



# ***MBA Program Catalog***

***2020-21***

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### MESSAGE FROM THE DEAN

Welcome to IMT Dubai.

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

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

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

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

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

### 1. ABOUT IMT DUBAI

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

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

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

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

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

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

#### 1.1 IMT Dubai Vision

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

## 1.2 IMT Dubai Mission

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

## 1.3 Strategic Goals and Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Obj 6a: To support high quality applied research in business and allied areas.

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

## 1.4 Government Regulations

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

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### 1.5 IMT Dubai Licensure and Accreditation Information

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

### 1.6 Non Discrimination Statement

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



## 2. FACILITIES AND SERVICES

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

### 2.1 Library: Learning Resource Centre

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

Learning Resources - Its collection includes:

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

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

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

### 2.2 IT Center

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

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

### 2.3 Residential Facilities

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

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

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

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

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

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

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

Each Residence Hall has the following amenities:

- a) At each floor level
  - Bathrooms and sanitary
  - Pantry rooms
  
- b) Pantry rooms are equipped with the following:

- Microwave oven
  - Refrigerator
- c) Laundry room
- Residents have access to a laundry room with washing machines and dryers and ironing facilities.
- d) Fitness Center

### 2.4 Recreational Facilities

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

### 2.5 Spiritual Facilities

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

### 2.6 Transportation Facility

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

### 2.7 IMT Alumni Association

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

### 2.8 Student ID Cards

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

The Institute has a Code for Identification of students, e.g. **MBA2001XXX**. The Code is defined as:

**MBA:** Program Code; **20:** Year of program commencement; **01/02/03/04/05:** Fall/Winter/Spring/Summer(April)/Summer(June) Intake & **XXX:** 3 digit serial number.

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

## 2.9 Students Email ID

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

## 2.10 Canvas LMS

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

## 2.11 Orientation

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

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

## 2.12 Cafeteria & Restaurants

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

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

### 2.13 Personal Counselling

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

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

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

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

### 2.14 Academic Advising

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

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

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

The advisor's role is to:

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

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

A student's role is to:

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

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

### **2.15 Career Counselling**

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

### **2.16 Career Placement Services**

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

### 3. PROGRAM OVERVIEW

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

#### 3.1 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.

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

### 3.3 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 & Self Development)**
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).**

### 3.4 MBA PROGRAM STRUCTURE:

Course Code	Courses/Workshops/Projects	Credits	Remarks
<b>TERM I</b>			
MBA711	Accounting for Decision Making	2	
MBA712	Entrepreneurship, Creativity & Innovation	2	
MBA713	Managerial Economics	2	
MBA714	Statistics for Business	2	
IRP-701	Professionalism and Professional Communication	0	Workshop
IRP-702	Getting to Yes! Negotiation, Consensus, and Resolution	0	Workshop
	<b>SUB TOTAL</b>	<b>8</b>	
<b>TERM II</b>			



MBA721	Business Ethics	1	
MBA722	Corporate Finance	2	
MBA723	Marketing Management	2	
MBA724	Operations Management	2	
MBA725	Organizational Behaviour & Human Resource Management	2	
IRP-703	Leadership in the Global Context	0	Workshop
IRP-704	Extraordinary Performance: Working Effectively with and through Others	0	Workshop
	<b>SUB TOTAL</b>	<b>9</b>	
<b>TERM III</b>			
MBA731	Strategic Management	2	
	Concentration Courses	6	
GIP-700	Global Immersion Program	1	
IOP-701	Industry Orientation Project	2	Project
IRP-705	Strategic Thinking and Design	0	Workshop
	<b>SUB TOTAL</b>	<b>11</b>	
<b>TERM IV</b>			
	Concentration Courses	6	
IOP-702	Applied Industry Project	3	Project
IRP-706	Interviews and Interviewing	0	Workshop
IRP-707	Decision-Making, Planning, and Implementation	0	Workshop
	<b>SUB TOTAL</b>	<b>9</b>	
	<b>TOTAL CREDITS</b>	<b>37</b>	

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

**CORE COURSES:**

	Course Code	Name of course	Term	Credits
1	MBA711	Accounting for Decision Making	1	2

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

### Concentration Courses

#### I. FINANCE:

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

#### II. OPERATIONS:

Sl.no	Course Code	Name of course	Credits
1	MBA742	Supply Chain Management	2
2	MBA743	Total Quality Management	2
3	MBA744	Project Management	2
4	MBA745	Logistics Management	2
5	MBA746	Service Operations Management	2
6	MBA747	Operations Analytics	2
7	MBA748	Operations Strategy	2
8	MBA749	Technological Innovation and Transformation	2

