING INSTITUTION .....	104
Z. LIST OF SENIOR ADMINISTRATORS.....	108
AA. BOARD OF GOVERNORS AND THEIR AFFILIATIONS.....	109
BB. CONTACT INFORMATION AND LOCATION .....	109
RESEARCH POLICY OF INSTITUTION .....	111

## MESSAGE FROM THE DEAN

Welcome to IMT Dubai.

Institute of Management Technology, Dubai has very well qualified and experienced faculty members, modern class rooms and residential infrastructure, library and computing facilities. On behalf of the faculty community, I advise you all to take advantage of such an ecosystem to learn and develop yourself. We have a student centered approach and are here to ensure you have a successful academic year.

The Programs at IMT Dubai offers you a unique learning experience. Our Programs will not only assist you in gaining a solid education in management, but you will gain the opportunity and possibility to strengthen your analytical skills, develop a practical approach, gain knowledge and expertise in the local business arena. Moreover, you will have the opportunity to build upon your own personal skills.

At IMT Dubai, it is our intent to help you become more effective business leaders who are familiar with challenges and opportunities that face corporations operating in and from this part of the world.

It is important to make yourself aware of the policies and procedures of the institute for smooth functioning. This program catalog and student handbook are important document for you to have a comprehensive guide to the policies, procedures, rules and regulation. Advice you to read it carefully as it will answer many of your queries.

If there are any questions or concerns you may have, please do not hesitate to contact the Office of Students Services, or contact IMT Dubai at [info@imt.ac.ae](mailto:info@imt.ac.ae).

**Dean**

**IMT Business School**

a. Academic Calendar

MBA 2021 Batch : 2021-2022		
	Date	Event
Fall - 2021	3-Oct-21	Term I begins
	21-Oct-21	Prophet Muhammad's Birthday -Holiday
	1-Dec-21	Commemoration Day - Holiday
	02 - 03 Dec 21	UAE National Day - Holiday
	5-Jan-22	Term I Ends
Fall Break	19-Dec-21	Fall Break Begins
	29-Dec-21	Fall Break Ends

	Date	Event
Spring -2022	9-Jan-22	Term II begins
	TBD	Vaudeville 2022
	20-Apr-22	Term II ends
	02 May - 05 May 2022	EID Holidays*
	24-Apr-22	Term III begins
	6-Jul-22	Term III ends
Spring Break	27-Mar-22	Spring Break Begins
	6-Apr-22	Spring Break Ends

	Date	Event
Summer - 2022	10-Jul-22	Term IV begins
	10 July - 12 July 2022	EID Holidays*
	14-Sep-22	Term IV ends
	18-Sep-22	Internship Submission starts
	28-Sep-22	Internship Submission ends

**PUBLIC HOLIDAYS:** Students will be required to make-up for classes missed during public holidays

Term breaks and national day holidays are subject to confirmation from Ministry of Education - Higher Education Affairs

\* EID holidays are confirmed based on Government announcements.

The dates mentioned in the calendar are tentative and subject to change due to unforeseen circumstances.

EMBA - AY 2021 - 2022		
	Date	Event
Fall 2021	26-Aug-21	Module D begins for Fall 2020 (Sec A&B)
		Commencement of Fall 2021 foundation classes
	16-Sep-21	Module C begins for Spring 2021 (Sec A&B)
	23-Sep-21	Module B begins for Summer 2021
	30-Sep-21	Module D begins for Fall 2020 (Sec C)
		Module E begins for Fall 2020 (Sec A&B)
	7-Oct-21	Commencement of Fall 2021 (Sec A&B) classes - Module A
	12-Nov-21	Last final exam for Summer 2020 foundation batch
	20-Nov-21	Last final exam for Fall 2020 (Sec A&B) batch
	02 - 03 Dec 2021	Holiday - UAE National Day
	9-Dec-21	Module E begins for Fall 2020 (Sec C)
	23-Dec-21	Winter Break Begins
	31-Dec-21	Winter Break Ends
Spring - 2022	6-Jan-22	Module C begins for Summer 2021
		Commencement of Spring 2021 foundation classes
	13-Jan-22	Module D begins for Spring 2021 (Sec A&B)
	27-Jan-22	Module B begins for Fall 2021 (Sec A&B)
	12-Feb-22	Last final exam for Fall 2020 (Sec C) batch
	17-Feb-22	Commencement of Spring 2022 (Sec A&B) classes - Module A
	3-Mar-22	Module E begins for Spring 2021 (Sec A&B)
	28-Apr-22	Module D begins for Summer 2021
	05 - 06 May 22	EID Holidays
	12-May-22	Module C begins for Fall 2021 (Sec A&B)
	13-May-22	Last final exam for Spring 2021 (Sec A&B) batch
	31-Mar-22	Spring Break Begins
8-Apr-22	Spring Break Ends	
Summe r - 2022	Date	Event
	9-Jun-22	Module B begins for Spring 2022 (Sec A&B)
	23-Jun-22	Module E begins for Summer 2021
	13-Aug-22	Last final exam for Summer 2021 batch
	18-Aug-22	Module D begins for Fall 2021 (Sec A&B)

**PUBLIC HOLIDAYS:** Students will be required to make-up for classes missed during public holidays

Term breaks and national day holidays are subject to confirmation from Ministry of Education - Higher Education Affairs

\* \* EID holidays are confirmed based on Government announcements.

The dates mentioned in the calendar are tentative and subject to change due to unforeseen circumstances.



**b. A brief statement of the institutions history**

Established in 2006 Institute of Management Technology Dubai (IMTD) was envisioned to become a leading institute for research and teaching in the field of management. To make an impact in the region and globally, IMTD was one of the earliest to obtain Commission for Academic Accreditation (CAA) recognition of all its programs from the Ministry of Education UAE. IMTD is an entrepreneurial, modern, research focused institute that is located in the heart of Dubai International Academic City (DIAC). IMTD boasts of a serene campus that that has not only the best in class academic infrastructure and learning resources but also provides campus housing and extracurricular facilities or students that enable a word class living and learning experience.

In its continuous pursuit of excellence IMTD recruits qualified faculty from across the world with terminal degrees. Over the years this has enabled IMTD to offer high quality programs at graduate and under graduate levels and also maintain a steady focus on research and publications. The quality of programs at IMTD coupled with the scholarly contributions of the faculty has enabled us to take confident strides towards getting AACSB accreditation.

IMTD has an ever growing network of international partners who bring both academic and cultural diversity to our programs. IMTD students continue to participate in international exchange programs with our partner institutes.

With over 2000 Alumni globally dispersed and engaged in large MNCs and Government bodies, IMTD continues to make a mark in the world of business and society. Over the years our graduates have excelled in the corporate world and many have risen the ranks to become well known leaders in their respective industries. It is a testimony to the uncompromising commitment that IMTD has for student success and the quality of its human capital.

### c. **Statements of Vision, Mission and Institutional goals**

The Vision and Mission of IMT is as follows:

#### **Vision**

IMT Dubai aspires to become a leading university in the region for nurturing high quality professionals in management.

#### **Mission**

Our mission is to impart quality education to prepare the next generation of ethical business professionals. We adopt interactive teaching pedagogies & undertake applied research by engaging in real issues of the corporate and social sector

#### **Strategic Goals & Objectives of the institute**

##### **Goal-1: Offer high quality programs relevant to business and Industry in the region.**

**Obj 1a:** To design and deliver portfolio of programs and courses in the areas of business, management and allied fields.

**Obj 1b:** To sensitize students to sustainability, environmental and ethical issues related to business and society.

##### **Goal-2: Create conducive and productive environment for student learning and professional development.**

**Obj 2a:** To adopt innovative pedagogical methods that will enrich student learning and experience.

**Obj 2b:** To actively pursue student and faculty mobility with international partner universities.

**Obj 2c:** To develop high quality teaching materials, text books, cases and reference books to augment teaching and learning experience.

**Obj 2d:** To provide IT enabled processes for teaching, learning and related activities.

##### **Goal-3: Attain National, Regional and International Recognition for High Quality Academic Programs.**

**Obj 3a:** To benchmark and improve curriculum and academic processes every three years.

**Obj 3b:** To strive and achieve international accreditations for the programs.

##### **Goal-4: Foster partnership with industry and government bodies for experiential learning**

**Obj 4a:** To offer executive education programs for professionals and executives.

**Obj 4b:** To engage with industry for collaborative projects and strengthen industry-academia interface.

##### **Goal-5: Promote international outreach with recognized universities and institutions.**

**Obj 5a:** To have a diversified mix of students and faculty from different geographical regions.

**Obj 5b:** To create and develop partnership with institutions of repute.

##### **Goal-6: Focus on applied business research relevant to industry, business and society.**



**Obj 6a:** To support high quality applied research in corporate and social sector

**Obj 6b:** To encourage faculty and students research publications in conferences and journals.

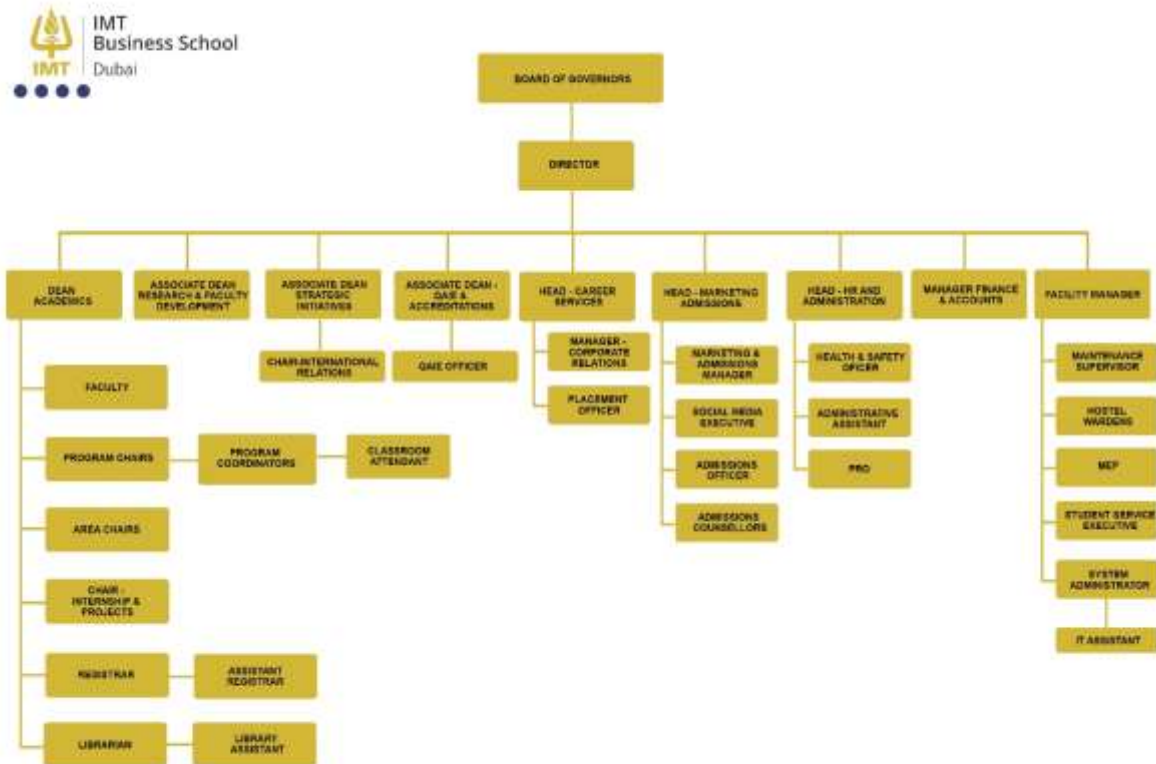
**d. Statement about Licensure**

Institute of Management Technology-Dubai, located in the Emirate of Dubai, is officially Licensed from 22-February-2006 to 20-September-2022 by the Ministry of Education of the United Arab Emirates to award degrees/qualifications in higher education.

**e. International accreditations held by programs**

All the programs offered at the institute are accredited by The International Accreditation Council for Business Education (IACBE). This accreditation is valid till 31<sup>st</sup> December 2026. The institute has initiated the process for AACSB accreditation and is a member. The initial Self-Evaluation Report (iSER) by the institute is accepted by AACCB in the year 2020, and the institute has submitted progress report in September 2021.

## f. Organization chart of the institute



## g. Resources and Physical settings

### Location

IMT Dubai is located at Dubai International Academic City (DIAC) and caters to fulfill the needs of students for a high-quality, International education. It has a modern campus equipped with world class amenities.

### Building

The state of the art campus spread over approximately 5 acres of plot and hosts world-class teaching and learning halls, a library and other curricular and extra-curricular infrastructure. On-campus hostel facilities also ensure a full university experience for students. Institute physical resource consists of a plot area of **226,587** sq. ft. in 8 buildings: five buildings are for students' residence, two for lecture halls and a main building for faculty & staff offices and library.

The infrastructure at the IMT campus includes

<ul style="list-style-type: none"> <li>• Classrooms – 18 Nos</li> <li>• Study Rooms - 6 Nos.</li> <li>• Library – 1 (120 Seats)</li> <li>• Faculty Cabin - 23 Nos.</li> <li>• Big Cabin for HOD/Staff - 11 Nos.</li> <li>• Conference Room - 2 Nos.</li> <li>• Prayer Room (Male) - 1 Nos.</li> <li>• Prayer Room (Female) - 1 Nos.</li> </ul>	<ul style="list-style-type: none"> <li>• Student accommodation with 594 beds</li> <li>• Canteen with dining halls – 1</li> <li>• Coffee shop -1</li> <li>• Parking slots – 220 Nos</li> </ul>
--	---

Institute currently has 18 lecture halls, 6 tutorials/study rooms, an auditorium & a library. Additional educational support spaces include the fitness center, music rooms, student lounge / recreation hall, table tennis & other indoor recreational facilities.

There is separate accommodation for male and female students in the campus.

### Classrooms and Capacities

Floor	Classroom No.	Capacity
Ground	Room 1	36
Ground	Room 2	36
Ground	Room 3	52
Ground	Room 4	52
Ground	Room 5	52
Ground	Room 6	36
Ground	Room 7	36
First	Room 8	40

First	Room 9	40
First	Room 10	54
First	Room 11	54
First	Room 12	54
First	Room 13	36
First	Room 14	36
First	Room 15	30
First	Room 16	30
First	Room 17	30
First	Room 18	30

**Campus accessibility and parking**

IMTD campus is located within DIAC campus on the main road with road access and parking access for 220 vehicles. The student parking is available both inside and outside the premises that are clearly marked.

## h. Corporate Relationships with other Educational, Cultural or Community organizations.

### Educational Partners

IMT also has an extensive collaboration with International B-Schools across the world. The institute philosophy is to extend collaborations with Universities and Business Schools with high quality standing so as to create maximum value for exchange students. Following is the list of our international Academic partners for the 2021 academic year.

#	Partner Names	Country
1	Nova School of Business & Economics	Portugal
2	IÉSEG School of Management	France
3	NEOMA Business School	France
4	Toulouse Business School	France
5	Rennes School of Business	France
6	Institut Mines-Télécom Business School	France
7	EM Normandie	France
8	Burgundy School of Business	France
9	ISCTE Instituto Unversitario De Lisboa	Portugal
10	Arizona State University	USA
11	International School of Management	Germany
12	PSB Paris School of Business	France
13	ESCA Ecole De Management	Morocco
14	COPPEAD Graduate School of Business	Brazil
15	ICHEC Brussels Management School	Belgium
16	Institut Supérieur De Gestion	France
17	Fachhochschule KufsteinTirol Univ. of Applied Sciences	Austria
18	Nottingham Trent University	UK
19	Chung-Ang University	S. Korea
20	National Tsing Hua University	Taiwan
21	BINUS University	Indonesia
22	ALBA Graduate Business School	Greece
23	Universiti Tenga Nasional	Malaysia
24	Universita Degli Studi Di Messina	Italy
25	ICD International Business School	France
26	INSEEC Business School	France
27	Universidad de Monterrey	Mexico
28	Universitas Indonesia	Indonesia
29	em-lyon Business School	France



### Other Corporate Relationships/Partners

PRIME-an initiate of the United Nations Global Compact
WE SUPPORT - UN Global Compact
Dubai International Academic City – Student-Hub
FINCASA Capital
IBM

### MoU/Agreement with Other University Libraries in the UAE.

One of the main objectives of our IMT Dubai library is to develop cooperative arrangements with other libraries with the goals of maximizing resource sharing and providing a level of consistency in programs and services. Currently IMT has cooperative (MoU) agreement between American University in the Emirates (AUE) which is located in Block 6 & 7 Dubai Academic City, for resource sharing and library co-operation.

### i. Programs and degrees offered

List of graduate and undergraduate programs

Program	MOE-CAA Accreditation Expiry date	Medium of Instruction
Bachelor of Business Administration	4 April 2024	English
Master of Business Administration	4 April 2024	English
Executive Master of Business Administration	30 September 2022	English

## j. Admission requirements and procedures

### Admission requirements

Applicants are required to contact the admission office in person/website/email/telephone. There is no application fee for applying for graduate program at the institute.

#### I. Satisfactory Academic Standing

Applicants to the graduate programs must have an undergraduate degree (Bachelor's degree) from an accredited university recognized by the Ministry of Education, UAE with a CGPA of 3.0 and above on a 4.0 scale or its equivalent score.

The applicants may be conditionally admitted to the graduate program with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.5 on a 4.0 scale or its established equivalent. Such a student must take a maximum of nine credit hours of courses studied for the graduate program during the period of conditional admission and must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of courses studied for the graduate program or be subject to dismissal.

Those applicants with a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent will be required to successfully complete remedial courses as a foundation program. While these remedial courses are not for credit within the degree program a student has to score a CGPA of 3.0 on a scale of 4.0.

For applicants who graduated in percentage system from Indian Universities, following CGPA Conversion will be considered:

Scale	Equivalent GPA	U.S. Grade Equiv.
60-100	4	A
55-59	3.5	B+
50-54	3	B
43-49	2.5	C+
35-42	2	C
0-34	0	F

## II. Proficiency in English

Applicants whose native tongue is not English are required to take any one of the English Proficiency Test and obtain a minimum score as follows:

Sl.No.	English Language Test	ENTRY SCORE
1	IELTS (Academic)	6.0
2	Paper-based TOEFL	550
3	Internet-based TOEFL	79
4	Computer-based TOEFL	213
5	EmSAT	1400

Students who completed schooling (K-12) and a Bachelor's degree in English speaking countries (e.g. UK, USA, Australia, New Zealand) may apply for English proficiency requirement waiver. Such applications are considered on a case to case basis with the approval of the MOE.

## III. Work Experience

Students applying for Executive MBA Program must possess a minimum of three years of work experience. Students applying for MBA Program must possess a minimum of two years of work experience.

### Foundation Leading to Masters

Foundation program is endorsed by the CAA. The program is designed specifically for those students who require additional support to acquire knowledge and skills essential for the Master's level programs i.e., Master of Business Administration (MBA) and Executive Master of Business Administration (EMBA) program. The foundation program will be offered on-campus and enables students to bridge the knowledge gap between their undergraduate studies and master level program at IMTD. This foundation program is beneficial for those applicants who have obtained cumulative grade point average (CGPA) between 2.0 and 2.49 on a 4.0 scale or its established equivalent for admission as per the CAA Standards 2019. After the successful completion of the foundation program, the candidate has to fulfill the English Language Proficiency requirement for confirming admission in the Master's program. A candidate can appear for the program for a maximum of two attempts.

The courses offered in the foundation program are bachelors level courses and linked to business and society. All the courses are non-credit courses and the candidate has to complete the foundation program with CGPA of 3.0 on a scale of 4.0. The selection of courses for foundation program is based on the credentials submitted during admission.

### Objectives of Foundation for Master's Level Program are:

1. To enable students to bridge the knowledge gap between their undergraduate studies and Master's Level Program.
2. To help students to obtain necessary skills that are essential to enroll into the Master's Level Program.

3. To prepare students to grasp basic business concepts and principles required to pursue Master's Level Program.

**Courses Offered:**

Following courses are offered for foundation program.

Sl.no.	Course Name	Contact Hours	Credits
1	Principles of Management (FP-01)	30	2
2	Mathematics (FP-02)	30	2
3	Critical Writing (FP-03)	30	2
4	Introduction to Sociology (FP-04)	30	2
5	Innovation and Entrepreneurship (FP-05)	30	2

**Conditions applicable for Foundation Program:**

Following conditions will be applicable for the students opting for foundation program:

- Students are required to complete three courses from the above list as per the recommendations of the admission panel before enrolling for the Master's Level Program.
- Students must earn a CGPA of 3.0 on a 4.0 scale in the foundation program in order to enroll for the Master's Level Program.
- All the courses offered in foundation program are non-credit courses and do not count for CGPA calculation of Master's Level Program.

Some of these courses are offered at undergraduate level and applicants are encouraged to register for these courses along with undergraduate students.

**Fee structure:** The students who are required to complete the foundation program must pay the applicable tuition fees for foundation courses at the time of admission.

**Admission Deadlines**

IMTD announces the deadline for admission on the website and other printed materials for easy access to all the concerned stakeholders

## Admission Process and Required documents

### a) Documents Submission

All applicants must submit the following documents for admission to the master degree program.

- Resume reflecting educational and professional experience – whenever there is a doubt the student would have to provide a company letter supporting the resume provided.
- Copies of all academic transcripts and certificates (High School and Bachelor Degree). In case the bachelor degree is not yet issued by the University, then a provisional degree completion certificate/course completion letter from the University/College must be submitted.
- Proof of English language proficiency (IELTS / TOEFL / EmSAT)
- Passport size pictures (4)
- Passport copy with resident visa
- Emirates ID (if available)

Additionally, if a student is seeking advance standing in a chosen program, they must submit the following document:

- Certified copies of official academic transcripts showing all courses studied and grades obtained
- Syllabus details (including information on course content) of the courses you successfully completed

### b) Application Screening

The Office of Admissions shall review the applications within three days from the date of receipt and will notify the students about the status of admission.

### c) Personal Interview

Eligible candidates must clear the Personal/Web-based/Telephonic interview arranged by the Office of Admissions.

### d) Issuance of Offer Letters

Applicants, who have met all the admissions requirements and successfully completed the interview, will be issued a conditional acceptance letter for joining the master degree program.

### ***Attestation of Documents***

All applicants for admission are required to obtain equivalency certificate of their Bachelor's degree from the UAE Ministry of Education located in Dubai, UAE. The equivalency process is dependent upon whether the student has completed his/her degree within the UAE or outside the UAE. The onus of getting their Bachelors' Degree equivalency rests with the concerned student. IMT is not liable if a student is not able to receive his/her equivalency certificate.

### ***Applicants who completed their Bachelor degree outside the UAE***

They are provisionally admitted to the University and permitted to commence the first term of study. However, they must have their Bachelor degree and transcripts/mark sheets certified by:

1. The issuing University and/or recognized authority for tertiary education in the host country in which they completed their education.
2. The Ministry of Foreign Affairs in the host country
3. The UAE Embassy in that host country
4. The Embassy of the host country in UAE must attest the authenticity of the documents and attestations.

Additionally, the UAE Ministry of Education must issue an Equivalency Certificate.

In special cases, if allowed by the authorities, the certificates may be verified against originals by Embassies in the UAE and UAE Ministry of Foreign Affairs.

An applicant who is unable to secure the Equivalency Certificate as outlined above at the time of admission will be asked to sign a "Consent to Provide Documents" form agreeing to secure the equivalency by three months. The applicant will be permitted to commence his/her studies at IMTD.

For more details, please visit the following link.

<https://www.moe.gov.ae/En/EServices/ServiceCard/Pages/UnversiyCertificateEquilization.aspx>

### **Transfer Admissions**

#### **a. International Exchange**

Students can opt for International Exchange from 3rd Semester /Term/Module onwards. Student can earn up to 25% of graduate program at a partner institution having specific agreement to



that effect with IMTD. Offering of International exchange option is at the discretion of the Institute. The process for international exchange are as below:

- To be considered for an International Exchange, a student must have a satisfactory academic record with a minimum CGPA of 3.0 at the end of 2nd semesters/2<sup>nd</sup> term/ 2<sup>nd</sup> module. Students on academic probation in first and/or second term are not eligible for international exchange.
- Interested students can submit a written request to the Chair-International Relations substantiating the reasons for applying for the Exchange Program. After the review, Chair-International Relations nominate the student and inform the respective program chairs.
- The credits earned in exchange program will be transferred as per IMTD transfer admission policy.

