



# ***EMBA Program Catalog***

***2020-21***

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### 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).

## 1. ABOUT IMT DUBAI

The Institute of Management Technology (IMT) Dubai was founded in 2006, and within a short span of time has emerged as a leading business school in the region offering high quality business programs.

The institute is accredited by the Ministry of Education-Higher Education Affairs, UAE and is licensed by the KHDA, Dubai Government. With a high quality curriculum, outstanding faculty, world class infrastructure and facilities, students at IMT Dubai develop with a unique and challenging educational experience.

IMT Dubai offers undergraduate and postgraduate programs in business, including:

- Bachelor of Business Administration (BBA);
- Master of Business Administration (MBA);
- Executive Master of Business Administration (Executive MBA);

IMT Dubai programs have an international curriculum and are focused on providing students with critical thinking and life-long learning skills. Internships and company projects are part of the programs and gives students an opportunity of interacting with the corporate world. IMT Dubai faculty are leaders in their fields with the right blend of academic and industry experience. We provide students an international experience opportunity by participating in exchange programs across Europe and the United States. Articulation agreements are in place with some of the most prominent universities for student exchange and double degree programs.

The purpose built state of the art campus is located in Dubai International Academic City and provides on campus hostel facilities in order to enable you to have a full university experience. IMT Dubai offers an experience that helps students build and enhance their career by providing them the discipline related knowledge, innovative management and leadership skills. The institute is accredited by the Ministry of Higher Education, UAE and is licensed by the KHDA, Dubai Government. With a high quality curriculum, outstanding faculty, world class infrastructure and facilities, students at IMT Dubai develop with a unique and challenging educational experience.

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### 1.1 IMT Dubai Vision

IMT Dubai aspires to become a leading university for nurturing high quality professionals.

### 1.2 IMT Dubai 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”.*

### 1.3 Strategic Goals and Objectives

Based on the above Vision and Mission statement, IMT Dubai has developed 6 strategic goals and associated objectives. These goals and objectives are as follows:

**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.

**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 business and allied areas.

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



#### **1.4 Government Regulations**

IMT recognizes that it is bound by the applicable laws and regulations of the UAE and ensures compliance with the same. The institute also gives due respect to cultural, historical, architectural, and ethical contexts of the United Arab Emirates.

#### **1.5 IMT Dubai Licensure and Accreditation Information**

The Institute and all the programs are licensed and accredited by the Ministry of Education, U.A.E. All the programs offered are also accredited by The International Accreditation Council for Business Education (IACBE).

#### **1.6 Non Discrimination Statement**

IMT does not discriminate against individuals on the basis of race, religion, age, national origin, gender, and sexual orientation, physical or mental disability. The Institute is committed to accommodating, as far as possible, the needs of physically and mentally challenged, including providing appropriate aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the service offered by the Institute.

## 2. FACILITIES AND SERVICES

Dubai has a vibrant and modern environment with a blend of cultural variety. 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.

### 2.1 Library: Learning Resource Centre

The library is a main hub for learning. It provides services and facilities to meet the requirements of the institute's teaching, research and consultancy programs. The mission of the Learning Resource Centre of IMT Dubai is to make available knowledge resources and to provide a conducive environment for the generation of new knowledge and its applications.

Learning Resources - Its collection includes:

- Books and E-books
- Reference sources
- Periodicals & E-journals
- Audio Visual Materials
- Corporate Reports
- Complimentary Reports
- Databases

While emphasizing more on electronic resources so as to facilitate their access, the library also has an impressive collection of printed media. Important e-resources includes Lexis Nexis, Thomson Reuters, Emerald, EBSCO (Business Source Premier) and much more, which are the world's largest full text corporate and business databases which provides full text articles, Company financials, Industry research reports, Country Reports, Economic forecast reports etc. Coverage includes virtually all subject areas related to business.

The library is fully automated with books having bar-codes; computers for Online Public Access Computers (OPAC) and access to electronic documents, the Library's back-end operations, and circulation; Computer lab, Printers and Barcode scanners. All the machines are connected to the state-of-the-art wireless LAN.

### 2.2 IT Center

IMT Dubai has a state of the art central IT facility which serves the IMT community i.e. all students, faculty members, and staff round the clock. It includes high-tech computers, printers and sophisticated computing tools.

The wireless LAN campus has been meticulously designed to conform to world class standards. It provides students wireless accessibility at any place within the campus.

### 2.3 Residential Facilities

The Institute provides students with a safe and well-maintained living / learning environment that supports individual progress. We offer our students quality services and residential life in a caring and responsible manner. IMT campus has 5 Residence Halls with separate male and female wings.

The MBA program is a residential program and all full time students must use the residential facilities provided by the institute. Exception is granted only for those students residing in Dubai or who have express permission from the Office of Student Services.

IMT has clear guidelines for what constitutes inappropriate behavior in student housing. There are a number of important rules and regulations that govern student housing. These guidelines can be found in the “**Residence Living**” manual. It is the responsibility of students to abide by these rules at all times.

The Institute oversees security, receives and arranges for maintenance and repairs, provides housekeeping facilities, handles roommate conflicts and general complaints, enforces housing rules and regulations, and offers emotional support to students to ensure a safe, comfortable, and peaceful living and learning environment.

#### ***Dining Services***

The IMT Dubai Cafeteria provides Breakfast, Lunch, Tea & Dinner and the charges are included in the hospitality fees.

#### ***Residence Halls***

Each Residence Hall has the following amenities:

- a) At each floor level
  - Bathrooms and sanitary
  - Pantry rooms

- b) Pantry rooms are equipped with the following:
  - Microwave oven
  - Refrigerator
- c) Laundry room
  - Residents have access to a laundry room with washing machines and dryers and ironing facilities.
- d) Fitness Center

### 2.4 Recreational Facilities

A mini football playing field, volleyball court, gymnasium and indoor games facilities are available on campus.

### 2.5 Spiritual Facilities

There is a designated room on the campus for prayers and spiritual needs.

### 2.6 Transportation Facility

Transportation facility is provided for students from Ajman, Sharjah and Dubai depending on the number of students requiring the service. Transportation is also provided to students for weekly visits to the city, study tours, etc.

### 2.7 IMT Alumni Association

IMT believes in the strength of alumni network and values their contribution towards institution building. The Alumni Association with the technical assistance of IMT looks after the activities of IMT Graduates.

### 2.8 Student ID Cards

All students enrolled in the program are issued a student identification card with a photograph. The student ID card is issued for the period of enrollment. The number appearing on the ID card is the student identification number. It is used in the Institute's records and should be quoted in all correspondence with the institute. The ID card must be carried every day to the Institute and shown on request. It gives access to all facilities at the Institute such as library, reading room, IT Center etc. and must be presented at the examination sessions.

The Institute has a Code for Identification of students, e.g. **EMBA2001XXX**. The Code is defined as:

**EMBA:** Program Code; 20: Year of program commencement; **1/2/3/4/5:** Fall/Winter/Spring/Summer(April)/Summer(June) Intake & **XXX:** 3-digit serial number.