9	MBA750	Strategic Sourcing & Procurement	2
		<b>TOTAL CREDITS (Any 6 Courses)</b>	<b>18</b>

### III. MARKETING:

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

### IV. ENTREPRENEURSHIP:

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

### V. DIGITAL BUSINESS:

S.no	Course Code	Name of course	Credits
1	MBA766	Digital Startups	2
2	MBA767	Big Data for Decision Making	2
3	MBA768	Growth Strategy for Digital world	2
4	MBA769	Web and Digital Analytics	2
5	MBA770	Valuation of Digital business	2
6	MBA771	Digital Accounting	2
		<b>TOTAL CREDITS</b>	<b>12</b>

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

**INDUSTRY READINESS PROGRAM (IRP) WORKSHOPS:**

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

**4. COURSE DESCRIPTIONS**

**4.1 Term 1**

**MBA711 Accounting for Decision Making**

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

**MBA712 Entrepreneurship Creativity and Innovation**

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

**MBA713 Managerial Economics**

Managerial Economics is concerned with the application of economic principles and methodologies to managerial decision problems. The course is concerned with both theory and practice: the theory serves to sharpen analytical skills, and the practice will give experience in the application of the theoretical principles to real-world business problems. In this course, students will learn a variety of

economics concepts and tools that will help them solve business problems that relate to costs, prices, revenues, profits, and competitive strategies.

### **MBA714 Statistics for Business**

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

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

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

Be it conduct with seniors, peers or juniors or be it interaction with internal or external associates, executives are expected to conduct themselves in ways that respect time and boundaries of others. These boundaries, and behaviors thereof, are not necessarily documented but are certainly expected in all professional organizations.

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

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

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

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

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

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

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

## 4.2 Term 2

### **MBA721 Business Ethics**

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

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

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

### **MBA122 Corporate Finance**

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

### **MBA123 Marketing Management**

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.

### **MBA124 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 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.

### **MBA125 Organizational Behavior**

Organizational behavior course is an introduction to the basic concepts and topics in understanding employee behavior at workplace. This course examines effectiveness of individual, group, and collective behavior at work. At the individual level, the course covers topics such as diversity, attitude, emotions, moods, personality, values and motivation. At the group level, the course focuses on topics such as power, influence, conflict and negotiation. Finally, at the collective level, the course covers topics like leadership, organizational structure, and culture.

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

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

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

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

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

This course introduces students to key concepts, theories, and principles of teamwork and collaboration. While the course concentrates on teams and teamwork, the knowledge, skills, and

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

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

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

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

### 4.3 Term 3

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

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

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



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

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

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

One of the most important prerequisite of being a business leader in today's business world is global awareness and outlook. The global immersion program aims at providing the students exposure to a business culture that is different from that of UAE. This helps them in understanding how local cultures impact the business practices. This will be a one-week rigorous program where students will visit a different country, visit a business organization there, interact with local professors and local community.

### **MBA (IOP-1) Industry Orientation Project**

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

### **IRP115 Strategic Thinking and Design**

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

Many of today's problems and issues exist because traditionally and historically we have taken short-cuts to solving problems, seeking immediate, temporary ("quick-fix") solutions with little thought to long-term implications. There are many reasons for such behavior as well, both conscious and unwitting, but the consequences are the same: doing irreparable damage to society or the planet, creating other problems in pursuit of solving one, or having to repeatedly throw resources at solving

the same problem as we have not actually gotten to its roots (core causes). Few problems are as simple as we like to think.

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

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

In addition to all this above, the course is especially designed to assist team leaders, managers, and executives to facilitate development of design thinking and creativity in teams and organizations, and to develop leadership skills that promote innovation and organization learning and transformation.

#### 4.4 Term 4:

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

##### **MBA (IOP-2) Applied Industry Project Guidelines**

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

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

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

The workshop is designed to help students prepare for this process of screening and selection. The course provides them a glimpse into the corporate world and its expectations from job candidates. It guides students to explore their own strengths and weaknesses, and build their own story.

Students also get a chance to learn from experiences of other candidates so as to avoid unnecessary pitfalls in their path to success. They get to learn preparation strategies, appearing for the interview and the post interview management process.