#### **b. Transfer Admission from Other Universities.**

The conditions for transfer admission are as follows:

- The university from where the student is transferring must be recognized by the Ministry of Education, UAE or Ministry of Education of their respective country.
- The program must be at the same level and it should not be very different.
- The student shall submit the official transcripts of all post-secondary work attempted at all institutions attended.
- Credits completed in other universities must be mapped with IMTD courses for the award of credits exemption.
- Same course taken in two different institutions shall not be granted credits twice.
- For the undergraduate level program, grade C (minimum 2 on a 4 scale) and above are eligible to be transferred. The credit transfer shall not be more than 50 % of the total credits in the Undergraduate level.
- For the Graduate level program, Grade B (minimum 3 on a 4 scale) above is required to be transferred. The credit transfer shall not be more than 25% of the total credits in the Graduate level.
- No credit transfer is allowed for graduation projects/ thesis completed in other universities.
- Other eligibility requirements including English Proficiency and Arabic language requirement are to be fulfilled.
- The Registrar shall issue timely notification to the student, prior to admission, of the transferability of credit, how much credit is granted, and how the accepted credit will be applied to the degree program of the receiving institution.

#### **I. Advanced Standing**

IMTD allows advanced standing based on recognition of prior learning (RPL) leading to credit waiver. Any candidate applying for RPL must submit academic transcripts and relevant

curriculum / course outline of the courses based on which he/she is asking for credit waiver. The decision of the credit waiver is taken by an ad hoc committee comprising of the Dean, Program Chair, relevant Faculty member and the Registrar. The committee may recommend exemption of a maximum of 25% of the courses in any program.

Advanced standing with credits are granted to students who have undergone UAE Recognized Professional Qualifications and Internationally Recognized certifications.

The criteria to grant an advanced standing with credits are as follows:

- Course requirements
- Course content
- Learning outcomes
- Assessment methods
- Contact hours
- Grades achieved.

### **Joint Degree Programs**

The institute does not offer any joint degree programs.

## **k. Policies regarding registration, withdrawal and re-admission, probation and dismissal**

### **Registration for the module/term**

- The students are required to register themselves for upcoming Module/term by paying Module/term fees. The registration starts 10 days before the starting date of the Module/term and registration closes on the first day of the start of the Module/term.
- Students can drop a course only during the drop course period. The course drop period is until the end of first two weeks of the Module/term.
- Elective courses can be switched until the end of first two weeks of the Module/term.
- In case of weekend programs, switching is allowed until the end of first two sessions.
- Course(s) can be dropped only with the permission of the Program Chairperson.
- In case of weekend program, a course can be dropped until the end of first two sessions.
- Students will be required to register and successfully pass the dropped course(s) at the next available opportunity.
- Students who drop courses might not be able to complete their program in the specified duration.
- Drop Course Fees of AED525/- is applicable to drop a course.

## Withdrawal and readmission

Any student can withdraw from the program by filling up the “Withdrawal Form” at any point of time. The Program Chairperson may counsel the student and discuss the reasons for withdrawal. The withdrawal form with Program Chairperson’s recommendation will be forwarded to the Dean for final approval. Once approved, the following fee refund policy shall be applicable:

### a. Withdrawal before the commencement of the Program

- A fee of AED 4,000 will be deducted from the Registration/confirmation fees against administrative services.
- The student will be liable to pay any additional cost incurred by the Institute.

### b. Withdrawal within 1st Week of the commencement of the Program

- 50% of the 1<sup>st</sup> Semester/Module/Term Tuition fee and Residence fee (if applicable) shall not be refunded.
- Visa and Health Insurance charges will not be refunded.
- The student will be liable to pay any additional cost incurred by the Institute.

This Refund policy is applicable irrespective of whether the student attended the classes or not after the commencement of the Program.

### c. Withdrawal after 1st Week of the commencement of the Program

- No refund of total fees of 1<sup>st</sup> Semester/Module/Term (Tuition fee & Administrative fee) and Residence fee (if applicable) after commencement of the program.
- Visa and Health Insurance charges will not be refunded.
- The student will be liable to pay any additional cost incurred by the Institute.
- To formally withdraw from the program, the student must pay all the due payments to IMTD.

This Refund policy stated in (b) and (c) above is applicable whether the students attended classes or not after the commencement of the Program.

After the completion of first Semester/Term/Module any fee refund request shall not be considered.

### a) Deferment Option:

If a student requests for a deferral of his/her admission, then she/he shall have to pay additional charges (refer to Miscellaneous fee of IMTD). The deferment request is subject to approval of the Dean- Academics. In the case of deferral any utilized fee will be held as non-refundable credits in the student account for a period of one year after which the unutilized fee shall be retained by the institution.

### Academic Standing, probation and dismissal

- a. Students are considered to have a good academic standing when they have minimum CGPA of **3.00** on a scale of 4.00 at the end of each semester / term/module for the Master level program.
- b. Students whose CGPA is below **3.00** are placed on academic probation in the following two semesters/module/term of the respective program.
- c. Students must revert to good academic standing i.e., CGPA **3.00** or more by the end of the probation period.
- d. Students who do not revert to good academic standing by the end of the probation period are dismissed from the program. Following conditions lead to the dismissal from the Program:
  - Number of “F” grades is more than two.
  - CGPA is below **3.00 in Graduate program** at the end of the probation period or at the end of the program.
  - The student may appeal to the Academic Committee seeking continuation showing reason.
- e. The students in graduate program have the option to repeat a maximum of four courses during their entire program period for the purpose of improvement of CGPA. Only the courses with a grade of B- or less grades are allowed to be repeated. Irrespective of the performance in the repeated course, the grades obtained in a repeat exam shall be retained as final.

I. Financial policies including tuition fees, other program cost, schedule of payments, policies and procedures for refunding of the fees, charges for students who withdraw, policies regarding changes to tuition and other fees, description of financial aid opportunities and policies, scholarships, and other financial aids available.

Fee Structure for MBA

S.no.	Description	Term				Total fees
		1	2	3	4	In AED
		All amount in AED				
1	Tuition Fee (Including Double Sharing Accommodation)	18,700	18,700	18,700	18,700	74,800
2	Administration fees	2,550	2,550	2,550	2,550	10,200
3	<b>Total Program Fee</b>	<b>21,250</b>	<b>21,250</b>	<b>21,250</b>	<b>21,250</b>	<b>85,000</b>
4	Medical Insurance	2,038				2,038
5	Visa charges	3,150				3,150
6	Alumni Membership Fee				370	370
7	Hostel Deposit (refundable), No. VAT applicable	3,700				3,700
8	Library Deposit (refundable), No. VAT applicable	1,110				1,110
<b>Note :</b>	<b>VAT @ 5% will be charged extra, is applicable on S.no. 3, 4 &amp; 5.</b>					

Notes

- Scholarships, if any, will be applied on Tuition fees only.
- Administrative fee is non-refundable.
- In the case of Repeat/improvement course, the students will be charged based on the credit for the course

### Payment Schedule for MBA

Program Fees for the MBA program can be paid in four installments; These four installments need to be paid at least 10 days before the term (I, II, III, IV) start dates.

### Fee Structure for EMBA

EMBA Program fee Structure in AED							
S.no.	Description	Module					Total fees In AED
		1	2	3	4	5	
		All amount in AED					
1	Tuition Fee	16,000	16,000	16,000	16,000	16,000	80,000
2	Administration fees	1,600	1,600	1,600	1,600	1,600	8,000
3	Library Deposit (refundable)	1,110					1,110
<i>Note : VAT @ 5% will be charged extra, is applicable on S.no. 1 &amp; 2</i>							

### Payment Schedule for EMBA

Program Fees for the EMBA program can be paid in five installments; These five installments need to be paid at least 10 days before the module (A, B, C, D, E) start dates.

### Other fees (as applicable):

1. Residence fees per semester AED 13,500 for double occupancy and AED 17,250 for single occupancy.
2. Refundable Security deposit for hostel AED 3700
3. Refundable Security deposit for visa AED 2000
4. Medical insurance AED 2038 per year
5. New Visa charges AED 3150 for a year and visa renewal charge AED 2400 for a year.

### Notes:

1. Scholarships, if any, will be applied on Tuition fees only.
2. Administrative fee is non-refundable.
3. *In the case of Repeat / Improvement courses, the students will be charged based on the credit for the course*

For detailed fee structure, please refer your offer letter.



## Scholarships and Tuition Fee Reductions

The primary objective of scholarships at IMTD is to promote recruitment and retention of high academic achievers. IMTD provides following scholarships based on merit and achievements of the students:

- a. Academic excellence scholarships
- b. Merit Scholarships.

Specific details of various other scholarships are announced at the beginning of the academic year after the approval of BoG. Additionally, IMTD honors various discounts for the students holding FAZAA, ESAAD, ALSAADA etc. cards.

This information is widely disseminated on websites, admission brochures and marketing collaterals.

### I. Bank Details

Account Name	Institute of Management Technology FZ LLC
Bank Name	Emirates NBD Bank PJSC, Mankhool Branch, Dubai, UAE
AED Account No	1011409872502, <b>(IBAN-AE70 0260 0010 1140 9872 502)</b>
USD Account No	1021409872501, <b>(IBAN-AE35 0260 0010 2140 9872 501)</b>
SWIFT Code	EBILAEAD

### Important Notes

1. Student's Roll no. & name should be clearly mentioned in wire transfer.
2. The payment may be done either by Payment gateway, cash, credit/debit card or through a Local cheque payable to "Institute of Management Technology FZ LLC" or through Wire Transfer to the above mentioned Bank Account.
3. Bank charges are to be borne by the remitter.
4. The exchange rate for conversion of USD to AED is taken as 1 USD = 3.65 AED
5. IMT Dubai reserves the right to change its fees and will notify all students of changes, if any.

## II. ADDITIONAL INFORMATION

Student Tuition and other fees are applicable to students completing the Program within the normal duration. Should the course of studies be extended, the student will be liable to pay for all additional Tuition and other fees including Residence:

- For any repeated course, additional payment per credit is charged.
- In case of repeat of semester, full tuition and other associated costs (e.g. residence, visa, health insurance etc.) shall be applicable.
- In case of suspension, the student shall not be eligible for any refund of tuition fee.
- Students enrolled in Summer Courses are charged additional Residence fees on a pro rata basis and any other associated costs.
- Students may avail the Residence Hall facilities only for the duration of the Semester.

## III. Late Fee Policy

It is the responsibility of students to pay all fees on time or else late fee charge as mentioned below shall be applicable.

Details for Late Fee Charges	
PARTICULARS	Late Fee for delay of every 15 days*
	Amount in AED
Late Fee - Outstanding Fees AED 501 – 10000	100
Late Fee - Outstanding Fees AED 10001 – 20000	200
Late Fee - Outstanding Fees AED 20001 – 30000	300
Late Fee - Outstanding Fees AED 30001 – 40000	400
Late Fee - Outstanding Fees AED 40001 – 50000	500
Late Fee - Outstanding Fees AED 50000 Onwards	750
* For example, the outstanding fee of a student is AED 9900 which falls under the slab AED 501- 10000. Late fee under the slab is calculated as below:	
<b>Period of Delay</b>	<b>Late Fee</b>
1 to 15 days	AED 100
16 to 30 days	AED 200
31 to 45 days	AED 300 and so on.

## IV. Fee Refund Policy

### a. Withdrawal before the commencement of the Program

- A fee of AED 4,000 will be deducted from the Registration/confirmation fees against administrative services.
- The student will be liable to pay any additional cost incurred by the Institute.

**b. Withdrawal within 1st Week of the commencement of the Program**

- 50% of the 1<sup>st</sup> Semester/Module/Term Tuition fee and Residence fee (if applicable) shall not be refunded.
- Visa and Health Insurance charges will not be refunded.
- The student will be liable to pay any additional cost incurred by the Institute.

This Refund policy is applicable irrespective of whether the student attended the classes or not after the commencement of the Program.

**c. Withdrawal after 1st Week of the commencement of the Program**

- No refund of total fees of 1<sup>st</sup> Semester/Module/Term (Tuition fee & Administrative fee) and Residence fee (if applicable) after commencement of the program.
- Visa and Health Insurance charges will not be refunded.
- The student will be liable to pay any additional cost incurred by the Institute.
- To formally withdraw from the program, the student must pay all the due payments to IMTD.

This Refund policy stated in (b) and (c) above is applicable whether the students attended classes or not after the commencement of the Program.

After the completion of first Semester/Term/Module any fee refund request shall not be considered.

**V. Disputes and Arbitration**

The Institute's decision on any and every subject will be final and binding and disputes of any nature will be dealt with under U.A.E. jurisdiction.

**VI. Miscellaneous Fees charges**

**Details for Miscellaneous Fees/Charges:**

SUBJECT TO CHANGE ANNUALLY						
PARTICULARS	AMOUNT	VAT - 5%	NET TOTAL	AMOUNT	VAT - 5%	NET TOTAL
	<i>All amount in AED</i>			<i>All amount in USD</i>		
GENUINENESS CERTIFICATION	50.00	2.50	<b>52.50</b>	14.00	0.70	<b>14.70</b>
LETTERS IN LETTERHEAD (FIVE WORKING DAYS)	100.00	5.00	<b>105.00</b>	28.00	1.40	<b>29.40</b>
DUPLICATE EXAMINATION HALL TICKET	50.00	2.50	<b>52.50</b>	14.00	0.70	<b>14.70</b>
LETTERS IN LETTERHEAD (TWO WORKING DAYS)	150.00	7.50	<b>157.50</b>	42.00	2.10	<b>44.10</b>
GRADE APPEAL/ ACADEMIC Committee	200.00	10.00	<b>210.00</b>	55.00	2.75	<b>57.75</b>
INTERIM TRANSCRIPT	250.00	12.50	<b>262.50</b>	69.00	3.45	<b>72.45</b>
OFFICIAL COURSE OUTLINES DETAILS	400.00	20.00	<b>420.00</b>	110.00	5.50	<b>115.50</b>
TOC APPLICATION FEES (COURSE MAPPING FEES)	300.00	15.00	<b>315.00</b>	83.00	4.15	<b>87.15</b>
OFFICIAL COURSE OUTLINES DETAILS (URGENT)	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
DUPLICATE DEGREE CERTIFICATE	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
CHEQUE RETURN CHARGES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
PROVISIONAL CERTIFICATE	300.00	15.00	<b>315.00</b>	83.00	4.15	<b>87.15</b>
DUPLICATE DEGREE CERTIFICATE (URGENT)	800.00	40.00	<b>840.00</b>	220.00	11.00	<b>231.00</b>
RE-EXAMINATION FEES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
EMIRATES ID REISSUANCE	800.00	40.00	<b>840.00</b>	220.00	11.00	<b>231.00</b>
IELTS BOOK	900.00	45.00	<b>945.00</b>	247.00	12.35	<b>259.35</b>
IELTS EXAM	1,050.00	52.50	<b>1,102.50</b>	288.00	14.40	<b>302.40</b>

DEFERRAL FEES	2,000.00	100.00	<b>2,100.00</b>	548.00	27.40	<b>575.40</b>
RE-JOINING FEES FOR WITHDRAWN/UNANNOUNCED DISCONTINUED STUDENTS	3,000.00	150.00	<b>3,150.00</b>	822.00	41.10	<b>863.10</b>
REPEAT COURSE FEES	BASED ON THE CREDIT FOR THE COURSE					
DROP COURSE FEES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
TRANSPORT - PER SEMESTER						
DUBAI	2,000.00	100.00	<b>2,100.00</b>	548.00	27.40	<b>575.40</b>
SHARJAH	2,500.00	125.00	<b>2,625.00</b>	685.00	34.25	<b>719.25</b>
AJMAN	2,750.00	137.50	<b>2,887.50</b>	753.00	37.65	<b>790.65</b>
JEBEL ALI /DISCOVERY GARDENS	2,500.00	125.00	<b>2,625.00</b>	685.00	34.25	<b>719.25</b>
ENGLISH FOUNDATION COURSE (FOUR WEEKS)	3,000.00	150.00	<b>3,150.00</b>	822.00	41.10	<b>863.10</b>

#### m. Maximum Annual limit for any fee increase

Fee communicated to the students at the time of admission is normally not increased during the regular study period. In case of an increase, the maximum annual limit for any increase is capped at 15%. In case of re-admitted students, fee structure of that time is applicable.

#### n. Student services office

The major services provide by the Student Service Office include:

- Managing student residences
- Application and liaison for Student Visa and Medical insurance for the students.
- Facilitate extra-curricular activities including sports, cultural and recreational activities
- Organizing student transportation
- Provide counseling to students through a professional and qualified counselor

Please refer to the Student Handbook for more details of student service.

## **o. student rights and responsibility (Code of Conduct)**

All students in the graduate programs at IMTD enjoy the following rights:

### **I. Student's Rights**

#### **a. General**

- Right to obtain quality education;
- Freedom of expression - to discuss and express all opinions publicly on the condition that the expression of freedom does not disrupt the normal operations of the Institute and nor does it harm other members of the Institute;
- Be respectfully and fairly treated;
- Safety and Wellbeing;
- Right to express grievance without prejudice.

#### **b. Departmental Services**

##### **Registration and Program Office Department**

- to know program graduation requirements, admissions procedures, course descriptions, pre-requisites, co-requisites, course availability, timetable and costs;
- to be given the course outline at the beginning of each semester, indicating the number of credits, description of the course, objectives, learning outcomes, assessment and references that could be used as supplementary material;
- receive assistance and academic advising;
- obtain an Identity Card;
- acquire official e-mail and password;
- to know and apply for various scholarships;
- submit official documents only to the admission or registration officers;
- to review their grades.
- to be informed about any changes of any rules pertaining to classroom procedures;
- to be informed about the penalties for cheating and plagiarism and their consequences;
- to be informed about the attendance policy and the consequences of noncompliance;

#### **c. Office of the Student Services (OSS) and Office of Career Service (OCS)**

- receive Career Advising and personal counselling;
- internship opportunities through the career services office;
- participate in clubs and other activities;
- elect or serve as member of the Student Council;
- acquire an alumni status after graduation.

#### **d. Accounts and Finance Department**

- To know about semester fee details
- To know about late fee and other charges
- To know about payment schedules and modes.

## **II. Student's Responsibilities**

The responsibilities of the students are to:

- follow the IMTD procedures to register, drop/add or withdraw from a course and/or program as outlined in the Student Handbook;
- arrive in class on time and to remain for the duration scheduled for classes and activities;
- appreciate the instructor's right to formulate and enforce attendance policy;
- observe the instructor's right to set deadlines for assigned work and to establish penalties for failure to comply with these deadlines;
- submit their own work;
- write tests and exams at the times scheduled by the instructors;
- assume responsibility for classes missed;
- follow and implement the regulations and policies of the institution;
- clear dues and fees on time;
- abide by the instructions given by invigilators during the examination.

### **Institute's Responsibilities towards Students**

Students at IMT can expect to be treated with reason and respect. All members of the faculty and staff of IMT will act responsibly toward students and respect them at all times.

Faculty members at IMT will at all time:

- Promote scholarly values in students including honesty, the free pursuit of learning and the exercise of academic freedom.
- Act professionally in the classroom and in other academic relationships with students.
- Evaluate students on the merit of their academic performance.
- Provide consultation on course work
- Acknowledge academic and scholarly contributions of students.
- Not engage in any exploitation, harassment, or prohibited discriminatory treatment of students.
- It is highly suggested that all Faculty refrain from fraternizing with students at all times.

## Student Code of Conduct

- i. Students will conduct themselves at all time in a manner appropriate with the realization that they are representatives of IMTD.
- ii. They will be sensitive to the culture and religious norms of the UAE and not engage in any behavior that would be deemed disrespectful.
- iii. Students will not engage in any activity that is considered illegal or irresponsible by the rules and laws on the UAE. Any violation of the UAE laws will result in immediate dismissal.
- iv. Students will display ethics of honesty and integrity at all times.

### I. Student Behavior

IMTD takes a very serious view of misbehavior and has a clearly mentioned policy on what constitutes unacceptable behavioral practices. Guidelines have been provided to the students about the same. Please refer to Standards of Personal Conduct which will be put in a form of a declaration separately duly signed by the students at the time of registering into the Program.

### II. Standards of Personal Conduct

Students are expected to meet the highest standards in their personal conduct. In particular, students are required to:

1. Observe the regulations of IMTD and directives of the faculty and staff.
2. Conduct themselves in a courteous and considerate manner in their dealings with faculty, staff, visitors and other students.
3. Maintain a dress code which is in line with the cultural requirements of UAE.
4. Use the Institute's property / facilities with due care and avoid causing harm to it.
5. Refrain from disruptive behavior, such as talking during speeches or classes; arriving late for or leaving early from classes; receiving or initiating telephone calls on mobile phones during classes; and making negative or rude comments during class about other students, faculty members, or the opinions of other students.
6. Refrain from borrowing or taking someone else's property without having permission from the owner. Taking or borrowing without permission is considered stealing.
7. Refrain from inviting external speakers or issuing public releases without prior permission from the Office of Student Service.
8. Refrain from organizing or engaging in activities such as rallies or demonstrations inside IMTD without prior permission from the appropriate authority.
9. Refrain from using the facilities of the institute for other than official purposes, unless previously authorized.
10. Refrain from distributing leaflets or journals, posting notices, or collecting signatures on the premises of IMTD without prior permission from the Office of Student Service.
11. Refrain from falsifying documents or using falsified documents for any purpose connected



with IMTD.

12. Provide security guards with personal identification and appropriate documentation when requested.
13. Refrain from using another person's name and/or ID number for any reason. Impersonation is a serious offence and it will be dealt as per the UAE law.
14. Refrain from organizing off-campus events without prior permission from the Office of Student Service.
15. Students should also refrain from engaging in improper conduct, which can damage the reputation of IMTD. For example, students should not:
  - Access inappropriate sites on the Internet.
  - Use inappropriate chat lines/rooms.
  - Misuse the electronic communication (e mail) facility.
  - Use or sell illegal substances and/or materials.
  - Exchange any gifts of significant monetary value with members of the faculty or staff.

### III. Code of Conduct for Residential Students

Residential students staying in the hostels provided by the Institute, please refer to the Residence Living Manual for the rules and regulations.

Any legal implications of the student's behavior are their own and the institute does not take any responsibility for the same. Further violation of the prescribed code of conduct is a valid ground for disciplinary action against the student and may even lead to expulsion from the Institute.

#### Dress Code

Students at IMTD are required to dress appropriately and respect the cultural and religious principles of the United Arab Emirates. This means dressing in a professional, respectful, and modest way. Inappropriate dress for males and females is completely unsuitable and prohibited at the College. Additionally, obscene, lewd, or offensive words or pictures must never be displayed on articles of clothing.

Report faculty or staff dress code violations to the Department Chair. Similarly, report student dress code violations to the Office of Student Service. Anyone who violates the IMTD dress code is subject to disciplinary action.

#### For Male Students

- Wearing shorts above the knee is not allowed.
- Wearing slippers with pants or jeans is not allowed.
- Wearing sleeveless clothes is not allowed.

### For Females Students

- Wearing short clothes above the knee is not allowed.
- Wearing sleeveless clothes is not allowed.
- Wearing clothes that reveal different parts of the body is not allowed.
- Wearing torn trousers that reveal different parts of the body is not allowed.

### *Smoking*

To protect and promote the health, safety, and welfare of its employees, students, and the public, IMTD will provide an environment free from exposure to tobacco smoke. Smoking or the use of tobacco products is not permitted inside the College facilities. The College ensures No Smoking signs are appropriately placed and visible throughout the College. There are two designated smoking areas for students.

### *DIAC code of conduct*

DIAC code of conduct is communicated to all IMT students and placed at different locations inside the campus. DIAC event related regulations are being followed at IMT.

- No inappropriate physical contact between males and females.
- Inappropriate dress for males and Females is prohibited.
- No fighting, assault or any act of violence.
- No harassing, threatening, bullying, intimidating others.
- No Possessing, using or distributing illegal substances.
- No smoking in undesignated areas.
- No possessing of firearms, explosives or weapons.
- No gambling.
- No raising false alarms.
- No setting fires.

