



***Student Handbook &
Program Catalogs
Graduate Programs***

***Academic Year
2017 – 2018
Version-4***

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MESSAGE FROM THE DIRECTOR

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. The Student Handbook is 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@imtdubai.ac.ae.

Director

IMT Dubai

SECTION A – ABOUT IMT DUBAI & POLICIES

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 Higher Education and Scientific Research, 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 Science in Business Administration (BSBA);
- Bachelor of Commerce in Accountancy (B.Com in Accountancy);
- 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's skills.

1.1. IMT Dubai Vision

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

1.2. IMT Dubai Mission

The mission of IMT Dubai is to develop young leaders and professionals with knowledge, skills and behaviours matching the demand in the region, socially responsible, and aware of the sustainable development goals. In that spirit, it is committed to engage in high quality teaching, contemporary research and interactions with the society.

1.3. Strategic Objectives

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 Higher Education and Scientific Research, U.A.E.

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. ADMISSIONS POLICY

2.1 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 MOHESR, UAE with a CGPA of 3.0 and above on a 4.0 scale or its equivalent score.

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	79-80
4	Computer-based TOEFL	213
5	Pearson PTE (Academic)	50-57
6	Cambridge English Advanced	Overall score of 52
7	EmSAT	1400-1525
8	IESOL/SESOL City and Guilds	B2 Pass

The English language proficiency requirements can be waived under the following circumstances, on a case-by-case basis. (Institutions to be checked with the Registrar's Office)

1. If you are a native English speaker and completed your undergraduate education in the English language at an institution in a country where English is the official language.
2. If you have received your undergraduate degree from an institution, where English is the language of instruction and the university requires a TOEFL score of 500 or its equivalent test score approved by MOEHSR, UAE, at the time of your admission to that undergraduate program.

c) Work Experience

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

2.2 Conditional Admission

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

- i) CGPA of below 3.00 on a scale of 4.00 or its equivalent score; and/or
- ii) TOEFL score of 530 (197 CBT, 71 iBT) or its equivalent
- iii) Equivalency certificate not submitted

Provisionally admitted students will not be allowed to take the full course load. An Academic Standing Committee 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.

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 semester or first nine credit hours of credit bearing courses.

2.3 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.
- 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 / PTE A)
- 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/Skype interview arranged by the Office of Admissions.

d) Issuance of Offer Letters

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

e) Admissions Deadlines

Admission deadlines have been set as 1 week before classes start.

2.4 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.

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 semester 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 Higher Education and Scientific Research 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 will be asked to sign a “Consent to Provide Documents” form agreeing to secure the equivalency. The applicant will be permitted to commence his/her studies at IMT DUBAI, but will be given a **maximum of one (1) semester** to obtain the equivalency certificate within this time period.

Failure to provide any conditions of their admission will result in suspension from the program.

For more details, please visit the following link.

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

2.5 Admissions Committee

- a) The entry requirements to the Institute are determined by the Board of Directors. However, Office of Admissions is responsible for applying these requirements and for the implementation of this policy. Application forms and all supplementary information will be available with the Office of Admissions.
- b) All applications will be reviewed and evaluated on an individual basis. All documents received by IMT Dubai in connection with the applications for admissions will 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) The Admissions Committee will ensure that the admissions at the Institute are according to ministry standards. They will review admission policies and assess the annual admissions activities.

3. POLICY FOR ADVANCED STANDING/ RECOGNITION OF PRIOR LEARNING (RPL)/ TRANSFER CREDITS

3.1 Advanced Standing Policy

IMT-Dubai allows advanced standing based on recognition of prior learning (RPL) leading to credit waiver. Any candidate applying for RPL must submit academic transcripts and relevant curriculum / course outline of the courses based on which he/she is asking for credit waiver. The decision of the credit waiver will be taken by the committee for advanced standing that is composed of the Dean, Program Chair, relevant Faculty member and the Registrar.

Based on the committee recommendation a maximum of 25% of the courses in any program can be exempted.

Types of Advanced Standing

a. Advanced Standing with Credits

Advanced standing with credits are granted to students who have undergone UAE Recognized Professional Qualifications, Study Abroad Programs, Internships, and Internationally Recognized Training Programs.

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

- a) Course requirements
- b) Course content
- c) Learning outcomes
- d) Assessment methods
- e) Contact hours
- f) Grades achieved

A maximum of 25% of credits hours can be waived under this policy.

b. Advanced Standing without Credits

Advanced standing without credits are granted to students on the basis of their work or life experiences.

The criteria to grant an advanced standing without credits are as follows:

- a) Professional portfolio
- b) Work experience certificates
- c) Completed projects
- d) national/international recognitions

Should the Institute grant an advanced standing without credit points, a student is required to take a course with equivalent credit points as a replacement for the course, which the advanced standing is granted.

3.2 International Exchange (for Graduate students)

- Students can opt for International Exchange from 3rd Semester onwards i.e. in the second year of study. They can earn up to 50% of credits of MBA program at a partner institution having specific agreement to that effect with IMT Dubai. Such students who opt for full year exchange are exempted from academic requirements pertaining to 2nd year of study of IMT Dubai.
- To be considered for an International Exchange, a student must have a satisfactory academic record with a minimum CGPA of 3.0 at the end of first year. Students on academic probation in first and/or second semester are not eligible for international exchange.
- Interested students can submit a written request to the Head of the Committee of International Relations substantiating the reasons for applying for the Exchange Program. International Relations (IR) will accept applications only from students whose CGPA is 3.00 or above at the end of first semester with the condition that CGPA is maintained at the end of their second semester. After review, the committee will nominate the student. The decision taken by this committee will be final. List of partners will be informed from time to time as upgraded.

4. ACADEMIC POLICIES

4.1. Course Load

Students with good academic standing will be allowed to register for the full semester load in the both graduate & undergraduate 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.

4.2. Course Add/Drop

- Students can add or drop a course only during the add/drop course period. The University add/drop period is during the first two weeks of the semester/module.
- Course(s) can be added or dropped only with the permission of the program Chairperson.
- In case of Executive MBA program, a course can be dropped during the 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.

4.3. 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.

4.4. Course Prerequisites

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

4.5. 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.

4.6. 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 form 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.

4.7. Withdrawal Policy

Any student can withdraw from the program by filling up the “Withdrawal Form” at any point of time. The Dean / Program Chairperson may counsel the student and discuss the reasons for withdrawal. The withdrawal form with Dean/Program Chairperson’s recommendation will be forwarded to the Director 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 4000 will be deducted from the Confirmation Fee.
2. Any costs incurred for Visa / books which has been paid by the student will not be refunded.

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

1. 30% of the 1st Semester/Module Tuition and Residence Fee (if applicable) will be forfeited.
2. Visa charges will be forfeited.
3. Study Material Charges will be forfeited.
4. Health Insurance Charges will be forfeited.
5. Any additional cost incurred by the Institute will be charged.

Withdrawal within 2nd Week/Session of the commencement of the Program:

1. 50% of the 1st Semester Tuition/Module and Residence Fee (if applicable) will be forfeited.

2. Visa charges will be forfeited.
3. Study Material Charges will be forfeited.
4. Health Insurance Charges will be forfeited.
5. Any additional cost incurred by the Institute will be charged.

Withdrawal after 2nd Week of the commencement of the Program:

- There will be no refund of 1st Semester/Module fee paid. Any Semester/Module Fee dues must be cleared in order to obtain the “No Dues Clearance”.

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.

4.8. Re-admission Policy

Normally re-admission is not encouraged. However, due to some exigencies if the student is unable to continue with the program, he/she may apply to the Dean / Program Chairperson for deferred admission. Deferral from the program is approved by the Director for a maximum period of one year.

4.9. Dismissal 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 (for **Graduate** programs).

4.10. Course Evaluations

At the end of each semester, 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.

5. 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 to continue. In case of shortfall in attendance the students will be penalized as per institute policy.

Attendance Policy:

- Each faculty maintains a record of attendance in his/her respective course.
- As a rule Attendance is compulsory in all classes.
- Leave is allowed only in extenuating circumstances subject to approval.
- Leave must be approved by the program in-charge.
- Students showing repeated absenteeism in course will be warned by the concerned faculty member.
- Following penalty will be imposed for absenteeism.

Attendance range (%)	Penalty
80% and above	No loss of grade
70 - 80%	One grade loss
Below 70%	Removal from the course and F grade awarded.

6. COURSE ASSESSMENT AND GRADING SYSTEM

6.1. 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 are 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.

6.2. 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

6.3. Course Grade Definitions

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

Fail	<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>
Incomplete	<p>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 the next semester, otherwise, the grade I will be changed automatically to grade F.</p>
Repeat	<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".*

6.4. 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
GPA			=13/4 = 3.25

6.5. 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 the next Semester/module, otherwise, the grade 'I' will be changed automatically to grade F.

To clear Grade 'I', the student must fill the "Incomplete Course Form" on which the exact requirements for clearing the incomplete grade are specified. This form should be signed by the student, course instructor and Dean / Program Chairperson. Both the student and the instructor will retain a copy of this form. The final approved form is sent to the Office of Registrar. After fulfilling the coursework requirements, the results are sent to the Office of the Registrar.

7. 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 is as per the academic calendar of the program. Final examination questions are prepared by the faculty member and submitted to the program office in advance for administration. External invigilators are used for invigilating the examination to maintain strict administration of the examination. After the examination the invigilators, submit the answer paper to the program office. 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 extenuating circumstances then he/she can sit for a reexamination only after he provides relevant proof and gets a written approval from the Dean / Program Chairperson.
- A student will not be allowed to appear in the 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.
- All kinds 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. Under no circumstances mobile phones will be allowed inside the examination hall.
- Students are advised to ensure that the invigilating authority signs on all 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 number of continuation sheets used by the student should be clearly indicated on the front page of the main answer sheet. If any unsigned/wrongly signed sheet is found later, the examination will be cancelled at the responsibility of the student.
- The students are not allowed to write anything (except their roll numbers) on the question paper or case study. They should also not exchange the question paper. If any student is found guilty of any kind of malpractice he will attract the action as per institution rules.

- All kinds of books or support material (handouts) etc. (excepting in Open Book Exam) should be handed over to the invigilator before the start of examination. Any material found outside the classroom will be taken as a serious offence and the guilty will be punished.
- Students are responsible for the safekeeping of their 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 will not be allowed to go out. 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 will be asked to leave the examination room immediately and all incriminating evidence will be retained by the invigilator. If a student violates any of the other rules or instructions (except cheating) during an examination, it will be so noted by the invigilator and reported to the Dean / Program Chairperson who will take appropriate measures as mentioned under the policy and procedure for Academic Misconduct.