The students are also given a Hall ticket for their Final exams. The students are required to carry the Hall ticket as well as the ID card to their Final exams.

## 2.9 Students Email ID

All students enrolled in the program are allocated an email ID. Most routine communication with the student community will be conducted through emails and the students have the responsibility to regularly check their emails boxes. Email communication by IMT, including communications in regards to Academic issues is considered as official communication and contractually bounding on the students. IMT will not be held responsible if official communication fails to reach students who have not maintained or checked on a timely manner their email box.

## 2.10 Canvas LMS

IMT Dubai has introduced a new CANVAS Learning Management System (LMS) this year (2020) which is widely utilized by many universities across the globe. This LMS is flexible and adaptive for e-learning mode of delivery as it has integrated Video Conferencing tool such as BigBlueButton and URKUND for plagiarism detection. The faculty members at IMT Dubai are well trained to use CANVAS LMS and trained current students to adapt this LMS. This LMS is successfully implemented for delivering the courses for all the programs during Spring-2020 and Summer-2020 Terms. This LMS was effectively used for remote learning during Covid-19 pandemic. All the students will be trained for using this as LMS for all the programs offered in the campus.

## 2.11 Orientation

The Orientation program is a necessary component of any successful academic program. Its aim is to familiarize the students with the Program and the new environment. At IMT, the focus of the Orientation program is not to overload the students with voluminous information; rather it is geared towards providing them with valuable practical inputs.

Our orientation program is optimally synchronized with needs of new entrants and its main aim is to make the students aware of the campus requirements and equip them with the day to day needed information. All new students are required to participate in the orientation activities.

## 2.12 Cafeteria & Restaurants

The Institute provides breakfast, lunch and dinner to its students at the in-house restaurant facility. For further details, refer to “**Residence Living**” manual.

The Institute has also snack and soft drink vending machines installed at various convenient spots within the campus. A cafeteria / catering service for the students is provided by the institution. Additionally, a convenient store and two restaurants are also located in Academic City.

### 2.13 Personal Counselling

IMT arranges personal counseling for students if necessary. Any student who has the need for counseling should contact the Office of Student Services to make an appointment.

Counsellors provide consultation to students who are experiencing stress due to academic, career or personal problems. Counsellors may also be involved in consultation with Faculty & Staff.

The Office of Students Services maintains a file on each special needs student. This Information is communicated to the instructors of special needs students at the start of each term of enrollment.

To obtain any special facility or accommodation for a disability, a current medical certificate from a recognized medical practitioner needs to be submitted. The certification must not be older than one year from the date on which it is being submitted to the institute.

### 2.14 Academic Advising

The regular advising process starts once the students register for the first Term at IMT. A Faculty member is designated as the advisor and during subsequent Terms students receive advising and guidance from their advisors.

Students are encouraged to maintain close contact with their advisor during their program duration at IMT. Advisors provide them with information and guidance related to academic policies, internship, project and specific course-related problems. Students have also the possibility to call on their Academic Advisors for guidance and methodological support related to their Internship Assignment and Company Project Work.

The main purpose of the Institute's academic advising program is to help the students identify and achieve their academic goals and to become self-directed learners and decision makers. However, the responsibility for fulfilling degree requirements rests with the students and therefore they are expected to assume responsibility for program planning and course selection. It is strongly suggested that all students familiarize themselves with program requirements, necessary requisite coursework, as well as the sequencing of courses.

The advisor's role is to:

- Guide the student and help him / her become familiar with the academic and administrative policies and programs of the Institute.
- Aid the student in understanding standards and requirements of different courses.

- Provide a perspective on the likelihood of success in different areas of study.
- Discuss with the student his / her educational and career objectives and how they relate to current / expected courses of study.
- Guide and provide necessary methodological support and supervision to students during the Internship Assignment and the Company Project Work.

A student's role is to:

- Learn about the policies, procedures, and rules of IMT.
- Be proactive and search out information needed for course scheduling, program planning, and successful completion of all graduation requirements.
- Gather required academic and career related information.
- Be aware of and monitor his / her academic progress.
- Initiate contact with their advisory as needed particularly during the Internship and Company Project periods.
- Be well prepared with questions and relevant material, while attending advising sessions.
- Be attentive and follow advisor's guidelines.
- Keep the advisor posted with their progress.

Academic advising is available to all students during the Faculty Office Hours. For details about the office hours, students can check with the Program Assistant or check online respective Faculty Office hours and contact details.

### 2.15 Career Counselling

The aim of the Office of Career Services is to provide a platform for fresh graduates to confidently step into the corporate world. To guide these students into the corporate world, IMT Dubai offers professional advice and career counseling by qualified experts, who lead our students from the point of deciding which career path to choose to develop their credentials using Curriculum Vitae Workshops, team building exercises and mock interview sessions. These do not just enhance the student's development process but also imbibe in them the confidence required to tackle real world situations.

### 2.16 Career Placement Services

The Office of Career Services (OCS) provides counseling, guidance and coaching, organizing interviews and helping students for internships, part-time work and full-time work placements. Companies are invited to the IMT Dubai campus to hold pre-placement talks during the early months of each year.

### 3. PROGRAM OVERVIEW

Executive Master of Business Administration (EMBA) program is accredited by the Commission of Academic Accreditation (CAA), Ministry of Education, UAE. This program is an alternative to our full time MBA program aimed to provide working executives to extend their knowledge of business processes, functions and strategies, putting them on the fast track towards leadership and introducing them towards new ideas and concepts with a focus on practical application.

Executive MBA program is designed to provide executives with the tools to improve their company's performance, giving them access to the experiences and professional expertise of their professors and fellow classmates, while helping them shape their own personal management style and methods.

#### 3.1 EMBA PROGRAM MISSION

To empower students with a solid foundation in business management knowledge and its disciplines, to provide opportunity to put into practice the acquired skills while developing expertise and aptitude required to operate in complex and continuously changing business environments. The program encourages students' personal growth within the context of their career choice, while enabling them to become business leaders of the future.

#### 3.2 EMBA PROGRAM OBJECTIVES

**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**)

### 3.3. EXECUTIVE MBA PROGRAM LEARNING OUTCOMES

The learning outcomes during the course will be as follows:

1. Exhibit knowledge and understanding of concepts, theories and principles in business management. **Knowledge**
2. Apply appropriate tools and techniques for effective decision making and problem solving. **Skills**
3. Critically analyze business issues and communicate effectively in a variety of scenarios. **Skills**
4. Analyze systems and processes and assume responsibility of its effective governance. **Autonomy**
5. Motivate individuals and lead teams to achieve the desired objectives. **Role in Context**
6. Analyze business problems, identify gaps and suggest creative solutions in an ethical manner. **Self-Development**

### 3.4 EMBA PROGRAM STRUCTURE:

Executive MBA Program is conducted over a period of one year and is structured in five short but intensive modules which will allow you to balance your work life while engaging your course. The Program has a total of 38 credits, with each credit representing 15 hours of class time. There are 18 courses in total, or 16 courses and two internships or one major project.

The Program will be conducted in a block structure, with courses covered over the weekend. Each weekend will be 15 hours (or 1 credit) worth of classes, spanning Thursday (5-10 pm) and Friday 2 -10 pm).