## Policy and Procedure regarding Student Conduct

IMT expects its students to employ reason, show respect to others, and take responsibility for their action. With regard to their personal behavior and attitude towards others in the society, students are expected to respect the religious beliefs, values and heritage, law and order, property and rights of others. By their own initiative, students are encouraged to display a sense of personal honor and integrity, and to conduct themselves in a manner becoming an IMT student.

Any student who violates the above mentioned standards of academic and / or personal conduct exposes himself/herself to disciplinary measures under IMTD rules.

### I. Policy Regarding Non Academic Misconduct

- The OSS is responsible for student discipline pertaining to non-academic conduct
- When a student engages in conduct that is inappropriate as per the *Code of Conduct / Residence Living Manual*; OSS refer the matter to the Student Disciplinary Committee (SDC) [refer to **Section 1C** composition and for terms of reference]. The Committee will look into the matter, hear the concerned parties and make recommendation(s) to the Director/Dean-Academics for appropriate sanctions.
- Any non-academic violation may have the following disciplinary consequences:
  - Warning: verbal or written warning to the concerned student
  - Suspension: for a period of time
  - Dismissal: from the Institute
  - Payment of Damage: Fines and other penalties may be imposed in case a student commits breach of Institute rules resulting in any loss / damage to Institute property; misuses Library / computing / communications facilities.
  - If the concerned student is not satisfied with the decision, he/she can lodge an appeal with the Director.
  - The decision of the Director is final and no further appeals can be made.

## II. Policy Regarding Academic Misconduct

- All cases of Academic misconduct will be reported immediately to the respective Program Chair.
- The Program Chair will refer the case to the SDC, if necessary.
- The SDC shall analyze and evaluate the seriousness of academic offence and misconduct while giving a chance to the concerned student to represent his/her arguments. Based upon the circumstantial evidence and arguments of faculty and students, the SDC will take the decision and send the recommendations to Dean-Academics.
- Any violation of the Institute's academic rules, regulations and / or directives may result in following disciplinary measures:
  - Verbal or written warning
  - Awarding zero marks in relevant component of assessment
  - Repeating the Semester or the course
  - Suspension for a period of time
  - Dismissal from the Institute

If the student does not agree with the Dean's decision, an appeal may be made for review to the Director. The Director is the final authority for the revision of decision or any modification therein.

**p. Student Grievance: appeals and complaints and process for resolving**

The purpose of the student grievance procedure is to resolve grievances, other than grade complaints, that are introduced by students. If a student has a complaint or grievance about any aspect of Institute life:

- He / she should raise the matter at the earliest opportunity to the Student Services officer/ program coordinator who will try to solve it at their level.
- If the student is still not satisfied with the result, he / she can submit his grievance in writing to the Program Chair within two weeks from the occurrence of the incident.
- Program chair will try to resolve the issue at his/her level.
- If the student is still not satisfied, then the matter goes to Student grievance committee.
- The committee will then deliberate upon their findings and make recommendations to the Director/Dean-Academics, who will take the final decision, to be communicated to the affected parties.
- The Director shall be the final authority for the revision of decision or any modification therein.

#### q. Academic Integrity, definitions of Plagiarism and other offences

IMT expects its students to uphold high standards of academic integrity and conduct. In particular, students are required to:

- Abide by high standards of academic integrity, ethics and honesty. Refrain from cheating on homework and examinations, plagiarizing other people's work by submitting it as their own, and/or any other forms of academic dishonesty.
- Adhere to the published test or examination rules and regulations.
- The following are types of academic misconduct:
  - Cheating / using unfair means in examinations
  - Significant paraphrasing in student's written academic work
  - Switching off camera during remote examination
  - Disobeying instructions of invigilators during examinations
  - Unacknowledged use of information, ideas unless such ideas are commonplace
  - Citing sources which student had not read or referred to
  - Breaching the word limit of assignments and mentioning wrong word count.
- Plagiarism is another type of academic misconduct for which students needs to be aware of what constitutes plagiarism and its consequences. Students are briefed about the IMTD's plagiarism policies during the orientation program conducted at the beginning of each program. Faculty members also discuss plagiarism policy at the introductory session of each course. The plagiarism policy is also included in each course outline.

#### Plagiarism Definition

Plagiarism is the use of someone else's ideas, words, projects, artwork, phrasing, sentence structure or other work without properly acknowledging the ownership (source) of the property (item). Plagiarism is considered as academic misconduct. Students should understand what the plagiarism is and take well informed steps to avoid it.

Plagiarism can take various forms. The main categories of use of unreferenced work that could be construed as an act of plagiarism can be summarized as:

- Using someone else's quoted words without putting these words in quotation marks.
- Unauthorized borrowing of another person's idea, research work or theories.
- Failure to reference the other author's written words, quotes or definitions.
- Use of descriptions or quotations of another author without acknowledgement.
- Cosmetic paraphrasing occurs when the acknowledgement is made. The paraphrased quote is very similar to the original work.
- 'Cut and paste work' from electronic sources without explicit mentioning of complete URL. The inclusion of large amounts of pasted material, even if acknowledged, raise doubts about authenticity of student's work.

## Plagiarism Check Process at IMT

All work submitted by students is accepted on the understanding that it is their own. IMTD views plagiarism as academic misconduct and dishonesty. Students should adhere to high standards of academic integrity that includes referencing and acknowledging other's work, good literature review procedures while submitting assignments, projects or case studies.

For the purpose of academic discipline and penalization, three categories of plagiarism are defined on the basis of similarity index (percent of similarity). However, given the limitations of a software, evaluation shall be supervised by the concerned course faculty.

The steps followed in plagiarism checking are listed below:

- The student is responsible for submitting a proper referenced assessment.
- Faculty members are responsible for implementing the acceptable academic code of conduct through proper student orientation, citing examples of assignments, projects and thesis work that have followed proper acknowledgement and referencing standards.
- Every faculty member provides and implements strict academic code of conduct guidelines at the beginning of course.
- The CANVAS LMS portal at IMTD is integrated with OURIGINAL [previously known as OURIGINAL anti-plagiarism software (<https://www.ouriginal.com/>)]. All students' works are submitted through the LMS which has in-built plagiarism check software. Assessment submission links are available to the students through the LMS.
- OURIGINAL's anti-plagiarism system works with an ever expanding number of documents and sources classified into sources found on the Internet, articles published in academic journals and previously submitted documents. This includes everything from Wikipedia to national repositories of theses language indiscriminately (<https://www.ouriginal.com/our-products/>)

A big part of the material available on the Internet is only accessible through password-protected systems; hence, it cannot be located with the aid of an ordinary search engine. There is also a plethora of search engines, each with its own coverage. On top of this, there is a huge amount of material on the Internet that cannot be found though using regular search engines. OURIGINAL manages to find sources in all parts mentioned above.

Published material consists of hundreds of millions of books, journals, reference works, scientific articles, and so forth. Some material is accessible electronically via specific databases, whilst other material can only be found in the printed format. OURIGINAL has formed strategic partnerships with a number of leading information providers.

OURIGINAL always checks all assignments against previously submitted material. Consequently, students cannot steal another student's work nor plagiarize through means of too close collaboration.

OURIGINAL generates an analysis overview and is delivered to the course Instructor, either via CANVAS LMS or by email. The results are presented in a comprehensible, interactive analysis report so that the instructor can make the final judgement based on OURIGINAL's analysis if any plagiarism has indeed occurred.

OURIGINAL anti-plagiarism system generates originality report with percentage of similarity and the citations from where plagiarism might have occurred. The instructor uses the originality report to determine the similarity that is acceptable. The student will also be able to see the originality report. The instructor can provide the option to the students to revise the assessment upon comparing with originality report and resubmit the assessment.

If an assignment is submitted by the student through e-mail to the instructor, the instructor may login to OURIGINAL portal directly, upload the student submissions and can check the plagiarism using upload documents option.

Faculty must review the plagiarism report on case-to-case basis and decide on the final penalty to be awarded to the student.

### Levels of Plagiarism and Penalties

A similarity of 15% or less in the submitted students' work, as detected by the anti-plagiarism software tool OURIGINAL is excluded from any penalty. Similarities above 15 percent are classified in to three levels- Level 1, Level 2, and Level 3 as shown below. The level wise mark reduction are as follows:

Level	Similarity Percentage	Penalty
I	16 - 25%	This level is considered as moderately high level of similarity. For this violation, 25% of the awarded score in the written component will be deducted
II	Above 25%	This level means substantial similarity. Based on faculty's assessment about the nature of plagiarism, the faculty can award up to zero marks in the assessment
III	51% and Above	This level signifies a serious compromise with academic integrity. The concerned faculty shall refer such cases to the Disciplinary Committee through the Program Chairperson.

Faculty submits plagiarism incident report with student details as part of course portfolio. In extreme cases of academic dishonesty (including cheating, external collaboration, impersonation, Level-III plagiarism), grade XF (fail due to academic integrity violations) shall be awarded in the course.



#### **r. Credit hour**

Course credit hours are assigned to different courses as described in the Program Structure. One credit hour is equal to fifteen (15) hours of classroom contact time. In order to complete the MBA program, total requirement is 37 credits. In order to complete the EMBA program, total requirement is 38 credits.

#### **s. definitions of academic terminology concentrations, core courses, electives**

**Core course:** Course courses are compulsory courses which the students have to complete to earn their degree certificate

**Elective courses:** Courses which are not compulsory for students. Electives may be free—selected by the student from any course offerings, or restricted—chosen from a pre-determined list of options.

**Concentration:** A concentration is a grouping of courses which represent a specialization taken within the field of study. A concentration at the graduate level requires at least 15 credits of study in the specialized field, including 6 credits of Dissertation work.

**Credit Transfer:** A system whereby successfully completed credits at the same level and field of study from a previous University approved by MOE can be transferred to IMT, after satisfying the transfer requirements.

**t. degree and program completion requirements, including curriculum, program learning outcomes at the appropriate level and alignment with QF Emirates**

### **A. MBA PROGRAM**

The MBA program objectives are as follows:

1. To provide comprehensive knowledge of complex business dynamics to pursue careers in management and related fields. **(KNOWLEDGE)**
2. To develop analytical and entrepreneurial skills for enhancing effective and efficient decision making capabilities. **(SKILL)**
3. To develop abilities to lead individuals and groups effectively in pursuit of organizational and social goals. **(AUTONOMY & RESPONSIBILITY)**
4. To develop capabilities to continuously learn, benchmark and manage in a competitive and dynamic environment. **(ROLE IN CONTEXT)**
5. To strengthen the ability to manage organizations ethically in changing global socio-economic environment. **(SELF DEVELOPMENT)**

**Mapping of MBA Program Learning outcomes at level-9 with QF-Emirates Framework.**

<b>QF-Emirates Level-9 Strand</b>	<b>Program Learning Outcomes</b>
Knowledge:	Analyze business issues in an uncertain socio-economic environment using concepts models and tools.
Skills:	Develop innovative solutions by adopting appropriate methodologies through synthesis of knowledge in a variety of complex situations
Autonomy & Responsibility	Display the ability to work independently as well as in teams and take judicious decisions for leading professional teams in a multi-cultural environment
(Role In Context).	Plan and take responsibility to professionally manage systems and processes for achieving strategic goals in a global framework.
Self-Development:	Recognize changes in a dynamic environment, take measures to bridge the knowledge & proficiency gaps in a fair and ethical manner

## **MBA program Completion Requirements**

To be eligible to receive degrees, graduating students must meet all the following requirements:

- The students have to complete required credits of the program with overall cumulative grade point average of 3.0 on a scale of 4.0.
- They should complete at least 75%, of the required credits, in residency.
- To be eligible for Concentration wherever applicable, students must complete at least 15 credits which includes 9 credits of courses are in chosen area of specialization along with a dissertation of 6 credits.
- The maximum period of enrollment is three years. Any further extension may require the approval from the Dean-Academics.
- They must also clear all financial dues, submit all the required documents and should have no disciplinary actions pending against them.

## ***B. EXECUTIVE MBA PROGRAM***

### ***EMBA PROGRAM***

**The EMBA program objectives are as follows:**

1. To provide comprehensive knowledge of complex business dynamics to pursue careers in management and related fields. **(Knowledge)**
2. To develop analytical skills for enhancing effective and efficient problem solving and decision making. **(Skills)**
3. To strengthen critical thinking and communication within a variety of contexts. **(Skills)**
4. To develop abilities to lead individuals and groups effectively in pursuit of organizational and social goals. **(Role in Context)**
5. To develop capabilities to identify business opportunities and challenges to manage them ethically. **(Self-Development)**
6. To enhance capabilities for independent learning and governing systems and processes in a highly complex and dynamic environment. **(Autonomy)**

**Mapping of EMBA Program Learning outcomes at appropriate level-9 with QF-Emirates Framework**

QF-Emirates Level-9 Strand	Program Learning Outcomes
Knowledge:	Exhibit knowledge and understanding of concepts, theories and principles in business management.
Skill:	Apply appropriate tools and techniques for effective decision making and problem solving
Skill:	Critically analyze business issues and communicate effectively in a variety of scenarios
Autonomy:	Analyze systems and processes and assume responsibility of its effective governance
Role in Context:	Motivate Individuals and lead teams to achieve the desired objectives
Self-Development:	Analyze business problems, identify gaps and suggest creative solutions in an ethical manner

**EMBA program Completion Requirements**

To be eligible to receive degrees, graduating students must meet all the following requirements:

- The students have to complete required credits of the program with overall cumulative grade point average of 3.0 on a scale of 4.0.
- They should complete at least 75%, of the required credits, in residency.
- The maximum period of enrollment is three years. Any further extension may require the approval from the Dean-Academics.
- They must also clear all financial dues, submit all the required documents and should have no disciplinary actions pending against them.

## **u. General Education requirements**

This section is not applicable to graduate programs

## v. Sequencing of courses within programs

### MBA Program: Sequencing of courses

This program requires students to complete 37 credits to graduate in 4 terms. These credits are distributed as follows:

#### Term-Wise Program Structure and sequencing

Course Code	Courses/Workshops/Projects	Credits	Remarks
<b>TERM I</b>			
MBA711	Accounting for Decision Making	2	
MBA712	Entrepreneurship, Creativity & Innovation	2	
MBA713	Managerial Economics	2	
MBA714	Statistics for Business	2	
IRP-701	Professionalism and Professional Communication	0	Workshop
IRP-702	Getting to Yes! Negotiation, Consensus, and Resolution	0	Workshop
	<b>SUB TOTAL</b>	<b>8</b>	
<b>TERM II</b>			
MBA721	Business Ethics	1	
MBA722	Corporate Finance	2	
MBA723	Marketing Management	2	
MBA724	Operations Management	2	
MBA725	Organizational Behaviour & Human Resource Management	2	
IRP-703	Leadership in the Global Context	0	Workshop
IRP-704	Extraordinary Performance: Working Effectively with and through Others	0	Workshop
	<b>SUB TOTAL</b>	<b>9</b>	
<b>TERM III</b>			
MBA731	Strategic Management	2	
	Concentration Courses	6	
GIP-700	Global Immersion Program	1	
IOP-701	Industry Orientation Project	2	Project
IRP-705	Strategic Thinking and Design	0	Workshop

	<b>SUB TOTAL</b>	<b>11</b>	
<b>TERM IV</b>			
	Concentration Courses	6	
IOP-702	Applied Industry Project	3	Project
IRP-706	Interviews and Interviewing	0	Workshop
IRP-707	Decision-Making, Planning, and Implementation	0	Workshop
	<b>SUB TOTAL</b>	<b>9</b>	
	<b>TOTAL CREDITS</b>	<b>37</b>	

The courses title for Core and Electives along with workshops are as follows:

CORE COURSES:

	Course Code	Name of course	Term	Credits
1	MBA711	Accounting for Decision Making	I	2
2	MBA712	Entrepreneurship, Creativity & Innovation	I	2
3	MBA 713	Managerial Economics	I	2
4	MBA 714	Statistics for Business	I	2
5	MBA 721	Business Ethics	II	1
6	MBA 722	Corporate Finance	II	2
7	MBA 723	Marketing Management	II	2
8	MBA 724	Operations Management	II	2
9	MBA 725	Organizational Behavior & Human Resource Management	II	2
10	MBA 731	Strategic Management	III	2
		<b>TOTAL CREDITS</b>		<b>19</b>

Concentration Courses: FINANCE

S.No	Course Code	Name of course	Credits
1	MBA732	Financial Markets and Institutions	2
2	MBA 733	Financial Analysis and Valuation	2
3	MBA 734	Investment Analysis and Portfolio Management	2
4	MBA 735	Derivatives Securities	2
5	MBA 736	International Finance	2
6	MBA 737	Risk Management & Insurance	2
7	MBA 740	Corporate Restructuring	2
8	MBA 741	International Banking	2
		<b>TOTAL CREDITS (Any 6 Courses)</b>	<b>16</b>

## Concentration Courses: OPERATIONS

Sl.no	Course Code	Name of course	Credits
1	MBA742	Supply Chain Management	2
2	MBA743	Total Quality Management	2
3	MBA744	Project Management	2
4	MBA745	Logistics Management	2
5	MBA746	Service Operations Management	2
6	MBA747	Operations Analytics	2
7	MBA748	Operations Strategy	2
8	MBA749	Technological Innovation and Transformation	2
9	MBA750	Strategic Sourcing & Procurement	2
		<b>TOTAL CREDITS (Any 6 Courses)</b>	<b>18</b>

## Concentration Courses: MARKETING

S.no	Course Code	Name of course	Credits
1	MBA751	Brand Management	2
2	MBA752	Customer Relationship Management	2
3	MBA753	Digital Marketing	2
4	MBA754	Retail Management	2
5	MBA756	Business to Business Marketing	2
6	MBA757	Integrated Marketing Communications	2
7	MBA758	Marketing of Services	2
8	MBA759	Consumer Behavior	2
		<b>TOTAL CREDITS (Any 6 Courses)</b>	<b>16</b>

## Concentration Courses: ENTREPRENEURSHIP

S.no	Course Code	Name of course	Credits
1	MBA760	Strategy for Start-Ups	2
2	MBA761	Value Proposition & Business Model	2
3	MBA762	Fundraising & Crowdsourcing	2
4	MBA763	Lean Start-Up and Effectuation	2
5	MBA764	Social Innovation and Entrepreneurship	2
6	BMA765	Family Business Management	2
		<b>TOTAL CREDITS</b>	<b>12</b>

## Concentration Courses: DIGITAL BUSINESS

S.no	Course Code	Name of course	Credits
1	MBA766	Digital Startups	2
2	MBA767	Big Data for Decision Making	2
3	MBA768	Growth Strategy for Digital world	2
4	MBA769	Web and Digital Analytics	2



5	MBA770	Valuation of Digital business	2
6	MBA771	Digital Accounting	2
		<b>TOTAL CREDITS</b>	<b>12</b>

In addition to the concentration courses seven workshops helps them to be more industry ready. These workshops are pass/fail courses without any credits.

#### INDUSTRY READINESS PROGRAM (IRP) WORKSHOPS

Sl.No	Code	Name of course	Credits
1	IRP-701	Professionalism and Professional Communication	0
2	IRP-702	<i>Getting to Yes!</i> Negotiation, Consensus, and Resolution	0
3	IRP-703	Leadership in the Global Context	0
4	IRP-704	Extraordinary Performance: Working Effectively with and through Others	0
5	IRP-705	Strategic Thinking and Design	0
6	IRP-706	Interviews and Interviewing	0
7	IRP-707	Decision-Making, Planning, and Implementation	0
		<b>TOTAL CREDITS</b>	<b>0</b>

#### EMBA PROGRAM: Sequencing of courses

This program requires students to complete 38 credits to graduate in 5 modules. These credits are distributed as follows:

#### Module-Wise Program Structure and sequencing

##### Core Courses

The following will be the 14 core courses covered by you in Modules A through D as your mandatory courses.

Module A - Foundations of Business

Module B - Managing the Functional Areas

Module C - Managing People and Organizations

Module D – Leadership & Strategy

Module E – Elective courses

Course Code	Couse/Module Title	Credit Hours	Prerequisites
	<b>Module A: Foundations of Business</b>	<b>9</b>	
ACC501	Accounting for Decision Making	3	
BIF501	Business Informatics	1	
DDM501	Data and Decision Making	3	
ECO501	Economics for Business	2	
	<b>Module B: Managing the Functional Areas</b>	<b>9</b>	
FIN611	Financial Management	3	ACC501
MKT601	Marketing Management	3	
OPR611	Operations Management	3	DDM501
	<b>Module C: Managing the People and Organizations</b>	<b>7</b>	
BEG 821	Business Ethics and Corporate Governance	1	
BRM 611	Business Research Methods	2	
LEB711	Legal Aspects of Business	1	
MGC501	Business Communication	Non Credit	
OBR501	Organizational Behavior	3	
	<b>Module D: Leadership and Strategy</b>	<b>5</b>	
IBS712	International Business Strategy	2	ECO 501, MKT 601
STL 841	Strategy & Leadership	3	ECO 501
	<b>Module E: Concentrations</b>	<b>8</b>	
E1	Elective 1	2	
E2	Elective 2	2	
E3/P1	Elective 3 / Project 1	2	
E4/P2	Elective 4 / Project 2	2	
	<b>Total</b>	<b>38</b>	

**Elective Courses Offered:**

Module E will be tailor made by the student once he/she selects four elective courses from one of the following areas.

1. International Banking & Finance
2. Human Resource Management
3. Marketing & Retail Management
4. Project & Operations Management

Students are encouraged to select two Company Projects instead of two elective courses in Module E. IMT Dubai offers an elective course only if a minimum of 10 students register in the elective course.

**List of Elective courses:**

<b>I) International Banking and Finance</b>			
<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>	<b>Prerequisites</b>
FIN 811	Financial Markets and Institutions	2	FIN611
FIN 816	Islamic Banking and Finance	2	FIN611
FIN 817	Advanced Corporate Finance	2	FIN611
FIN 819	Mergers and Acquisitions	2	FIN 611
FIN 822	Financial Statement Analysis	2	ACC501, DDM501
FIN 823	International Banking Management	2	FIN611, ECO501
FIN 824	International Finance	2	FIN611, ECO501
FIN 825	Investment Analysis and Portfolio Management	2	FIN611
FIN 838	Derivatives & Securities	2	FIN611
FIN 8110	Risk Management and Insurance	2	FIN 611
FIN 8111	Strategic Cost Management	2	ACC 501

<b>II) Human Resource Management</b>			
<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>	<b>Prerequisites</b>
HRM 811	Staffing in Organizations	2	HRM611
HRM 813	Career & Competency Management	2	HRM611
HRM 816	Organization Development & Change	2	OBR501
HRM 817	Strategic Human Resource Management	2	HRM611
HRM 819	Cross-cultural Management	2	HRM611
HRM 822	Organizational Learning & Development	2	HRM611
HRM 824	Performance Management	2	HRM611
HRM 825	Compensation & Benefits	2	HRM611, HRM824
HRM 8110	Negotiation and Conflict Resolution	2	HRM611

<b>III) Marketing and Retail Management</b>			
<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>	<b>Prerequisites</b>
MKT 812	Consumer Behavior	2	MKT601
MKT 813	Integrated Marketing Communication	2	MKT601
MKT 814	Brand Management	2	MKT601
MKT 815	Marketing of Services	2	MKT601
MKT 816	Business to Business Marketing	2	MKT601
MKT 818	Sales & Distribution Management	2	MKT601
MKT 819	Retail Management	2	MKT601
MKT 821	Advanced Marketing Research & Analysis	2	MKT601, BRM 611
MKT 827	Pricing Strategy	2	MKT601, ECO501
MKT 8110	Customer Relationship Management	2	MKT 601
MKT 8111	International Marketing	2	MKT 601
MKT 8112	Digital Marketing Strategy	2	MKT 601

<b>IV) Project and Operations Management</b>			
<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>	<b>Prerequisites</b>
PRJ 812	Supply Chain Management	2	OPR611
PRJ 813	Total Quality Management	2	OPR611
PRJ 814	Procurement and Inventory Management	2	OPR611
PRJ 815	Operations Strategy	2	OPR611
PRJ 816	Service Operations Management	2	OPR611
PRJ 818	Lean Systems & Six Sigma	2	OPR611
PRJ 819	Management of Technology & Innovation	2	OPR611
PRJ 821	Project Management	2	OPR611, FIN611
PRJ 827	Project Appraisal & Financing	2	OPR611, FIN611
PRJ 8110	Business Analytics	2	DDM 501
PRJ 8111	Logistics Management	2	OPR 611

## w. COURSE DESCRIPTIONS

### MBA Course Descriptions

#### Term 1

#### **MBA711 Accounting for Decision Making**

The course provides a comprehensive introduction to financial accounting. It focuses on the standard financial statement (income statement, balance sheet, and statement of cash flow).