8. ACADEMIC STANDING AND COMPLETION REQUIREMENTS

8.1. MBA Program

The Graduation Completion Requirements Policy for MBA is as follows:

1. The required courses for MBA program are spread across four semesters. Total credits completed in four semesters are equal to 56 credits. Semester-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 order to complete the program, students must complete the following
 - a. Core courses : 36 credits
 - b. Elective Courses : 16 credits
 - c. Internships : 2 credits
 - d. Company Projects : 2 credits
4. 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 3.4 or work experience of atleast 2 years of is required to do the CIS.
5. The students must complete at least 50%, of the required credits, in residency. 50% of the credits can be transferred from similar accredited institutions in UAE and Abroad.
6. For MBA program students must complete 16 credits of concentration courses in chosen area of specialization. For dual specialization a student has to complete 10 credit courses of major specialization and 6 credit courses of minor specialization.
7. To be eligible to receive MBA/EMBA degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
8. All students are expected to complete the program within a minimum period of 2 years and a maximum period of 4 years. Only the Academic Dean or Director may consent to an extension not exceeding a total period of twelve months.
9. 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.

8.2. EMBA Program

The Graduation Completion Requirements Policy for EMBA is as follows:



1. Executive MBA program (EMBA) is offered on module system. The required courses for EMBA program are spread across five modules. Students are required to complete 38 credits for this program in five modules. Module-wise distribution of credits is mentioned in program structure.
2. The sequence of the courses are as per the program structure.
3. In order to complete the program, students must complete the following
 - a. Foundations of Business : 9 credits
 - b. Core courses : 21 credits
 - c. Concentration : 8 credits
4. For EMBA program students must complete 8 credits of concentration courses in chosen area of specialization. EMBA doesn't provide double major degree.
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 year and a maximum period of 2 years. Only the Academic Dean or Director may consent to an extension not exceeding a total period of twelve months.
7. 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..

8.3. Good Academic Standing

- Students are considered to have a good academic standing when they have minimum CGPA of **3.00** on a scale of 4.00 at the end of each semester/module.
- Students whose CGPA has fallen below **3.00** are placed on academic probation in the following two semesters for MBA program and in the following module for all other programs. 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.

Academic progress of the students is reviewed by their academic advisors at the end of each semester and they are advised in the following area:



1. Overall GPA
2. Credits successfully completed
3. Failed courses that need to be repeated
4. Courses with Unsatisfactory performance

9. STUDENTS APPEALS POLICY AND PROCEDURES

a) Academic Standing Appeals

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

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

b) Grade Appeals

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

- Students should first consult with the concerned Faculty and discuss their concerns. Most of the cases are expected to be sorted out by review of Final Exam and discussion between the student and the Faculty member.
- If the student is not satisfied then they may put in a formal Grade appeal with the Office of the Registrar. The grade appeal must be submitted within a period of one week following the notification of grade to the student by the Registrar.
- All Grade Appeals must be submitted in writing to the Registrar on the official Grade Appeal Form (downloadable from Blackboard). Reason(s) for Grade Appeal must be substantiated clearly on the form.
- 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 can be made to the Dean who will form an Academic Committee, to look into the case.
- The Academic Committee after reviewing the student's final examination paper will recommend the final grade to the Dean, who will take a decision and intimate the same to the student.
- The decision of the Academic Dean will be held as final and no further appeals can be lodged.

10. 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 Office of Student Services within two weeks from the occurrence of the incident.
- The latter in consultation with the Director may convene a Committee of Faculty for academic issues or a committee of Faculty and administrative personnel for non-academic issues, which will arrange a meeting to hear both parties, and eventual witnesses.
- The committee will then deliberate upon their findings and make recommendations to the Director, 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'S RIGHTS AND RESPONSIBILITIES

All students enrolled in the degree programs at IMT enjoy the following rights:

11.1. Student's Rights

- a) Right to obtain quality education.
- b) Freedom of expression - to discuss and express all opinions publicly on the condition that the expression of freedom does not disrupt the normal operations of the Institute and nor does it harm other members of the Institute
- c) Right to be given the course outline at the beginning of each semester, indicating the number of credits, description of the course, objectives, learning outcomes, assessment and references that could be used as supplementary material.
- d) Right to know: program graduation requirements, admissions procedures, course descriptions, pre-requisites, co-requisites, course availability, timetable and costs.
- e) Right to know the penalties for cheating and plagiarism and their consequences.
- f) Right to know the attendance policy and the consequences of noncompliance.
- g) Right to be informed by the instructor of any changes of any rules pertaining to classroom procedures.
- h) Right to review their grades with the instructor

11.2. Student's Responsibilities

- a) To follow the IMT Dubai procedures to register, drop/add or withdraw from a course and/or program as outlined in the Student Handbook.
- b) To arrive in class on time and to remain for the duration scheduled for classes and activities.
- c) To appreciate the instructor's right to formulate and enforce attendance policy.
- d) To observe the instructor's right to set deadlines for assigned work and to establish penalties for failure to comply with these deadlines.
- e) To submit their own work.
- f) To write tests and exams at the times scheduled by the instructors.
- g) To assume responsibility for classes missed.
- h) To follow and implement the regulations and policies of the institution.

11.3. Institute's Responsibilities towards Students

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

Faculty will at all time:

- a) Promote scholarly values in students, including honesty, the free pursuit of learning and the exercise of academic freedom.
- b) Act professionally in the classroom and in other academic relationships with students.
- c) Evaluate students on the merit of their academic performance.
- d) Provide consultation on course work
- e) Faculty will acknowledge academic and scholarly contributions of students.
- f) Not engage in any exploitation, harassment, or prohibited discriminatory treatment of students.

11.4. Student Conduct Code

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

11.5. Student Behavior

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

11.6. Standards of Personal Conduct

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

- 1. Observe the regulations of IMT and directives of the faculty and staff.
- 2. Conduct themselves in a courteous and considerate manner in their dealings with faculty, staff, visitors and other students.
- 3. Maintain a dress code which is in line with the cultural requirements of UAE.
- 4. Use the Institute's property / facilities with due care and avoid causing harm to it.
- 5. Refrain from disruptive behavior, such as talking during speeches or classes; arriving late for or leaving early from classes; receiving or initiating telephone calls on mobile phones during classes; and making negative or rude comments during class about other students, faculty members, or the opinions of other students.
- 6. Refrain from borrowing or taking someone else's property without having permission from the owner. Taking or borrowing without permission is considered stealing.

7. Refrain from inviting external speakers or issuing public releases without prior permission from the Student Affairs Office.
8. Refrain from organizing or engaging in activities such as rallies or demonstrations inside IMT without prior permission from the appropriate authority.
9. Refrain from using the facilities of the institute for other than official purposes, unless previously authorized.
10. Refrain from distributing leaflets or journals, posting notices, or collecting signatures on the premises of IMT without prior permission from the Student Affairs office.
11. Refrain from falsifying documents or using falsified documents for any purpose connected with IMT.
12. Provide security guards with personal identification and appropriate documentation when requested.
13. Refrain from using another person's name and/or ID number for any reason.
14. Refrain from organizing off-campus events without prior permission from the Student Affairs office.
15. Students should also refrain from engaging in improper conduct, which can damage the reputation of IMT. For example, students should not:
 - Access inappropriate sites on the Internet.
 - Use inappropriate chat lines/rooms.
 - Misuse the electronic communication (e mail) facility.
 - Use or sell illegal substances and/or materials.
 - Exchange any gifts of significant monetary value with members of the faculty or staff.

11.7. Code of Conduct for Residential Students

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

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

12. 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.

12.1. 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.

12.2. 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 SafeAssign (<http://www.safeassign.com/>) plagiarism software application system. The course instructor shall create a link for submission of the assessment component on SafeAssign plagiarism system on the blackboard portal (<http://myblackboard.imtdubai.ac.ae/>). The students can view the link for the submission of assessments on SafeAssign system.
- SafeAssign 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 SafeAssign 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)”
- The SafeAssign 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 SafeAssign system.

12.3. 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 un-acceptable 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.

12.4. 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 SafeAssgn 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, SafeAssign 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.

13. GENERAL POLICIES OF IMT DUBAI

13.1. 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

13.2. 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.

13.3. 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.

13.4. 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.

Recommended Computer Specifications for Students

IMT Dubai recommendation for minimum system requirements is based on general guidelines on which computer configurations work best in IMT computing environment. The majority of computing resources and backend systems at IMT Dubai are built on the Windows platform. IT support is available for Apple's OS X operating system, but currently IMT Dubai do not provide support for the Windows operating system on an Apple computer. Since the choice between an Apple and a Windows system is usually a personal preference, IMT Dubai recommends students to choose whichever operating system they are most comfortable with. The minimum system required specifications include:

Recommended Specifications:

- Processor - dual core 2.4 GHz+ (i5 or i7 series Intel processor or equivalent AMD)
- RAM - 8 GB
- Hard Drive - 256 GB or larger solid state / hard drive
- Graphics Card - any with DisplayPort/HDMI or DVI support - desktop only
- Wireless (for laptops) - 802.11ac (WPA2 support required)
- Monitor - 23" widescreen LCD with DisplayPort/HDMI or DVI support - desktop only
- Operating System - Windows 10 or 7 with Service Pack 1, Home or Professional editions, or Apple OS X 10.11.5.

Minimum Specifications:

- The current minimum computer specifications to ensure the ability to run the basic software most end users operate is:
- Processor - dual core @ 2.4 GHz (i5 or i7 Intel processor or equivalent AMD)
- RAM - 4 GB
- Hard Drive - 320 GB 5400 RPM hard drive
- Wireless (for laptops) - 802.11g/n (WPA2 support required)
- Operating System - Windows 7 with Service Pack 1 or Apple OS X 10.9
- Backup Device - External hard drive, USB Flash Drive, and/or DVD+/-RW drive

The policy for maintenance and support of student-owned computers is as follows:

1. Students with their own computer must maintain their computers against viruses, hackers, malicious software, and any other threats by installing antivirus software provided by IT department.
2. Students must use the licensed version of the software provided by IMT Dubai.
3. In case of any difficulty in installation and other related issues students can approach the IT department for help.
4. Students must backup their data in cloud or IMT server to prevent data loss.

5. IT department can be approached for any Hardware diagnostic services where hardware failure is indicated.
6. Students can seek IT departments help in Network connectivity testing on the IMT Network (wired or wireless).
7. For any complaints in software and hardware related issues they can approach IT department.

13.5. Systems Monitoring

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

13.6. 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.

13.7. 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.

13.8. 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.

13.9. 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.

13.10. 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.

14. STUDENT DISCIPLINARY POLICY

14.1. 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.

14.2. 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.

14.3. 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 Semester 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.

15. STUDENTS ACTIVITIES AND PUBLICATIONS POLICY

The Office of Student Services aims to reach out to all students and encourage them to interact and participate in campus activities. Activities / programs will be designed to enhance the students' overall educational experience through involvement in social, cultural, intellectual, and recreational activities.

The Institute encourages students to participate in various sports like badminton, tennis, volleyball, swimming pool that provides students with the opportunity to engage in extracurricular activities. Students are encouraged to engage themselves in other cultural activities like organizing festivals, seminars, exhibitions etc. The Office of Student affairs and services coordinates all activities.