Faculty teaching the courses will be available for consultation in their offices on the day of classes as per the following schedule:

Thursday: 4.00 – 5.00 pm

Friday: Between 12.00 – 2.00 pm

### 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 – Concentrations

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>	

### **Concentrations Offered:**

Module E is tailor made by the student once he/she selects four elective courses from the following majors.

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

Students can select courses from up to two concentrations. They will also be encouraged to select Internships and/or Consulting Projects instead of two elective courses in Module E. These thesis-based courses will be conducted within their workplace, and supervised by a faculty member as well by a local company supervisor.

<b>I) International Banking and Finance Concentration</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

#### 4. COURSE DESCRIPTIONS

##### 4.1 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.

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## 4.2 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 introduces the consumer behavior and organizational behavior theories, 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.

### **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.

### 4.3 MODULE C: MANAGING THE PEOPLE AND ORGANIZATIONS

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

This course makes students aware of ethical and governance issues they might encounter while running of business as managers or managing a corporate in an overall socio-legal environment. Initially, 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. Later, the course 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 — mandatory and voluntary compliances.

**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**

Good communication skills are essential for success in business. This is a broad based introductory course designed to hone the business communication skills of the students especially when it comes to preparing and using written and oral communications effectively. Because precision, clarity and accuracy are essential to professional communication, this course will emphasize writing, power point presentation, listening and critiquing skills.

**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.

**4.4 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.

#### 4.5 CONCENTRATION 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.

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**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.

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**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.

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**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 811 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.

**4.6 CONCENTRATION 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.

#### 4.7 CONCENTRATION 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.

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**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.

#### 4.8 CONCENTRATION 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 operations.

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

Lean Systems and Six Sigma help in improving the operational efficiency of an organization. Many organizations world over have gained by implementing them in service

and manufacturing industries. This course provides a comprehensive 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. It focuses on rigorous learning of advanced tools of six sigma methodology. The course also compares and contrast how these two philosophies can be integrated to speed up the continuous improvements efforts in an organization

**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.

## 5. TUITION FEES & PAYMENT SCHEDULES

### 5.1 Fee structure for EMBA

The tuition fee and payment plan is as follows:

1. The Total fees has two components – Tuition fees and Administrative fees
  - Total fees is AED 80,000 payable in five (5) installments
  - Total Administrative fees are AED 8,000 payable in five (5) installments.
2. Registration fee of AED 7,000 (adjustable against Total fees) is to be paid to confirm the seat.
3. A refundable library deposit of AED 1,110 to be paid as part of confirmation of the seat.
4. Any additional charges will be added to the respective installments (Refer to Miscellaneous fees).

### 5.2 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. Administrative fees include student administration services only and this is non-refundable.
2. *In the case of Repeat / Improvement courses, the students will be charged based on the credit for the course.*

## 6. ADMISSIONS POLICY

### 6.1 Graduate Admissions Policy

#### a) Satisfactory Academic Standing

Applicants to the graduate programs must have an undergraduate degree (Bachelor's degree) from an accredited university recognized by 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. These remedial courses are not for credit within the degree program.

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

### b) 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:

	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

The English language proficiency requirements can be waived under the following circumstance, on a case-by-case basis.

1. Students who have completed undergraduate education in an English-medium institution might be allowed admission into a graduate program without demonstrating TOEFL score of 550 (or equivalent). This exemption can be applicable only to those students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English speaking country (e.g. UK, USA, Australia, New Zealand);

### c) Work Experience

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

## 6.2 Conditional Admission

Applicants with the following conditions will be admitted provisionally to a Master degree program.

- i) CGPA between 2.5 and 2.99 on a scale of 4.00 or its equivalent score
- ii) TOEFL score of 530 (197 CBT, 71 iBT) or its equivalent

Students admitted on academic probation must achieve an overall CGPA of 3.00 on a 4.0 scale or its established equivalent in the first Term/Term/Module.

As an institutional policy, applicants who are yet to appear for English proficiency test are conditionally admitted into the program subject to the condition that they complete the English proficiency requirement at the end of the first Term/term/module to advance into full academic program.

The Academic Board will look into provisionally admitted cases and recommend to the Dean / Program Chairperson, the maximum course load for the students. Based on the recommendations, the Dean / Program Chairperson will then decide on the course load of the students. The Academic Board consists of Senior Faculty Members from all Areas serves as the Academic Standing Committee.

## 6.3 Foundation Leading to Masters

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Foundation program at IMT Dubai 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 IMT Dubai. 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.

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

1. 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.
2. 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.
3. All the courses offered in foundation program are non-credit courses and do not count for CGPA calculation of Master's Level Program.
4. 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 tuition fees for foundation courses at the time of admission. The fee for foundation program depends on the number of courses allowed by the admission panel. The tuition fee for each course is AED 4,500 (5% VAT extra).

## **6.4 Admissions Process**

### **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.
- Admission essay reflecting the motivations of the student for applying to IMT Dubai with a minimum of 300 words. Executive MBA/1-Year MBA candidates are not required to submit an essay.
- 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 you are seeking advance standing in your chosen program, you must submit the following:

- 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.

### **6.5 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***

In these circumstances, they will be 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. Applicants must have a valid UAE residency visa when applying for an Equivalency Certificate.

In special cases where complying with the above mentioned conditions are not feasible, 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 at the earliest. The applicant will be permitted to commence his/her studies at IMT DUBAI.

For more details, please visit the following link.

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

### 6.6 Office of Admissions

- a) The entry requirements to the Institute are as per the standards of Ministry of Education. Office of Admissions is responsible for applying these requirements and for the implementation of admission policy. Application forms and all supplementary information is available with the Office of Admissions.
- b) All applications are reviewed and evaluated on an individual basis. All documents received by IMT Dubai in connection with the applications for admissions become the property of the Institute. Original documents will be cited by the Registrar and attested copies will be kept as records in student files.
- c) Academic board reviews admission policies and assess the annual admissions activities every academic year.
- d) An Admission Committee appointed by the Academic Board reviews all admissions and recommend appropriate decisions.

## 7. ACADEMIC STANDING AND COMPLETION REQUIREMENTS

### 7.1 EMBA Program

The Graduation Completion Requirements Policy for EMBA is as follows:

1. The required courses for MBA program are spread across four Module. Total credits completed in four Terms are equal to 37 credits. Module-wise distribution of credits is mentioned in program structure.
2. The sequence of the courses is as per the program structure. Pre-requisite courses must be completed before taking any course. The details of pre-requisites of courses is mentioned in the program structure.
3. In lieu of Company Project or an Elective course, a student can pursue a Course on Independent Study (CIS) for 2 credits. The student is allowed to take only one CIS during the program. Minimum CGPA should be 3.25 or work experience of at least 2 years is required to do the CIS.
4. The students must complete at least 75%, of the required credits, in residency. 25% of the credits can be transferred from similar accredited institutions in UAE and Abroad.
5. To be eligible to receive EMBA degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
6. All students are expected to complete the program within a minimum period of 1 years and a maximum period of 4 years. Only the Academic Dean may consent to an extension not exceeding a total period of twelve months.
7. Students on probation and/or students who have to repeat a course due to poor academic standing will bear all corresponding repeat course fee and any other additional fee. The residency charges, if applicable, for the period required to complete the course needs to be borne by the students.