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

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

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

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

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

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

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

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

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

#### 4.5 CONCENTRATION IN FINANCE

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

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

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

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

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

The course focuses on how to manage portfolio risk; enhance portfolio returns; evaluate portfolio and manager performance relative to investment objectives and appropriate benchmarks.

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

### **MBA 736-FIN International Finance**

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

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

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

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

### **MBA 740-FIN Corporate Restructuring**

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

### **MBA 741-FIN International Banking**

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

### **MBA732-FIN Financial Markets and Institutions**

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

## **4.6 CONCENTRATION IN OPERATIONS**

### **MBA742-OPR Supply Chain Management**

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

### **MBA743-OPR Total Quality Management**

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

### **MBA744-OPR Project Management**

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

### **MBA745-OPR Logistics Management**

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

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

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

### **MBA746 -OPR Service Operations Management**

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

### **MBA747-OPR Operations Analytics**

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

### **MBA748-OPR-Operations Strategy**

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

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

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

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

### **MBA749-OPR Technology Innovation and Transformation**

Business innovation and management of technology is an interdisciplinary field that integrates science, engineering and the management of knowledge and practice. It focuses on technology as the primary factor in wealth creation. Management of technology implies managing the systems that enables the creation, acquisition and exploitation of technology. It is an interdisciplinary field concerned with the planning, development and implementation of technological capabilities to shape and accomplish the operational and strategic objectives of an organization.



Business innovation creates a linkage among the science, engineering and management disciplines and is critical to the dynamics of business growth. Dimensionally, at the national/government level (macro level) it contributes to shaping public policy, at the firm level (micro level) it contributes to the creation and sustainability of competitive enterprises, and at the individual level it contributes to the enhancement of one's own worth in society.

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

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

### **MBA750-OPR Strategic Sourcing and Procurement**

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

## **4.7 CONCENTRATION IN MARKETING**

### **MBA751-MKT Brand Management**

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

principles of brand equity measurement system and theory of brand extension and brand rejuvenation are also covered in the course.

### **MBA752-MKT Customer Relationship Management**

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

### **MBA753-MKT Digital Marketing**

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

### **MBA754-MKT Retail Management**

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

### **MBA756-MKT Business to Business Marketing**

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

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

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

### **MBA758-MKT-Marketing of Services**

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

### **MBA759-MKT Consumer Behaviour**

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

## **4.8 CONCENTRATION IN ENTREPRENEURSHIP**

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

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

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

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

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

### **MBA762-ENT Fundraising and Crowdsourcing**

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

### **MBA763-ENT Lean StartUp and Effectuation**

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

### **MBA764-ENT Social Innovation and Entrepreneurship**

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

Social entrepreneurship is a field of business in which entrepreneurs are using business methods to help solve social and environmental challenges otherwise ignored by commerce. This field is addressed with donor-driven models by the nonprofit sector. Social Entrepreneurship offers opportunity to young professionals to create societal/economic value on a sustainable basis.

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

### **MBA765-ENT Family Business Management**

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

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

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

#### 4.9 CONCENTRATION IN DIGITAL BUSINESS

##### **MBA766-MDB Digital Start-ups**

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

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

##### **MBA767-MDB Big Data for Decision Making-MBA**

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

##### **MBA768-MDB Growth Strategy for Digital World**

Digital technology is radically changing the behavior of individuals, corporations, and entire societies, and disruption seems to be the new normal. CEOs are faced with the dual challenge of protecting

their backyards from upstarts and incumbents while simultaneously devising strategies that will guide their growth for the next few years. Growth has become a priority in the corporate agenda for sustaining competitive advantage.

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

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

### **MBA769-MDB Web & Digital Analytics**

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

### **MBA770-MDB Valuation of Digital Business**

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

### **MBA771-MDB Digital Accounting**

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

## 5. ADMISSIONS POLICY

### 5.1 Graduate Admissions Policy

#### a) Satisfactory Academic Standing

Applicants to the graduate programs must have an undergraduate degree (Bachelor’s degree) from an accredited university recognized by Ministry of Education, UAE with a CGPA of 3.0 and above on a 4.0 scale or its equivalent score. The applicants may be conditionally admitted to the graduate program with a recognized Bachelor’s degree and a minimum cumulative grade point average (CGPA) of 2.5 on a 4.0 scale or its established equivalent. Such a student must take a maximum of nine credit hours of courses studied for the graduate program during the period of conditional admission and must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of courses studied for the graduate program or be subject to dismissal. Those applicants with a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent will be required to successfully complete remedial courses as a foundation program. These remedial courses are not for credit within the degree program.