The following Student Committees have been formed at IMT Dubai.

1. Extra-Curricular Activities (E.C.A.) Committee – The E.C.A Committee is responsible for planning, organizing, coordinating and executing the following extra-curricular activities for all IMT Dubai student. The activities are as follows:-
 - Dancing
 - Dramatics
 - Craft & Painting
 - Trips & Excursions
 - Theme Shows
 - Music - Vocal, Instrumental
 - Quizzes & Management Games
 - Debate
 - Creative Writing
 - Cultural Fest

2. Sports Committee – The Sports Committee is responsible for planning, organizing, coordinating and executing sport related Competitions and Events in the following areas :-
 - Table Tennis
 - Cricket
 - Counter Strike - eGame
 - Pool – Billiards
 - Bowling Badminton
 - Basketball
 - Volleyball
 - Throw ball
 - Go-Karting
 - Chess
 - Carrom board

- Sudoku
 - Swimming
 - Football
 - Sports Fest
3. Corporate Committee - The Corporate Committee is responsible for planning, organizing, resourcing, coordinating and executing Corporate related activities in the following areas :-
- Guest Lectures
 - Seminars
 - Workshops
 - Industrial Visits
 - Conferences
 - Exhibitions
 - Alumni Networking
4. Decorum Committee - The D.C will be responsible for planning, organizing, coordinating and executing discipline related activities in the following areas :-
- Ensure all Students abide IMT Rules and Regulations
 - Maintain Harmony and Decorum on Campus
 - Ensure the Smooth Handling of all Events
 - Ensure Students follow the Student Code of Conduct prescribed by IMT
 - In any case of indiscipline they will inform the office for further action.
 - The DC has no right to take any action but has to report the incident to the office
- The DC will be responsible for keeping an eye on:-
- House Keeping & Maintenance
 - Coordinating for Hostel Room Keys
 - Recreation Timings
 - Hygiene on Campus
 - All Student Medical & Health Matters
- The D.C will also be responsible for ensuring student complaints about Mess are looked into, and brought to the notice of the Office of Student Services.
5. IT Committee - The IT Committee will be responsible for planning, organizing, coordinating and executing designing in the following areas, but not limited to :-
- Handle all designing of invitations
 - Designing of posters
 - Helping in technical aspects during any events
 - Designing Advertisements and handling audio-visual system as and when required
6. Media/PR Committee* - The Media Committee will be responsible for planning, organizing, coordinating and executing activities in the following areas, but not limited to :

- All communications to IMT Dubai students
- Preparing e-newsletter and confirming circulation among students
- Inviting, editing, and submitting articles for publications
- Taking care of copyright issues

**All communications will be strictly in confidence with the Head of Student Services.*

7. Alumni Committee – The Alumni Committee will be responsible for planning, organizing, coordinating and executing activities in the following areas, but not limited to:
 - Update Alumni Lists
 - Increase interaction with Alumni
 - Alumni Events
 - Alumni Newsletter
 - Coordinate with Alumnus and leverage their contact to get short term projects, Field Trips and Guest Lectures.
8. Placement Committee – The Placement Committee will be responsible for planning, organizing, coordinating and executing activities in the following areas, but not limited to:
 - Liaison between OCS and Students on Internships and Placements
 - Explore internship and Placement opportunities in the market
 - Identify workshops required to enhance student career prospects
 - Work in close coordination with the Alumni Committee

IMT Committees Appointment and Monitoring Procedures:

- a. Students must apply to represent the Committee using Committee Application Form.
- b. Students may apply to represent more than one Committee (i.e. maximum 2 committee) but if selected can hold membership of only one committees.
- c. OSS and Staff-in charge will review applications and along with a Faculty member interview candidates and nominate.
- d. Committee will meet at least once a week.
- e. Minutes of meeting and Activities report must be maintained by Committee Secretary.
- f. Committee Treasurer will be in charge of Accounts. No expenditure must be incurred without the written approval of Staff Representative of that Committee.
- g. The Faculty/Staff Representative for each committee will monitor the performance of each Committee and recommend dismissal of any non-performing member to the faculty panel whose decision will be final.

Fiscal Control:

- There is a specific budget allotted to support various student activities, all student activities are funded from this budget.
- There is a faculty member appointed as the head of student services who works very closely with the student committees. In addition to the head of student services, there are few other faculty members who are a part of student services committee, and advice on matters pertaining to the office. There is also a dedicated staff member designated as student services officer who manages day to day activities of the office.

16. 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.

16.1. 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.

16.2. 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.

16.3. 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

16.4. Recreational Facilities

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

16.5. Spiritual Facilities

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

16.6. 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.

16.7. 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.

16.8. 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. **MBA151XXX**. The Code is defined as:

MBA: Program Code; **15:** Year of program commencement; **1/2/3:** Spring/Fall/Summer 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.

16.9. Student 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.

16.10. Blackboard

IMT uses Blackboard as an online academic portal for the students. Students are assigned usernames and password for accessing Blackboard. The courses can be registered online and the students have easy access to the course handouts put up by the Faculty. They can submit the assignments online and view the grades for the quizzes, assignments, tests etc. posted by the Faculty.

16.11. 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.

16.12. Health Services

All Students must be covered by health insurance. In addition, the students must provide, at the time of joining, a proof of having cleared all vaccination requirements Office of Students Services will coordinate the provision of Health insurance and health services to the students.

Dubai International Academic City has an ambulance on the premises on a 24 hour basis for any medical emergencies.

For emergency after hours students must contact the security office at the Residences.

16.13. 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.

17. COUNSELING SERVICES

17.1. Personal Counseling

IMT provides personal counseling to its students. 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.

17.2. Academic Advising

The regular advising process starts once the students register for the first semester at IMT. A Faculty member is designated as the advisor and during subsequent semesters 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.

17.3. List of IMT faculty

IMT Full Time Faculty 2018					
No.	Title	Name	Designation	Degree	Institution
1	Dr.	Francois Therin	Director	Management	Newcastle University
2	Dr.	Rajnandan Patnaik	Dean	Management	Utkal University
3	Dr.	Abdul Waheed	Professor	Marketing	IIT Mumbai
4	Dr.	Ajay K Singal	Associate Professor	Management	IIM Lucknow
5	Dr.	Anupam Mehta	Associate Professor	Accounting	Panjab University
6	Dr.	Dogan Aydin Serel	Associate Professor	Management	Perdu University
7	Dr.	Gita Bajaj	Professor	HR and Business Communication	Aligarh Muslim University
8	Dr.	Joe Martin Hays	Professor	Education	Boston University
9	Dr.	Pranab Kumar Pani	Professor	Economics	IIM Ahmedabad
10	Dr.	Rajesh Kumar	Professor	Management	IIT Kharagpur
11	Dr.	Ravindra Saxena	Professor	Marketing	Kanpur University

12	Dr.	Samer Saade	Associate Professor	Accounting	American University in Beirut
13	Dr.	Santanu Roy	Professor	Management	IIT Kharagpur
14	Dr.	Shahina Javad	Assistant Professor	Human Resource Management	XLRI Jamshedpur
15	Dr.	Sujit Sukumaran	Associate Professor	Economics	Hyderabad University
16	Dr.	Tarapada Ghosh	Professor	Finance	University of Burdwan
17	Dr.	Veronika Pereseina	Assistant Professor	Business Administration	Jonkoping University
18	Dr.	Vimi Jham	Associate Professor	Marketing	Aligarh Muslim University

17.4. 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.

17.5. 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.

18. FEES POLICY

18.1. Bank Details

Account Name	Institute of Management Technology FZ LLC
Bank Name	EmiratesNBD Bank PJSC, Mankhool Branch, Dubai, UAE
AED Account No	1011409872502, (IBAN-AE70 0260 0010 1140 9872 502)
USD Account No	1021409872501, (IBAN-AE35 0260 0010 2140 9872 501)
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 or credit/debit card or through a Local cheque payable to "Institute of Management Technology FZ LLC" or through Wire Transfer to the above mentioned Bank Account.
3. Bank charges are to be borne by the remitter.
4. The exchange rate for conversion of USD to AED is taken as 1 USD = 3.65 AED
5. IMT Dubai reserves the right to change its fees and will notify all students of changes, if any. The above Fees structure is applicable for the Academic Year 2017-2018.

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 AED 2000 per course will be charged.
3. In case of repeat of semester, 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 semester irrespective of the balance Semester 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 Semester. Residence Halls will open for the students two days prior to the commencement of

each Semester and the students have to vacate their rooms four days after the end of each Semester.

18.2. Late Fee Policy

1. 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.
2. Students who do not pay their fees by the due date for each installment , will be charged a Late Fee fine of AED100 for the first week and AED200 for each of the next three weeks from the due date.
3. After four weeks from the Due Date of payment the student will be automatically withdrawn from the course for which the fees are outstanding and their enrolment will be cancelled.
4. Students will not be allowed to enroll in the subject again that semester or any subsequent semester until all outstanding fees (including any relevant penalty charges) are paid in full.
5. No student will be allowed to answer the Final Exam if any fees are outstanding.

18.3. Fee Refund Policy

- Withdrawal before the commencement of the Program:
 1. A fee of AED 4000 will be deducted from the Confirmation Fee.
 2. Any costs incurred for Visa / books which has been paid by the student will not be refunded.
- Withdrawal within 1st Week/ session of the commencement of the Program:
 1. 30% of the 1st Semester/ module of Tuition and Residence Fee (if applicable) will be forfeited.
 2. Visa charges will be forfeited
 3. Study Material Charges will be forfeited
 4. Health Insurance Charges will be forfeited
 5. Any additional cost incurred by the Institute will be charged
- Withdrawal within 2nd Week/ Session of the commencement of the Program:
 1. 50% of the 1st Semester/ Module Tuition and Residence Fee (if applicable) will be forfeited
 2. Visa charges will be forfeited
 3. Study Material Charges will be forfeited
 4. Health Insurance Charges will be forfeited
 5. Any additional cost incurred by the Institute will be charged
- Withdrawal after 2nd Week/Session of the commencement of the Program:

1. There will be no refund of 1st Semester/ Module fee paid. Any semester/module fee dues must be cleared by the student in order to obtain the “No Dues Clearance”.

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.

18.4. Scholarships and Tuition Reductions

IMT Dubai provides scholarships based on merit and achievements for all programs.

1. Scholarships for all programs are on first semester/module fee payment only.
2. Only one scholarship category can be awarded per student.
3. For BSBA & MBA, there will be continuing merit based scholarship offered up to 50% if students achieve more than 3.75 CGPA per semester. This is applicable to only tuition fee.
4. NO continuing merit based scholarship for EMBA & MS students.

18.5. 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.

SECTION B – MBA PROGRAM

MBA PROGRAM : AN OVERVIEW

IMT Dubai is approved by the Ministry of Higher Education and Scientific Research, Government of U.A.E. and its MBA program has been accredited by the Commission of Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research, Government of U.A.E. The MBA Program of IMT Dubai has also been accredited by International Assembly for Collegiate Business Education (IACBE), United States of America in 2012.