#### **MBA712 Entrepreneurship Creativity and Innovation**

Entrepreneurship is the creation of a new business, as part of a new firm or from within an existing organization. Innovation is how companies change the rules of the business game. The aim of the course is to introduce the main concepts related to entrepreneurship to graduate students, and to give them an understanding of the main concepts related to entrepreneurship and innovation.

#### **MBA713 Managerial Economics**

Managerial Economics is concerned with the application of economic principles and methodologies to managerial decision problems. The course is concerned with both theory and practice: the theory serves to sharpen analytical skills, and the practice will give experience in the application of the theoretical principles to real-world business problems. In this course, students will learn a variety of economics concepts and tools that will help them solve business problems that relate to costs, prices, revenues, profits, and competitive strategies.

#### **MBA714 Statistics for Business**

The goal of this course is to encourage students to think critically about how to interpret data and make more informed decisions. This course provides necessary framework for formulating real life problems, developing models and presents techniques that enable the students to arrive at optimum solutions. Students would learn how to formulate a decision problem from given information and data, use software packages to solve the formulated model, interpret the computer result, and finally make objective and valid decisions. This course focuses on enhancing quantitative and analytic skill of the learners. It provides sound foundation for many other courses of the program.

#### **IRP-701 Professionalism and Professional Communication**

This is a foundation course on Professionalism and Professional Communication. It is meant to provide students a window into the corporate requirement of etiquette, decorum and conduct, which are essential not only for ensuring a fit in the corporate world but also to ensure that students are prepared for professional and efficient interactions in the business context.

Be it conduct with seniors, peers or juniors or be it interaction with internal or external associates, executives are expected to conduct themselves in ways that respect time and

boundaries of others. These boundaries, and behaviors thereof, are not necessarily documented but are certainly expected in all professional organizations.

This course is designed to acquaint students with expected conduct during meetings and interviews. Students will get an opportunity to develop their listening, speaking and dialoguing abilities. A major part of business communication is over emails and this course introduces students to basic email etiquette expected of them for professional conduct.

A very practical hands-on approach will be adopted. Students will participate in role plays, do practice sessions, read up essential articles on best practices and internalize the behavior expected of them as professionals.

### **IRP-702 Getting to Yes! Negotiation, Consensus, and Resolution**

If there is one domain that every business leader and manager must excel in, it is the domain of negotiation. Leaders and managers who can comprehend dynamics of a situation and negotiate a win-win solution create value for all the stakeholders. This value is created in environments that foster gainful relationships. The results of negotiated deals fuel more deals and more results and the cycle continues.

While many have a natural knack for negotiating, the good news is that it is a skill that can be developed. Research shows that people with average negotiating skills can hugely increase their results by understanding how skilled negotiators perceive, analyze, interpret and respond to offers. What the skilled negotiators give up, making bigger gains. How these negotiators pull off a deal, while making the other party contended and wanting to do more business with them. This learning can make an average negotiator learn to more precisely estimate the need, the desire, and the agreeableness of the other party, and thereby make more reasoned and winning offers.

This course is designed to help students enhance their sphere of influence, get a close glimpse into how people negotiate differently, what is it that makes one successful and another not so. Are there behaviors that decide the outcomes? The course would help students get an appreciation of their personal negotiation style, their communication competence assessment, a comparison on where they are compared to the rest. They would learn about negotiation tactics that people employ and how to deal with such tactics? They would learn to deal with more powerful other and also the less powerful other.

The course is packed with action. Role plays, simulations, video guided sessions, films and case analysis would make the learning dynamic and interesting.

## **Term 2**

### **MBA721 Business Ethics**

This course makes students aware of ethical issues they may encounter while running business as managers in a given socio-legal environment. Initially, the course introduces ethical issues and dilemmas that concern the different aspects of business and management such as marketing, finance, human resources etc. Course builds a foundation in individual values, ethics, coping with conflicts between personal values and those of organizations.

By examining issues and scenarios that relate directly to their work environment (and their degree of autonomy in that environment), employees can develop a clearer sense of how their corporate code of ethics relates to operational decisions made on a daily basis. Case studies will be drawn from real life current examples of ethical failures and successes.

In the recent years, regulators have intensified the focus on how the incorporated firms should balance the interests of all stakeholders. This course continue to build on the aspects of corporate ethical requirements through mandatory and voluntary compliances.

### **MBA722 Corporate Finance**

This course has been structured to focus on finance theory and its implications in the financial decision-making process and policy. The course discusses the theories, concepts, assumptions and mechanics underlying financial decisions viz; investment, financing, dividend and working capital management. The course also focuses on sources and instruments of short term and long term finances. It provides the basic knowledge of Finance that any manager should possess.

### **MBA723 Marketing Management**

Marketing Management course offers an introduction to the strategic as well as tactical orientation of marketing decisions. The course introduces the consumer buying and organizational buying behavior theories and strategic planning models. The course also emphasizes the need for research in marketing and explains different types of the research designs used for marketing research. The course focuses on the concepts like segmentation, choice of target markets, differentiation from competitors, value to the customers and positioning, form of product or service decisions, pricing, marketing communications and use of delivery channels etc.

### **MBA724 Operations Management**

Businesses create value by producing and supplying their goods or services to satisfy customer demand that involves numerous activities and processes across the organization. The course introduces a novel approach to studying the core concepts in operations, which is one of the three major functional fields in business management. This course provides an introduction to the principles of planning, designing, controlling and improving operating manufacturing and service systems. For various types of operations that produce tangible goods or intangible services, the course emphasizes understanding and application of the strategies, tools and skills necessary for efficient product and process planning, resource allocation and process capability improvement. Students will apply analytical and critical thinking skills to operational decision making, and will also gain a greater appreciation for the increasingly competitive global and technological environment in which operations management occurs.

### **MBA725 Organizational Behavior**

Dealing with people is a process of organizational life, regardless of what position you are in; accounting, finance, management or some other areas. Organizational behavior part of this course introduces students to the basic concepts of employee behavior at workplace. The second part of the course, Human Resource Management, covers topics such as employee recruitment, selection, learning & development, performance appraisal,



compensation etc. Managers across organizations and levels reported that they spend about half of their working time dealing with "people-related" issues. Hence, it is important for students aspiring to become managers to learn the nuances of people behavior and HR functions.

### **IRP-703 Leadership in the Global Context**

High-performing teams and organizations are driven by leaders who enable people to be effective in their jobs. These leaders harbor shared vision, enable an empowered ecosystem, lead by example and facilitate others to achieve common goals.

This course is designed to help students explore their innate abilities to lead teams and strive for a cause. This is made possible by allowing students to understand self and relationship with others. They explore their strengths and weaknesses, as leaders and managers. They learn to distinguish between direction, delegation, and facilitation. To be able to support team performance, they get performance coaching and also learn how to coach others for best results. They will be exposed to concepts, theories and practices of leadership, and demonstrate courage to take up uncharted paths to desired goals.

The course thus provides multiple perspectives and approaches to studying, defining, applying, and evaluating the concept (and practice) of leadership. Students will read and discuss some of the classic as well as contemporary approaches in the leadership literature to understand what is implied for developing and sustaining themselves as leaders throughout their careers. The attempt is to drive the point that there is no one correct way to lead and that all leaders are works in progress. Students also get an opportunity to work on a project that allows them to implement their learning and get coaching and feedback to improve their leadership abilities. Finally, the students get to chart out a self-leadership development plan.

### **IRP-704 Extraordinary Performance: Working Effectively with and through Others**

This course introduces students to key concepts, theories, and principles of teamwork and collaboration. While the course concentrates on teams and teamwork, the knowledge, skills, and dispositions developed in the course apply to many groups. For example, the course explores group dynamics and how people behave and interact in groups; how they influence and are influenced by others; communication patterns; the roles people play; how they organize themselves. This is relevant to all kinds of social groupings, including those found in communities and organisations. The course is relevant to most forms of purposeful groups and committees, as well as teams—where people pull together to get things done. It provides a framework for analysing how work is accomplished in groups and teams, that is, collaboratively, revealing why things don't happen as expected or desired, for example, and what to do about it.

The courses touches on many aspects germane to the effective functioning of groups and teams, with main objectives being to help learners become more effective in working with others, and to help groups and teams perform at a higher and more-satisfying level. Important areas students will learn more about through the course include:



- Team Performance Management, especially goal-setting, planning, and allocating work.
- Chartering Teams—how to give teams and groups a head start.
- The Nature of Collaboration, what it actually consists of and requires; communicating and coordinating.
- Getting the Most of Teams—reducing waste, redundancy, and unnecessary conflict; capitalising on opportunities for leverage and synergy.
- Ways to assess team and group performance, morale, and effectiveness.
- Team-building and interventions to improve team functioning.
- Team Leadership—what it is and how it works; why it succeeds and so often fails.

Participants will also learn more about their team skills and orientations, and improve their teamwork and collaboration competence; that is, become better at working with others.

### Term 3

#### **Concentration Courses: 6 Credits**

##### **MBA731 Strategic Management**

The course focuses on the strategy making process in organizations and on how to create sustainable competitive advantage. Strategic process includes developing an understanding of the strategic position of organizations, strategic choices available for to managers, and how they can translate choices into actions. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environment, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of strategy. Relevant international and e-business issues are integrated throughout.

The course provides ample discussions of relevant international and contextual business issues. It integrates the business knowledge learned in other courses such as finance, accounting, marketing, and organization behavior. The course also develops leadership orientation and thinking needed to drive breakthrough performance by running and expanding existing businesses, developing new ones, renovating corporate processes such as risk management, and providing overall change leadership.

The course is expected to enhance conceptual and analytic skills, deepen understanding of business issues in context of environmental complexity, uncertainty, multi-culturalism and inter-disciplinary operational paradigms.

##### **GIP-700 Global Immersion**

One of the most important prerequisite of being a business leader in today's business world is global awareness and outlook. The global immersion program aims at providing the students exposure to a business culture that is different from that of UAE. This helps them

in understanding how local cultures impact the business practices. This will be a one-week rigorous program where students will visit a different country, visit a business organization there, interact with local professors and local community.

### **IOP-701 Industry Orientation Project**

The Industry Orientation Project provides students with an opportunity to explore the industry during their second semester (3rd term). This opportunity helps the students in getting familiar with the industry practices in the region and explore possibility of choosing his/her career path. This project is intended to encourage students to take up real life business problem(s) in the area of management and business, analyze critical issues and suggest recommendations. The aim of the project is to develop the students to use application based research skills. This project is a compulsory for all students.

### **IRP705 Strategic Thinking and Design**

There is great and continuing need for professionals at all levels to possess and employ the skills and dispositions to tackle complex problems and develop novel and sustainable solutions. And, despite the practically infinite power of the human intellect, creative problem-solvers and strategic thinkers are in short supply. To make matters worse, some with obvious individual capabilities (or potential) find it difficult to work with and through others. Contemporary organizational and global challenges make imperative that we identify, understand, and counter the impediments to problem-solving and solutions that ensure a brighter future.

Many of today's problems and issues exist because traditionally and historically we have taken short-cuts to solving problems, seeking immediate, temporary ("quick-fix") solutions with little thought to long-term implications. There are many reasons for such behavior as well, both conscious and unwitting, but the consequences are the same: doing irreparable damage to society or the planet, creating other problems in pursuit of solving one, or having to repeatedly throw resources at solving the same problem as we have not actually gotten to its roots (core causes). Few problems are as simple as we like to think.

This course exposes students to counterproductive habits, ways of thinking, and common hindrances arising when we attempt to solve problems, and helps learners develop effective strategies to overcome such tendencies. Students will learn how to transcend the limits of their own thinking and how to harness the power of the collective mind and spirit. Students will learn that they can—and should—improve their creativity and inventiveness.

This may involve seeing things they never before saw or seeing them in new and different ways. It may also lead to them seeing themselves, their roles, and their capabilities differently, as well as providing insights into and strategies for getting the most out of groups. It will probably require the learning of new skills and tools, and may require learners to discard or "unlearn" ways of approaching problems and decisions that undermine creativity and effectiveness.

In addition to all this above, the course is especially designed to assist team leaders, managers, and executives to facilitate development of design thinking and creativity in

teams and organizations, and to develop leadership skills that promote innovation and organization learning and transformation.

#### Term 4

#### **Concentration Courses: 6 Credits**

##### **IOP-2 Applied Industry Project Guidelines**

The Applied Industry Project is an exceptional educational opportunity to conduct applied research, build on the knowledge acquired and incorporate their course works into a highly integrative activity. This Project is intended to encourage students to take up practical company/ industry based problem(s) in the area of management and business, analyze critical issues and suggest recommendations. The aim of the project is to equip the students with application based research skills. Company Project is a compulsory component of the MBA Program.

##### **IRP-706 Interviews and Interviewing**

Entry into professional employment is a rigorous process wherein companies scout, screen, select and recruit candidates that best fit the organizational culture and requirements. They need to make this estimation through a short process of screening and selection. While the companies take responsibility of selecting the best fit, the candidates also have a responsibility of presenting their capabilities and true potential to recruiters in a true, clear and efficient manner.

The workshop is designed to help students prepare for this process of screening and selection. The course provides them a glimpse into the corporate world and its expectations from job candidates. It guides students to explore their own strengths and weaknesses, and build their own story. Students also get a chance to learn from experiences of other candidates so as to avoid unnecessary pitfalls in their path to success. They get to learn preparation strategies, appearing for the interview and the post interview management process.

Lectures, presentations, discussions, instruments of self-discovery, videos and mock interviews are used to prepare students for job interviews that they may have to appear for, sooner or later.

##### **IRP-707 Decision-Making, Planning, and Implementation**

Decision making is an integral part of our daily lives. We may not think too much about decisions we make or the decision-making process until we are forced to make a difficult decision. Decisions may be difficult for a variety of reasons, including the pressure we feel to make the right decision. To make matters worse, what makes a decision “right” may have many aspects, themselves difficult to ascertain or weigh, and, in fact, “right” may be a matter of perspective. What is seemingly right, necessary, or obvious in one person’s view may be entirely different for another person. You might appreciate what this means when

there are multiple parties (stakeholders) interested in the outcome of a decision, each with a different view of what is best.

A decision may be difficult for at least two reasons. The first is the number and kind of details, particulars, and factors to take into consideration, including implications, consequences, and risks of a given decision or chosen course of action, both quantifiable and qualifiable, concrete or intangible. This is largely a matter of complexity. Then, somewhat separate, there are the moral, ethical dimensions of the decision—what seems to be best all things considered. The more debatable, contestable, provocative, or far-reaching, the greater the difficulty the decision-maker faces.

For people who see primarily two sides—black and white, right and wrong; it either is or it isn't—decisions are simple. But for many decisions to be made, there is often a great deal of grey. There will be grey areas whenever there are competing or conflicting interests and multiple stakeholders.

Grey exists where and when there is uncertainty, unpredictability, ambiguity. The level of need for clarity and definition (or, alternatively, with the level of comfort with ambiguity) may impact the approach individuals take to making decisions and thus the decisions they make. This course examines some of the ways people make decisions and considers merits of one approach over another in a particular situation (decision context). It seeks to provide students with the skills, tools, and discipline for a reasoned and deliberate approach to decision making.

Grey areas arise when we have no precedent or rule book to follow, when we encounter a challenge we have not seen before or when known solutions do not work. Dilemmas present grey areas, as well—when a choice is forced between courses of action where none is ideal. Whether or not and how we deal with difficult decisions says a lot about us as individuals. Do we short-cut them and seek simple solutions? Over-analyse and overcomplicate? Leave them to someone else or to popular opinion? One of the purposes of this course is to identify and critique our decision styles, and learn alternative strategies for decision making.

Thus, this course explores and compares various decision-making styles, processes, and techniques. For example, one approach might be more logical and rational, while another is more intuitive or creative. Both can be valuable, with either being more useful in a particular situation than the other. Still, both might need to be brought to bear on a given problem. Students will have a chance to experiment with a variety of techniques in this course.

Through dialogue and case examples, students will also consider pressures and constraints in decision-making, amongst them the pervasive belief that leaders must be decisive and the implications of such drivers. We will also consider the typical biases and other problems in decision making that undermine the efficacy of decisions, and entertain some of the strategies for overcoming or contending with such tendencies. Work that students did in the Design Thinking course, such as Critical Thinking, will have prepared them for this.

## CONCENTRATION IN FINANCE

### **MBA732 Financial Markets and Institutions**

This course provides a broad overview of the global financial markets and institutions. Major issues to be covered in this course are historical developments in financial markets, nature and characteristics of various types of financial instruments including derivatives, hybrids and convertibles, functions of various regulatory institutions and market intermediaries, regulatory mechanism. It also covers risk management system of various segments of international financial markets e.g. (i) money markets (ii) capital markets - stock markets and bond markets, (iii) commodity markets, (iv) derivatives markets, (v) insurance Markets, and (vi) foreign exchange market.

### **MBA 733 Financial Analysis and Valuation**

Valuation is an integral part of the field of finance. It has relevance in portfolio management, mergers and acquisitions, corporate finance, legal and tax purposes. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done in the real world. The course is designed to prepare students to analyze, interpret, and evaluate companies' performance using the advanced tools and techniques. The course focuses on different approaches of valuation. Equity analysis is an important task for research analysts, investment bankers, corporate finance specialists, mergers and acquisitions analysts, venture capitalists, and individual investors. Credit analysis is an important task for holders of debt.

### **MBA 734 Investment Analysis & Portfolio Management**

This course is designed to equip the students with the theoretical understanding and practical skills to invest in the financial markets. This course explores the opportunities for investing in different financial assets followed by discussion on investment theories and valuation processes. The course will focus on the minimization of investment risk by portfolio construction, asset allocation, and performance evaluation of investment portfolios. The students will also be exposed to the practical aspects of investing. Thereby the students who complete the course successfully will be able to analyze investment opportunities from both theoretical and practical considerations with a view to making appropriate investment decisions.

This course uses various investment strategies and valuation models to understand basic investment principles and practices. This course blends portfolio theory with the type of practical issues that one will come across in a career as a professional investment manager. The course topics include identifying investor objectives and constraints, recognizing risk and return characteristics of investment vehicles, developing strategic asset allocations among equity and fixed income assets. The course focuses on how to manage portfolio risk; enhance portfolio returns; evaluate portfolio and manager performance relative to investment objectives and appropriate benchmarks.

For students pursuing a career in finance, the topics provide an introduction to the science of financial investments. Students pursuing finance careers will receive an exposure to the vast area of investments and financial markets. Prerequisite foundation courses are integrated throughout the course and students are assumed to have a working knowledge of financial accounting, finance, economics and statistics.

### **MBA 735 Derivatives Securities**

This course offers analysis of derivatives securities such as forwards, futures, swaps and options and covers equity, stock index, interest rate, currency and commodity derivatives. Students will learn the techniques and models for valuing futures and options such as cost of carry model, binomial model, Black Scholes model etc. The course will imbibe students with the ability to apply and develop trading strategies using options and futures. Students will learn how to exploit arbitrage opportunities in the market. The course will enable students with the capability to develop hedges to protect exposures to the global markets.

### **MBA 736 International Finance**

This course covers issues related to international financial markets, financial operations of an entity within the globalized environment and currency exposure management. Besides, Bloomberg Market Concepts (BMC) is embedded in this course to give students a visual introduction to the financial markets.

### **MBA 737 Risk Management & Insurance**

This course is an introduction to the study of risk and insurance. The evolution, types of insurances, coverage, and the relationship of insurance to business activity and the national economy are studied. The students are imbued with the knowledge of basic insurance contracts, the coverage and provisions of property, life, health, and liability policies for individuals. Finally, the course focuses on the principles, methods and techniques of premium calculations.

The course aims at introducing the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance. Thereby, this course will provide the students with a broad understanding of risk and insurance as a means to manage it. This forms the foundation to facilitate the students in their further studies on insurance and starting a career in risk management industry.

### **MBA 740 Corporate Restructuring**

The course aims to give students a good appreciation of the theoretical, practical and institutional aspects of Mergers and Acquisitions. The course will further examine valuation and performance measurement issues related to Mergers and Acquisitions. This course uses an analytical framework and real world application to introduce the key principles and techniques of restructuring strategies like mergers and acquisitions. This course will present the theories and empirical evidence on corporate control transactions, the process of



evaluating acquisition targets and its application in practice. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value. The course focuses on valuation, structuring, financing and negotiating of M&A transactions. Basic knowledge about the field of Mergers and Acquisitions is the foundation for effective work in a wide range of fields like investment banking and consulting.

### **MBA 741 International Banking**

The course provides an outline of international banking and deals with recent developments and a solid understanding of international banking. This course focuses on latest institutional and management issues facing international banking in the turbulent operating environment. It examines the current international banking and financial condition as well as its evolution in the past along with banks' global managerial and operational issues. The course is focused on the determinants of competitive dynamics and performance in the global banking industry. It primarily covers commercial and investment banks: the capital markets in which they operate; the related products offered. The course addresses organization strategy, structure and geographic dimensions covering the US, Europe, Emerging and GCC markets.

## **CONCENTRATION IN OPERATIONS**

### **MBA742 Supply Chain Management**

The function of supply chain management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. In today's environment of shortening product life cycle, complex corporate joint ventures, and stiffening requirements for customer service, it has become necessary to consider the complete scope of supply chain management, ranging from supply of raw materials, through factories and warehouses, to meeting the demand in sales outlets. The course will focus on critical issues of design and management of supply chain.

### **MBA743 Total Quality Management**

This course focuses on qualitative and quantitative techniques used to study and improve quality of operations in manufacturing and service organizations. It covers topics such as quality philosophy, quality management systems, statistical process control (SPC), acceptance sampling, tools for quality improvement, product and process design. The role of quality in the entire cycle including product/service design, development, production, delivery, and customer support is emphasized in order to achieve total quality management.

### **MBA744 Project Management**

Project Management is critical to sustainable economic growth. Competitive advantages is achieved through development of new products, services and constant innovation managed through projects. To manage the projects successfully, project managers should be well versed in multidisciplinary project management practices so that resources are optimally utilized within stipulated cost and time frame. This program aims to familiarize the participants with different aspects of project management and provide specific skills, tools which may be useful in enhancing their ability to plan, implement and manage activities to meet objectives of the projects in different sectors.

### **MBA745 Logistics Management**

Logistics management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered activities of business. Logistics and supply chain system activities - communication, inventory management, and warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

The function of logistics management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. Supply logistics related costs account for 20-25% of typical firm's total costs. On the revenue side the supply chain decisions have a direct impact on the market penetration and customer service.

In this course we will view the logistics from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply chain - hand-offs of either information or product. The design of a logistics system is critically linked to the objectives of the supply chain. Our goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm or supply chain.

### **MBA746 Service Operations Management**

Service sector makes a major contribution to economy of any country. Service organizations respond to the needs and expectations of the customers and leave a certain experience in the mind of the customer through service delivery system. This course addresses the strategic and operations aspects of managing service delivery system. The course covers the service concepts, customer and supplier relationship, service encounter, performance management. It includes key managerial decisions such as waiting line management, facility location, managing capacity and demand requirements and managing service processes. It also emphasizes on service supply chain management, lean service systems and service



quality management. The course aims to provide students with concepts and tools necessary to effectively management service operations.

### **MBA747 Operations Analytics**

Decision makers and system optimization rely on intelligent technology to analyze databases systematically for decision making. Business analytics help managers to transform complex data into clear manageable information in order to make sound decisions. In particular, the course focuses on how to deal with big data that business processes generate. It provides fundamental principles and techniques of data storage and mining with real world examples. Emphasis is placed on the identification of patterns, trends and variation from dataset across space and time. It provides a variety of advanced techniques for predictive analytics, classification, unsupervised learning and supervised time sequenced learning.

### **MBA748 Operations Strategy**

This course provides you with a framework to (1) formulate an operations strategy and (2) understand the key drivers behind an operations strategy and evaluate their impact on a firm's bottom line. Thus, the word strategy in the title has two connotations: formulating an operations strategy (= long-term plan) and making strategic (=important) operational decisions. We will study a series of cases in a variety of settings using a variety of tools to achieve these two goals.