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

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

### b) Proficiency in English

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

	English Language Test	ENTRY SCORE
1	IELTS (Academic)	6.0
2	Paper-based TOEFL	550
3	Internet-based TOEFL	79
4	Computer-based TOEFL	213
5	EmSAT	1400

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

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

### c) Work Experience

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

Students applying for 1-Year MBA Program must possess a minimum of two years of work experience.

## 5.2 Conditional Admission

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

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



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

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

The Academic Board\* will look into provisionally admitted cases and recommend to the Dean / Program Chairperson, the maximum course load for the students. Based on the recommendations, the Dean / Program Chairperson will then decide on the course load of the students.

\*The Academic Board consists of Senior Faculty Members from all Areas serves as the Academic Standing Committee.

### 5.3 Foundation Leading to Masters

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

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

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

1. To enable students to bridge the knowledge gap between their undergraduate studies and Master's Level Program.
2. To help students to obtain necessary skills that are essential to enroll into the Master's Level Program.
3. To prepare students to grasp basic business concepts and principles required to pursue Master's Level Program.

#### Courses Offered:

Following courses are offered for foundation program.

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

### Conditions applicable for Foundation Program:

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

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

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

### Fee structure:

The students who are required to complete the foundation program must pay the tuition fees for foundation courses at the time of admission. The fee for foundation program depends on the number of courses allowed by the admission panel. The tuition fee for each course is AED 4,500 (5% VAT extra).

## 5.4 Admissions Process

### a) Documents Submission

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

- Resume reflecting educational and professional experience – whenever there is a doubt the student would have to provide a company letter supporting the resume provided.
- Admission essay reflecting the motivations of the student for applying to IMT Dubai with a minimum of 300 words. Executive MBA/1-Year MBA candidates are not required to submit an essay.
- Copies of all academic transcripts and certificates (High School and Bachelor Degree). In case the bachelor degree is not yet issued by the University, then a provisional degree completion certificate/course completion letter from the University/College must be submitted.
- Proof of English language proficiency (IELTS / TOEFL / EmSAT)
- Passport size pictures (4)

- Passport copy with resident visa
- Emirates ID (if available)

Additionally, if you are seeking advance standing in your chosen program, you must submit the following:

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

### **b) Application Screening**

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

### **c) Personal Interview**

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

### **d) Issuance of Offer Letters**

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

## **5.5 Attestation of Documents**

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

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

In these circumstances, they will be provisionally admitted to the University and permitted to commence the first Term of study. However, they must have their Bachelor degree and transcripts/mark sheets certified by:

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

Additionally, the UAE Ministry of Education must issue an Equivalency Certificate. Applicants must have a valid UAE residency visa when applying for an Equivalency Certificate.

In special cases where complying with the above mentioned conditions are not feasible, the certificates may be verified against originals by Embassies in the UAE and UAE Ministry of Foreign Affairs.

An applicant who is unable to secure the Equivalency Certificate as outlined above at the time of admission will be asked to sign a “Consent to Provide Documents” form agreeing to secure the equivalency at the earliest. The applicant will be permitted to commence his/her studies at IMT DUBAI.

For more details, please visit the following link.

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

### 5.6 Office of Admissions

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

## 6. ACADEMIC STANDING AND COMPLETION REQUIREMENTS

### 6.1 MBA Program

The Graduation Completion Requirements Policy for MBA is as follows:

1. The required courses for MBA program are spread across four Terms. Total credits completed in four Terms are equal to 37 credits. Term-wise distribution of credits is mentioned in program structure.
2. The sequence of the courses is as per the program structure. Pre-requisite courses must be completed before taking any course. The details of pre-requisites of courses is mentioned in the program structure.
3. In lieu of Company Project or an Elective course, a student can pursue a Course on Independent Study (CIS) for 2 credits. The student is allowed to take only one CIS during the program. Minimum CGPA should be 3.25 or work experience of at least 2 years is required to do the CIS.
4. The students must complete at least 75%, of the required credits, in residency. 25% of the credits can be transferred from similar accredited institutions in UAE and Abroad.
5. For MBA program, students must complete 12 credits of concentration courses in chosen area of specialization along with 5 credits of industry projects.
6. To be eligible to receive MBA degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
7. All students are expected to complete the program within a minimum period of 1 years and a maximum period of 4 years. Only the Academic Dean may consent to an extension not exceeding a total period of twelve months.
8. Students on probation and/or students who have to repeat a course due to poor academic standing will bear all corresponding repeat course fee and any other additional fee. The residency charges, if applicable, for the period required to complete the course needs to be borne by the students.