### 7.2 RECOGNITION OF PRIOR LEARNING POLICY

This policy is concerned of awarding credit hours in recognition of prior learning. On the basis of internationally certified training courses, students may be given exemptions from certain courses. The Dean / Program Chairperson will set up a committee to review the request.

The following criteria will be applicable for granting exemptions from a course:

1. The student has to obtain training courses from a recognized institution.
2. The student must spend a minimum of 45 hours in each training course.

3. The student must present the training certificate indorsed from a recognized institution along with the details, including the training schedule and the name of the lecturer.
4. A maximum of 6 credit hours will be recognized under this policy.

## 8 ACADEMIC POLICIES

### 8.1 Course Load

Students with good academic standing will be allowed to register for the full Term load in the both graduate programs. Any student having a good CGPA and willing to take additional course load has to get approval from the Dean / Program Chairperson for the same.

### 8.2 Registration for the Term/module/term

- The students are required to register themselves for upcoming Term/module/term by paying Term/module/term fees. The registration starts 10 days before the starting date of the Term/module/term and registration closes on the first day of the start of the Term/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 Term/module/term.
- Elective courses can be switched until the end of first two weeks of the Term/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

### 8.3 Credit Hours

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.

### 8.4 Course Prerequisites

- Students are expected to meet prerequisites as listed in the course description of each course in which they register.
- Grades of F or I in prerequisite courses do not fulfill the requirements.
- Exceptions to the above must be authorized by the Academic Dean.

### 8.5 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.

### 8.6 Independent Study Policy

IMT Dubai expects classroom teaching must be supplemented by self-study outside the class hours. Students are required to study individually and in groups to reinforce the classroom learning. IMT expects each credit hour of classroom teaching must be followed up with 30 hours of self-study. This enables students to better absorption of the subject knowledge and intended learning outcomes. Self-Study includes reading of recommended text books, related articles from journals, carrying out assignment and project work, analyzing cases, preparing for presentations and reflecting on the learning acquired. Details of relevant books, journal, websites, cases, activities etc. are stated in the course outlines.

### 8.7 Withdrawal Policy

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:

Withdrawal before the commencement of the Program:

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



Withdrawal within 1st Week/Session of the commencement of the Program:

1. 50% of the 1<sup>st</sup> Term/Module Tuition fee and Residence fee (if applicable) will not be refunded.
2. Visa and Health Insurance charges will not be refunded.
3. The student will be liable to pay any additional cost incurred by the Institute.
4. Please note that the above Fee Refund policy is applicable irrespective of whether the student attended the classes or not after the commencement of the Program.

Withdrawal after 1<sup>st</sup> Week/Session of the commencement of the Program:

1. No refund of Total fees of 1<sup>st</sup> Term/Module (Tuition fee & Administrative fee) and Residence fee (if applicable) after commencement of the program.
2. Visa and Health Insurance charges will not be refunded.
3. The student will be liable to pay any additional cost incurred by the Institute.
4. To formally withdraw from the program, the student must pay all the due payments to IMT.
5. Please note that the above Fee Refund policy is applicable irrespective of whether the student attended classes or not after the commencement of the Program.

Please note that the above Fee Refund policy is applicable irrespective of whether the student attended classes or did not after the commencement of the Program. Application form for this purpose is included in the Annexure.

### 8.8 Deferral and Re-Admission Policy

Students who fail to register for a particular Term/module/term are required to apply for deferral by paying the deferral fee before the start of the Term/module/term. Otherwise, these students will be considered as 'Discontinued' from the program and if they would like to rejoin the program, they have to apply for rejoining by paying the applicable rejoining fee. These students can rejoin only at the beginning of the Term/module/term.

Normally re-admission is not encouraged. A student who has withdrawn or discontinued from the program can rejoin the program after paying the rejoining fee, after getting approval from the program chairperson. Application form for this purpose is included in the Annexure. New fee structure will be applicable at the time of rejoining.

Due to some exigencies if the student is unable to continue with the program, he/she may apply to the Program Chairperson for deferral. Deferral from the program is approved by the Program Chairperson for a maximum period of one year. Deferral fees will be applicable at that time of deferral, and new fee structure will be applicable at the time of rejoining.

### 8.9 Dismissal from the Program

Following conditions will normally lead to the dismissal from the Program after the recommendation of the academic board:

- Student receives a maximum of two “F” grades.
- Student fails to score a CGPA of **3.00** at the end of his/her probation period or at the end of the program.

### 8.10 Course Evaluations

At the end of each Term, students are asked to fill up an evaluation form of all the classes they have taken. This evaluation serves the purpose of assessing both the course and the learning process. IMT-D asks students to participate in the course evaluation so that the Institute is aware of students’ perceptions and make improvements accordingly.

### 8.11 ATTENDANCE AND CLASS PARTICIPATION

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.

## 9 COURSE ASSESSMENT AND GRADING SYSTEM

### 9.1 Course Assessment

- i. All students are assessed in every course they take and comprehensively at the end of the program. The type of the assessments is based on the learning outcomes and objectives of the course. Assessments are clearly defined in the course outline provided at the starting of the course which is approved by CAA. The following are examples of the types of assessment a student can be expected to have:
  - a. Assessment will be comprised of Final Examination and various other components such as (but not limited to) Projects, Assignments, Written reports, Quizzes, Classroom participation etc. At the beginning of each course, students will be formally informed of the assessment methods to be used for their evaluation and the relative weight of each method in their overall grade.
  - b. Examination shall be conducted to evaluate the analytical ability of the students rather than only testing their memory.
  - c. Student presentations, in case of internship, company project & Course on Independent Study, will be a compulsory component of the evaluation.
  - d. The outcome of the assessment will be shared with the students for their future improvement.
- ii. Faculty members are instructed to follow the course outlines approved by CAA strictly and ensure the learning outcomes are achieved during the course delivery. The assessments must be in line with the learning outcomes of the course. The outcomes of the assessments must be shared with the students for their future improvement.

### 9.2 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.

#### MBA/EMBA Grading Scheme:

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

Grades	Points	Marks Range	Explanation
A+	4.00	91-100	Outstanding
A	3.75	86-90	Excellent
A-	3.50	81-85	Very good
B+	3.25	76-80	Good
B	3.00	71-75	Average
B-	2.75	66-70	Below Average
C+	2.50	61-65	Poor
C	2.25	50-60	Very Poor
F	0	Below 50	Fail
I			Incomplete

### 9.3 Course Grade Definitions

<b>Outstanding</b>	This grade is awarded for outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course.
<b>Excellent</b>	This grade is awarded for excellent academic performance and the demonstration of significant mastery of the subject matter of the course with only minor errors.
<b>Very Good</b>	This grade is awarded for substantial academic performance and the demonstration of mastery of the subject matter of the course with few notable errors.
<b>Good</b>	This grade signifies sound academic achievement with a number of notable errors.
<b>Average</b>	Performance meets the criteria to pass the course.
<b>Below Average</b>	Below average performance with significant improvement needed in the course.
<b>Poor</b>	Poor performance in the course.