For current and future Global Business environment, Operations Strategy carries significance of far reaching implications. It is only a right Operations Strategy which will enable the manufacturing and service sector to face the competition. Future and potential managers in the form of post-graduate management students need to appreciate the degree of complexity involved with such competition and the key contemporary issues that are likely to face upon joining an organization.

This course is positioned above a core operations course, below a competitive strategy course, and adjacent to a corporate finance course. It is the highest-level elective in the operations major and can be supplemented by more specialized electives such as supply chain operations (focus on manufacturing and distribution) or service operations, or analytic spreadsheet modeling.

This course intended to help students to discover exactly what components are constituted in an operational strategy. It provides knowledge on concepts and various diverse tools available to be used for implementation.

### **MBA749 Technology Innovation and Transformation**

Business innovation and management of technology is an interdisciplinary field that integrates science, engineering and the management of knowledge and practice. It focuses on technology as the primary factor in wealth creation. Management of technology implies managing the systems that enables the creation, acquisition and exploitation of technology.

It is an interdisciplinary field concerned with the planning, development and implementation of technological capabilities to shape and accomplish the operational and strategic objectives of an organization.

Business innovation creates a linkage among the science, engineering and management disciplines and is critical to the dynamics of business growth. Dimensionally, at the national/government level (macro level) it contributes to shaping public policy, at the firm level (micro level) it contributes to the creation and sustainability of competitive enterprises, and at the individual level it contributes to the enhancement of one's own worth in society. This course focuses on the strategic management of new and established businesses in technology-intensive industry. It provides frameworks for analyzing key aspects of these industries and teaches students how to apply these frameworks. The course focuses on four themes: (1) the source, discovery, and evaluation of opportunities (2) the provision of products and services that satisfy the needs of customers, (3) the development of mechanisms to appropriate the returns from the exploitation of the opportunity; and (4) the organization of efforts to innovate.

Successful management of technology and innovation has become one of the most critical aspects of business in a technologically dynamic environment. New technologies and innovations compel organization to find new ways and means to compete and survive. The course introduces the concepts of management of technology and covers its domain. It examines the strategic options that an organization can take in the development and maintenance of MTI. The processes of planning, implementation, evaluation and control utilized in each of these approaches are discussed. It also examines the building of capabilities needed for the success of MTI, organizational learning and knowledge management. The course draws on a variety of disciplines and aims at integrating them to generate new insight and shows how technology can be developed and value captured to gain sustainable advantage

### **MBA750 Strategic Sourcing and Procurement**

The sourcing and procurement functions play key roles in many organizations, particularly in those industries where material inputs represent a significant share of the total cost. This course examines supplier identification, evaluation and management, and the purchasing policies, processes and procedures required to achieve efficiency and minimize costs. It looks at the changes from traditional sourcing and purchasing functions to e-purchasing and stock optimization.

## **CONCENTRATION IN MARKETING**

### **MBA751 Brand Management**

The course offers an intensive and yet stimulating understanding of branding. Brands are wealth generators of the twenty-first century. Earlier, firms differed on the basis of wealth producing assets like factories etc. In the new era of a globalized marketplace, brands are key differentiators and drivers of economic value of a corporation. Jeans manufactured in

factories are just the same but Levi's, Wrangler and Lee are much sought after. Brands are the ultimate differentiators; they drive consumer buying, revenues and the ultimate value of the business. The course introduces strategic brand management process and theory of customer based brand equity. The course explains the importance positioning theory in brand management and highlights the concept of points of parity and points of difference. The course further discusses the brand audit methodology and role of brand elements, marketing programs and secondary associations that help in building brands. The principles of brand equity measurement system and theory of brand extension and brand rejuvenation are also covered in the course.

### **MBA752 Customer Relationship Management**

With the advancement of competition, information technology and changing customer preferences customer relationship management (CRM) offers significant opportunities for organizations to better understand and serve their customers and to personalize experiences according to their needs. It is necessary for organizations to invest in customers who are the long term assets of any organization in order to increase their revenues and profitability. The businesses have realized the importance of retaining customers in today's competitive world. To be successful in the new millennium, organizations have to practice long term relationships with all their customers. This course focuses on the application of CRM as a tool, strategy and philosophy along with its application in marketing, sales, service and information technology. Theories on relational marketing, analytical CRM, operative CRM and collaborative CRM will be discussed along with Conceptual background of relationship marketing and CRM theories.

### **MBA753 Digital Marketing**

This course focuses on the strategic concepts and issues in the area of Digital Marketing and examines how digital tools like the Internet, and smartphones, and platforms like websites, and social media are revolutionizing the world of marketing by shifting the balance of power from firms to consumers. It is a consumer-focused perspective that most students will be able to relate to from their own experience. An essential part of the course is the simulation for digital marketing promotion where students use their learning to develop and implement promotional campaigns in a simulated environment.

### **MBA754 Retail Management**

Retailing is a dynamic and interesting area of study with new retailing concepts emerging, such as Internet shopping/ e-commerce. It is important to gain an understanding the principles, frameworks and concepts underlying retail management, which should then aid in the development of retailing strategies. The subject aims to assist students in adopting the perspective of the retail marketing manager, and therefore, particular emphasis is placed on case analyses and practical assignments. The use of retail marketing cases is designed to illustrate the application of marketing concepts and tools to real-world retail marketing problems. Broadly this course discusses concepts, theories, strategies and practices used in management of retail businesses. The course starts with discussing different formats of retailing and their characteristics. It also explores retailing strategies such as retail market strategies, financial strategies, retail location and site selection

strategies. Further, it focuses on merchandising management aspects such as merchandise assortments, merchandise buying strategies, pricing and communication of merchandise and store management aspects such as store layout, design and visual merchandising, customer service, recruitment, selection motivating and compensating the employees.

### **MBA756 Business to Business Marketing**

Business-to-Business Marketing explores decision-making and activities involving business-to-business transactions. Specifically, Business to Business Marketing concepts and theories pertaining to buying decision process, business and corporate strategies, market segmentation, positioning, pricing, communication, physical distribution and sales management are examined within the framework that views Business to Business Marketing management as the process of understanding, creating, and delivering value to customers. Further, use of the latest trends for Business to Business Marketing channel management and communication is also discussed.

### **MBA757 Integrated Marketing Communication(IC)**

To many of us, advertising represents the most visible face of the organization. While advertising is only one of several components of the overall promotion strategy, it often overshadows other promotional components such as publicity, sales promotion etc. In recent years, a strong move has been made to coordinate better the promotional elements along the lines of integrated marketing communication (IMC). IMC helps maximize promotional impact through orchestrating all promotional devices and elements. The course instructor believes in the thesis of a fuller integration in promotional design and management.

### **MBA758 Marketing of Services**

This course will examine differences between goods and services and their implications for staging value to customers. The course will emphasize on three additional Ps of services marketing such as people, process and physical evidence. The course will highlight the importance of Gaps model of service quality in understanding the principles and theories related to dimensions SERVQUAL model, service recovery, recovery paradox, service relationship marketing in services, customer driven service standards, service blueprinting, service design and new service development, matching demand and supply and integrated marketing communication for services.

### **MBA759 Consumer Behaviour**

Consumer behaviour investigates the manner in which consumers interact with products and their Retail/Marketing environment. This can include the purchase of products, consumption of services, or disposal of goods. Understanding consumer behaviour is the most visible indication that a retailer is working for customers. It helps retailers figure out what customers may want from them, respond to those needs, wants and desires through an appropriate market research and offerings and thus, persuade them to buy their goods and services such that will ensure delight to the buyers and profit to the retailers at the

same time. The course will emphasize on learning concepts and skills related to needs and attitudes of buyers

## **CONCENTRATION IN ENTREPRENEURSHIP**

### **MBA760 Strategy for Start-Up**

Strategy for start-up raises very specific issues. During the initial years of a start-up, the first strategic goal of the founder is to avoid the premature death of the venture.

The second strategic goal of the founder is that the start-up comes up with an attractive product/service proposition which ensures either a minimum immediate profitability or the prospect of a future profitability in case the venture is supported by external investors.

### **MBA761 Value Proposition & Business Model**

The Value Proposition and the Business Model are two essential components of any business. Defining them properly in the early stages of the company or project is a crucial part of the success of any new product or new service. While the Value Proposition concept has been around since 1988, the Business Canvas was introduced in 2010. Combining these two approaches properly can give a real edge to any entrepreneur or intrapreneur.

### **MBA762 Fundraising and Crowdsourcing**

A few entrepreneurs have been able to create and grow their business without raising money. This enables them to retain the full ownership of their venture. But this is not always possible, sometimes because the nature of the business implies spending a lot of money before being able to sell anything to customers, sometimes because growing fast and first is a real edge over competition.

### **MBA763 Lean StartUp and Effectuation**

Entrepreneurship tended to be approached in a very linear way until effectuation was introduced by. This course will focus on the creation of a new firm. The aim of the course is to introduce the main concepts related to entrepreneurship to undergraduate students, and to immerse them into the early stages of the entrepreneurship process.

### **MBA764 Social Innovation and Entrepreneurship**

This course introduces students to the strategies and processes of social innovation and social entrepreneurship. Students will examine how several individuals and groups have brought about social change. We will look at current innovations within the social sector and how the spread of successful innovations takes place through social entrepreneurial activities.

Social entrepreneurship is a field of business in which entrepreneurs are using business methods to help solve social and environmental challenges otherwise ignored by commerce. This field is addressed with donor-driven models by the non-profit sector. Social

Entrepreneurship offers opportunity to young professionals to create societal/economic value on a sustainable basis.

Social entrepreneurs often create and manage new business models (for neglected markets) that corporations can emulate or acquire to take to scale. When looking at a social venture or discussing a social entrepreneur we'll examine the following: Sustainability of enterprise; Impact and Performance; Innovation, and Leadership.

### **MBA765 Family Business Management**

It has found that family-owned businesses account for two-thirds of the world's businesses and generate employment and wealth. In middle-east region, family companies dominate the economy. This course, Family Business Management, focuses on this vital and interesting sector.

Managing any business can be challenging these days especially with the increasing impact of factors such as technology, social media and globalization. While family businesses on average are arguably stronger performers than other types of enterprise, they have distinctive vulnerabilities that need to be managed. Managing a family business can be especially challenging as family considerations add additional levels of complexity to the tasks of management.

This course helps students understand how to capitalize on the strengths, navigate the challenges, and guard against the weaknesses of these companies and the families that own them. The focus is on small and mid-size firms with annual revenue of \$10-\$500 million. We will explore the business, personal and family issues found in family owned and managed companies. The managerial, strategic, financial and behavioral complexities in these firms are also analyzed.



## CONCENTRATION IN DIGITAL BUSINESS

### MBA766 Digital Start-ups

Digital start-ups are the most popular new ventures. The development of high-speed internet all over the world has made it possible for any digital venture to address customers from all countries.

The aim of the course is to explain students what are the specificities of these companies, and how they can develop one.

### MBA767 Big Data for Decision Making

This course introduces basic technology (algorithms, architectures, systems) and advanced research topics in connection with large-scale data management and information extraction techniques for big data. The course will start by introducing Big data models, databases and query languages, and cover modern distributed database systems and algorithms and Big data systems adopted in industry and science applications. Two decades ago, data base specialists used to call Big Data as very large Data Bases (VLDB). You predict almost every digital data, text data, etc., if you have historical data, say starting from customer/employee churn analysis to life time value analysis, RFM, retention techniques to CART or CHAID or conjoint analysis etc. So this course is a dissemination and culmination of data warehousing methods, data mining, business intelligence (BI), Business analytics and big data.

### MBA768 Growth Strategy for Digital World

Digital technology is radically changing the behavior of individuals, corporations, and entire societies, and disruption seems to be the new normal. CEOs are faced with the dual challenge of protecting their backyards from upstarts and incumbents while simultaneously devising strategies that will guide their growth for the next few years. Growth has become a priority in the corporate agenda for sustaining competitive advantage.

Managing any business can be challenging these days especially with the increasing impact of factors such as technology, social media and globalization. Harnessing the power of constantly evolving digital technology to break down well-established barriers to entry and devise new business models is a complex endeavor. This make managing these businesses especially challenging as ownership considerations add additional levels of complexity to the tasks of management.

This course helps students understand how to capitalize on the strengths, navigate the challenges, and guard against the weaknesses of these companies. What approach is sufficient to sustain the growth and health of your business and demark you from competition in the longer term? Using a wide range of tools and frameworks, this course examines the strategies that owners or leaders can use to grow a business. The managerial, strategic, financial and behavioral complexities in the growing firms will also be analyzed.

### MBA769 Web & Digital Analytics

This course exposes learners to the analytic methods that can be used to convert social media data to business insights. Web and digital Analytics is the science of analysis that focuses on Internet data. It involves the collection, analysis, and data-informed decisions leading to the optimization of an organization's digital ecosystem and supporting business processes. Data from websites, mobile applications, social media, Internet of Things, or third party sources are commonly combined with Sales systems to inform business decisions. Web and Digital Analytics has become an integral part of core business strategies, workflow optimization, and maintaining a competitive edge. In this course, learners will be exposed to both the benefits and limitations of relying on this data compared to traditional methods of research. Moving beyond social media listening, this course shows learners how web and digital data can be used to provide insights into business structure and consumers' perceptions of the brand. This course covers fundamental concepts of analytics and deep dives into web, social, content and mobile analytics common scenarios and covers the popular web analytics tools used by marketers across the major industry domains.

### **MBA770 Valuation of Digital Business**

The Valuation of digital business course explores both the theoretical basis and practical applications of major elements of all major valuation methods: - discounted cash flow valuation, relative valuation and asset based valuation. The course focuses on how to evaluate companies in different industry sectors with special emphasis on digital businesses. This course provides both a sound theoretical framework for corporate valuation and a thorough discussion of how valuations are actually done for digital businesses.

### **MBA771 Digital Accounting**

This course covers digital accounting and its relevance. The term digital refers to a prefix "e" for electronics, suggesting use of machines like computers. Therefore, students will be exposed to representation of accounting information using the computing and networking technologies. Specifically, students will be enlightened in this course on accounting information systems and computerized accounting processes.

### **Class size Policy**

**It should be noted that IMT Dubai offers an elective course only if the minimum class size is achieved for the course. According to the policy and procedure manual, a minimum class size of 10 is required for a course to be offered.**



## EMBA – COURSE DESCRIPTIONS

### MODULE A - FOUNDATIONS OF BUSINESS

#### **ACC 501      Accounting for Decision Making      3 Credits**

The course provides a comprehensive introduction to financial and managerial accounting. It focuses on the standard financial statement (income statement, balance sheet, and statement of cash flow).

#### **BIF 501      Business Informatics      1 Credit**

This course provides an introduction to information needs and information systems in business. It will explore how integrated information systems support organizational functions, and how they assist managers in making operational, tactical and strategic decisions. Students will learn the importance of identifying and critically analyzing an organization's information needs.

#### **DDM 501      Data and Decision Making      3 Credits**

The goal of this course is to encourage students to think critically about how to interpret data and make more informed decisions. This course provides necessary framework for formulating real life problems, developing models and presents techniques that enable the students to arrive at optimum solutions. Students would learn how to formulate a decision problem from given information and data, use software packages to solve the formulated model, interpret the computer result, and finally make objective and valid decisions. This course focuses on enhancing quantitative and analytic skill of the learners. It provides sound foundation for many other courses of the program.

#### **ECO 501      Economics for Business      2 Credits**

This course explores the relationship of economics to managerial decisions. Considerations are given to optimization techniques, fundamental microeconomics theory of supply and demand, market structures, game theory, pricing strategies, externalities, the role of the government in economic activity, production and economic growth, unemployment, money growth and inflation, and various micro and macroeconomic topics.

**MODULE B: MANAGING THE FUNCTIONAL AREAS****FIN 611      Financial Management      3 Credits**

This course is an introduction to the management of a firm's financial resources given a wealth maximization decision criterion. All of the important and basic areas of financial management are covered in this course. The course is designed as a first step into corporate finance for both finance and non-finance majors. Important financial management concepts that are covered include financial analysis; operating and financial leverage; capital budgeting; cost of capital; long and short term financing, valuation of debt and equity, dividend payout and management of working capital. Emphasis will be placed on helping you gain insight about the finance principles and concepts before we launch into the specifics.

**MKT 601      Marketing Management      3 Credits**

Marketing Management course offers an introduction to the strategic as well as tactical orientation of marketing decisions. The course focuses on the concepts like choice of target markets, differentiation from competitors, and value to the customers & positioning, form of product or service decisions, pricing, marketing communications and use of delivery channels etc.

**OPR 611      Operations Management      3 Credits**

Producing and supplying goods and services is the primary purpose of all business organizations. This course provides an introduction to the principles of planning, designing and operating manufacturing and service systems. The course emphasizes understanding and application of the strategies, tools and skills necessary for efficient product and process planning, resource allocation and process capability improvement. Students will apply analytical and critical thinking skills to operational decision making, and will also gain a greater appreciation for the increasingly competitive global and technological environment in which operations management occurs.

## MODULE C: MANAGING THE PEOPLE AND ORGANIZATIONS

### **BEG 821 Business Ethics and Corporate Governance 1 Credit**

This course intends to update students of ethical and governance issues they might encounter while functioning as a business manager in an overall socio-legal environment. The course introduces ethical issues and dilemmas that concern the various aspects of business and management. It provides a foundation in individual values, ethics, coping with conflicts between personal values and those of organizations. The course also provides governance concepts that deal with the complex relationship among the corporation and its board of directors, management or shareholders.

In the recent years, regulators and legislatures have intensified their focus on how the incorporated firms should balance the interests of all stakeholders. This course builds on various aspects of corporate governance requirements both mandatory and voluntary compliances including role as a corporate citizen.

### **BRM 611 Business Research Methods 2 Credits**

This course aims to allow the participants to learn the importance and use of different techniques and methods of business research. Participants will be able to critically assess a range of research techniques and tools as approaches to providing solutions for business related problems. Students will learn by designing a research project and conducting the research as a part of this course.

The course involves learning starting from identifying and diagnosing the business issues, developing research questions and objectives, designing research methods, collecting and analyzing data and preparing insightful reports to aid business decision making.

### **LEB 711 Legal Aspects of Business 1 Credit**

This course examines the legal environment in which companies operate at the national and international level and compliance issues. It also evaluates constraints and restrictions in business operations due to legal requirements. The course covers important business laws in the Gulf Cooperation Council (GCC) in general and in the UAE particular.

### **MGC 501 Business Communication Non Credit**

Communication is the glue that binds people and forms the fabric of organizational culture. When managed effectively, it has the power to create most powerful teams and when mismanaged it can dismantle the most strong relationships. Good companies therefore invest efforts to ensure effective communication strategies and develop managers for effective communication. Managers who have the ability to offer balanced critique or reasoned feedback

and counselling are far more effective than those who are merely good at numbers. Through the ability to articulate their thoughts dextrously, listen emphatically, and present their views and suggestions powerfully, they ensure success for themselves and their peers.

With the advent of emails and other online communication channels, writing has become much more pervasive and important form of communication. Because it is not a rich media, the skill needed to write effective messages needs particular attention. This and the context of cross cultural communication in workplaces that have stakeholders with diverse backgrounds, requires people to have higher level of sensitivity and mindfulness.

This course is designed to develop a skill that enables participants to address these challenges and opportunities with new vigour and perspective.

**OBR501      Organizational Behavior      3 Credits**

This course is designed to help students understand human behavior at an individual, group and organization level. The first part helps examine behavior at individual or micro level. Topics included are diversity, individual's attitude, emotions, moods, personality, values and decision making, and concepts of motivation. The second part brings to focus group behavior and team work, interpersonal communication and leadership, power and politics and, conflict and negotiation in the context of an organization. The third part focuses on the organization system and its interplay with individual and group behavior. The students learn how organizational structure, culture, policies and practices impact human behavior and thereby organizational performance and effectiveness. This part also brings to attention of students the imperative, challenges and approaches to Organizational Change.

Students learn theories and concepts of human behavior. They are exposed to empirical research in the area and taught to move from intuitive understanding to evidence based understanding and analysis. They apply the theories and concepts learnt, to Teaching Cases, and present and discuss their analysis and decisions.

**MODULE D: LEADERSHIP AND STRATEGY**

**IBS712 International Business Strategy      2 Credits**

Global competition and opportunities have become integral part of business organizations today. Sensitivity to uncertainties, turbulences and disruptive forces in the global environment are prerequisites for survival. This course addresses some fundamental issues in developing international strategies and managing the international environment. It deals with impact of environment on firm strategy and operations, including investing in foreign countries, multi-cultural workforce, international production, cross-border value chains; national variables that influence the competitiveness of firms or lead to attractiveness of certain countries to foreign investors; analysis of alternative strategies for entering and growing in different markets such as exporting, licensing, direct investment and joint ventures; examining leadership in the

organizational transformation of international companies. Finally, course aims to provide specific and differential contexts in emerging markets that warrant new ways of looking at business strategies.

---

**STL 841      Strategy & Leadership      3 Credits**

The course focuses on the process of crafting and executing strategy in organizations, and how they can create sustainable competitive advantages. The strategic process starts with an understanding of the strategic position of organizations, strategic choices available, and how leaders translate choices into actions. Topics are covered from a general management perspective—setting objectives, analyzing external & internal environment, formulating strategy, understanding and designing business models and organization architecture for implementation of the strategy. The course provides ample discussions of relevant international and contextual business issues. It integrates the business knowledge learned in other courses such as finance, accounting, marketing, and organization behavior.

The course also develops leadership orientation and strategic thinking needed to drive performance and growth by running and expanding existing businesses, developing new ones, renovating corporate processes such as risk management. Students gain insights, competences in diagnostic and intervention processes for leading (initiating, managing or facilitating) the change in organizations.

The course is expected to enhance conceptual and analytic skills, deepen understanding of business issues in context of environmental complexity & uncertainty, multi-culturalism and inter-disciplinary operational paradigms.

### **ELECTIVES IN INTERNATIONAL BANKING AND FINANCE**

---

**FIN 811      Financial Markets and Institutions      2 Credits**

This course provides a broad overview of the global financial markets and institutions. Major issues to be covered in this course are historical developments in financial markets, nature and characteristics of various types of financial instruments including derivatives, hybrids and convertibles, functions of various regulatory institutions and market intermediaries, regulatory mechanism. It also covers risk management system of various segments of international financial markets e.g. (i) money markets (ii) capital markets - stock markets and bond markets, (iii) commodity markets, (iv) derivatives markets, (v) insurance Markets, and (vi) foreign exchange market.

---

**FIN 816      Islamic Banking and Finance      2 Credits**

Islamic Banking has grown in the last 15 years on a phenomenal scale worldwide. Islamic Financial contracts and products are now widely offered by Islamic Institutions as well as conventional banks. This course focuses on the conceptual framework of Islamic economics; analysis the fundamentals of Islamic finance and discusses the history and evolution of Islamic

Banking. It then examines the types of financial contracts offered by Islamic institutions as well as practices and activities of Islamic banks. It finally explores the growth of Islamic investment funds and their pattern of development and investment strategies.

**FIN 817**      **Advanced Corporate Finance**      **2 Credits**

The aim of the course is to develop a profound understanding of optimal investment and financial decision making in modern corporations, how managerial decisions affect the market value of the firm, how the behaviors of investors and management interrelate and how market participants exploit their knowledge of corporate finance. The course focus on the valuation of real assets including optionality, capital structure and financing decision, corporate control transactions and managerial incentives. The course focuses on advanced financial strategies covering business valuation, financial risk evaluation and instituting a risk management framework, project financing strategies, capital structure strategies involving critical decision on debt –equity mix, equity related decisions involving share repurchase, convertibles, right and bonus issue, cash dividend and treasury management.

**FIN 819**      **Mergers and Acquisitions**      **2 Credits**

The course aims to give students a good appreciation of the theoretical, practical and institutional aspects of Mergers and Acquisitions (M&A). The course will further examine valuation and performance measurement issues related to Mergers and Acquisitions. This course uses an analytical framework and real world application to introduce the key principles and techniques of restructuring strategies like mergers and acquisitions. This course will present the theories and empirical evidence on corporate control transactions, the process of evaluating acquisition targets and its application in practice. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value. The course focuses on valuation, structuring, financing and negotiating of M&A transactions. Basic knowledge about the field of Mergers and Acquisitions is the foundation for effective work in a wide range of fields like investment banking and consulting.