19. MBA 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.

20. MBA PROGRAM OBJECTIVES

The MBA program objectives are as follows:

1. To provide comprehensive knowledge of complex business dynamics to pursue careers in management and related fields.
2. To develop analytical skills for enhancing effective and efficient decision making capabilities.
3. To enhance critical thinking and effective communication within a variety of contexts.
4. To develop abilities to lead individuals and groups effectively in pursuit of organizational and social goals.
5. To develop capabilities to continuously learn, benchmark and manage in a competitive and dynamic environment.
6. To strengthen the ability to manage organizations ethically in changing global socio-economic environment.

21. MBA PROGRAM LEARNING OUTCOMES

At the end of the program the students are expected to:

1. Apply a range of relevant concepts, principles and theoretical knowledge to develop strategies and solutions to business issues. (Knowledge)
2. Exhibit proficiency in collecting and analyzing data, developing knowledge and its deployment in problem solving and decision making. (Skill)
3. Identify and logically analyze business issues, construct reasoned solutions and communicate effectively. (Skill)
4. Display the ability to work independently and take judicious decisions for managing professional teams in a multi-cultural environment. (Autonomy & Responsibility)
5. Recognize changes in business environment, assess and address knowledge and skill gaps. (Self-Development)
6. Exhibit cross-cultural sensitivity, ethical behavior in global business scenario. (Role in Context)

22. MBA PROGRAM STRUCTURE

The MBA Program is structured on a semester basis and the students are required to complete 56 credits (including 2 credits for Internship) in 4 semesters.

Year 1

During the first year of the MBA Program at IMT Dubai, students attend 12 mandatory courses spread across two semesters. At the end of first year students are placed in profit and non-profit organizations as part of our internship program. The 8 week Internship program provides the students with the opportunity to work in a company/organization in Dubai or abroad and to apply the tools and skills learned during the course of their studies into real business situations.

Year 2

During the second year of the MBA program at IMT Dubai students will complete 4 core courses and will select 8 elective courses within their field of specialization. Typically, students will complete 2 core courses in each semester with 4 elective courses. Students are also given the option to attend classes in other fields on a non-credit basis to expand their academic horizon and gain exposure to other fields of management.

During their second year students also complete a Company Project which is a team based assignment focusing on a specific topic or current issue faced by a business. The Company Project work is an educational opportunity to conduct applied research, build on the knowledge acquired and incorporate their course work into a highly integrative activity. Similar to the internship program, the company project is completed in 8 weeks. Towards the end of company project students prepare a professional report which is assessed by a panel of faculty members and industry experts.

Specialization

At the end of first year of studies, students are given the choice of specializing in one of the following main business functions/areas:

- International Banking and Finance
- Marketing and Retail Management
- Project & Operations management
- Human Resource Management

International Banking and Finance

The Concentration in International Banking and Finance major offers students a unique opportunity to study advanced theory and practice of financial markets and international financial institutions. The focus of this concentration is on current thinking regarding evaluation of the firm, investment decision processes, financing and dividend policy, asset management and financial strategies, and portfolio theory.

Marketing and Retail Management

Marketing is one of the most practical, areas of concentration at IMT Dubai. MBA students with a specialization in Marketing acquire skills in analyzing and using existing data to make effective marketing decisions. Students learn theories and practices about how products, services and ideas are developed, distributed, priced and promoted by a variety of organizations.

Projects and Operations Management

The project management specialization opens a number of operational, hands-on, career opportunities. This concentration is focused on providing decision-making skills suited to today's information and technology intensive environments. This flexible concentration takes a strategic and applications-oriented view of operations. In addition to the core courses, electives are offered in supply chain management, project management, and total quality management.

Human Resource Management

This specialization is designed to provide future HR professionals with the knowledge, understanding and skills necessary to contribute in both the strategic and tactical management of organization's Human Resources. The emphasis during the course is on the various aspects of Human Resources i.e. Human Resource Planning, Job analysis, Recruitment and Selection, Training and Development, Performance Management, Compensation and Benefits, Strategic Human Resource Management and Change Management; all of which are essential for effective HR management within organizations.

Electives

Students are given the opportunity to choose eight electives of their choice. Electives offered are updated regularly to keep up with market trends and demands based on changes in the industry. The curriculum maintains the right balance between knowledge and skills combining a strong conceptual base with exposure to contemporary practices. A variety of learning tools are used for the acquisition of knowledge and skills. Role-play,

case study, project work, field experience, assignments, quizzes, seminars and industry visits are some of the many methods used.

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

MBA program structure at IMT- Dubai

Course Code	Course Name	Credits	Prerequisites
SEMESTER - 1			
ACC 501	Accounting for Decision Making	3	-
BIF 501	Business Informatics & Technology	2	-
DDM 501	Data and Decision Making	3	-
ECO 501	Economics for Business	3	-
MGC 501	Academic & Business Writing	1	-
OBR 501	Organizational Behavior	3	-
TOTAL		15	

Course Code	Course Name	Credits	Prerequisites
SEMESTER - 2			
BRM 611	Business Research Methods	2	-
FIN 611	Financial Management	3	ACC501
HRM 611	Human Resource Management	2	-
MGC 611	Managerial Communication	1	MGC501
MKT 601	Marketing Management	3	-
OPR 611	Operations Management	3	DDM501
	CV Writing and Personality Development workshop	-	
TOTAL		14	
SUMMER			
INT601	Internship (Summer)	2	

Course Code	Course Name	Credits	Prerequisites
SEMESTER - 3			
LEB 711	Legal Aspects of Business	1	-
STM 841	Strategic Management	3	ECO 501
	Elective 1	2	
	Elective 2	2	
	Elective 3	2	
	Elective 4	2	
COP801	Company Project/ Course on Independent Study (CIS)*	2	
	Career Dynamics and Self-assessment Workshop	-	
	Business Simulation Workshop	-	
TOTAL		14	

- Refer policy on CIS listed below.

Course Code	Course Name	Credits	Prerequisites
SEMESTER - 4			
BEG 821	Business Ethics and Corporate Governance	1	-
IBS 721	International Business Strategy	2	ECO 501, MKT 601
	Elective 5	2	
	Elective 6	2	
	Elective 7	2	
	Elective 8	2	
TOTAL		11	
OVERALL CREDITS			56

Concentrations:

- i) Human Resource Management
- ii) International Banking and Finance
- iii) Marketing and Retail Management
- iv) Project and Operations Management

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

II) International Banking and Finance Concentration			
Course Code	Course Name	Credits	Prerequisites
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

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

IV) Project and Operations Management Concentration			
Course Code	Course Name	Credits	Prerequisites
PRJ 812	Supply Chain Management	2	OPR611
PRJ 813	Total Quality Management	2	OPR611
PRJ 814	Procurement and Inventory Management	2	OPR611
PRJ 815	Operations Strategy	2	OPR611
PRJ 816	Service Operations Management	2	OPR611

PRJ 818	Lean Systems and Six Sigma	2	OPR611
PRJ 819	Management of Technology and Innovation	2	OPR611
PRJ 821	Project Management	2	OPR611, FIN611
PRJ 827	Project Appraisal & Financing	2	OPR611, FIN611
PRJ 8110	Business Analytics	2	DDM 501
PRJ 8111	Logistics Management	2	OPR 611

V) Workshops/CIS			
Course Code	Course Name	Credits	Prerequisites
	CV Writing Workshops	-	-
	Course on Independent Study (CIS)*	2	-
	Simulation Capstone	-	-
	Workshop on Career Dynamics	-	-

Policy for CIS:

This course on independent study is intended to encourage students to take up independent study/ research in the area of management and business. This course shall provide an opportunity for the students to explore new developments taking place in different disciplines of management and related fields. The primary objective of the course is to equip the students with the necessary abilities to handle research projects and comprehensive studies independently for self-development. This will enhance self-learning and autonomy.

CIS process:

- Students opting for CIS have to submit a request to the Program Office highlighting the reasons of doing such a study.
- The decision to offer CIS is taken by the Program Chair.
- No student should be allowed to do more than 2 courses of independent study (CIS) during the entire program.
- The CIS can be done only in lieu of elective courses and NOT in lieu of core courses.
- The student must have an overall CGPA of 3.25 to apply for CIS.
- This CGPA requirements can be relaxed for students with more than 5 years of experience (in the case of EMBA students) and 2 years of experience (in the case of MBA students).

- Once approved by the Program Chair, the Program Chair will designate a faculty who will supervise the CIS and assign readings / assignments and other relevant tasks to be completed by the students in order to pass CIS.
- The Faculty Supervisor will be advised to assign the task in such a way that student engagement is commensurate with the standard course requirements to achieve learning outcomes of CIS.

23. MBA – COURSE DESCRIPTIONS

23.1. Semester 1

ECO 501 Economics for Business:

In this course students are provided with an overview of the fundamental concepts of microeconomics and macroeconomics. Under microeconomics, the behavior of consumers and firms under different market structures form the basis of the managerial decision-making process. This course also includes the study of global, political and regulatory environments in which businesses operate. Students are provided with an opportunity for the development of critical and analytical thinking skills when it comes to viewing companies on a global scale.

ACC 501 Accounting for Decision Making:

This course broadens students understanding of the nature, scope, and limitations of accounting information. Students are trained to understand and critically evaluate financial reports made by corporations and also analyze financial situations and problems faced by companies. 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) and how costs affect managerial decision making.

OBR 501 Organizational Behavior:

Organizational Behavior is essential for effectively managing employees in any organization. This course aims to give an understanding about how to fully utilize people in organizations. It is the study and application of the knowledge of human behavior, in order to increase performance levels and job satisfaction. The course has been designed to expose students to the fundamental principles with which to understand human behavior in organizations and examines various theories developed in an attempt to explain and predict employee behavior in an organizational context.

DDM 501 Data and Decision Making:

This course encourages students to think critically about how to interpret data and make more informed decisions. This course provides the necessary framework for formulating real life problems, developing models and presents techniques that enables students to arrive at optimum solutions. Students will learn how to formulate a decision problem from given information and data, use software to solve the formulated model, interpret results, and implement the solution.

BIF 501 Business Informatics & Technology:

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, and then designing and implementing information systems that support those needs. The course will also explore the increasing importance of database management and data communication networks in modern organizations.

MGC 501 Business Communication-I:

Communication skills are the most sought after skills by employers when recruiting. The merits of good communication skills are numerous, such as, enhancing operational efficiency, facilitating coordination among colleagues, increasing customers' satisfaction and boosting employee morale. The course covers aspects of both oral and written communication that are essential requirements of today's workplace. Since communication is a skill the emphasis of the course will be on application i.e. learning by doing.

23.2. Semester 2

FIN 611 Financial Management

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; planning and control; capital budgeting; cost of capital; long and short term financing, and management of working capital. Emphasis is placed on helping students gain insight about the finance principles and concepts before launch into the specifics.