<b>Very Poor</b>	Very poor performance in the course.
<b>Fail</b>	<p>This grade indicates failure to meet the minimum requirements for completion of the course. It carries no grade points. 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.</p> <p>A maximum of two F grades are allowed during the program duration. Any student with more than two F grades will be dismissed from the program.</p>
<b>Incomplete</b>	This grade is issued in rare cases for extenuating non-academic circumstances that prevent the student from completing all course requirements on time. A grade of 'I' requires the approval of the Dean, Academic Program. The incomplete course work must be completed within two weeks after declaration the grades, otherwise, the grade I will be changed automatically to grade F.
<b>Repeat</b>	<p>R is assigned to a course repeated by the student due to an F Grade. After successful repetition, the grade obtained will replace the initial grade and will be used to calculate the CGPA.</p> <p>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.</p>

- \* *In case of non-credit course, transcript will reflect satisfactory performance by "Pass" and unsatisfactory performance by "Fail".*

### 9.4 Cumulative Grade Point Average

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

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GPA			$=13/4 = 3.25$
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### 9.5 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. The form for this purpose is included in the Annexure.

### 10 EXAMINATION POLICY

IMT believes in continuous evaluation and allows its faculty members to design and assess the students as per the learning outcomes intended to achieve. Final examination is mandatory for every course. Weight assigned for final examination is generally 30-40% of the total. The dates of final examination are as per the academic calendar of the program. Final examination questions are prepared by the respective faculty members. The faculty members evaluate and submit the final results to the registrar office for publication of the results as per the dates mentioned on the academic calendar. Following rules and regulations are applicable for the students during examination.

#### Examination Rules and Regulations

- 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.
- A student will not be allowed to appear in the final examination if he/she has any outstanding financial obligations to IMT Dubai.
- The students should write their roll number immediately on receipt of the answer sheets, continuation sheet, question paper, case studies or any other material received by them during the examination, noncompliance to the rule would be considered grounds for academic malpractice.
- Any kind of conversation among students is strictly prohibited inside the exam 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 unless permitted by the respective faculty member.
- Students are advised to ensure that the answer sheets / graph papers/ any other sheets used during the examination including the sheet used for rough work (which has to be attached to the answer sheet and submitted).
- The students should not exchange their question papers or any other material. If any student is found guilty of any kind of malpractice, the student is subjected to penalties as per institutional rules.
- Students are responsible for the safekeeping of their personal belongings and if any item belonging to a student is found missing, during/after the examination, institute will not be held responsible for the same.

- 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 faculty in charge of invigilation.
- Cheating during examination is a serious offence; if a student is caught cheating, then the student is asked to leave the examination room immediately and all incriminating evidence will be retained by the faculty. If a student violates any other rules or instructions during an examination, it will be so noted by the invigilator and reported to the Program Chairperson who will take appropriate measures as mentioned under the policy and procedure for Academic Misconduct. **Impersonation is a serious offence and it will be dealt as per the UAE law.**

### 10.2 ACADEMIC STANDING AND COMPLETION REQUIREMENTS

- 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.
- Students whose CGPA has fallen below **3.00** are placed on academic probation in the following two Terms for MBA program. Students are required to take lesser credit load during the probation period.
- 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:
  - Number of “F” grades is more than two.
  - CGPA is below **3.00** following at the end of the probation period.
- The required courses for MBA program are spread across four Terms. Total credits completed in four Terms is equal to 37 credits. Term-wise distribution of credits is mentioned in program structure.
- The sequence of the courses are as per the program structure. Pre-requisite courses must be completed before taking any course. The details of pre-requisites of courses is mentioned in the program structure.
- In lieu of industry project or an elective course, a student can pursue a Course on Independent Study (CIS) for 2 credits. The student is allowed to take only one CIS during the program. Minimum CGPA should be 3.25 for opting the CIS.



- The students must complete at least 75%, of the required credits, in residency. 25% of the credits can be transferred from similar accredited institutions in UAE and Abroad.
- To be eligible to receive MBA degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
- The minimum duration of enrollment for the completion of MBA program is one years. The maximum period of enrollment is four years. Any further extension may require the approval from the Dean of the program.
- The required minimum cumulative grade point average to maintain good academic standing is 3.0 on a 4.0 scale.

### 10.3 STUDENT APPEAL POLICY AND PROCEDURES

#### a) Academic Standing Appeals

Students may appeal to the Academic Board 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 to revert to Good Academic Standing.

#### b) Grade Appeal

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 Board. A Faculty Grade Review Committee will be formed to look into these cases. A fee of AED210/- is applicable for Academic Board 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, who will take a decision and the decision will be intimated to the student by the Registrar.
- The decision of the Dean will be held as final and no further appeals can be lodged.

### 10.4 STUDENTS GRIEVANCE POLICY AND PROCEDURES

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 Office of Student Services who will try to solve it by arranging a negotiation between the parties concerned.
- If the student is not satisfied with the result, he / she can submit his grievance in writing to the Chair, Student Life within two weeks from the occurrence of the incident.
- The latter in consultation with the Dean may convene a Committee of Faculty for academic issues or a committee of Faculty and administrative personnel for non-academic issues.
- The committee will then deliberate upon their findings and make recommendations to the Director/Dean, who will take the final decision, to be communicated to both the parties.
- The Director shall be the final authority for the revision of decision or any modification therein.

### 11 STUDENT ACADEMIC INTEGRITY POLICY

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

1. 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.
2. Adhere to the published test or examination rules and regulations.

The following are some of the examples of academic misconduct:

1. Cheating / using unfair means in examinations
2. Significant paraphrasing in student's written academic work
3. Unacknowledged use of information, ideas unless such ideas are commonplace
4. Citing sources which student had not read or referred to
5. Breaching the word limit of assignments and mentioning wrong word count.

#### 11.1 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.
- Wrong attribution is more technical but the acknowledgement is not from the original work but from another secondary research source.

### 11.2 Plagiarism Check Process at IMT

All work submitted by students is accepted on the understanding that it is their own. Plagiarism is considered as a serious academic offense at IMT. All IMT 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.

The plagiarism check process can be listed as:

- The student is responsible for submitting a proper referenced assessment.
- The IMT faculty member is 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 course faculty asks the students where appropriate to submit such assessment for 'plagiarism check' as soft versions (in Word, PDF, or PPT formats) on the Blackboard Portal. The Blackboard portal is linked to URKUND (<http://www.URKUND.com/>) plagiarism software application system. The course instructor shall create a link for submission of the assessment component on URKUND plagiarism system on the blackboard portal (<http://myblackboard.imtdubai.ac.ae/>). The students can view the link for the submission of assessments on URKUND system.
- URKUND plagiarism system follows a matching process that checks submitted papers against the following databases (<http://kb.blackboard.com/display/SAFE/Student+FAQs>)
- Internet - comprehensive index of documents available for public access on the Internet
- ProQuest ABI/Inform database with over 1,100 publication titles and about 2.6 million articles from '90s to present time, updated weekly (exclusive access)
- Institutional document archives containing all papers submitted to URKUND by users in their respective institutions
- Global Reference Database containing papers that were volunteered by students from Blackboard client institutions to help prevent cross-institutional plagiarism ([www.blackboard.com](http://www.blackboard.com))”
- The URKUND 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 assessment is submitted by the student through e-mail to the instructor, the instructor can check the plagiarism by uploading the assignment using 'Direct Submit' option available in Blackboard URKUND system.