**FIN 822**      **Financial Statement Analysis**      **2 Credits**

Financial Statement Analysis is essential for all individuals working in the business world. Understanding financial accounting information is critical for a wide range of business decision making. The course is designed to prepare students to analyze, interpret, and evaluate companies based on financial statements. This is highly relevant for securities analysis, investment banking, asset management, private equity, and buyouts. This course *inter alia* covers financial ratios, trend analysis and composite scores to evaluate a company from the perspective of the shareholders and other stakeholders.

**FIN 823**      **International Banking Management**      **2 Credits**

This course covers management theories as applied to the banking operations encompassing comprehensive discussions on critical banking issues like (i) organization structure of commercial

banks, (ii) banking environment such as regulatory structure, lending policies, managing funds, risk management including asset liability management, and capital adequacy analysis and (iii) Islamic banking format. It addresses the issues of organisation of the international banking financial operations, correspondent banking relationships, international investment banking services and sovereign lending, international money transfers, Nostro and Vostro accounts, and banking risk management. In addition, international banking issues like international money laundering, offshore banking markets, regulation of international banking activities are also covered.



**FIN 824      International Finance      2 Credits**

This course covers issues related to international financial markets, financial operations of an entity within the globalized environment and currency exposure management.

**FIN 825      Investment Analysis and Portfolio Management      2 Credits**

This course is designed to equip the students with the theoretical understanding and practical skills to invest in the financial markets. This course explores the opportunities for investing in different financial assets followed by discussion on investment theories and valuation processes. The course will focus on the minimization of investment risk by portfolio construction, asset allocation, and performance evaluation of investment portfolios. The students will also be exposed to the practical aspects of investing. Thereby the students who complete the course successfully will be able to analyze investment opportunities from both theoretical and practical considerations with a view to making appropriate investment decisions.

This course uses various investment strategies and valuation models to understand basic investment principles and practices. This course blends portfolio theory with the type of practical issues that one will come across in a career as a professional investment manager. The course topics include identifying investor objectives and constraints, recognizing risk and return characteristics of investment vehicles, developing strategic asset allocations among equity and fixed income assets. The course focuses on how to manage portfolio risk; enhance portfolio returns; evaluate portfolio and manager performance relative to investment objectives and appropriate benchmarks.

For students pursuing a career in finance, the topics provide an introduction to the science of financial investments. Students pursuing finance careers will receive an exposure to the vast area of investments and financial markets. Prerequisite foundation courses are integrated throughout the course and students are assumed to have a working knowledge of financial accounting, finance, economics and statistics.

**FIN 838 Derivatives & Securities      2 Credits**

This course offers analysis of derivatives securities such as forwards, futures, swaps and options and covers equity, stock index, interest rate, currency and commodity derivatives. Students will learn the techniques and models for valuing futures and options such as cost of carry model, binomial model, Black Scholes model etc. The course will imbibe students with the ability to apply and develop trading strategies using options and futures. Students will learn how to exploit arbitrage opportunities in the market. The course will enable students with the capability to develop hedges to protect exposures to the global markets.

**FIN 8110      Risk Management and Insurance      2 Credits**

This course is an introduction to the study of risk and insurance. The evolution, types of insurances, coverage, and the relationship of insurance to business activity and the national economy are studied. The students are imbued with the knowledge of basic insurance contracts,



the coverage and provisions of property, life, health, and liability policies for individuals. Finally, the course focuses on the principles, methods and techniques of premium calculations.

The course aims at introducing the concept of risk and techniques of identifying, measuring and managing it. In this context, insurance as a risk management tool is discussed with references to its role, functions and basic principles as applicable to different classes of insurance. Thereby, this course will provide the students with a broad understanding of risk and insurance as a means to manage it. This forms the foundation to facilitate the students in their further studies on insurance and starting a career in risk management industry.

**FIN 8111 Strategic Cost Management 2 Credits**

Strategic cost management course provides a useful cost analysis framework which is too often missing in the strategic decision making. This course covers an in depth discussion of traditional and contemporary approaches to product costing, cost allocation and cost management systems. This course also examines the role of cost information in planning, decision-making and control.

**ELECTIVES IN HUMAN RESOURCE MANAGEMENT**

**HRM 811 Staffing in Organizations 2 Credits**

An organization's capacity to achieve a competitive advantage through human resources begins with successful staffing. Staffing in Organizations course is designed to cover theory, research and legal foundations of staffing practices in organizations. The course reviews the attributes of effective staffing strategies and procedures with attention given to evaluating methods of recruitment and selection used by organizations in light of those attributes. This course is intended to provide students with an understanding of the principles, tools and techniques used in staffing. Emphasis will be on the methods of applicant search, screening and steps involved in selection process. This course also gives students an opportunity to develop critical skills in performing job analysis, thereby developing job descriptions and job postings. Major topics include staffing strategy and context, job/competency analysis, recruitment and hiring, internal/external selection and retention practices.

**HRM 813 Career & Competency Management 2 Credits**

This course appreciates the importance of career strategies in a rapidly changing environment and aims to develop an awareness of various career orientations and strategies of individual career planning. Organizations that identify competencies critical to their business and develop those competencies in their people gain competitive advantage which other firms would find difficult to duplicate. However, only a few organizations have successfully leveraged the business impact of competencies. For better business impact, the use of competency framework for acquisition, deployment and development of talent has to be driven and supported by top management. This course will impart skills essential for smooth management of career and competencies from individual and organizational perspectives. The bi-level (individual and organizational views) nature of the course will ask you to shift perspectives frequently.

**HRM 816      Organization Development & Change      2 Credits**

This course focuses on learning the process and ways to tackle change within a variety of organizational contexts. It provides conceptual understanding of local and global organizational environment and conditions that foster change, besides, providing direction on how organizations can facilitate change within a business context. Course develops strategic understanding and skills to undertake, manage, implement or evaluate change in the organizations for intended outcomes.

The course is designed to help students become potential change agents and organization development professionals. They gain insights, competences in diagnostic and intervention processes for initiating, managing or facilitating the change in organizations.

This is two credit course that involve 30 hours of classroom interactions. In addition, students are expected to spend about 60 hours in preparing assignments, background chapter readings and project work.

**HRM 817      Strategic Human Resource Management      2 Credits**

Human resources management (HRM) is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, compensated, and what steps are taken to retain them. Therefore, effective human resources management (HRM) is one of the most decisive factors in the success of any organization. This course is anchored in business strategy and views human resource management as a critical means to achieve competitive advantage. As human resource competencies have become a significant competitive advantage globally, HR department in organizations must demonstrate not only that their programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization. By exploring the shifting roles of HRM from administrative expert to business/strategic partner, students will understand the unique strategic positioning of contemporary human resource management and the subsequent demands placed on professionals working in this area. Thus, this course will focus on how to “strategically” manage human resources and develop vital “people” management competencies in organizations. Among the topics included are: strategy and HRM, SHRM approaches, HR value proposition, SHRM trends etc.

**HRM 819      Cross-cultural Management      2 Credits**

---

The impact of globalization in the cultural sphere requires that employees, especially managers, develop cross-cultural competence to work effectively in international assignments with increasingly diverse employees, customers, suppliers, and other relevant stakeholders such as governments and other public bodies. Cultural differences, while difficult to observe and measure, are obviously very important. Failure to appreciate and account for them can lead to embarrassing blunders, strain relationships, and drag down business performance. Effective exposure and training to cultural differences around the world can help employees learn to be more successful in a variety of business settings. Cross-Cultural Management is an interdisciplinary human resources field which aims to improve communication, management and interaction of people from different cultures. This course is designed to help students understand the importance of national and organizational cultures. The course also deals with various issues related to complexity of culture, cultural orientation of different organizations and individuals and the mapping of national cultures through the cultural dimensions of a number of theorists. Moreover, the students, through various contemporary studies, will be exposed to the cultural dynamics that has been taken place globally.

**HRM 822      Organizational Learning & Development      2 Credits**

---

The dynamic nature of today's organizations requires on-going strategic development of the skillsets of employees for its very survival. As human resource competencies have become a significant source of competitive advantage across organizations, training and development of human resources gained prominence in organizations. Human Resource managers are responsible for training and developing talents to align with changing organizational requirements. This makes it imperative for HR managers to demonstrate not only that their training and talent development programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization.

This interactive, theoretically anchored, and applied course is aimed at understanding the process and practice of learning and talent development in organizations. The course will explore the theories and applications of adult learning and principles of learning. The major focus of the course will be on understanding practices and techniques of employee learning, training, and development in global and UAE/GCC organizations. Emphasis will also be on analyzing training needs, aligning training needs with the organization's strategy, developing and designing training programs, and evaluating training.

**HRM 824      Performance Management      2 Credits**

---

This course examines the overall objectives of performance management within the context of an organization. The focus of this course will be on understanding of the systems used for appraising employees in organizations. The link between the design of reward systems and employee performance is critically analyzed using theory and case studies. Coverage includes recent developments in the area, performance management and competency-related pay, as well as the essential techniques used in organizations to map and measure performance.

---

**HRM 825      Compensation & Benefits      2 Credits**

Compensation is a key issue in most employment relationships as it has substantial impact on both organizations and employees. From an organization's point of view, it is both a major cost of doing business and an investment to impact employee attitudes and performance. From an employee's perspective, compensation is an important factor that influences their standard of living, status, and security. Compensation is, therefore, a critical area of human resource (HR) management, and one that can greatly affect employee behavior.

The goal of the course is to give students an opportunity to comprehend variety of theories and methods used to reward employees. Although mainly a theory course, the course will also cover new developments as well as established compensation practices to illustrate real-world aspects of compensation. This course will review all major aspects of compensation programs, with special emphasis on job evaluation, salary structure development, salary survey analysis, and employee benefits such as pension schemes. The course will also include the ethical issues related to total rewards.

---

**HRM 8110      Negotiation and Conflict Resolution      2 Credits**

Conflict is an integral part of professional life experience. Managers are busy in resolving conflict, be it with clients, vendors, bosses, teams and even back home with family and friends. Scholars have argued over the merits and the demerits of conflict. Researchers have classified these into good and bad conflict and advise practitioners to embrace, shun or resolve conflict based on its merit. How well a manager resolves conflict is thus a competency much needed.

Research indicates that principled negotiations deliver better long term results. While this course prepares students to handle both competitive and collaborative situations, the focus is to finally build in students a principled approach for long term results.

This course introduces students to types of conflict and conflict resolution styles. It makes them aware of the negotiation strategies and tactics that people employ and prepares them to handle these negotiations with a better understanding of the situation, the parties involved and the context. It introduces them to negotiation theories, concepts and empirical research in relevant areas. Some immediately relevant and some difficult negotiations such as Job and salary negotiations, collective bargaining situations are dealt with in greater detail. Students get to engage on complex issues such as those of ethics, power and politics in negotiations. They learn to decipher the challenges that cultural differences bring into the picture.

Students also get to do live negotiations, role plays and simulations, and analyze cases and films. The course delivery is such that it provides opportunity for both knowledge sharing and experiential learning.

---

**ELECTIVES IN MARKETING & RETAIL MANAGEMENT**

---

**MKT 812      Consumer Behavior      2 Credits**

Understanding buyer behavior is the most visible assurance that a marketer is working for buyers. It helps marketers figure out what customers may want from them, respond to those needs, wants and desires through an appropriate marketing package and thus, persuade them to buy their goods and services such that will ensure delight to the buyers and profit to the marketers at the same time.

The course will emphasize on learning several useful concepts and skills to map the stated or otherwise needs and attitudes of buyers and highlight marketing implications of the same. An interesting aspect of the course is to caution that consumers also engage in what is known as deviant buying behavior. Specifically, the course will feature an urgent need to understand buyer behavior; the patterns of buying behavior/ decision making, and explain marketing implications of the buying behavior. The course aims to make the participants more confident in mixing practical needs of doing business with buyer welfare in our society. Engel Kollat Blackwell Model of consumer behavior along with theories on attitude building (multi attribute reasoned action), personality (Freud), learning and motivation (Maslow, Hertzberg) will be discussed to make the concept of black box clear.

**MKT 813**      **Integrated Marketing Communication**      **2 Credits**

To many of us, advertising represents the most visible face of the organization. While advertising is only one of several components of the overall promotion strategy, it often overshadows other promotional components such as publicity, sales promotion etc. In recent years, a strong move has been made to coordinate better the promotional elements along the lines of integrated marketing communication (IMC). IMC helps maximize promotional impact through orchestrating all promotional devices and elements. The course instructor believes in the thesis of a fuller integration in promotional design and management. Theories related to consumer behavior, consumer promotion methods, IMC planning process, brand building, Hierarchy of effects model, means end theory, importance of e active marketing will be given specific emphasis in the course

**MKT 814**      **Brand Management**      **2 Credits**

The course offers an intensive and yet stimulating understanding of branding. Brands are wealth generators of the twenty-first century. Earlier, firms differed on the basis of wealth producing assets like factories etc. In the new era of a globalized marketplace, brands are key differentiators and drivers of economic value of a corporation. Jeans manufactured in factories are just the same but Levi's, Wrangler and Lee are much sought after. Brands are the ultimate differentiators; they drive consumer buying, revenues and the ultimate value of the business. The course introduces strategic brand management process and theory of customer based brand equity. The course explains the importance positioning theory in brand management and highlights the concept of points of parity and points of difference. The course further discusses the brand audit methodology and role of brand elements, marketing programs and secondary associations that help in building brands. The principles of brand equity measurement system and theory of brand extension and brand rejuvenation are also covered in the course.

**MKT 815      Marketing of Services      2 Credits**

---

The course offers an intensive and yet stimulating understanding of service marketing and service firms. Your daily chores - ranging from the morning bus ride to the university to ordering dinner, will persuade you to agree that you buy more services than goods. Indeed, for quite some time, Dubai economy is increasingly dependent on service sector. The service sector includes dominant service providers like Emirates to service-dominant goods manufacturers like Damac. This course will examine differences between goods and services and their implications for staging value to customers. The course will emphasize on three additional Ps of services marketing such as people, process and physical evidence. The course will highlight the importance of Gaps model of service quality in understanding the principles and theories related to dimensions SERVQUAL model, service recovery, recovery paradox, service relationship marketing in services, customer driven service standards, service blueprinting, service design and new service development, matching demand and supply and integrated marketing communication for services.

**MKT 816      Business to Business Marketing      2 Credits**

---

Business-to-Business Marketing explores decision-making and activities involving business-to-business transactions. Specifically, Business to Business Marketing concepts and theories pertaining to buying decision process, business and corporate strategies, market segmentation, positioning, pricing, communication, physical distribution and sales management are examined within the framework that views Business to Business Marketing management as the process of understanding, creating, and delivering value to customers. Further, application of the Internet for Business to Business Marketing channel management and communication is also discussed.

**MKT 818      Sales & Distribution Management      2 Credits**

---

The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Course broadly covers the sales management functions, including selection, direction, monitoring, evaluation, compensation and training of the sales force; the role of the sales force in channel management; ethics and trust; distribution strategies, including selection of channel partners and appropriate levels of intensity of market coverage; flows in marketing channels; channel conflicts; product and pricing issues in channel management and evaluating channel effectiveness. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations.



**MKT 819      Retail Management****2 Credits**

Retailing is a dynamic and interesting area of study with new retailing concepts emerging, such as Internet shopping/ e-commerce. It is important to gain an understanding the principles, frameworks and concepts underlying retail management, which should then aid in the development of retailing strategies. The subject aims to assist students in adopting the perspective of the retail marketing manager, and therefore, particular emphasis is placed on case analyses and practical assignments. The use of retail marketing cases is designed to illustrate the application of marketing concepts and tools to real-world retail marketing problems. Broadly this course discusses concepts, theories, strategies and practices used in management of retail businesses. The course starts with discussing different formats of retailing and their characteristics. It also explores retailing strategies such as retail market strategies, financial strategies, retail location and site selection strategies. Further, it focuses on merchandising management aspects such as merchandise assortments, merchandise buying strategies, pricing and communication of merchandise and store management aspects such as store layout, design and visual merchandising, customer service, recruitment, selection motivating and compensating the employees.

**MKT 821      Advanced Marketing Research & Analysis****2 Credits**

Advanced Marketing Research course starts with the introduction of basic steps in conducting marketing research and further looks at the types and sources of primary and secondary data, methods for collecting data (including a brief introduction of data gathering instruments such as questionnaires), the measurement scales, basic sampling and data analysis techniques. Particularly, there will be more emphasis on variety of quantitative and statistical models used for marketing decision making.

**MKT 827      Pricing Strategy****2 Credits**

Pricing is one of the underemphasized aspects of modern marketing. Pricing rings in revenue and yet receives only inadequate research, tactical and strategic attention. The result is that both marketers and customers fail to leverage on the full value of pricing as a decision variable of the marketing mix. The course introduces the participants to the weaknesses of conventional pricing tactics and examines broader parameters of the cost, customer and competition driven pricing. More important, it explains why value creation and integrated organizational price decision making are essential for effective pricing. It concludes that the strategic pricing is value based, proactive and profit driven.

**MKT 8110      Customer Relationship Management****2 Credits**

With the advancement of competition, information technology and changing customer preferences customer relationship management (CRM) offers significant opportunities for organizations to better understand and serve their customers and to personalize experiences

according to their needs. It is necessary for organizations to invest in customers who are the long term assets of any organization in order to increase their revenues and profitability. The businesses have realized the importance of retaining customers in today's competitive world. To be successful in the new millennium, organizations have to practice long term relationships with all their customers. This course focuses on the application of CRM as a tool, strategy and philosophy along with its application in marketing, sales, service and information technology. Theories on relational marketing, analytical CRM, operative CRM and collaborative CRM will be discussed along with Conceptual background of relationship marketing and CRM theories.

**MKT 8111 International Marketing 2 Credits**

This course provides an overview of fundamentals and current issues of international marketing following a practical approach that includes critical examination of the impact of political, economic, legal, technological and cultural environment and resulting marketing opportunities. The course also focuses on development and implementation of international marketing strategies and programs.

**MKT 8112 Digital Marketing Strategy 2 Credits**

The subject deals with the issues facing internet users to establish the distinctly different environment in which people operate online. This grounding is then used as a basis to build an understanding of the internet key applications in marketing such as research, adding value in the areas of product, distribution, pricing and promotion. It is a consumer focused perspective that most students will be able to relate to from their own experience. Web Marketing Plans with Web site development principles, new digital channels and digital media will be discussed.

**ELECTIVES IN PROJECT AND OPERATIONS MANAGEMENT**

**PRJ 812 Supply Chain Management 2 Credits**

The function of supply chain management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. In today's environment of shortening product life cycle, complex corporate joint ventures, and stiffening requirements for customer service, it has become necessary to consider the complete scope of supply chain management, ranging from supply of raw materials, through factories and warehouses, to meeting the demand in sales outlets. The course will focus on critical issues of design and management of supply chain.

**PRJ 813 Total Quality Management 2 Credits**

This course focuses on qualitative and quantitative techniques used to study and improve quality of operations in manufacturing and service organizations. It covers topics such as quality philosophy, quality management systems, statistical process control (SPC), acceptance sampling, tools for quality improvement, product and process design. The role of quality in the entire cycle



including product/service design, development, production, delivery, and customer support is emphasized in order to achieve total quality management.

**PRJ 814      Procurement and Inventory Management      2 Credits**

The procurement function plays a key role in many organizations, particularly in those industries where material inputs represent a significant share of the total cost. This course examines purchasing policies, processes and procedures required to achieve efficiency and minimize costs. It looks at the changes from traditional purchasing to e-purchasing and stock optimization.

**PRJ 815      Operations Strategy      2 Credits**

This course explores the major issues and managerial concepts relating to strategic management of the operations function in today's global economy. This course will provide the students with frameworks to link an operations strategy to the firm's competitive positioning as well as tools to understand the economic and technology drivers for a global operations footprint. Business cases studied include a mix from both the manufacturing and service industries. Classes may feature visiting company executives, and there is a strong global emphasis throughout the course.

**PRJ 816      Service Operations Management      2 Credits**

Service sector makes a major contribution to economy of any country. Service organizations respond to the needs and expectations of the customers and leave a certain experience in the mind of the customer through service delivery system. This course addresses the strategic and operations aspects of managing service delivery system. The course covers the service concepts, customer and supplier relationship, service encounter, performance management. It includes key managerial decisions such as waiting line management, facility location, managing capacity and demand requirements and managing service processes. It also emphasizes on service supply chain management, lean service systems and service quality management. The course aims to provide students with concepts and tools necessary to effectively management a service operation.

**PRJ 818      Lean Systems & Six Sigma      2 Credits**

Lean systems and Six Sigma play a pivotal role in shaping the business and operational strategies of an organization. Numerous organizations world over have gained by implementing them and shown a huge saving both in service and manufacturing industries. This course provides a clear understanding of the philosophies and principles of Lean Systems and Six Sigma and describes how their implementation facilitates the continuous improvement efforts. It also covers assessment of critical performance measures and metrics of systems and processes. The methodologies and tools needed for implementations are explained. The road map and infrastructure needed for implementation is presented. The course discusses how these two philosophies can be integrated to speed up the continuous improvements efforts.

**PRJ 819      Management of Technology & Innovation      2 Credits**

This course focuses on the strategic management of new and established businesses in technology-intensive industry. It provides frameworks for analyzing key aspects of these industries and teaches students how to apply these frameworks. The course focuses on four themes: (1) the source, discovery, and evaluation of opportunities (2) the provision of products and services that satisfy the needs of customers, (3) the development of mechanisms to appropriate the returns from the exploitation of the opportunity; and (4) the organization of efforts to innovate.

Successful management of technology and innovation has become one of the most critical aspects of business in a technologically dynamic environment. New technologies and innovations compel organization to find new ways and means to compete and survive. The course introduces the concepts of management of technology and covers its domain. It examines the strategic options that an organization can take in the development and maintenance of MTI. The processes of planning, implementation, evaluation and control utilized in each of these approaches are discussed. It also examines the building of capabilities needed for the success of MTI, organizational learning and knowledge management. The course draws on a variety of disciplines and aims at integrating them to generate new insight and shows how technology can be developed and value captured to gain sustainable advantage

**PRJ 821      Project Management      2 Credits**

---

To manage the projects successfully, project managers should be well versed in multidisciplinary project management practices so that resources are optimally utilized within stipulated cost and time frame. This program aims to familiarize the participants with all aspects of project management and provide specific skills, which may be useful in handling the industrial and infrastructure projects.

**PRJ 827      Project Appraisal & Financing      2 Credits**

---

In today's world of increasing competition and focus on corporate earnings, project managers are held accountable not just for achieving technical and schedule goals, but also for meeting profitability and other financial goals. This course explores the financial metrics that are so commonly used and examines the not-so-obvious financial impact of typical operating decisions and actions. The course is aimed at equipping students with skills in the field of project appraisal and finance. The course concentrates on the various financial tools for financing development, construction and operation of the projects. The course also aims to highlight the importance of improving the quality of the appraisal process. The course aims to demonstrate how the process of project and capital expenditure can be used to dramatically improve cost control. This course will enable students to understand financing projects, evaluate risk, interpret data and forecast cash flow and value any project. The four major aspects of the course consist of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

**PRJ 8110      Business Analytics      2 Credits**

---

Decision makers and system optimization rely on intelligent technology to analyze databases systematically for decision making. Business analytics help managers to transform complex data into clear manageable information in order to make sound decisions. In particular, the course focuses on how to deal with big data that business processes generate. It provides fundamental principles and techniques of data storage and mining with real world examples. Emphasis is placed on the identification of patterns, trends and variation from dataset across space and time. It provides a variety of advanced techniques for predictive analytics, classification, unsupervised learning and supervised time sequenced learning. The development and use of data warehouse and data mart to support business analytics is discussed. Text and web mining are also covered.

**PRJ 8111      Logistics Management      2 Credits**

---

Logistics and Supply chain management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered activities of business. Supply chain system activities - communication, inventory management, and warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms.

The function of logistics management is to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. Supply logistics related costs account for 20-25% of typical firm's total costs. On the revenue side the supply chain decisions have a direct impact on the market penetration and customer service.

In this course we will view the logistics from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply chain - hand-offs of either information or product. The design of a logistics system is critically linked to the objectives of the supply chain. Our goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm or supply chain.