BRM 611 Business Research Methods

This course introduces the importance and use of research orientation for gathering better information that aids in complex management decision making. This course aims to provide a broad understanding of the theoretical and methodological issues involved in conducting the systematic inquiry in the field of business.

OPR 611 Operations Management

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 are trained to apply analytical and critical thinking skills to operational decision making, and also gain a greater appreciation for the increasingly competitive global and technological environment in which operations management occurs.

MKT 601 Marketing Management:

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

HRM 611 Human Resources Management:

Success of a company depends on the people working in it. Human Resource Management is a specialization within the field of Management that encompasses several functions including the recruitment, selection, and maintenance of a qualified, motivated, and productive workforce. The effective performance of these functions requires understanding and skill in employment law, planning, job analysis, training, performance appraisal, compensation, and labor relations. Since managers report that they spend about half their time dealing with "people-related" issues, it is important that the students are introduced to the major topics associated with managing people in the context of the global marketplace.

MGC 611 Business Communication-II:

The course focuses on upgrading students' communication skills, while giving them certain communication frameworks. The course will orient the participants to think about business communication strategically. The course will also emphasize interpersonal communication, as business graduates are expected to effectively communicate with internal as well as external entities.

INT 601 Summer Internship:

The MBA program at IMT provides opportunities to students to learn real life business through internships. Internship in company is a key element of the learning process and as such an integral part of the program. The internship provides the students with the opportunity to work for a period of eight weeks in a company/organization in Dubai or Abroad and to apply the tools and skills learned during the course of their studies into real business situations.

23.3. Semester 3

STM 841 Strategic Management

The course focuses on the strategy development process in organizations and on how to create sustainable competitive advantage. It includes developing an understanding of the strategic position of organizations, strategic choices for the future and how one can best translate strategies into action. Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environments, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of plans. International and e-business issues are integrated throughout.

LEB 711 Legal Aspects of Business:

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 various business laws in the GCC in general and in the UAE particular.

Electives:

Students are allowed to choose four elective courses in third semester from their specialization. The list of courses offered can be obtained from the program office of the institute.

- Elective 1
- Elective 2
- Elective 3
- Elective 4

COP 801 Company Project:

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

CIS 801 Course on Independent Study (CIS)

Course on independent study is intended to encourage students to take up independent study/ research in the area of management and business. This course provides an opportunity for the students to explore new developments taking place in different disciplines of management and related fields. The primary objective of the course is to equip the students with the necessary abilities to handle research projects and comprehensive studies independently for self-development. This will enhance self-learning and autonomy. This course is for those students who are interested in in-depth study of a specialized area which is otherwise not covered in the course offering at IMT.

Only experienced students with a CGPA of 3.25 are allowed to take this course. This course can be taken in lieu of company project or any elective course.

23.4. Semester 4

IBS 721 International Business Strategy

Global competition and opportunities are an integral part of business today. Sensitivity to uncertainties, turbulences and disruptive forces which globally impact organizations and people is the prerequisite for survival in present environment. This course addresses fundamental issues in developing international strategies and managing in the international environment. It deals with international environment and its impact on firm strategy and operations, including foreign direct investment, culture, foreign exchange exposure management and other issues that arise in cross-border operations

BEG 801 Business Ethics and Corporate Governance:

This course is divided into two parts – business ethics and code of corporate governance. This course introduces ethical issues and dilemmas concerning various aspects of business and management. It provides students with a foundation of ethical concepts and a wide range of perspectives that are relevant to resolving and preventing such problems.

Corporate governance arises out of ethical way of managing the business in the corporate framework in which management functions as a trustee of the shareholders and also has the legal and moral obligations to large group of stakeholders. It deals with the complex set of relationships between the corporation and its board of directors, management, shareholders, and other stakeholders. In the recent years, the regulators and legislators have intensified their focus on how company form of organization should run balancing the interests of all stakeholders. This course intends to explain and analyse various aspects of corporate governance requiring mandatory and voluntary compliances.

Electives:

Students are allowed to choose four elective courses in fourth semester form their specialization. The list of courses offered can be obtained from the program office of the institute.

- Elective 5
- Elective 6
- Elective 7
- Elective 8

23.5. Concentration in Human Resource Management

HRM 811 Staffing in Organizations

This course is the study of the staffing function of an organization including job analysis, recruitment, assessment and selection. This course is intended to provide students with an understanding of the 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 on performing job analysis, hereby developing job descriptions and job postings. Methods of assessment and selection will also be analyzed. The focus will be on interviews and interviewing techniques and role play.

HRM 822 Training & Development

This course is the study of Training & Development as important aspects of HRM in an organization. This course is intended to provide students with information & insight of training and development function in an organization. The focus will be on understanding of the tools and techniques of training and development. Emphasis will also be on understanding of aligning training needs with the organization's strategy, analyzing training needs, developing and designing training programs, implementing them and evaluating training results.

HRM 813 Career & Competency Management

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 impart those skills to their people, gain a competitive advantage which others would find difficult to duplicate. For high returns on investment, the use of competency management for acquisition, deployment and development of talent has to be enterprise-driven and supported by management. Only a few organizations have successfully leveraged the business impact of competencies. This course will impart skills essential for smooth management of competencies and learn from organizational best practices.

HRM 824 - Performance Management

This module 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 organization. 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

Compensation is part of a transaction between an employee and an employer which results in an employment contract. From the employee's point of view, pay is a necessity in life. The course objective is to provide a sound understanding of the art of compensation practice and its role in promoting companies' competitive advantages. It is assumed that students will be prepared best to assume the role of competent compensation strategist if they possess a sound understanding of compensation practices. Thus, we will examine the context of compensation practice, the criteria used to compensate employees, compensation system design issues, employee benefits, and contemporary challenges that compensation professionals face in this economic downturn.

HRM 816 - Organization Development & Change

This course prepares students to lead change initiatives within a variety of organizational settings. The course focuses on how the field of organizational development facilitates effective change management within a business context and also provides students an insight and competence in diagnostic and intervention processes for initiating and facilitating change in organizations.

The course is designed to help the students develop as potential change agents and OD professionals. It broadly covers the contrasting organizational environments, by assessing conditions that foster both acceptance and resistance to change, and focuses on specific strategies for managing change by developing the skills to proactively address change and meet the challenges of transition in the workplace.

HRM 817 - Strategic Human Resource Management

This course examines the role of HRM in business viability and organizational performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of appendage to it. When strategically handled, HRM helps the firm to operate cost-effectively in the industries in which it competes. The course considers the potential of HRM to enhance organizational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms. It also focuses on the integration of SHRM with organizational strategy.

HRM 818 - Psychological Testing

This course is designed to introduce students to the concepts necessary for an understanding of psychological testing. The course will cover fundamental issues in the construction, evaluation, and administration of psychological tests. Students will be given hands-on experience with a variety of psychological instruments including those used for personality and aptitude assessment.

Special attention will be given to the areas of intelligence, aptitude, and personality testing. Ethical, legal, and judgmental issues in psychological assessment in clinical, industrial, and educational settings will also be explored.

HRM 819 - Cross-cultural Management

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. This course is designed to help students understand the importance of national and organizational cultures. The course as well deals with various issues related to complexity of culture, cultural orientation, of different organizations and individuals and the mapping of world 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 taking place globally.

HRM 8110 - Negotiation and Conflict Resolution

In the complex and ever-changing environment of modern business, firms start and grow by virtue of successful negotiations and by developing long-term business relationships. By the same token, such relationships can break down due to ineffective conflict management approaches and negotiating behaviors. Conflict management and negotiating effective agreements is typically viewed as a blend of art and science. Negotiation and Conflict Resolution course presents conflict processes and negotiation strategies within an employment context. The course is designed to help the students understand conflict processes and understand conflict management steps and negotiation strategies.

23.6. Concentration in International Banking & Finance

FIN 811 - Financial Markets and Institutions

This course provides a broad overview of the global financial system. Major issues to be covered in this course are historical developments in financial markets, Financial Instruments, Market Regulations, and 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. The course also covers risks and opportunities faced by businesses operating in these markets.

FIN 822 - Financial Statement Analysis

The course is designed to prepare students to analyze, interpret, and evaluate businesses through analyzing financial statements effectively. This is highly relevant for securities analysis, investment banking, asset management, private equity, and buyouts. It is made of two parts. The first half of the course aims to develop a value creation framework, which builds upon the students earlier accounting knowledge, then adding up new analyzing tools and applying that to companies at different stages of life- startup, growth, mature, trouble companies, etc.

The second half of the course applies the learned analytical skills in the first part to a number of industries and specific companies. After understanding the industry's dynamics, the assigned company's business model & position in the industry, students are expected to assess the company's recent performance, consider its future prospects, and then decide whether they would buy, hold, or sell.

FIN 823 - International Banking Management

This course covers management theories as applied to the banking operations encompassing comprehensive discussions on primary issues like (i) product structure of commercial banks (ii) performance and challenges of the banking sector in the UAE (iii) global banking environment such as regulatory structure, lending policies, managing funds, risk management including asset liability management, and capital adequacy analysis (iv) trends and progress of Islamic Banking, and (iv) offshore banking activities. It addresses the issues of organization of the international banking operations, correspondent banking relationships, international investment banking services and sovereign lending, international money transfers, Nostro and Vostro accounts, structure of the Eurodollar markets. In addition, international banking issues like international money laundering, offshore banking markets, regulation of international banking activities are also covered.

FIN 824 - International Finance

This course covers issues related to international financial markets, financial operations of an entity within the globalized environment and practices financial risk management. The course is divided into three parts. The first part of the course examines issues related to the international financial markets including international investment, foreign exchange markets, the Euromarkets, currency derivative markets and international taxation. The second part of the course considers financial issues associated with the operation of an entity in the global business environment. Focus of this part of the course is project evaluation and capital structure planning for international investments, international transfer pricing, managing currency risk of investments in foreign subsidiary, associates and joint ventures. The third part of the course details out the theory and practice of treasury risk management for international operations in the context of contemporary economic environment.

The course discussions will primarily focus on solving problems facing a corporate financial manager dealing with the contemporary global environment. It would also cover the challenges of a portfolio manager or an investor allocating a global portfolio.

FIN 825 - Investment Analysis and Portfolio Management

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, fixed income risk free assets, and derivative securities. The course focuses on how to manage portfolio risk; enhance portfolio returns; evaluate portfolio and manager performance relative to investment objectives and appropriate benchmarks.

FIN 816 - Islamic Banking and Finance

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 of 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

The aim of the course is to develop a profound understanding of optimal 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 is on capital structure and financing decision. The course focus is on capital structure strategies involving critical decision on debt equity mix. The course concentrates on various financial tools for financing development, construction and operations of the project. The major areas covered with respect to project financing are structuring projects, valuing projects, managing risky projects and financing projects. The course also focuses on dividend decisions and equity related decisions involving buybacks, spinoffs and divestitures. The course also analyses the linkage between valuation and corporate finance decisions. The course also focuses on corporate treasury management tools and techniques.