### 11.3 Categories of Plagiarism

IMT views all cases of plagiarism as academic misconduct and dishonesty. However, for the purpose of academic discipline and penalization, three categories (Level I, Level II, and Level III) of plagiarism are defined on the basis of similarity index (percent of similarity).

#### Level I (25%-50%)

Level I of plagiarism occurs when a student indulges in unauthorized referencing, copying from other author's work in a smaller way. The small infringement can be a case of cosmetic paraphrasing, incorrect referencing or inadvertent copying from another fellow classmate, or copying from the internet directly.

#### Level II (51%-75%)

Level II of plagiarism is when a student is irresponsible in submitting his course work and has a higher level of negligence and academic dishonesty. The submitted plagiarized content occurs when a student is late in collecting the required references and did not put enough time to paraphrase or reference materials. Such cases might also include quoting from previously submitted own work in the same course or other courses.

#### Level III (76%-100%)

Level III of plagiarism is seen when a student copies the whole from one article or multiple articles. This extreme case of overall similarity is unacceptable. Such academic misconduct is unacceptable and is treated as a serious offense. The high source similarity shows that the whole article was copied without proper referencing or paraphrasing. This high level of dishonesty is a clear indication that the student has not done the assessment component diligently. Level III is a serious academic misconduct that requires attention of the IMT Misconduct committee.

### 11.4 Penalties for Plagiarism

In order to deal with different levels of plagiarism, following penalties and procedures will be followed.

#### Level I Plagiarism

All cases of Level I Plagiarism are handled by IMT course instructor. The instructor may choose to give another chance for submission or deduct marks based on assessment guidelines followed uniformly for all students in the course.

#### Level II Plagiarism

All cases of Level II Plagiarism, found by the IMT instructor during the course assessment submission, are escalated to the IMT Program Chair / Academic Dean. The Program Chair / Academic Dean issues an Academic Warning to the student mentioning the nature of plagiarism, supported by URKUND originality report along with suggestions for improving the assessment submission.

### Level III Plagiarism

Cases of Level III Plagiarism are treated as serious offenses and exhibit highest level of dishonesty by the IMT student. All these cases must be reported to Academic Misconduct Committee. The committee will undertake investigational review of course assessment reports, URKUND similarity reports and the course assessment guidelines. The Academic Misconduct Committee, then, shall decide the penalty that may range from awarding zero marks for the particular assessment component to expulsion from IMT program based on the severity of the occurrence. For taking the final decision, Academic Misconduct Committee shall consider circumstances of academic dishonesty by the student including the seniority of student, nature and severity of past occurrences of plagiarism against the concerned student.



## 12 GENERAL POLICIES OF IMT DUBAI

### 12.1 Student Records Access and Release

A student's education records are defined as files, materials, or documents including those in electronic format that contain information directly related to the student and are maintained by the institution.

Access to a student's education records is available to authorized officials of the institute for purposes of recording grades, attendance advising, academic progress review etc. The confidentiality of student information is maintained and periodic reviews will be made in order to check the efficacy of the system. There will be no disclosure of student records to any third party unless a student gives permission in writing. The only exception to this is to official accreditation bodies conducting a review.

Students may request at any time to see the contents of his / her education records, including grades, records of attendance and other relevant information. This request must be made in writing and submitted to the Director.

The students may suggest and discuss reviews of their records. If a student wishes to discuss a matter about their grades, a request can be made to the Academic Dean. If any change is to be effected on account of errors, a request for a review may be made to the Academic Dean. A formal review will be done by the Academic Dean and the student will be given opportunity for proper hearing and present evidences. The decision will then be communicated to the student and recorded with all the proceeding papers intact.

Student records will be kept on file for a period of five years from the date of their enrollment, with the official transcript on file for the lifetime of the student. Student records, with the exception of official transcripts, will be disposed of by shredding all relevant materials.

Official Transcripts and Degree Certificates will be issued to the students by the Office of Registrar. In case a student loses / wants a duplicate copy of the original transcript/certificate or any other document, he/she can request for the duplicate copy with the pre-payment of AED 100/- for transcript and AED 500/- for degree certificate. The following documents must be submitted for the issuance of duplicate certificate.

The Registrar has the authority to access the student records. The Registrar will have the right to manage and update student records on receiving the final authorization by the Academic Dean. Periodically, the Registrar in consultation with the Dean will review the retention and disposal of records.

The Confidentiality of the students information will be maintained and periodic reviews will be made in order to check the efficacy of the system

### 12.2 Computing and Network Resources Use Policy

IMT has established facilities for IT resources in order to facilitate all its academic and administrative needs. The objective is to support faculty, staff and students to attain their academic goals of learning, teaching and research.

Use of computing and network resources is limited to the IMT community including the students, faculty, staff members and the institute expects its users to act with responsibility while using these resources.

The policy expects its users to be responsible for bringing into the knowledge of its authorities about any activity which may be in violation of a responsible conduct. The institute will not tolerate any activities such as producing, viewing, storing, replicating, or transmitting harassing, obscene, or offensive materials. This includes, but is not limited to, material from the Internet, screen savers, etc. In addition, printed copies of such material including those from magazines are not permitted to be distributed.

All the users have the responsibility to use computing and network resources in an ethical and legal manner.

### 12.3 Individual Responsibilities

- i. Computing resources are intended for the pursuit of academic objectives only. No usage for commercial purpose is allowed.
- ii. Users have been given a unique User account and they will be responsible for its proper use. The account holder himself/herself will be responsible for any misuse of computing services from their own account.
- iii. The users must protect their pass words and should not leave their account accessible to others in any circumstances. Similarly the users must not attempt at accessing others' accounts.
- iv. Users must respect the copyright status of the institute's software. All the software in the institute premises is copyrighted.
- v. The IT security policy of the institute is very strict. The policy advises the IT users not to attempt to circumvent or subvert any system security measures in any way to infiltrate the

system, or use IMT information technology resources to attempt to infiltrate other systems. Any attempt towards intercepting or decoding passwords or similar access of controlled information in any manner will be seen as a serious violation of the policy and necessary action will be taken as deemed fit.

- vi. Users must not attempt to modify system facilities, interfere with other users or system operations or circumvent the limits and permissions associated with their accounts.
- vii. Users must be preventive of interfering with other users' work or data.
- viii. Additional software from outside sources should not be either put on the computer or server without permission.
- ix. Users must not access, copy, or remove programs or data that do not belong to them without explicit permission from the owner. Lack of file protection does not give the right to do these things.
- x. Users are strictly prohibited from sending obscene, vulgar or unacceptable E mails or by other forms of e communication.