### 6.2 RECOGNITION OF PRIOR LEARNING POLICY

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

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

1. The student has to obtain training courses from a recognized institution.

2. The student must spend a minimum of 45 hours in each training course.
3. The student must present the training certificate indorsed from a recognized institution along with the details, including the training schedule and the name of the lecturer.
4. A maximum of 6 credit hours will be recognized under this policy.

## 7. ACADEMIC POLICIES

### 7.1 Course Load

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

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

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

### 7.3 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.

### 7.4 Course Prerequisites

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

### 7.5 Repetition of course

- All failed courses have to be repeated compulsorily and a passing grade obtained in order to revert to Satisfactory Academic performance.
- A course can be repeated only once. If a student repeats the course and is not able to clear it in the second attempt too, then he/she is dismissed from the Program.
- If the course is repeated then R grade will be mentioned on the transcript, along with the grade which the student gets after repeating the course, to show that the course has been repeated. However, the new grade obtained after repeating the course will be considered for the purpose of calculation of CGPA.
- Students on Probation and/or students who have to retake a course due to poor academic standing will bear corresponding additional tuition fees and if applicable the residency charges for the period required to complete the course.
- Student has to fill up the “Repeat Course Form” and submit it to Chairperson for approval. Once approved, the form has to be forwarded to the Office of Registrar and Finance Department.
- Students can retake a course only at the next available opportunity after getting required approval.

### 7.6 Independent Study Policy

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

### 7.7 Withdrawal Policy

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

Withdrawal before the commencement of the Program:

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



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

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

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

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

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

### 7.8 Deferral and Re-Admission Policy

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

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

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

### 7.9 Dismissal from the Program

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

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

### 7.10 Course Evaluations

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

### 8. ATTENDANCE AND CLASS PARTICIPATION

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

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

### 9. COURSE ASSESSMENT AND GRADING SYSTEM

#### 9.1 Course Assessment

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

### 9.2 Grading System

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

#### MBA/EMBA Grading Scheme:

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

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

### 9.3 Course Grade Definitions

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

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

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

### 9.4 Cumulative Grade Point Average

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

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

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GPA			$=13/4 = 3.25$
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### 9.5 Incomplete Grade

When a student has failed to complete a major component of a required course, he/she may be allotted Grade 'I' by the instructor. Students can make up for Grade 'I' by satisfying the requirements of the concerned course instructor. The final decision on an incomplete grade is up to the instructor.

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

### 9.6 EXAMINATION POLICY

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

#### Examination Rules and Regulations

- If a student could not attempt the examination due to unavoidable circumstances, then he/she can appear for a reexamination only after he/she provides relevant proof and gets a written approval from the Instructor and Program Chairperson.
- A student will not be allowed to appear in the final examination if he/she has any outstanding financial obligations to IMT Dubai.
- The students should write their roll number immediately on receipt of the answer sheets, continuation sheet, question paper, case studies or any other material received by them during the examination, noncompliance to the rule would be considered grounds for academic malpractice.
- Any kind of conversation among students is strictly prohibited inside the exam hall. Also any attempt to offer or receive help (exposing answer sheet, hand-signs etc.) shall attract severe punishment. Smart devices are not allowed inside the examination hall unless permitted by the respective faculty member.
- Students are advised to ensure that the answer sheets / graph papers/ any other sheets used during the examination including the sheet used for rough work (which has to be attached to the answer sheet and submitted).
- The students should not exchange their question papers or any other material. If any student is found guilty of any kind of malpractice, the student is subjected to penalties as per institutional rules.
- Students are responsible for the safekeeping of their personal belongings and if any item belonging to a student is found missing, during/after the examination, institute will not be held responsible for the same.