### **Class size Policy**

**It should be noted that IMT Dubai offers an elective course only if the minimum class size is achieved for the course. According to the policy and procedure manual, a minimum class size of 10 is required for a course to be offered.**

**x. Academic Regulations, Grading System, policies regarding academic progress, and opportunities for appeal by the students.**

***Academic Policies***

The MBA program consist of 37 credits to be completed normally with 4 terms. For successfully graduating the program, students must complete and pass 37 credit hours.

Registration: Students must register before attending the courses. Course Prerequisites courses must be completed before registering the course as mentioned in the program structure.

**Attendance:**

Classroom interaction and active participation in all course related activities is a key contributor to the learning process. Therefore, students are not only expected to attend all classes regularly but are also strongly encouraged to actively participate in case discussions, presentations, and all other classroom activities.

IMT stipulates that attendance is mandatory in all programs. Attendance is regularly monitored and students are accordingly advised. The students are required to maintain a minimum attendance of 70% in each course. Exceptions may be granted on medical grounds/unavoidable official duty (valid documents required) at the discretion of the faculty/ program chairperson. If a student fails to maintain a minimum required attendance, the following penalties are imposed.

Sl.no	Attendance %	Penalty
1	70% and More	No Penalty
2	60 % to below 70%	One grade point deduction in the final grade of the course
3	50% to below 60%	Two grade points deduction in the final grade of the course
4	Below 50%	Not be allowed to appear for the final exam and will have to repeat the course

***Course Assessment***

**1. Continuous Assessment**

IMTD follows continuous evaluation system. Evaluations typically comprise of several components e.g. Assignment, Quiz, Case Study, Project, Midterm and Final examination. Faculty members design and assess students as per the stated learning outcomes. Final examination is mandatory for every course and shall have the weight assigned between 20% and 40% of the

total. The course syllabus details out schedule of component wise evaluation. Final examination schedule is announced separately. Examination rules are as follows:

- i. Students are required to settle all outstanding dues before appearing in the final examination.
- ii. Students should write their roll number immediately on receipt of the answer sheets, continuation sheets, question paper, case studies or any other materials provided during the examination. Non-compliance to this Rule would be considered as academic malpractice.
- iii. Any kind of conversation among students is strictly prohibited inside the Examination Hall. Also, any attempt to offer or receive help (exposing answer sheet, hand-signs etc.) shall attract severe punishment. Smart devices are not allowed inside the Examination Hall except with the permission of the subject faculty.
- iv. Students should not exchange their question papers or any other material during the examination. If any student is found guilty of any kind of malpractice, he/she is subjected to disqualification from the examination.
- v. Students are advised to submit answer sheets / graph papers/ any other sheets including all sheets used during the examination.
- vi. Cheating during examination is a serious offence;
  - if a student is caught cheating, then he/she is asked to leave the Examination Hall immediately. The invigilator collects all incriminating evidence and report to the Registrar.
  - Wherever, the case of cheating during examination is clearly established by the invigilator, the concerned student shall be awarded zero marks for that component.
  - If a student violates any other rules or instructions during an examination, it will be reported to the Registrar who shall in turn report to the disciplinary committee.
  - Impersonation is a serious offence and it will be dealt as per the UAE law.
- vii. During the period of examination, a student is not allowed to go out of the Examination Hall. In case of emergency, permission needs to be taken from the invigilators.
- viii. It is students' responsibility to take care of his/her belongings during examination. The institution is no way responsible if it is found that any item of student's belonging is missing, during/after the examination.
- ix. If a student could not attempt the examination due to unavoidable circumstances, then he/she can appear for a reexamination only after he/she provides relevant proof and gets a written approval from the Instructor and Program Chairperson.

### ***Grading System***

The Institute policy is based on the credit hour system. One credit is equal to fifteen hours of classroom teaching and other activities.

IMTD follows absolute grading system where in letter grades are awarded by converting marks grades.

To be eligible to receive a graduate degree, a student must obtain a minimum CGPA of 3.00 on a scale of 4.00.

Grades	Points	Description
A+	4.00	Outstanding
A	3.75	Excellent
A-	3.50	
B+	3.25	Good
B	3.00	
B-	2.75	Below Expectation
C+	2.50	
C	2.25	
F	0	Fail
I		Incomplete
S/ US		Satisfactory/ Unsatisfactory Performance in zero credit course
FA		Fail due to attendance
XF		Fail due to academic integrity violations
W		Withdrawal from course

### Course Grade Definitions

<b>Outstanding</b>	Outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course.
<b>Excellent</b>	Excellent academic performance and the demonstration of significant mastery of the subject matter of the course with only minor errors.
<b>Good</b>	Sound academic achievement with a few errors.
<b>Satisfactory</b>	Fair academic performance but with significant shortcomings
<b>Below Expectation</b>	The performance in the course is below the acceptable level and needs improvements
<b>Fail (F)</b>	<p>This grade indicates failure to meet the minimum requirements for completion of the course. It carries no grade points.</p> <p>The failed course must be repeated and passed before credit is granted. A course can be repeated only once and repeated failure in the course will result in dismissal from the program. A maximum of two F grades is allowed during the program duration. Any student with more than two F grades will be dismissed from the program.</p>
<b>Incomplete (I)</b>	<p>This grade is issued in cases for extenuating non-academic circumstances that prevent the student from completing all course components on time.</p> <p>The incomplete course work must be completed within two weeks after declaring the grades, by satisfying the requirements of the concerned course. The final decision on an incomplete grade is up to the instructor.</p> <p>In case of failure to meet the course requirements, the grade I will be changed automatically to grade F. The student will be asked to repeat the course in the next offering by paying the repeat course fee and filling in the repeat course form.</p>
<b>Repeat (R)</b>	“R” is assigned to a course repeated by the student. After successful repetition, the grade obtained will replace the initial grade and will be used to calculate the CGPA. In the courses that are repeated, an R will be mentioned on the transcript along with the new grade obtained to indicate that the course has been repeated.
<b>S / US</b>	Satisfactory / Unsatisfactory Performance in a zero-credit course. As per the grading scheme, if a student scores ‘Fail’, unsatisfactory (US) is awarded in the course, else it is ‘Satisfactory’.
<b>FA</b>	Fail due to attendance. Applicable if attendance falls below 50% and there are no extenuating circumstances



<b>XF</b>	Fail due to academic integrity violations as per plagiarism policy or other academic misconduct and integrity issues
<b>W</b>	Withdrawal from course

### Grade Descriptors

Broad guidelines for awarding letter grades for graduate programs are as follows:

Grade	Written Examinations	Report/ Essays/ Case Analysis	Presentations	Research/ Internship based work
A	<p>Able to analyze critically, with sound arguments and fully supported by relevant facts.</p> <p>Answers are insightful and show complete grip of facts, knowledge, and skills. Methods are correct.</p> <p>Clear and well derived arguments. Approach is original devoid of any plagiarism</p>	<p>Systematic and accurate account of the assignment; Exceptionally well organized</p> <p>Comments are critical and comparative</p> <p>Data collection, methods and analysis are thorough and exceptional</p> <p>Shows the grasp of topic beyond taught materials, and does extensive research on the topic</p>	<p>Very well prepared, systematic approach with a clear understanding of the material and methods.</p> <p>Excellent presentation skills, answers are thoughtful and accurate.</p> <p>Able to work independently or in a group.</p>	<p>Exhibits thorough understanding and application of scientific process of enquiry.</p> <p>Presents high quality assimilation of academic literature &amp; industry/ company issues. Applies management theories to develop arguments</p> <p>Provide insightful commentary with substantiation of arguments</p>
B	<p>Shows ability to analyze critically, with sound arguments and fully supported by relevant facts.</p> <p>Answers accurately, demonstrating a good knowledge of the topic. Methods are correct.</p>	<p>Largely systematic and accurate account of the assignment; well organized.</p> <p>Data collection, methods and analysis applied correctly</p>	<p>Well prepared, systematic approach with a clear understanding of the material and methods.</p> <p>Good presentation skills, answers are correct accurate. Ideas are</p>	<p>Systemic enquiry and application of theory</p> <p>Awareness of major literature and industry/ company issues</p> <p>Argues the facts comprehensively</p>

	Original work with clear and well derived arguments	Evidence to extended reading on the topic	independent and is participating in the group	
C	Attempts to analyze critically, with sound arguments, supported by relevant facts. Methods are applied with difficulty or partially.  Some evidence of original work	Systematic and accurate account of the assignment; reasonably organized.  Data collection, methods and analysis applied with few inaccuracies	Adequate preparation, reasonable approach and understanding of the material and methods.  Adequate presentation skills	Enquiry process is adequate.  Discusses the data and other evidence.  Shows awareness of literature
D	Answers are incomplete with limited knowledge of topic. Arguments are weak and shows lack of application of methods.	Incomplete approach to assignment, data analysis. Reading of concepts is weak and	Lack of preparation, unsystematic approach, Limited answers Difficulty in working alone and weak participation in groups	Work is anecdotal, descriptive. Significant deficiency in presentation of data or arguments

### Cumulative Grade Point Average (CGPA)

This indicates the students' average performance over all terms up to the current or final term. The calculation is done by taking the grade point total for all the courses taken till date multiplied by their respective credit hours and the result divided by total number of credit hours registered till date. Since courses carry different weights (credit hours), CGPA is computed by taking the weighted average of the course grades. For example, if a student receives grade B in a course carrying 3 credit hours and grade A+ in a course carrying 1 credit hour the GPA will be calculated as follows:

Grade	Grade Points	Credit Hours	Weight
B	3.00	3	9
A+	4.00	1	4
TOTAL:		4	13
GPA			=13/4 = 3.25

### Incomplete Grade:

When a student has failed to complete a major component of a required course, he/she may be allotted Grade 'I' by the instructor. Students can make up for Grade 'I' by satisfying the

requirements of the concerned course instructor. The final decision on an incomplete grade is up to the instructor.

The incomplete course work must be completed within two weeks after declaration of the grades, otherwise, the student will be asked to repeat the course in the next offering by paying the repeat course fee and filling in the repeat course form.

### ***Academic progress***

- Students are considered to have a good academic standing when they have minimum CGPA of **3.00** on a scale of 4.00 at the end of each term/module for the Master level program.
- Students whose CGPA has fallen below **3.00** are placed on academic probation in the following two modules/terms of the respective program.
- Students must revert to good academic standing i.e., CGPA **3.00** or more by the end of the probation period.
- Students who do not revert to good academic standing by the end of the probation period are dismissed from the program. Following conditions will normally lead to the dismissal from the Program after the recommendation of the academic committee:
  - Number of “F” grades is more than two.
  - CGPA is below **3.00 in Graduate program** at the end of the probation period or at the end of the program.
- The students in postgraduate program who would like to improve their CGPA, can repeat a maximum of two courses during their entire program period. Only the courses with a grade of B- or less grades will be allowed to be repeated. Irrespective of the performance in the repeated course, the grades obtained in a repeat exam will be retained as final.

### ***Grade appeal***

#### **Academic Standing Appeals**

Students may appeal to the Academic Committee regarding their academic standing status and request a review of probation / dismissal decision.

If the student on probation can provide evidence supporting the appeal, he/she may be granted one additional term/module to revert to Good Academic Standing.

#### **Grade Appeals**

It is assumed that IMT-Dubai policy of grading ensures that the Faculty grades the student fairly and objectively. However, in the event of a student challenging a particular grade, the following procedure must be followed:

- Students should first consult with the concerned Faculty and discuss their concerns. Most of the cases are expected to be sorted out by review of Final Exam and discussion between the student and the Faculty member.

- If the student is not satisfied, then they may put in a formal Grade appeal with the Office of the Registrar. The grade appeal must be submitted within a period of one week following the notification of grade to the student by the Registrar. Grade Appeal fee of AED210/- is applicable for Grade Appeal request.
- All Grade Appeals must be submitted in writing to the Registrar on the official Grade Appeal Form (available in Annexure). Reason(s) for Grade Appeal must be substantiated clearly on the form, with payment receipt of AED210/- per course.
- Office of Registrar will forward the Grade Appeals to the concerned Faculty Member(s).
- Concerned Faculty Member(s) will have one week to review the final examination component and respond in writing to the Registrar about the final outcome, who will then intimate the same to the concerned student(s).
- If the student is still not satisfied, an appeal for grade review can be made to the Registrar. Registrar will report the case to program chair who in turn will place in the Academic Committee. An ad-hoc Faculty Grade Review Committee will be formed to look into such cases. A fee of AED210/- is applicable for Academic Committee Review. The appeal for grade review must be submitted within one week following the notification of the outcome of grade appeal to the student by the Registrar.
- The Faculty Grade Review Committee after reviewing the case, recommend the final grade to the Dean-Academics, who will take a decision and the decision will be intimated to the student by the Registrar.
- The decision of the Dean-Academics will be held as final and no further appeals can be lodged.

### ***Repetition of course***

- All failed courses have to be repeated compulsorily and a passing grade obtained in order to revert to Satisfactory Academic performance.
- A course can be repeated only once. If a student repeats the course and is not able to clear it in the second attempt too, then he/she is dismissed from the Program.
- If the course is repeated then R grade will be mentioned on the transcript, along with the grade which the student gets after repeating the course, to show that the course has been repeated. However, the new grade obtained after repeating the course will be considered for the purpose of calculation of CGPA.
- Students on Probation and/or students who have to retake a course due to poor academic standing will bear corresponding additional tuition fees and if applicable the residency charges for the period required to complete the course.

- Student has to fill up the “Repeat Course Form” and submit it to Chairperson for approval. Once approved, the form has to be forwarded to the Office of Registrar and Finance Department.
- Students can retake a course only at the next available opportunity after getting required approval.
- The students in graduate program who would like to improve their CGPA, can repeat a maximum of two courses during their entire program period. Only the courses with a grade of B- or less grades will be allowed to be repeated. Irrespective of the performance in the repeated course, the grades obtained in a repeat exam will be retained as final.

### **Course Substitution**

IMTD does not encourage course substitution within a program except for the elective courses. However, for a transfer student, course mapping committee of IMT maps the courses completed from the university from where the particular student is planning to transfer with IMT courses to decide a credit waiver. For graduate level program, a maximum of 25 percent of the courses can be transferred.

### **Examination Policy**

IMTD follows continuous evaluation system. Evaluations typically comprise of several components e.g. Assignment, Quiz, Case Study, Project, Midterm and Final examination. Faculty members design and assess students as per the stated learning outcomes. Final examination is mandatory for every course and shall have the weight assigned between 20% and 40% of the total. The course syllabus details out schedule of component wise evaluation. Final examination schedule is announced separately. The rules of examinations are as follows:

- x. Students are required to settle all outstanding dues before appearing in the final examination.
- xi. Students should write their roll number immediately on receipt of the answer sheets, continuation sheets, question paper, case studies or any other materials provided during the examination. Non-compliance to this Rule would be considered as academic malpractice.
- xii. Any kind of conversation among students is strictly prohibited inside the Examination Hall. Also, any attempt to offer or receive help (exposing answer sheet, hand-signs etc.) shall attract severe punishment. Smart devices are not allowed inside the Examination Hall except with the permission of the subject faculty.
- xiii. Students should not exchange their question papers or any other material during the examination. If any student is found guilty of any kind of malpractice, he/she is subjected to disqualification from the examination.
- xiv. Students are advised to submit answer sheets / graph papers/ any other sheets including all sheets used during the examination.
- xv. Cheating during examination is a serious offence;

- if a student is caught cheating, then he/she is asked to leave the Examination Hall immediately. The invigilator collects all incriminating evidence and report to the Registrar.
  - Wherever, the case of cheating during examination is clearly established by the invigilator, the concerned student shall be awarded zero marks for that component.
  - If a student violates any other rules or instructions during an examination, it will be reported to the Registrar who shall in turn report to the disciplinary committee.
  - Impersonation is a serious offence and it will be dealt as per the UAE law.
- xvi. During the period of examination, a student is not allowed to go out of the Examination Hall. In case of emergency, permission needs to be taken from the invigilators.
- xvii. It is students' responsibility to take care of his/her belongings during examination. The institution is no way responsible if it is found that any item of student's belonging is missing, during/after the examination.
- xviii. If a student could not attempt the examination due to unavoidable circumstances, then he/she can appear for a reexamination only after he/she provides relevant proof and gets a written approval from the Instructor and Program Chairperson.

**y. List of Graduate Faculty at IMT, degrees held and conferring institution**

S.No	Faculty Name	Qualification/ Specialization	Institution Name	Years of Experience	Subject Taught
1	Dr. Aasheesh Dixit	Ph.D./Operations and Decision Sciences	Indian Institute of Management, Lucknow	<2	Transportation and Port Management
2	Dr. Abhishek Sharma	Ph.D./ Operations and Decision Sciences	Indian Institute of Management, Rohtak	< 2	Business Process Management,
3	Dr. Ahmad Said Ibrahim Alshuaibi	Ph.D/HR and OB	University Uatara Malaysia	6	Human Resources Management, Professional Communication, Business Communication
4	Dr. Ajay K Singal	Fellow/General Management	Indian Institute of Management, Lucknow	12	International Business strategy, Strategic Management
5	Dr. Arbind Samal	Ph.D./HR & OB	Indian Institute of Management, Kashipur	<2	Organizational Learning & Development Negotiation and Conflict Resolution Teamwork and Collaboration
6	Dr. Bidisha Banerjee	Ph.D/HR and OB	University of Santiago De Compostela	6	Organizational Behavior, Strategic Human Resource Management, Organizational Behavior
7	Dr. Deepesh Kumar	Ph.D./ Operations and Decision Sciences	Indian Institute of Management, Shillong	8	Business Informatics, Introduction to Management Information Systems, Statistics for Business Decisions
8	Dr. Dogan Aydin Serel	Ph.D/ Operations and Decision Sciences	Purdue University	21	Data and Decision Management, Operations Management
9	Dr. Gita Bajaj	Ph.D/HR and OB.	Aligarh Muslim University	18	Business communication, Organizational Behavior, Negotiation and Conflict Resolution
10	Dr. Mansour Allan	Ph.D./General Studies	Yarmouk University	12	Introduction to UAE Culture, Introduction to Arabic Language, Introduction to Islamic Civilization



11	Dr. Mohd. Anam Akhtar	Ph.D/Accounts and Finance	Motilal Nehru National Institute of Technology	5	Financial Accounting, Accounting for Decision Making, Principles of Accounting
12	Dr. Rajesh Kumar	Ph.D/Accounting and Finance	Indian Institute of Technology, Kharagpur	23	Project Appraisal & Financing, Investment Analysis and Portfolio Management, Advanced Corporate Finance
13	Dr. Ravi Chatterjee	Ph.D/Marketing	Barkatullah University	6	Entrepreneurship, Theory and practice of Management, Principles of Marketing
14	Dr. Ravindra Saxena	Ph.D/Marketing	Kanpur University, Kanpur	32	International Marketing, Retail Management, Principles of Marketing
15	Dr. Samer Saade	Ph.D/Accounting and Finance	IAE-Universite Pierre Mendes France	16	Corporate Finance I, Financial Management
16	Dr. Saneesh Edacherian	PhD/Strategic Management	IIM Ahmedabad	<2	Creativity & Innovation, International Business Strategy
17	Dr. Shawn Mathew	Ph.D./Marketing	The Indian Institute of Management, Ahmedabad	4	Digital Marketing Strategy
18	Dr. Sorokhaibam Khaba	Ph.D./Operations and Decision Sciences	Indian Institute of Technology, Dhanbad	2	Operations Management, Quality Management, Procurement and Sourcing
19	Dr. Sujit Sukumaran	Ph.D/Economics	University of Hyderabad, Hyderabad	20	Economics for Business, Macroeconomics, Managerial Economics
20	Dr. Tarapada Ghosh	Ph.D./Accounting and Finance	The University of Burdwan	42	Financial Management, International Finance, International Banking Management
21	Dr. Ulas Ozen	Ph.D./ Operations and Decision Sciences	Eindhoven University of Technology	20	Data and Decision Making, Supply Chain Management
22	Dr. Vijetha Koppa	Ph.D./Economics	Texas A&M University	12	Developments in World Economy, Economies of Emerging Countries, Introductory Economics

23	Dr. Vimi Jham	Ph.D/Marketing	Aligarh Muslim University	27	Marketing Management, Consumer Behavior, Integrated Marketing Communication
24	Dr. Viswaprasad Gada	Ph.D./General Management	Indian Institute of Management, Bodh Gaya	5	Strategy & leadership
25	Dr. Waheed Kareem Abdul	Ph.D./ Marketing	Indian Institute of Technology, Bombay	20	Brand Management, Business Research Methods

### **Full time Equivalent (FTE) Faculty: Student Ratio**

The Full time equivalent (FTE) Faculty: Student Ratio for AY 2020-2021(Spring 2021) semester is 24.17.

### **Overall Student Satisfaction rate and self-evaluation**

The overall student satisfaction rate and self-evaluation is reflected in the annual self-evaluation report and Fact Book

## z. List of Senior Administrators

<b>Standing Committees</b>	<b>Faculty Names</b>
Library	Dr. Bidisha Banerjee; Dr. Sorokhaibam Khaba
Purchase	Dr. Ajay Singal
Student Disciplinary	Dr. Bidisha Banerjee; Dr. Dogan Serel (Chair)
Community Engagement	Dr. Ahmad Said Al-Shuaibi; Dr. Ravi Chatterjee (Chair)
Health & Safety	Dr. Deepesh Kumar
Course Mapping	Area Chairs; Registrar (Chair)
Research	Dr. Dr. Sorokhaibam Khaba / Dr. Ulas Ozen / Dr. Yusuf Hassan
IT	Dr. Deepesh Kumar
Employee Grievance	Dr. Gita Bajaj
<b>Area Chair</b>	<b>Faculty Names</b>
HR & OB	Dr. Ahmad Said Al-Shuaibi
Marketing	Dr. Ravindra Saxena
Accounts and Finance	Dr. Samer Saade
Operations and Decision Sciences	Dr. Ulas Ozen
<b>Program Chair</b>	<b>Faculty Names</b>
MBA	Dr. Ajay Singal
BBA Weekend	Dr. Gita Bajaj
BBA Weekday	Dr. Mohammed Anam Akhtar
EMBA	Dr. Vimi Jham

<b>Dean and Associate Dean</b>	<b>Faculty Names</b>
Dean -Academics	Dr. Waheed Kareem Abdul
Associate Dean - QAIE and Accreditations	Dr. Sujit Sukumaran
Associate Dean - Research and Faculty Development	Dr. Rajesh Kumar
<b>Other Chairs</b>	
Chair - International Relations	Dr. Ajay Singal and Dr. Shawn Mathew
Chair- Internships & Projects	Dr. Vijetha Koppa

### Senior Administrative Staff

Name	Department/Titles
Mr. Vivek Anand	Head of HR, Admin & Facilities
Mr. Gyan Mohapatra	Deputy Manager - Accounts
Mr. A. Elangovan	Librarian
Mr. Nirmish Parmar	Students Services Executive
Mrs. Samira Fernandes	Registrar Office

#### aa. Board of Governors and their affiliations

	Name	Affiliations
1.	Mr. Dipankar Chatterji (Chairman)	Former President of Confederation of Indian Industry Eastern Region Chairman of Calcutta Stock Exchange Member of Board of Several Companies
2.	Mr. Suhail Galadari	Member of Board of Directors, Executive committee member & Shareholder of Galadari Brothers Co. LLC & its subsidiaries
3.	Dr. Partha Ray	Country Advisor at IMF, Economist and former professor at IIM Calcutta, Director of National Institute of Bank Management , Pune, India
4.	Mr. Bakul Nath	Investor and Educationist
5.	Dr. Amitabh Upadhyay	Provost and Vice President, American college of Dubai

#### bb. Contact information and location

##### Address

Institute of Management Technology,  
Dubai International Academic City  
P.O Box 345006, Dubai, UAE

##### Phones

Tel: + 971 4 4227244 / 3638862  
Toll Free: 8004683  
Fax: + 971 4 360 4838

##### Email and Contact info

For Enquiries:

[info@imt.ac.ae](mailto:info@imt.ac.ae)

## Essential services

IMT Dubai website	<a href="http://www.imt.ac.ae">www.imt.ac.ae</a>	
IMT Dubai number	+971 4 4227244	info@imt.ac.ae
Hostel Warden - Male	Ext. 146	warden@imt.ac.ae
Hostel Warden - Female	Ext. 149	
IT Department	Ext. 108	itsupport@imt.ac.ae
Accounts Department	Ext. 105, 106	accounts@imt.ac.ae
Program Office	Ext. 142, 143, 145	
Student Services	Ext. 119	studentservices@imt.ac.ae
Admissions Department	Ext. 110, 134, 135, 138	admissions@imt.ac.ae
Registrar Office	Ext. 123	registrar@imt.ac.ae
Library	Ext. 140	library@imt.ac.ae
Career Service	Ext. 176	ocs@imt.ac.ae
EHS	052 - 525 7641	ehs@imt.ac.ae
Student Councilor	Ext. 119	studentcounselor@imt.ac.ae
Police	999	
Ambulance	998	
Fire Department	997	

## Research Policy of Institution

IMTD aspires to become a center of excellence in GCC in management research through collaborative engagement in research activities with industry, business, government and community. IMTD focusses on creating a learning environment that is informed by research especially that of our own faculty.