### 12.4 Student-Owned Laptop

Students are permitted to use personal notebook computers on campus and in the residences for their academic requirements. However, the following conditions apply:

- i. Notebook computers shall be used in a responsible manner and since the campus is Wi-Fi connected, the situation shouldn't arise where the existing setup in the Lab or the library is disturbed in any manner.
- ii. Any computer using the university must be installed with:
  - a. Licensed virus protection software, including an active update subscription and automated updates.
  - b. All OS vendor recommended critical updates. This is especially important for computers installed with the Microsoft Windows operating system. It is the student's responsibility to purchase, install and maintain all software necessary to meet these requirements.
- iii. Use of sharing software commonly used in the illegal distribution of copyrighted materials is prohibited.
- iv. Any costs incurred in meeting the above conditions are the sole responsibility of the student.
- v. Students are responsible for protecting their own computer resources.

### 12.5 Systems Monitoring

The Institute reserves the right to monitor computer and network system activities and the designated staff can do this at any hour.

### 12.6 Privacy

All individuals are required to respect the privacy of other authorized users, including security of files, confidentiality of data, and the ownership of their own work. Close monitoring of the systems by the designated staff is permissible and the users are advised to cooperate.

### 12.7 Disciplinary Actions

Any violation of Institute's computer usage policies will be examined and if any substantive violations are found disciplinary action in any form such as termination of access, disciplinary review, and expulsion may be taken.

### 12.8 Email Services

The institute's E-Mail services should be used properly and responsibly so that it respects the use of others and also doesn't harm in any manner the existing system at the Institute's premises.

Students are not allowed to use the Institute's email address / services for communication with outside parties as well as for group communication for any purposes not related to their student status at IMT, Dubai.

### 12.9 Internet Services

Students may access the Internet through the facilities created in the campus and the residence. However, their access practices must conform to the laws of the United Arab Emirates, including the monitoring and filtering of Internet content. Any attempt to circumvent or disable Internet access controls set by the institute or the government of the UAE is a violation of the IT policy and will attract disciplinary action.

### 12.10 Student Housing/Access to the Internet

The residences are equipped with the WiFi facilities for Internet access. IMT reserves the right to monitor or physically inspect all computers. Students are advised to be responsible for protecting their own computer resources.



### 13 STUDENT DISCIPLINARY POLICY

#### 13.1 Policy and Procedure regarding Student Conduct

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

#### 13.2 Policy Regarding Non Academic Misconduct

- a. The Office of Student Services is responsible for student discipline pertaining to non-academic conduct.
- b. When a student engages in conduct that is inappropriate as per the *Code of Conduct / Residence living manual*; Office of Student Services will nominate a Disciplinary Committee. The committee will be comprised of three persons. They will look into the matter and hear the concerned parties. They will then make a recommendation to the Director who will then impose appropriate sanctions based on the recommendations.

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.
- c. If the concerned student is not satisfied with the decision, he/she can lodge an appeal with the director.
  - d. The decision of the Director is final and no further appeals can be made.

### 13.3 Policy Regarding Academic Misconduct

- a. All cases of Academic misconduct will be reported immediately to the Academic Dean.
- b. The Academic Dean will constitute an Academic Standing Committee who will hear the student during the day after which the incident occurred.
- c. The committee shall analyze and evaluate the seriousness of academic offence and misconduct while giving a chance to the concerned student to represent his arguments. During the presentation of argument by the student/s and the concerned faculty member who has charged the student/s with the academic misconduct, only the presentation party and members of committee shall be present. Based upon the circumstantial evidence, arguments of faculty and students and discretion of the committee, they will recommend a level of punishment to the Academic Dean.
- d. Any violation of the Institute's academic rules, regulations and / or directives may result in following disciplinary measures.
  - Verbal or written warning
  - Repeating the Term or the course
  - Suspension for a period of time
  - Dismissal from the Institute

If the student does not agree with the Academic 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.

## 14 TUITION FEES & PAYMENT SCHEDULES

### 14.1 Fee structure for EMBA

The tuition fee and payment plan is as follows:

1. The total fees has two components – Tuition fees and Administrative fees
  - Total fees is AED 80,000 payable in five (5) installments
  - Total Administrative fees are AED 8,000 payable in five (5) installments.
2. Registration fee of AED 7,000 (adjustable against Total fees) is to be paid to confirm the seat.
3. A refundable library deposit of AED 1,110 to be paid as part of confirmation of the seat.
4. Any additional charges will be added to the respective installments (Refer to Miscellaneous fees).
5. Residence fees per semester AED 13,500 for double occupancy and AED 17,250 for single occupancy. **(as applicable):-**
6. Refundable Security deposit for hostel AED 3700. **(as applicable)**
7. Refundable Security deposit for visa AED 2000. **(as applicable)**
8. Medical insurance AED 2038 per year. **(as applicable)**
9. New Visa charges AED 3150 for a year and visa renewal charge AED 2400 for a year. **(as applicable)**

Notes: -

- Administrative fees include student administration services only and this is non-refundable.
- *In the case of Repeat / Improvement courses, the students will be charged based on the credit for the course.*

### 14.2 Bank Details

Account Name	Institute of Management Technology FZ LLC
Bank Name	EmiratesNBD 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 name should be clearly mentioned in wire transfer.



2. The payment may be done either by cash, credit/debit card, online payment gateway and 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.

### **ADDITIONAL INFORMATION**

1. The above 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.
2. For any repeated course, additional payment of per credit will be charged.
3. In case of repeat of term, full Tuition & other associated costs (residence, visa, health insurance etc.) will be applicable.
4. In case of suspension, the student will not be eligible for refund on any payment made for that term irrespective of the balance Term duration (if any). The amount paid will be considered forfeited and will not be adjusted against any additional period.
5. Students enrolled in Summer Courses will be charged additional Residence fees on a pro rata basis and any other associated costs (if incurred).
6. Students will avail the Residence Hall facilities only for the duration of the Term. Residence Halls will open for the students two days prior to the commencement of each Term and the students have to vacate their rooms four days after the end of each Term.

### **14.3 Late Fee Policy –**

1. Late fee will be applicable as per IMT Policy
2. It is the responsibility of students to pay all fees on time. Students must plan their finances well in advance so that they have sufficient funds to pay their fees before the relevant deadlines.
3. Students will not be allowed to register any subsequent term/module/term until all outstanding fees (including any relevant penalty charges) are paid in full. All scholarships/discounts offered to these students will be revoked and will not be applicable in future.
4. No student with outstanding fees will be allowed to appear for the Final Exam.

Please refer to Miscellaneous and Late Fees structure for details.

#### 14.4 Fee Refund Policy

##### Withdrawal before the commencement of the Program

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

##### Withdrawal within 1<sup>st</sup> Week of the commencement of the Program

- 50% of the 1<sup>st</sup> Term/Module Tuition fee and Residence fee (if applicable) will 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.
- Please note that the above Fee Refund policy is applicable irrespective of whether the student attended the classes or not after the commencement of the Program.