- During the period of examination, a student is not allowed to go out of the examination hall. In case of emergency, permission needs to be taken from the faculty in charge of invigilation.
- Cheating during examination is a serious offence; if a student is caught cheating, then the student is asked to leave the examination room immediately and all incriminating evidence will be retained by the faculty. If a student violates any other rules or instructions during an examination, it will be so noted by the invigilator and reported to the Program Chairperson who will take appropriate measures as mentioned under the policy and procedure for Academic Misconduct. **Impersonation is a serious offence and it will be dealt as per the UAE law.**

### 10. ACADEMIC STANDING AND COMPLETION REQUIREMENTS

- Students are considered to have a good academic standing when they have minimum CGPA of **3.00** on a scale of 4.00 at the end of each Term/module.
- Students whose CGPA has fallen below **3.00** are placed on academic probation in the following two Terms for MBA program. Students are required to take lesser credit load during the probation period.
- Students must revert to good academic standing (i.e. CGPA **3.00** or more) by the end of the probation period.
- Students who do not revert to good academic standing by the end of the probation period are dismissed from the program. Following conditions will normally lead to the dismissal from the Program:
  - Number of “F” grades is more than two.
  - CGPA is below **3.00** following at the end of the probation period.
- The required courses for MBA program are spread across four Terms. Total credits completed in four Terms is equal to 37 credits. Term-wise distribution of credits is mentioned in program structure.
- The sequence of the courses are as per the program structure. Pre-requisite courses must be completed before taking any course. The details of pre-requisites of courses is mentioned in the program structure.
- In lieu of industry project or an elective course, a student can pursue a Course on Independent Study (CIS) for 2 credits. The student is allowed to take only one CIS during the program. Minimum CGPA should be 3.25 for opting the CIS.



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

### 10.1 STUDENT APPEAL POLICY AND PROCEDURES

#### a) Academic Standing Appeals

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

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

#### b) Grade Appeal

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

- Students should first consult with the concerned Faculty and discuss their concerns. Most of the cases are expected to be sorted out by review of Final Exam and discussion between the student and the Faculty member.
- If the student is not satisfied, then they may put in a formal Grade appeal with the Office of the Registrar. The grade appeal must be submitted within a period of one week following the notification of grade to the student by the Registrar. Grade Appeal fee of AED210/- is applicable for Grade Appeal request.
- All Grade Appeals must be submitted in writing to the Registrar on the official Grade Appeal Form (available in annexure). Reason(s) for Grade Appeal must be substantiated clearly on the form, with payment receipt of AED210/- per course.
- Office of Registrar will forward the Grade Appeals to the concerned Faculty Member(s).
- Concerned Faculty Member(s) will have one week to review the final examination component and respond in writing to the Registrar about the final outcome, who will then intimate the same to the concerned student(s).
- If the student is still not satisfied, an appeal for grade review can be made to the Registrar. Registrar will report the case to program chair who in turn will place in the Academic Board. A Faculty Grade Review Committee will be formed to look into these cases. A fee of AED210/- is applicable for Academic Board Review. The appeal for grade review must be submitted within one week following the notification of the outcome of grade appeal to the student by the Registrar.

- The Faculty Grade Review Committee after reviewing the case, recommend the final grade to the Dean, who will take a decision and the decision will be intimated to the student by the Registrar.
- The decision of the Dean will be held as final and no further appeals can be lodged.

### 10.2 STUDENTS GRIEVANCE POLICY AND PROCEDURES

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

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

### 11. STUDENT ACADEMIC INTEGRITY POLICY

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

1. Abide by high standards of academic integrity, ethics and honesty. Refrain from cheating on homework and examinations, plagiarizing other people's work by submitting it as their own, and / or any other forms of academic dishonesty.
2. Adhere to the published test or examination rules and regulations.

The following are some of the examples of academic misconduct:

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

#### 11.1 Plagiarism Definition

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

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

- Using someone else's quoted words without putting these words in quotation marks.
- Unauthorized borrowing of another person's idea, research work or theories.
- Failure to reference the other author's written words, quotes or definitions.
- Use of descriptions or quotations of another author without acknowledgement.
- Cosmetic paraphrasing occurs when the acknowledgement is made. The paraphrased quote is very similar to the original work.
- 'Cut and paste work' from electronic sources without explicit mentioning of complete URL. The inclusion of large amounts of pasted material, even if acknowledged, raise doubts about authenticity of student's work.
- Wrong attribution is more technical but the acknowledgement is not from the original work but from another secondary research source.

### 11.2 Plagiarism Check Process at IMT

All work submitted by students is accepted on the understanding that it is their own. Plagiarism is considered as a serious academic offense at IMT. All IMT students should adhere to high standards of academic integrity that includes referencing and acknowledging other's work, good literature review procedures while submitting assignments, projects or case studies.