FIN 838 - Derivatives Securities

This course offers analysis of derivatives securities such as forwards, futures, swaps and options and covers equity, stock index, interest rates, currency and commodity derivatives with special emphasis on valuation and developing trading strategies.

FIN 819 - Mergers and Acquisitions

The course focuses on valuation, structuring, financing and negotiating of M&A transactions. This course uses an analytical framework and real world application to introduce key principles and techniques of successful restructuring strategies like mergers, acquisitions, divestitures and leveraged buyouts. The course will present theories and empirical evidence on corporate control transactions, the process of evaluating acquisition targets and its application in practice. The emphasis will be on fundamental concepts of valuation and other areas of corporate finance related to corporate restructuring. A major focus will be the linkage between corporate strategy and investment decisions in the transaction process with the objective of increasing shareholder value.

FIN 8110 - Risk Management and Insurance

The risk management process involves identification of risks and associated potential costs, analysis of the causes of risk of financial loss, determination of various strategies to treat risk, selection of strategies appropriate to the goals and objectives of the business, implementation of the selected strategies, management and monitoring of results. This course has been designed to cover risk identification process, enterprise risk management framework, life and non-life insurance as tool for risk management. It also covers sector-specific risks and in particular banking risk managements.

FIN 8111 - Strategic Cost Management

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.

23.7. Concentration in Marketing & Retail Management

MKT 821 - Advanced Marketing Research & Analysis

Advanced Marketing Research & Analysis 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 812 - Consumer Behavior

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.

MKT 813 - Integrated Marketing Communication

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.

MKT 814 - Brand Management

The course offers an intensive and yet stimulating understanding of branding. Brands are wealth generators of the twenty-first century. Earlier, firms differed on the basis of wealth producing assets like factories etc. In the new era of a globalized marketplace, brands are key differentiators and drivers of economic value of a corporation. Jeans manufactured in factories are just the same but Levi's, Wrangler and Lee are much sought after. Brands are the ultimate differentiators; they drive consumer buying, revenues and the ultimate value of the business.

MKT 815 - Marketing of Services

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.

MKT 816 - Business to Business Marketing

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

MKT 827 - Pricing Strategy

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

MKT 818 - Sales & Distribution Management

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. 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

Retail management course discusses concepts, theories, strategies and practices used in management of retail businesses. The course starts with 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 8110 - Customer Relationship Management

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

MKT 8111 - International Marketing

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

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.

23.8. Concentration in Project & Operations Management

PRJ 821 - Project Management

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 812 - Supply Chain Management

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

PRJ 813 - Total Quality Management

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

PRJ 814 - Procurement and Inventory Management

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

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

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 827 - Project Appraisal & Financing

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 set budgets, evaluate risk, interpret data and forecast cash flow and final profit and loss on any project. The four major aspects of the course consists of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

PRJ 818 - Lean Systems and Six Sigma

Lean systems and Six Sigma play a pivotal role in shaping the business and operational strategies of an organization. Numerous organizations world over have gained by implementing them and shown a huge saving, both in service and manufacturing industries. This course provides a clear understanding of the philosophies and principles of Lean Systems and Six Sigma and describes how their implementation facilitates the continuous improvement efforts. It also covers the performance measures and metrics.

The methodologies and tools needed for implementations are also explained. The road map and infra-structure needed for implementation is presented. The course discusses how these two philosophies can be blended to speed up the continuous improvements efforts.

PRJ 819 - Management of Technology and Innovation

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 8110 - Business Analytics

Decision makers and system optimization rely on intelligent technology to analyse data systematically for decision making. Business analytics help managers to transform vast amount of 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

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.

24. INTERNSHIP - MBA

The Internship Program

The MBA program at IMT incorporates practical understanding of business operations and the Institute provides opportunities to students to learn real life business through internships. The opportunities are designed into the course curriculum itself and are included in the modules of the program in form of In-Company individual Assignments.

The In-Company internship at IMT is a key element of the learning process and as such an integral part of the program. The internship provides the students with the opportunity to work for a period of 8 weeks in a company/organization in Dubai or Abroad and to apply the tools and skills learned during the course of their studies into real business situations.

The internship assignment is conducted on an individual basis and monitored and supervised by IMT Faculty members together with a designated company supervisor. The Internship carries 2 credits and is carried out after second semester of the MBA Program. It is compulsory for all day time students with no prior work or internship experience. Students who have had work/internship experience prior to joining IMT Dubai are exempt from the Internship program. After review of each individual case, the IPP Office will offer the concerned students alternative programs and activities such as: project assignments and /or electives.

The distribution of marks for evaluation will be as follows:

- 50% allotted by the company supervisor
- 30% by the mentor
- 20% by the faculty examiner

For further details, please refer to **The Internship Manual**

25. COMPANY PROJECT - MBA

The Company Project work is a compulsory component of the MBA program at IMT and it carries 2 credits. For students in the MBA program, the Company Project work is an exceptional educational opportunity to conduct applied research, build on the knowledge acquired and incorporate their 2 years course work into a highly integrative activity. The Company Project work is conducted on a group basis and takes place during semester IV of the program. Evaluation of the Company Project work consists of the following:

- 40% marks by company supervisor
- 30% marks by faculty supervisor
- 30% marks by second faculty / external members

For further details, please refer to **The Company Project Work Guidelines**.

26. TUITION FEES & PAYMENT SCHEDULES

Fee Structure for MBA

The tuition fee and payment plan is as follows:

- Total tuition fee is **AED 92,000** payable in four installments
- Confirmation fee of AED 6,000 (which is a part of the tuition fees)
- A refundable library deposit of AED1,000
- Any additional charges will be added to the respective installments.

Other fees (as applicable):-

- Residence fees per semester AED13,000 for double occupancy and AED16,000 for single occupancy.
 - Refundable Security deposit for hostel AED 3500
 - Refundable Security deposit for visa AED 2000
 - Medical insurance AED 1000 per year
 - New Visa charges AED 3000 for a year and visa renewal charge AED 2000 for a year.
 - Alumni member fees AED 150
- * *Tuition fees includes study material, student services and library fees. Scholarships will only be applied towards tuition fees and will not be deducted from student services, library fees or study material which must be paid in full.*
- * *In the case of Repeat / Improvement courses, the students will be charged a fee of AED 2000 per course (as per notification by an internal committee in May 2014).*

SECTION C – EMBA PROGRAM

EXECUTIVE MBA PROGRAM: AN OVERVIEW

IMT Dubai is approved by the Ministry of Higher Education and Scientific Research, Government of U.A.E. and its Executive MBA (EMBA) program has been accredited by the Commission of Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research, Government of U.A.E.

Our Executive MBA 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.

Our 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.

27. EXECUTIVE MBA 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.

28. EXECUTIVE MBA 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)

29. EXECUTIVE MBA PROGRAM LEARNING OUTCOMES

The learning outcomes during the course will be as follows:

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

30. EXECUTIVE MBA PROGRAM STRUCTURE

Our 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 (9am-6pm).

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
	Module A: Foundations of Business	9	
ACC501	Accounting for Decision Making	3	
BIF501	Business Informatics	1	
DDM501	Data and Decision Making	3	
ECO501	Economics for Business	2	
	Module B: Managing the Functional Areas	9	

FIN611	Financial Management	3	ACC501
MKT601	Marketing Management	3	
OPR611	Operations Management	3	DDM501
Module C: Managing the People and Organizations		7	
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	
Module D: Leadership and Strategy		5	
IBS712	International Business Strategy	2	ECO 501, MKT 601
STL 841	Strategy & Leadership	3	ECO 501
Module E: Concentrations		8	
E1	Elective 1	2	
E2	Elective 2	2	
E3/P1	Elective 3 / Project 1	2	
E4/P2	Elective 4 / Project 2	2	
Total		38	

Concentrations Offered:

Module E will be 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.

I) International Banking and Finance Concentration			
Course Code	Course Name	Credits	Prerequisites
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

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

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

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

31. EXECUTIVE MBA – COURSE DESCRIPTIONS

31.1. 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.

31.2. 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.

31.3. 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.

31.4. 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.

31.5. 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.

FIN 819 Mergers and Acquisitions 2 Credits

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

FIN 822 Financial Statement Analysis 2 Credits

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

FIN 823 International Banking Management 2 Credits

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

FIN 824 International Finance 2 Credits

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

FIN 825 Investment Analysis and Portfolio Management 2 Credits

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

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

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

FIN 838 Derivatives & Securities 2 Credits

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

FIN 8110 Risk Management and Insurance 2 Credits

This course is an introduction to the study of risk and insurance. The evolution, types of insurances, coverage, and the relationship of insurance to business activity and the

national economy are studied. The students are imbued with the knowledge of basic insurance contracts, the coverage and provisions of property, life, health, and liability policies for individuals. Finally, the course focuses on the principles, methods and techniques of premium calculations.

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

FIN 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.

31.6. 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.

31.7. 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.

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.

31.8. 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.

32. TUITION FEES & PAYMENT SCHEDULES

Fee structure for EMBA

The tuition fee and payment plan is as follows:

- Total tuition fee is **AED 75,000** payable in 5 installments
- Confirmation fee of AED 6,000 (which is a part of the tuition fees)
- A refundable library deposit of AED 1,000
- Any additional charges will be added to the respective installments.

Other fees (as applicable):-

- Residence fees per semester AED 13,000 for double occupancy and AED 16,000 for single occupancy.
- Refundable Security deposit for hostel AED 3500
- Refundable Security deposit for visa AED 2000
- Medical insurance AED 1000 per year
- New Visa charges AED 3000 for a year and visa renewal charge AED 2000 for a year.
- Alumni member fees AED 150

* *In the case of Repeat / Improvement courses, the students will be charged a fee of AED 2000 per course (as per notification by an internal committee in May 2014).*

SECTION D – MS-PM PROGRAM

33. MS-PROJECT MANAGEMENT : PROGRAM OVERVIEW

In a highly competitive global environment, project management has become one of the most sought valued skill in all organizations. Project management has a direct impact on company's bottom line. Organization uses project to implement their strategic plans. New products, processes and systems are developed and created using projects.

Growing demand for a broad range of complex, sophisticated customized goods and services coupled with worldwide markets for production and consumption of goods, has given a strong impetus to project management in recent decades. The basic purpose of any project is to accomplish specific goal. Managing projects involves inputs from multiple disciplines, substantial resources and high uncertainty. It is essential that projects are completed on time within cost budget.

This calls for a well-organized and disciplined approach and use of managerial skills to successfully complete projects. To this end, organizations rely on the skills and expertise of project manager. Project manager needs strong leadership skills, the ability to plan and schedule, analytic techniques and communication skills.

This program focuses on covering all key skills, techniques and tools needed to deliver project successfully manage stakeholders. It includes technical as well as human aspects of project management. Technical aspects covers techniques for planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. Human aspects include behavior analysis, communication, team and leadership skills and change management and techniques for managing stakeholders influence.