IMTD focusses openness in Research whereby individual faculty members have the freedom to select the subject matter of their research and seek support from different sources for their work. The institute aims to promote and maintain an environment which fosters and supports research of high ethical standards, mutual co-operation and exchange of ideas.

IMTD's research strategy aims to create and sustain a supportive, collaborative and vibrant research culture in management disciplines and explore emerging areas of research in accordance with highest ethical standards. The research strategy is to support and develop both existing and emerging areas of research excellence in accordance with highest ethical standards.

### **Policies regarding Industry Orientation Project and Applied Industry Project**

Please refer to the Industry Orientation Project and Applied Industry Project course outlines provided in Appendix 1, for policies regarding Industry Orientation Project and Applied Industry Project.

### **Policies regarding dissertation**

Please refer to the Dissertation guidelines provided in Appendix 2, for policies regarding dissertation.

### **Researcher Obligations**

Researchers have the obligation to ensure that they conduct research with honesty, integrity, cultural sensitivity, and minimum risk to all involved.

The institute holds the view that in case of sponsorship of research projects, the sponsors must be informed of any potential publication or dissemination of the research findings. The key guideline in terms of authorship is that the authorship of articles must be restricted to those contributors who have made significant intellectual or practical contribution to the work. Researchers at IMTD have to disseminate their research as widely as possible particularly to those who will benefit from it and to publish where their research will have the maximum impact.

Researchers should avoid submitting research papers to more than one potential publisher at any given time or publishing findings in more than one publication without disclosure and appropriate acknowledgement of any previous publications.



## Participant Rights

All researchers must be aware of the participant rights and undertake research activities accordingly:

1. Take consent and acknowledge refusal to participate in research activities
2. Maintain full confidentiality of personal information of participants
3. Data collection should be in adherence to the UAE Law.

The authors are solely responsible for the content of the publication. All contributions must be duly acknowledged. Researchers must clearly acknowledge all sources used in their research. They must seek permission from any individuals if a significant amount of their work has been used in the publication.

## Intellectual Property Rights and copyright

As defined by WTO, intellectual property rights are the rights given to persons over the creations of their minds. They usually give the creator an exclusive right over the use of his/her creation for a certain period of time. Four types of intellectual properties are Copyrights, Patents, Trademarks, and Trade Secrets.

Policies relating to Copyright and Intellectual Property of the institute are as follows:

- i. In case of Institute sponsored research, authors shall be given full credit for their work, and copy right shall remain with the institute.
- ii. Independent/non-sponsored publishable work of faculty, staff, and students, the copyright shall remain with the author.
- iii. In cases where the produced materials are result of specific assignments by the Institute, the Institute will retain the right to determine the copyright issues.
- iv. The Institute owns the copyrights to all multimedia, all electronic and computer based instructional materials produced and delivered by faculty and staff while employed at IMTD and retains the right to reproduce, update, distribute, transmit and alter the course materials.
- v. While employed at IMTD, no faculty and staff shall publish any material attaching any other affiliation except his/her official designation.

Faculty members shall not include any content which constitutes libel, invasion of privacy, infringement of copyright or literary rights or otherwise violate the legal rights of any persons under the UAE law.

## Appendix 1: Industry Orientation Project and Applied Industry Project

### Industry Orientation Project-MBA Program

Title : <b>Industry Orientation Project</b>	Code : IOP-701
Instructor :	E-mail :
Office : UG-02, Dubai International Academic City	Classroom :
Timing :	Telephone : +971 4 4227244
Credits : 2	Prerequisites :

#### I. Project Description

The **Industry Orientation Project** provides students with an opportunity to explore the industry during their second semester (3<sup>rd</sup> term). This opportunity helps the students in getting familiar with the industry practices in the region and explore possibility of choosing his/her career path. This project is intended to encourage students to take up real life business problem(s) in the area of management and business, analyze critical issues and suggest recommendations. The aim of the project is to develop the students to use application based research skills. This project is a compulsory for all students.

#### II. Project Objectives

The primary objective of this Project to equip students understand, evaluate and interpret the industry trends and performance within a broader context of overall economic trends in a country, region and globally. The students are given with an opportunity to apply theories, concepts and models learnt in different courses.

#### III. Learning Outcomes

After completion of this project, students will be able to:

1. Analyze the industry/company performance in a meaningful way. **(Knowledge)**
2. Compare and contrast theories, concepts and research tools on real life business issues.  
**(Skill)**
3. Apply relevant tools and techniques to solve business problems at hand **(Autonomy & Responsibility)**
4. Communicate the findings of the analysis in the form written report and presentation.  
**(Self-development, Role in Context)**

#### IV. Project Guidelines

- The Industry Orientation Project is carried out during third term of the program.
- The Industry Orientation Project may be conducted on a group or an individual basis. Typically, a team will be composed of a maximum of 3 students, depending on the scope of the project. However, the preference will be it is carried out on individual basis.
- Students must submit a project proposal in the form of topic definition and justification of the project to the Faculty Supervisor.
- After the appraisal of proposals, the faculty supervisors for projects will be assigned by the Program Chair with approval from the Dean.
- The duration of Industry Orientation Project is of 2 credits (10 weeks' duration).
- Each student/group will be required to submit a written report and subsequently make a presentation in front of a panel of faculty experts including the faculty supervisor. The panel and faculty supervisor will be required to assess the write up that will be worth 70% of the Project credits and the panel will assess the presentation that will carry 30% weightage. The following can be used as a guide for assessing the project report and presentation.

Evaluation component by faculty supervisor & second faculty examiner is as follows:

a. Topic definition, Objectives and Scope	15
b. Literature Review	15
c. Hypothesis and Methodology of the project	15
d. Data Collection, Analysis and Recommendation	30
e. Presentation	25

#### V. Project proposal

The project proposals shall include the following:

- Name of group members.
- Summary in paragraph format of the topic of research.
- Statement of the reasons to study this topic.
- Statement of specific goal(s) and objectives of the proposed topic.
- Identification of any secondary information/research that may be helpful/relevant to the topic.

## VI. Plagiarism

All the project reports will be subjected to plagiarism check software(s). Students should not lift sentences / paragraphs from someone else's work. To quote someone's statement, provide the statement within quotation marks and refer it with author name and page number of the original text where the statement is present. In case of presenting someone else's ideas, it is required to comprehend their idea(s) in own language with proper reference to the author/sources.

## VII. Report writing guidelines

The Company project report should have 20 – 25 pages consisting of 12000-15000 words. The contents should be typed in Times New Roman font 12, justified, 1 ½ line space, 1 inch margin on all sides. All pages should be numbered.

Executive summary should be maximum 1 page

Heading font: 12, times new roman, bold, title case

E.g. **Heading Font**

Subheading Font: 12, times new roman, underline, title case

E.g. Subheading Font

The sequence of topics is:-

Cover Page (As per the attached format)

Contents

Acknowledgement

Company Project Completion Certificate signed by designated person in the company on company official Letterhead

Executive Summary (Maximum one page)

Chapter 1 – Introduction (1500-2000 words)

Chapter 2 – Literature Review (2500-3000 words)

Chapter 3-Methodology (1500-2000 words)

Chapter 4 – Issue Analysis (4000-5000 words)

Chapter 5 – Assessment and Recommendation (2500-3000 words)

Bibliography

Appendices

References/Bibliography: Please acknowledge use of materials from printed sources in the preparation of your report and indicate in the below mentioned pattern

- author's name, title of book, year published, publisher's name, city, ISBN number, page number
- bibliographic entries are listed alphabetically by the name of the author or by the first major work of the title
- Example: Vetterli, C. "Technical Report Guidelines", Internship Journal, Vol. 1 No. 1, August 1992, pp.51-53.

**VIII. Reading List**

- John Beech, Doing Your Business Research Project, Sage Publications
- Jigme Keizer, Piet Kempen, Business Research Projects, Butterworth Heinemann, Elsevier.
- Jonathan Wilson, Essentials of Business Research: A Guide to Doing Your Research Project, Sage Publications.
- A.D, Jankowicz, Business Research Projects, Cengage Learning EMEA

**IX. Appendices (optional)**

Purpose: Includes data, which is not necessary to an immediate understanding of the discussion. Appendices can contain program listings, drawings, extra figures, technical specifications, or other detailed explanations of some aspects of your Report.

Refer format for the Cover Page in the next page:

**Industry Orientation Project Report**  
**Title of Report**

**Company Name**

**Submitted by: Student Name**  
**Student ID**



## Institute of Management Technology, Dubai

### Completion Certificate (Sample format)

This is to certify that ..... (Student Name) with Roll No..... of the MBA Program  
have successfully completed the project titled ..... under our supervision.

Faculty Supervisor

Name:  
Signature:  
Date:

Company Supervisor

Name:  
Signature:  
Date:





## Applied Industry Project Syllabus - MBA Program

---

Title : <b>Applied Industry Project</b>	Code : IOP-702
Instructor :	E-mail :
Office : UG-02, Dubai International Academic City	Classroom :
Timing :	Telephone : +971 4 4227244
Credits : 3	Prerequisites : BRM 611

### I. Description

The Applied Industry Project is an exceptional educational opportunity to conduct applied research, build on the knowledge acquired and incorporate their course works into a highly integrative activity. This Project is intended to encourage students to take up practical company/ industry based problem(s) in the area of management and business, analyze critical issues and suggest recommendations. The aim of the project is to equip the students with application based research skills. Company Project is a compulsory component of the MBA Program.

### II. Objectives

1. Apply to the real world the knowledge acquired at the classroom level.
2. Apply the research and analysis capabilities to complex real business issues.
3. Interact and network with the business community.

### III. Learning Outcomes

After completion of this project, students will be able to:

5. Analyze critical issues through the application of the knowledge acquired. **(Knowledge)**
6. Apply theories, concepts and research tools on real life business issues. **(Skill)**
7. Communicate the findings of the analysis in the form written report and presentation. **(Autonomy & Responsibility, Role in Context)**

#### IV. Project Guidelines

- The Applied Industry Project is done during term-IV of the program.
  - The Applied Industry Project may be conducted on a group or an individual basis. Typically, a team will be composed of a maximum of 3 students, depending on the scope of the project. However, the preference will be it is carried out on individual basis.
  - Students must submit a project proposal in the form of topic definition and justification of the project to the Faculty Supervisor.
  - After the appraisal of proposals, the faculty supervisors for projects will be assigned by the Program Chair with approval from the Dean.
  - Each student/group will be required to submit a written report and subsequently make a presentation in front of a panel of faculty experts including the faculty supervisor. The panel and faculty supervisor will be required to assess the write up that will be worth 70% of the Project credits and the panel will assess the presentation that will carry 30% weightage. The following can be used as a guide for assessing the project report and presentation.
- |   |    |
|---|----|
| f. Topic definition, Objectives and Scope       | 15 |
| g. Literature Review                            | 15 |
| h. Choice of Research Methodology               | 15 |
| i. Data Collection, Analysis and Recommendation | 30 |
| j. Summary and Conclusion                       | 25 |

#### V. Project proposal

The project proposals shall include the following:

- Name of group members.
- Summary in paragraph format of the topic of research.
- Statement of the reasons to study this topic.
- Statement of specific goal(s) and objectives of the proposed topic.
- Identification of any secondary information/research that may be helpful/relevant to the topic.

## VI. Plagiarism

All the project reports will be subjected to plagiarism check software(s). Students should not lift sentences / paragraphs from someone else's work. To quote someone's statement, provide the statement within quotation marks and refer it with author name and page number of the original text where the statement is present. In case of presenting someone else's ideas, it is required to comprehend their idea(s) in own language with proper reference to the author/sources.

## VII. Report writing guidelines

The Company project report should have 20 – 25 pages consisting of 12000-15000 words. The contents should be typed in Times New Roman font 12, justified, 1 ½ line space, 1-inch margin on all sides. All pages should be numbered.

Executive summary should be maximum 1 page

Heading font: 12, times new roman, bold, title case

E.g. **Heading Font**

Subheading Font: 12, times new roman, underline, title case

E.g. Subheading Font

The sequence of topics is: -

Cover Page (As per the attached format)

Contents

Acknowledgement

Company Project Completion Certificate signed by designated person in the company on company official Letterhead

Executive Summary (Maximum one page)

Chapter 1 – Introduction (1500-2000 words)

Chapter 2 – Literature Review (2500-3000 words)

Chapter 3-Methodology (1500-2000 words)

Chapter 4 – Issue Analysis (4000-5000 words)

Chapter 5 – Assessment and Recommendation (2500-3000 words)

Bibliography

Appendices

References/Bibliography: Please acknowledge use of materials from printed sources in the preparation of your report and indicate in the below mentioned pattern

- author's name, title of book, year published, publisher's name, city, ISBN number, page number
- bibliographic entries are listed alphabetically by the name of the author or by the first major work of the title
- Example: Vetterli, C. "Technical Report Guidelines", Internship Journal, Vol. 1 No. 1, August 1992, pp.51-53.

#### **VIII. Reading List**

- John Beech, Doing Your Business Research Project, Sage Publications
- Jigme Keizer, Piet Kempen, Business Research Projects, Butterworth Heinemann, Elsevier.
- Jonathan Wilson, Essentials of Business Research: A Guide to Doing Your Research Project, Sage Publications.
- A.D, Jankowicz, Business Research Projects , Cengage Learning EMEA

#### **IX. Appendices (optional)**

Purpose: Includes data, which is not necessary to an immediate understanding of the discussion. Appendices can contain program listings, drawings, extra figures, technical specifications, or other detailed explanations of some aspects of your Report.

Refer format for the Cover Page in the next page:

**Applied Industry Project Report**  
**Title of Report**

**Company Name**

**Submitted by: Student Name**  
**Student ID**



## Institute of Management Technology, Dubai

### Completion Certificate (Sample format)

This is to certify that ..... (Student Name) with Roll No..... of the MBA Program  
have successfully completed the project titled ..... under our supervision.

Faculty Supervisor

Name:  
Signature:  
Date:

Company Supervisor

Name:  
Signature:  
Date:

## *Appendix 2 Dissertation Guidelines*



# Dissertation Guidelines

MBA program

29 April 2021



## Overview

Conducting a research project under the guidance of a faculty member is a unique opportunity for students to not only hone their critical analysis and writing skill but also engage in deep exploration of real life problems. With this in mind, an applied research dissertation has been added as a compulsory component of the MBA program at IMT. This opportunity helps the students to familiarize themselves with industry best practices in the region, apply cutting edge theory to newer situations and deepen their knowledge in a chosen domain. Depending on the scope of the identified problem of research, the chosen topic for the dissertation can also be interdisciplinary in nature.

## Objectives of Dissertation

The objective of dissertation is to:

1. Develop research and analysis capabilities to solve real business issues.
2. Learn to work independently in a given situation.
3. Learn to communicate effectively especially through academic writing.

## Learning Outcomes

After completion of this dissertation, students will be able to:

1. Exhibit business management related knowledge to identify issues for conducting research. **(Knowledge)**
2. Apply theories, concepts and research tools to real life business issues. **(Skill)**
3. Apply critical analysis to a situation and develop alternative arguments and solutions for evaluation **(Self Development & Role in Context)**
4. Work independently by applying own mind to complex and intractable business problems. **(Autonomy & Responsibility)**
5. Persuasively communicate the findings of the analysis in the form written report and presentation **(Skill)**

## Time Schedule, Procedure and Credits

1. The Dissertation commences in the 4<sup>th</sup> term of the program.
2. The Dissertation is equivalent to 6 credit hours.
3. The Dissertation has to be conducted by students individually.
4. Each student will be attached to one IMT faculty (maximum up to two faculty). Student can approach faculty directly or through program office to seek their guidance to work on a topic of research.

5. Students may also take the help of the office of career services to connect with Industry for the purpose finalizing the dissertation topic.
6. Students must submit a dissertation proposal in the form of topic definition and justification of the dissertation through CANVAS LMS.
7. The dissertation proposals will be evaluated by the Chairperson for Internships & Projects. They may seek help from faculty members from other fields to evaluate the proposals when needed. Students whose proposals are rejected may be asked to find new projects or recommended to expand the scope of the project and submit the same for approval.
8. After the appraisal of proposals, the faculty supervisor for the Dissertation will be assigned by the Chairperson for Internships & Projects.
9. The assigned faculty member will discuss with the concerned students the topic, scope, methodology and objectives of the Dissertation proposal.
10. The proposal will then be registered by the MBA program office.
11. Chairperson for Internships & Projects will liaise between the students and faculty members and will also monitor the timely progress and submission of the Dissertation.
12. At the mid of 4<sup>th</sup> term, students are required to submit an interim report reflecting the progress of their dissertation to their respective faculty supervisor.

### **Dissertation Proposal**

The Dissertation proposals shall include the following:

- Information about the company if the project is proposed in collaboration with a company
- Summary in paragraph format of the topic of research highlighting the main research questions.
- Motivation or the statement of the reasons to study this topic.
- Statement of specific goal(s) and objectives of the proposed topic.
- Identification of any secondary information/literature/research that may be helpful/relevant to the topic.

### **Evaluation & Grading**

After completion of the Dissertation work as per the timeline communicated by the program office. Each student will submit a soft copy (MS Word) as per the report writing guidelines on CANVAS LMS (<https://imtdubai.instructure.com/login/canvas>). Subsequently, the student is required to defend his/her research in front of a panel of faculty experts including the faculty supervisor. The faculty supervisor will independently evaluate the report and assign a grade for 70% of the dissertation component and the panel will assess the presentation that will carry 30% weightage. The following is to be used as a guideline for assessing the dissertation report and presentation.

Sl.no	Content	Marks
1	Topic definition, Objectives and Scope	10
2	Literature Review	10
3	Choice of Research Methodology	10
4	Data Collection and Analysis	15
5	Recommendations and Conclusion	15
6	Report Writing Quality	10
7	Presentation	30
<b>Total</b>		<b>100</b>

### Suggested Reading List

- John Beech, Doing Your Business Research Project, Sage Publications, Illustrated Edition (17 November 2014)
- Jigme Keizer, Piet Kempen, Business Research Projects, Butterworth Heinemann, Elsevier. (2006)
- Jonathan Wilson, Essentials of Business Research: A Guide to Doing Your Research Project, Sage Publications. 2<sup>nd</sup> Edition (October 23, 2020)
- A.D, Jankowicz, Business Research Projects, Cengage Learning EMEA; 4th edition (9 December 2004)
- William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin, Business Research Methods, 9<sup>th</sup> Edition, Cengage Learning, 2013.
- Bryman and Bell, Business Research Methods, 4<sup>th</sup> Edition, Oxford University Press, 2015
- Joe F. Hair Jr., Mary Celsi, Arthur Money, Phillip Samouel, Michael Page, Essentials of Business Research Methods, 3<sup>rd</sup> Edition, Taylor & Francis, 2016.
- Saunders, Philip Lewis, Adrian Thornhill, Research Methods for Business Students, Pearson Education, 2009.

### Plagiarism

All the Dissertation reports will be subjected to plagiarism check using software(s) like Ouriginal in CANVS LMS or other equivalent products. A similarity of 15% is excluded for any penalty in the core work carried out by the student. The core work includes abstract, executive summary, hypothesis, results, conclusions and recommendations. For higher levels of plagiarism detection as understood by the similarity score the following table of penalties will be adopted.

Level	Similarity Percentage	Penalty
I	16 - 25%	This level is considered as moderately high level of similarity. For this violation, 25% of the awarded score in the written component will be deducted
II	Above 25%	This level means substantial similarity. Based on faculty's assessment about the nature of plagiarism, the faculty can award up to zero marks in the assessment
III	51% and Above	This level signifies a serious compromise with academic integrity. The concerned faculty shall refer such cases to the Disciplinary Committee through the Program Chairperson.

### Tips for students

To avoid similarities, students should not copy sentences / paragraphs from someone else's work. To quote someone's statement, provide the statement within quotation marks and refer it with author name and page number of the original text where the statement is present. In case of presenting someone else's ideas, students are required to present the idea(s) in their own language with proper citations to the author/sources.

### Report Writing Guidelines

- The Dissertation report should not exceed 30-40 pages.
- The word count limit is 12000 words
- The contents should be typed in Times New Roman font 12, justified, 1 ½ line space, 1-inch margin on all sides.
- All pages, tables, figures, charts and annexures should be numbered properly, and should be included in the table of contents.
- Executive summary should be maximum of 1 page.
- Heading font: 12, Times New Roman, bold, title case. e.g. **Heading Font**
- Subheading Font: 12, Times New Roman, underline, title case. e.g. Subheading Font
- The sequence of content is:
  - Cover Page (As per the attached format)
  - Table of Contents
  - Acknowledgement
  - Dissertation Completion Certificate signed by Faculty Supervisor
  - Executive Summary (Maximum one page)
  - Chapter 1 - Introduction
  - Chapter 2 - Literature Review
  - Chapter 3 - Methodology
  - Chapter 4 - Analysis and Results

- Chapter 5 - Discussions and Recommendation
- Chapter 6 - Conclusion
- References/Bibliography: Please acknowledge the use of materials from different sources in the preparation of your dissertation and provide a citation including: author's name, title of book, year published, publisher's name, city, ISBN number, page number. Bibliographic entries are listed alphabetically by the name of the author or by the first major work of the title.

For example: Vetterli, C. "Technical Report Guidelines", Internship Journal, Vol. 1 No. 1, August 1992, pp.51-53.

- Appendix: Appendices can contain program listings, drawings, extra figures, technical specifications, or other detailed explanations of some aspects of your Report. These are not relevant enough to include in the main report but supplement the reader's understanding of the subject matter.

For a Sample Cover page refer to page-7, For Completion certificate refer to page-8, Dissertation evaluation form for faculty and panel members are presented in page-10 and 11 respectively.

- II. An expert led session on academic writing, referencing and plagiarism will be conducted for all students before the commencement of the dissertation.

*(Cover Page Sample)*



# Title of Report

**Submitted by**  
**Student Name**  
**Student ID**

**Under the Supervision of**  
**....Prof.....XYZ...**

**Year**  
**Semester**



## Institute of Management Technology, Dubai

### Completion Certificate (Sample format)

This is to certify that ..... (Student Name) with Roll No..... of the MBA Program has successfully completed the Dissertation titled ..... under my supervision as partial requirement to complete the program.

#### Faculty Supervisor

Name:

Signature:

Date:



Dissertation Report Evaluation by Faculty Supervisor

<b>Name of the Student:</b>	<b>Roll No</b>
<b>Organization Name:</b>	
<b>Title of Dissertation:</b>	

Components	Maximum Marks	Marks Awarded
Topic definition, Objectives and Scope	10	
Literature Review	10	
Choice of Research Methodology	10	
Data Collection and Analysis	15	
Recommendations and Conclusion	15	
Writing Quality	10	
Total	70	

<b>In what areas does the student need to improve?</b>	
<b>Name of Faculty:</b>	
<b>Date:</b>	<b>Signature</b>

Dissertation Presentation Evaluation by Faculty Panel

<b>Name of the Student:</b>	<b>Roll No</b>
<b>Date of Presentation:</b>	
<b>Title of Dissertation:</b>	

Component	Maximum marks	Marks Awarded by Faculty Supervisor	Marks Awarded by Faculty Examiner
Scope and Objective of work	5		
Methodology for the study	10		
Analysis & Conclusions	5		
Pacing and clarity of presentation	5		
Response to questions by the panel	5		
Total	30		

Faculty Supervisor: \_\_\_\_\_

Signature: \_\_\_\_\_

Faculty Examiner: \_\_\_\_\_

Signature: \_\_\_\_\_