The plagiarism check process can be listed as:

- The student is responsible for submitting a proper referenced assessment.
- The IMT faculty member is responsible for implementing the acceptable academic code of conduct through proper student orientation, citing examples of assignments, projects and thesis work that have followed proper acknowledgement and referencing standards.
- Every faculty member provides and implements strict academic code of conduct guidelines at the beginning of course.
- The course faculty asks the students where appropriate to submit such assessment for 'plagiarism check' as soft versions (in Word, PDF, or PPT formats) on the Blackboard Portal. The Blackboard portal is linked to URKUND (<http://www.URKUND.com/>) plagiarism software application system. The course instructor shall create a link for submission of the assessment component on URKUND plagiarism system on the blackboard portal (<http://myblackboard.imtdubai.ac.ae/>). The students can view the link for the submission of assessments on URKUND system.
- URKUND plagiarism system follows a matching process that checks submitted papers against the following databases (<http://kb.blackboard.com/display/SAFE/Student+FAQs>)
- Internet - comprehensive index of documents available for public access on the Internet
- ProQuest ABI/Inform database with over 1,100 publication titles and about 2.6 million articles from '90s to present time, updated weekly (exclusive access)
- Institutional document archives containing all papers submitted to URKUND by users in their respective institutions
- Global Reference Database containing papers that were volunteered by students from Blackboard client institutions to help prevent cross-institutional plagiarism ([www.blackboard.com](http://www.blackboard.com))”
- The URKUND plagiarism system generates originality report with percentage of similarity and the citations from where plagiarism might have occurred. The instructor uses the originality report to determine the similarity that is acceptable. The student will also be able to see the originality report. The instructor can provide the option to the students to revise the assessment upon comparing with originality report and resubmit the assessment.
- If an assessment is submitted by the student through e-mail to the instructor, the instructor can check the plagiarism by uploading the assignment using 'Direct Submit' option available in Blackboard URKUND system.

### 11.3 Categories of Plagiarism

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

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

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

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

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

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

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

## 11.4 Penalties for Plagiarism

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

### Level I Plagiarism

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

### Level II Plagiarism

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

### Level III Plagiarism

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



## 12. GENERAL POLICIES OF IMT DUBAI

### 12.1 Student Records Access and Release

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

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

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

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

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

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

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

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

### 12.2 Computing and Network Resources Use Policy

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

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

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

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

### 12.3 Individual Responsibilities

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

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

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

### 12.4 Student-Owned Laptop

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

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

### 12.5 Systems Monitoring

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

### 12.6 Privacy

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

### 12.7 Disciplinary Actions

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

### 12.8 Email Services

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

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

### 12.9 Internet Services

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

### 12.10 Student Housing/Access to the Internet

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



### 13. STUDENT DISCIPLINARY POLICY

#### 13.1 Policy and Procedure regarding Student Conduct

- a. IMT expects its students to employ reason, show respect to others, and take responsibility for their action. With regard to their personal behavior and attitude towards others in the society, students are expected to respect the religious beliefs, values and heritage, law and order, property and rights of others. By their own initiative, students are encouraged to display a sense of personal honor and integrity, and to conduct themselves in a manner becoming an IMT student.
- b. Any student who violates the above mentioned standards of academic and / or personal conduct exposes himself/herself to disciplinary measures under IMT rules.

#### 13.2 Policy Regarding Non Academic Misconduct

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

Any non-academic violation may have the following disciplinary consequences:

- Warning: verbal or written warning to the concerned student
  - Suspension: for a period of time
  - Dismissal: from the Institute
  - Payment of Damage: Fines and other penalties may be imposed in case a student commits breach of Institute rules resulting in any loss / damage to Institute property; misuses Library / computing / communications facilities.
- c. If the concerned student is not satisfied with the decision, he/she can lodge an appeal with the director.
  - d. The decision of the Director is final and no further appeals can be made.