34. MS-PM Program Objectives

The MS Project Management program objectives are as follows:

1. To provide a comprehensive framework for understanding strategic business issues in the context of ever demanding and challenging socio –economic environment.
2. To offer interdisciplinary approach and tools for defining, designing, delivering projects within time and budget constraints.

3. To impart human resource management processes and capabilities for leading project teams and managing stakeholders in a global setup.
4. To enhance analytical skills for understanding project intricacies and making efficient project related decisions in a risky environment.
5. To present methodology for making optimum use of project resources and balancing project objectives of time, money, quality and scope

35. MS-PM Program Learning Outcomes

At the end of the program the student are expected to:

	Program Learning Outcomes – MSPM Program	QFE Strands (Level-9)
PLO1	Analyze business and socio-economic issues in an uncertain environment using theoretical principles & concepts.	Knowledge
PLO2	Apply innovative solutions by adopting appropriate methodologies through synthesis of knowledge in a variety of complex project situations.	Skill
PLO3	Work independently and take judicious decisions for managing project teams in a multi-cultural environment or risky environment.	Autonomy & Responsibility
PLO4	Plan and implement project systems and processes for achieving strategic project goals in a global framework.	Role in Context
PLO5	Assess changes in a dynamic environment, take measures to bridge the knowledge & proficiency gaps in a fair and ethical manner.	Self-Development

36. MS-PM Program Structure

The MS Project Management Program is structured on a Module basis and the students are required to complete 39 credits (including 6 credits for dissertation) in 4 Modules.

Program Structure of MS in Project Management (MSPM)			
Course Code	Course Name	Credits	Pre-requisites
Module I (Business Core)			
MSBC 911	Accounting and Financial Management	3	
MSBC 912	Economics for Business	3	
MSBC 913	Business Statistics & Research Methods	3	
MSBC 914	Operations Management	3	MSBC 913
TOTAL		12	
Module II (Project Management Core-1)			
MSPM 921	Project Selection and Planning	3	MSBC 914
MSPM 922	Leading and Managing Teams	3	
MSPM 923	Risk Management in Projects	3	MSBC 914
TOTAL		9	
Module III (Project Management Core-2)			
MSPM 931	Project Time and Cost Management	3	MSPM 921
MSPM 932	Project Execution and Monitoring	3	MSPM 921
MSPM 933	Procurement and Contracts	3	
TOTAL		9	
Module IV (Electives & Dissertation)			
	Elective (Any One)	3	
MSPM 945	Dissertation	6	MSPM 913, MSPM 932
TOTAL		9	
Overall Total Credits		39	
Electives			
MSPM 941	Advanced Project Management	3	MSPM 932, MSPM 931
MSPM 942	Project Finance	3	MSBC 911
MSPM 943	Project Quality Management	3	MSPM 932, MSPM 931
MSPM 944	Marketing Management	3	

37. MS-PM – COURSE DESCRIPTIONS

37.1. Module I Courses (Business Core)

MSBC 911 Accounting and Financial Management 3 Credits

The course provides a comprehensive introduction to financial, managerial and cost accounting. It focuses on the standard financial statement (income statement, balance sheet, and statement of cash flow). This course also covers finance theory and its implications in the financial decision making process and policy.

This course highlights the alternative methods of preparing managerial accounting information and how these methods are used by companies. The course presents the theory, procedures & practice relating to different cost management systems and financial decisions. The course also focusses on understanding of financial decisions related to investment, financing, and working capital management. It provides the basic knowledge of accounting and finance for managers.

MSBC 912 Economics for Business 3 Credits

This course covers topics from Microeconomics as well as Macroeconomics. It explores the relationship of economic variables important to business and economy. Considerations are given to optimization techniques, fundamental theory of supply and demand, market structures, pricing strategies, externalities, role of the government in economic activity. Economic fluctuations and its impact along with unemployment, money growth and inflation are given importance in this course.

MSBC 913 Business Statistics & Research Methods 3 Credits

This course aims to allow the participants to learn the importance and use of different tools of business statistics, and methods of business research. Statistics and research methods are useful for decision making. Students will learn by using business statistics in business problems and 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. It includes topics related to statistical models, hypothesis formulation and testing, and statistical data analysis. Apart from quantitative methods, qualitative research methods are also part of this course.

MSBC 914 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.

37.2. Module II Courses (Project Management Core-1)

MSPM 921 Project Selection and Planning 3 Credits

Projects have been called as the stepping stone of business strategy. Project management is required for successful implementation of projects. To manage the projects successfully, project managers should be well versed in multidisciplinary project management practices so that project are clearly defined and resources are optimally utilized within stipulated cost and time frame. This course aims to familiarize the participants with different aspects of project management and provide specific skills, which may be useful in handling projects. It provides introduction to overall approach to project management and alignment project to strategy. It covers tools and techniques for project selection and overall methodology for defining, organizing, planning dimensions of project management.

MSPM 922 Leading and Managing Teams 3 Credits

This course is designed to prepare participants for one of the very important roles of a project manager – the role of managing and leading project teams. Various OB concepts and HRM processes for managing and leading teams are covered in this course. Concepts of influencing, negotiation, communication, team building and other aspects of people management and leadership will be covered. Thereafter the course focus would move to Human resource management (HRM) processes such as planning, acquiring, developing and managing project teams for effective performance and results.

MSPM 923 Risk Management in Projects 3 Credits

Risks are inherent part of projects. Risk factors impact cost, schedule, and quality of projects. Challenge before the project manager is to identify and effectively manage them. Risk management attempts to recognize and manage potential and unforeseen project risks during project life cycle. This course focuses on providing process oriented approach to management of project risks. It covers tools and techniques for identifying, assessing project risks, developing strategies and contingency plans to minimize their impact. It significantly enhances chances to achieve project goals. Risk management is an iterative process that occurs throughout the life span of the project.

37.3. Module III Courses (Project Management Core-2)

MSPM 931 Project Time and Cost Management 3 Credits

Project time and costs management is critical to effective project management. Estimates of time and costs are needed for effective decision making by the project manager. These estimates help project managers in determining project duration, schedule, cash flows and budget. This course focuses on approaches and methods for estimating timings, resource requirements and preparing cost estimates. It deals with project network analysis for gaining valuable information and insight about the project. It also covers tools and techniques for scheduling labor, equipment and material resources and optimization. Additionally the techniques covered are demonstrated using Microsoft Project software.

MSPM 932 Project Execution and Monitoring 3 Credits

Project management plan describes how the project work will be executed, monitored and controlled. It is during execution phase that the project plans are put to work to create project deliverables. Project execution covers acquiring resources, managing teams and carrying out project activities. Project manager directs and manage project work to ensure projects success. This course focuses on tools and techniques for implementing project management plan. It covers collecting work performance data, using it for measuring and monitoring work progress and project status and initiating corrective and preventive measures. This course aims to familiarize the participants with different aspects of carrying out project audits, conducting performance reviews and preparing project reports and updating records and provide specific skills that may be useful in handling and closing projects in different sectors.

MSPM 933 Procurement and Contracts 3 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. Project manager are expected to have a sound procurement knowledge and skills for efficient acquisition of goods or services so that right material can be procured at the right time at a reasonable price. This course examines procurement strategies, processes and strategic alliances required to achieve effectiveness and minimizing costs while carrying out procurement. It covers contract management, negotiation skills needed for procurement. It also looks at the changes from traditional purchasing to e-purchasing and stock optimization.

37.4. Module IV Elective Courses & Dissertation

MSPM 941 Advanced Project Management 3 Credits

Projects play a key role in implementing strategic goals of an organisation. Project managers are required to think and act strategically in meeting project challenges. Complex and global projects add a new dimension to managing projects issues. Project managers are under constant pressure to enhance project performance. This course aims at providing advanced and efficient competencies, methods for handling complex project situations. It focuses on powerful tools for fast tracking projects, managing international

projects and include agile project management to meet changing dynamics of projects. This course aims to familiarize the participants with all aspects of project management and provide advanced skills, which may be useful in handling industrial and infrastructure projects.

MSPM 942 Project Finance 3 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 consists of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

MSPM 943 Project Quality Management 3 Credits

Project Quality Management uses quality policies and procedures to develop and implement the quality management system. It works to ensure that quality requirements for the project and its deliverable are met and validated in order to achieve stakeholder satisfaction. It covers processes for project quality plans, quality assurance and quality control. It provides qualitative and quantitative tools and technique for controlling quality and solving project quality problems. It supports continuous improvement quality of all project processes for reducing waste, lowering project quality costs and eliminating non value added activities.

It covers topics such as quality policy, quality management systems, statistical process control (SPC), acceptance sampling, tools for quality improvement, the role of quality in the entire life cycle of project, is emphasized in order to achieve project quality requirements and quality standards.

MSPM 944 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.

MSPM 945 Dissertation 3 Credits

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

38. TUITION FEES & PAYMENT SCHEDULES

Fee structure for MS-PM Program

The tuition fee and payment plan is as follows:

- Total tuition fee is **AED 75,000** payable in 4 installments
- Confirmation fee of AED 6,000 (which is a part of the tuition fees)
- A refundable library deposit of AED 1,000
- Any additional charges will be added to the respective installments.

Other fees (as applicable):-

- Residence fees per semester AED 13,000 for double occupancy and AED 16,000 for single occupancy.
- Refundable Security deposit for hostel AED 3500
- Refundable Security deposit for visa AED 2000
- Medical insurance AED 1000 per year
- New Visa charges AED 3000 for a year and visa renewal charge AED 2000 for a year.
- Alumni member fees AED 150

* *In the case of Repeat / Improvement courses, the students will be charged a fee of AED 2000 per course (as per notification by an internal committee in May 2014).*

SECTION E – MS-SCLM PROGRAM

39. MS SUPPLY CHAIN & LOGISTICS MANAGEMENT: PROGRAM OVERVIEW

IMT Dubai is approved by the Ministry of Higher Education and Scientific Research, Government of U.A.E. and its programs are accredited by the Commission of Academic Accreditation (CAA), Ministry of Higher Education and Scientific Research, Government of U.A.E.

The global meltdown has made corporations to sit back and think how to manage what you cannot even anticipate and still survive and grow. Globalization of economy and e-business has heightened the strategic importance of supply chain management and created new opportunities for using supply chain strategy and planning as a competitive tool. e-business has not only created new distribution channels for consumers but has also revolutionized the industrial marketplace by facilitating inter-firm communication and by creating efficient markets through trading communities. Moreover combination of enterprise information infrastructure and internet has paved the way for a variety of supply chain optimization technologies. Supply chain and logistics management is an area that is essential to a firm's competitive strategy and revenue generation. Relevant business activities may include one or more of the following areas: transportation, inventory, order processing, purchasing, warehousing, materials handling, packaging, customer service standards, and production. Supply chain and logistics management represents a synthesis of many concepts, principles, and methods from the more traditional areas of marketing, production, accounting, purchasing, and transportation, as well as from the disciplines of applied mathematics, organizational behaviour, and economics.