##### Withdrawal after 1st Week of the commencement of the Program:

- No refund of Total fees of 1<sup>st</sup> Term/Module (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 IMT.
- Please note that the above Fee Refund policy is applicable irrespective of whether the student attended classes or not after the commencement of the Program.

##### Deferment Option:

- If a student requests for a deferral of his/her admission, then she/he will have to pay additional charges (please refer Miscellaneous fees).
- The deferment request is subject to approval from IMT Management.
- Please note that the above Fee Refund policy is applicable irrespective of whether the student attended classes or not after the commencement of the Program.

#### 14.5 Scholarships and Tuition Fee Reductions

IMT Dubai provides scholarships based on merit and achievements.

1. Scholarships are offered on first term/module tuition fees only.
2. Only one scholarship category can be awarded per student.
3. For MBA students, IMT Dubai provides scholarships after the 1st term and subsequent terms to students who score CGPA of 3.75 or above in a term. Eligible candidates get 20% waiver of tuition fees in the next term.

4. Students who have availed any type of discount are not eligible for continuing merit based scholarship.

#### 14.6 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.

#### 14.7 Miscellaneous and Late Fees charges

##### Details for Miscellaneous Fees/Charges :

<b>SUBJECT TO CHANGE ANNUALLY</b>						
<b>PARTICULARS</b>	<b>AMOUNT</b>	<b>VAT - 5%</b>	<b>NET TOTAL</b>	<b>AMOUNT</b>	<b>VAT - 5%</b>	<b>NET TOTAL</b>
	<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 BOARD REVIEW	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 TERM						
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>

### Late Fee Charges

#### Details for Late Fines :

PARTICULARS	Late Fine Every 15 days*
	Amount in AED
FINE - OUTSTANDING FEES AED 501 to AED 10000	100.00

FINE - OUTSTANDING FEES AED 10001 TO AED 20000	200.00
FINE - OUTSTANDING FEES AED 20001 TO AED 30000	300.00
FINE - OUTSTANDING FEES AED 30001 TO AED 40000	400.00
FINE - OUTSTANDING FEES AED 40001 TO AED 50000	500.00
FINE - OUTSTANDING FEES AED 50000 ONWARDS	750.00

\* For example, if the outstanding fee of a student is AED. 9,900, as this amount falls under the slab between AED 501 to 10000, for the delay from 1 to 15 days the fine would be AED. 100, for the delay from 16 to 30 days, the fine would be AED. 200, for the delay from 31 to 45 days, the fine would be AED. 300 and likewise, the fine would be calculated on the basis every further 15 days' delay.

### 15 ACADEMIC CALENDER (2020-21)

Academic calendar for your batch can be obtained from the Program office.

## 16 LIST OF FACULTY AT IMT DUBAI

IMT Full Time Faculty 2019					
No.	Title	Name	Designation	PhD Degree	Institution
1	Dr.	Subhrajyoti Ray	Director	Statistics	IIM Ahmedabad
2	Dr.	Waheed Kareem Abdul	Dean	Marketing	IIT Mumbai
3	Dr.	Ahmad Said Al-Shuaibi	Assistant Professor	HRM & Organizational Behavior	Universiti Utara Malaysia
4	Dr.	Ajay K Singal	Associate Professor	Management	IIM Lucknow
5	Dr.	Bidisha Banerjee	Lecturer	HRM & Organizational Behavior	Santiago de Compostela University
6	Dr.	Dogan Aydin Serel	Associate Professor	Management	Purdue University
7	Dr.	Gita Bajaj	Professor	HR and Business Communication	Aligarh Muslim University
8	Dr.	Mansour Allan	Assistant Professor	Humanities	Yarmouk University
9	Dr.	Mohammed Anam Akthar	Lecturer	Finance & Accounting	NIT Allahabad
10	Dr.	Prashant Kumar	Assistant Professor	Marketing	NITIE Mumbai
11	Dr.	Rajesh Kumar	Professor	Management	IIT Kharagpur
12	Dr.	Ravindra Saxena	Professor	Marketing	Kanpur University
13	Dr.	Ravi Chatterjee	Lecturer	Marketing	Barkatullah University
14	Dr.	Samer Saade	Associate Professor	Accounting	American University in Beirut
15	Dr.	Shahina Javad	Assistant Professor	Human Resource Management	XLRI Jamshedpur
16	Dr.	Sorokhaibam Khaba	Lecturer	Operations Management	IIT Dhanbad
17	Dr.	Sujit Sukumaran	Associate Professor	Economics	Hyderabad University
18	Dr.	Tarapada Ghosh	Professor	Finance	University of Burdwan
19	Dr.	Vijetha Koppa	Assistant Professor	Economics	Texas A&M University
20	Dr.	Vimi Jham	Associate Professor	Marketing	Aligarh Muslim University

### 17 LIST OF STAFF AT IMT DUBAI

The list of Important offices and staff members are as follows:

No.	Title	Name	Designation	Email
1	Mr.	Elangovan	Librarian	library@imt.ac.ae
2	Dr.	Liju John	QAIE Officer	qaie@imt.ac.ae / lijuthomas@imt.ac.ae
3	Ms	Juveriya Khan	QAIE Officer	qaie@imt.ac.ae
4	Mr.	Bala Murugan Navanathan	Maintenance Supervisor	maintenance@imt.ac.ae
5	Mr.	Dushyant Kumar Singh	IT Assistant	dushyant@imt.ac.ae
6	Mr.	Gyan Ranjan Mohapatra	Accountant	accounts@imt.ac.ae; gyan@imt.ac.ae
7	Mr.	Jagan Chandrasekharan Nair	Hostel Warden - Male Hostel	Warden@imt.ac.ae
8	Mr.	Madhab Kandel	Receptionist	reception@imt.ac.ae
9	Ms.	Maria Rowena	Administrative Assistant	maria@imt.ac.ae
10	Mr.	Mashook T K	Public Relations Officer (PRO)	mashook@imt.ac.ae
11	Mr.	Nirmish Parmar	Student Services Executive	studentservices@imt.ac.ae
12	Mr.	Ranjith Puthan Veedu	IT System Administrator	ranjith@imt.ac.ae
13	Ms.	Rasha Ouda Mohamed Mohamed	Assistant Program Manager	rasha@imt.ac.ae
14	Ms.	Ridhima Dhupar	Program Coordinator	ridhima@imt.ac.ae
15	Mr.	Alan H Samuel	Software Analyst/Social Media Executive	alan@imt.ac.ae
16	Ms.	Samira Fernandes	Registrar Office	registrar@imt.ac.ae/samira@imt.ac.ae
17	Mr.	Khaled Omar Ali Al Radwan	Admissions Officer	khaled@imt.ac.ae
18	Ms.	Tharabai Jagan	Hostel Warden - Female Hostel	Warden@imt.ac.ae
19	Mr.	Vivek Anand	CAO	vivek@imt.ac.ae
20	Ms	Seema Mitra	Manager Internship and Placement	seema@imt.ac.ae
21	Ms.	Malak Karanouh	Admission Counselor	malak@imt.ac.ae
22	Mr.	Obin Joseph	Asst. Marketing Manager – Admission	obin@imt.ac.ae