40. MS-SCLM Program Objectives

The MS Supply Chain and Logistics Management program objectives are as follows:

1. To provide comprehensive knowledge of discuss supply chain and logistics concepts and principles.
2. To develop analytical skills for enhancing effective and efficient decision making capabilities in the context of supply chain and logistics management.

3. To impart expertise to excel as a supply chain and logistics professional.
4. To investigate supply chain and logistics functions within an enterprise or an industry and to suggest improvements therein.
5. To enhance critical thinking and effective communication within a variety of supply chain and logistics contexts.

41. MS-SCLM Program Learning Outcomes

At the end of the program the student are expected to:

	Program Learning Outcomes – MSSCLM Program	QFE Strands
PLO1	Compare and contrast alternative theories and concepts in the field of business in general and supply chain and logistics in particular.	Knowledge
PLO2	Apply appropriate tools and techniques for problem solving and effective decision-making.	Skill
PLO3	Demonstrate independent functioning and taking responsibility for managing complex and unpredictable situations in business.	Autonomy & Responsibility
PLO4	Demonstrate the ability to manage professional teams for achieving strategic goals in different environments.	Role in Context
PLO5	Evaluate changes in dynamic environment and take measures to bridge knowledge and proficiency gaps in an ethical manner.	Self-Development

42. MS-SCLM Program Structure

The MS Supply Chain and Logistics Management Program is structured on a Module basis and the students are required to complete 39 credits (including 6 credits for dissertation) in 4 Modules.

Program Structure of MS Supply Chain and Logistics Management (MSSCLM)			
Course Code	Course Name	Credits	Pre-requisites
Module I			
(Business Core)			
MSBC 911	Accounting and Financial Management	3	
MSBC 912	Economics for Business	3	
MSBC 913	Business Statistics & Research Methods	3	
MSBC 914	Operations Management	3	MSBC 912
TOTAL		12	
Module II			
Business Core			
MSBC 921	Marketing Management	3	
Supply Chain and Logistic Core-1			
MSSC 921	Supply Chain Management	3	MSBC 914
MSSC 922	Supply Chain and Logistics Strategy	3	MSBC 914
TOTAL		9	
Module III (Supply Chain and Logistic Core-2)			
MSSC 931	Strategic Sourcing and Procurement	3	MSSC 921, MSSC 922
MSSC 932	Transportation Planning and Logistics Management	3	MSSC 921, MSSC 922
MSSC 933	Warehouse Management and Distribution Planning	3	MSSC 921, MSSC 922
TOTAL		9	
Module IV (Elective and Dissertation)			
	Elective (Any One)	3	
MSSC 945	Dissertation	6	MSBC 913, MSSC 921, MSSC 922
TOTAL		9	

Overall Total Credits		39	
Electives			
MSSC 941	Export Import Management	3	MSBC 912, MSSC 931, MSSC 932
MSSC 942	Service Operations Management	3	MSBC 914
MSSC 943	Organization, People and Performance	3	
MSSC 944	Technology in Supply Chain Management	3	MSSC 921, MSSC 922

43. MS-SCLM – COURSE DESCRIPTIONS

43.1. Module I Courses (Business Core)

MSBC 911 Accounting and Financial Management 3 Credits

The course provides a comprehensive introduction to financial, managerial and cost accounting. It focuses on the standard financial statement (income statement, balance sheet, and statement of cash flow). This course also covers finance theory and its implications in the financial decision making process and policy.

This course highlights the alternative methods of preparing managerial accounting information and how these methods are used by companies. The course presents the theory, procedures & practice relating to different cost management systems and financial decisions. The course also focusses on understanding of financial decisions related to investment, financing, and working capital management. It provides the basic knowledge of accounting and finance for managers.

MSBC 912 Economics for Business 3 Credits

This course covers topics from Microeconomics as well as Macroeconomics. It explores the relationship of economic variables important to business and economy. Considerations are given to optimization techniques, fundamental theory of supply and demand, market structures, pricing strategies, externalities, role of the government in economic activity. Economic fluctuations and its impact along with unemployment, money growth and inflation are given importance in this course.

MSBC 913 Business Statistics & Research Methods 3 Credits

This course aims to allow the participants to learn the importance and use of different tools of business statistics, and methods of business research. Statistics and research methods are useful for decision making. Students will learn by using business statistics in business problems and 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. It includes topics related to statistical models, hypothesis formulation and testing, and statistical data analysis. Apart from quantitative methods, qualitative research methods are also part of this course.

MSBC 914 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.

43.2. Module II Courses (Business Core, Supply Chain & Logistic Core-1)

MSBC 921 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.

MSSC 921 Supply Chain Management 3 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.

MSSC 922 Supply Chain and Logistics Strategy 3 Credits

In today's global business environment, high-level logistics and supply chain management thinking can help companies achieve strategic objectives such as cost reduction, operational effectiveness and efficiency, and gaining advantage over main competitors. Supply chains are no longer a subject for functional specialists; rather, their performance has a great impact on all stakeholders, and often creates competitive differentiation. Companies must develop appropriate strategies to maximize the value generated along their respective supply chains. Within global marketplaces a well-executed supply chain strategy creates value for the organization. The major emphasis is placed upon the importance of strategic thinking and applying strategic decision making to various elements of managing a supply chain, such as inventory management, distribution, network planning, procurement and outsourcing and coordination and alliances. Strategic supply chain management concerns the effective design and long-term planning of a network of interconnected businesses involved. Strategic supply chain management looks at the supply network as a strategic asset, as increasingly supply chains compete, and not individual companies. This course covers theories, concepts and tools related to strategic supply chain alignment to achieve a fit of customers and markets with operations including information, network relationships, management and leadership.

43.3. Module III Courses (Supply Chain & Logistic Core-2)

MSSC 931 Strategic Sourcing & Procurement 3 Credits

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

MSSC 932 Transportation Planning & Logistics Management 3 Credits

Effective planning of transportation and designing a logistics system in a supply chain has become very complex. The drivers of this complexity are technology convergence of mobile with IOT, Analytics and cloud, increasing customer requirements, expansion of global sourcing, security and regulatory requirements, volatile fuel costs, etc. This course is focused on understanding the strategic and tactical principles, practices, and tools required to address the cost, service, capacity, and sustainability challenges and risks in domestic and international transportation and logistics management. This course surveys the current concepts, theories, and issues in strategic management of transportation and logistics.

MSSC 933 Warehouse Management and Distribution Planning 3 Credits

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 manage service operations.

MSSC 943 Organization, People and Performance 3 Credits

This course examines the complexity of human behavior in organizational settings, and the role of managers and leaders in affecting employee behavior and performance. This course will help you learn how to create, foster and manage organizations where people thrive and perform at their best. The core premise of this course is that leadership and personal excellence are fundamentally tied to creating organizational contexts that build employee strengths, group dynamics and organizational excellence. Therefore, this course aims to impart skills essential for managing behavior and performance from dual perspectives: (1) from your role as a leader, designing and enabling contexts where others can thrive (2) from your role as an employee, identifying and creating contexts where you flourish and perform at your best. The course will also present a series of people related challenges in supply chain management area rooted in the changing nature of organizations and global environment.

MSSC 944 Technology in Supply Chain Management 3 Credits

The course provides an overview of the various technology systems that are useful to enhance the performance of supply chains. These systems are increasingly being deployed by the best firms across industries globally. They lay the foundation of automating the processes of information gathering and flow, and materials processing and flow, in different parts of a supply chain as well as in integrating them. The course introduces these technology systems at two levels in a supply chain – (i) at different processes and functions, i.e. demand management, warehouse management, transportation management, supply network planning, and procurement, and (ii) at integrated, systemic level, viz, integrated information systems and demand-supply collaboration. In addition, it also provides an overview on the information technology infrastructure, its architecture, and its various components.

MSSC 945 Dissertation 3 Credits

The Dissertation Project is an exceptional educational opportunity to conduct applied research, build on the knowledge acquired and incorporate their Three-Module course work into a highly integrative activity. This course is intended to encourage students to take up practical company / industry based problem(s) in the area of supply chain and

logistics management, analyze critical issues and suggest recommendations. The aim of the course is to equip the students with application based research skills.

44. TUITION FEES & PAYMENT SCHEDULES

Fee structure for MS-SCLM Program

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Other fees (as applicable):-

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- Refundable Security deposit for hostel AED 3500
- Refundable Security deposit for visa AED 2000
- Medical insurance AED 1000 per year
- New Visa charges AED 3000 for a year and visa renewal charge AED 2000 for a year.
- Alumni member fees AED 150

* *In the case of Repeat / Improvement courses, the students will be charged a fee of AED 2000 per course (as per notification by an internal committee in May 2014).*

45. ACADEMIC CALENDER

Academic Calendar :2017-18		
Semester	Start date	End date
Fall	20th Aug 2017	21st December 2017
Fall Break	22nd December 2017	6th Jan 2018
Spring	8th Jan 2018	31st May 2018
Summer	3rd June 2018	19th July 2018
Summer Break	22nd July 2018	5th August 2018
Fall 2017	Days	Event
	6th Aug 2017	Institute Opening
	13th Aug 2017	Orientation Begins
	17th Aug 2017	Orientation Ends
	20th Aug 2017	Class Begins
	15th Oct 2017	Mid-term Begins
	21st Oct 2017	Mid-term Ends
	7th December 2017	Class Ends
	10th December 2017	Exam begins
	14th December 2017	Exam Ends
	20th December 2017	Grade Submission
	21st December 2017	Grade Moderations and release
Fall Break	22nd December 2017	Fall Break begins
	6th Jan 2018	Fall Break Ends
Spring-2018	Day	Event
	7th Jan 2018	Institute Opens
	8th Jan 2018	Orientation week begins
	11th Jan 2018	Orientation week Ends
	14th Jan 2018	Class Begins
	23rd March 2018	Break starts
7th April 2018	Break ends	



	8th April 2018	Mid-term Begins
	12th April 2018	Mid-term Ends
	17th May 2018	Class ends
	20th May 2018	Final exam Begins
	24th May 2018	Final exam Ends
	30th May 2018	Grade Submission
	31st May 2018	Grade moderation and release
Summer-2018	Day	Event
	3rd June 2018	Class / Internship Starts
	12th July 2018	Class / Internship Ends
	18th July 2018	Grade Submission
	19th July 2018	Grade moderation and release
Summer Break	22nd July 2018	Summer Break begins
	4th Aug 2018	Summer Break Ends

46. ESSENTIAL SERVICES

Police	999
Ambulance	998
Fire Department	997
IMT Dubai website	www.imtdubai.ac.ae
IMT Dubai number	+971 4 4227244
Hostel Warden - Male	Ext. 146
Hostel Warden - Female	Ext. 149
IT Department	Ext. 108
Accounts Department	Ext. 105, 106
Program Office	Ext. 117, 143, 145
Student Services	Ext. 119
Admissions Department	Ext. 134, 152