### 13.3 Policy Regarding Academic Misconduct

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

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

## 14. FEE POLICY

### 14.1 Tuition Fees

MBA 1 Year Fees for the students who join from India						
S. No	Description	Term				Total fees
		1	2	3	4	In AED
		All amount in AED				
1	Tuition Fee (Including Double Sharing Accommodation)	22,000	22,000	22,000	22,000	88,000
2	Administration fees	3,000	3,000	3,000	3,000	12,000
	<b>Total Program Fee</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>100,000</b>
	<b>Total Program Fee with 15% Low Income Country Grant*</b>	<b>21,250</b>	<b>21,250</b>	<b>21,250</b>	<b>21,250</b>	<b>85,000</b>
3	Medical Insurance	2,038				2,038
4	Visa charges	3,150				3,150
5	Alumni Membership Fee				370	370
6	Hostel Deposit (refundable)	3,700				3,700
7	Library Deposit (refundable)	1,110				1,110
<b>Note :</b>	<b>VAT @ 5% will be charged extra, is applicable on S.no. 1, 2, 3, 4 &amp; 5.</b>					

\* A Low Income Country Grant of 15% on Total Program Fee is applicable for all candidates who join in 1 Year MBA program from India only. This grant is not applicable for any expatriates who reside in UAE at the time of admission.

\*\* If the candidate is willing to avail Single Room Accommodation, he / she will be required to pay AED. 5,000 in addition to the Total Program Fee of AED. 85,000.

### 14.2 Bank Details

Account Name	Institute of Management Technology FZ LLC
Bank Name	EmiratesNBD Bank PJSC, Mankhool Branch, Dubai, UAE
AED Account No	1011409872502, (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, credit/debit card, online payment gateway and through a Local cheque payable to “Institute of Management Technology FZ LLC” or through Wire Transfer to the above mentioned Bank Account.
3. Bank charges are to be borne by the remitter.
4. The exchange rate for conversion of USD to AED is taken as 1 USD = 3.65 AED
5. IMT Dubai reserves the right to change its fees and will notify all students of changes, if any.

### **ADDITIONAL INFORMATION**

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

#### **14.3 Late Fee Policy –**

1. Late fee will be applicable as per IMT Policy
2. It is the responsibility of students to pay all fees on time. Students must plan their finances well in advance so that they have sufficient funds to pay their fees before the relevant deadlines.
3. Students will not be allowed to register any subsequent term/module/term until all outstanding fees (including any relevant penalty charges) are paid in full. All

scholarships/discounts offered to these students will be revoked and will not be applicable in future.

4. No student with outstanding fees will be allowed to appear for the Final Exam.

Please refer to Miscellaneous and Late Fees structure in section 14.7 for details.

#### 14.4 Fee Refund Policy

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

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

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

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

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

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

##### Deferment Option:

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

#### 14.5 Scholarships and Tuition Fee Reductions

IMT Dubai provides scholarships based on merit and achievements.

1. Scholarships are offered on first term/module tuition fees only.
2. Only one scholarship category can be awarded per student.
3. For MBA students, IMT Dubai provides scholarships after the 1st term and subsequent terms to students who score CGPA of 3.75 or above in a term. Eligible candidates get 20% waiver of tuition fees in the next term.
4. Students who have availed any type of discount are not eligible for continuing merit based scholarship.

### 14.6 Disputes and Arbitration

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

### 14.7 Miscellaneous and Late Fees charges

#### Details for Miscellaneous Fees/Charges :

<b>SUBJECT TO CHANGE ANNUALLY</b>						
PARTICULARS	AMOUNT	VAT - 5%	NET TOTAL	AMOUNT	VAT - 5%	NET TOTAL
	<i>All amount in AED</i>			<i>All amount in USD</i>		
GENUINENESS CERTIFICATION	50.00	2.50	<b>52.50</b>	14.00	0.70	<b>14.70</b>
LETTERS IN LETTERHEAD(FIVE WORKING DAYS)	100.00	5.00	<b>105.00</b>	28.00	1.40	<b>29.40</b>
DUPLICATE EXAMINATION HALL TICKET	50.00	2.50	<b>52.50</b>	14.00	0.70	<b>14.70</b>
LETTERS IN LETTERHEAD(TWO WORKING DAYS)	150.00	7.50	<b>157.50</b>	42.00	2.10	<b>44.10</b>
GRADE APPEAL/ ACADEMIC BOARD REVIEW	200.00	10.00	<b>210.00</b>	55.00	2.75	<b>57.75</b>
INTERIM TRANSCRIPT	250.00	12.50	<b>262.50</b>	69.00	3.45	<b>72.45</b>
OFFICIAL COURSE OUTLINES DETAILS	400.00	20.00	<b>420.00</b>	110.00	5.50	<b>115.50</b>
TOC APPLICATION FEES (COURSE MAPPING FEES)	300.00	15.00	<b>315.00</b>	83.00	4.15	<b>87.15</b>
OFFICIAL COURSE OUTLINES DETAILS (URGENT)	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>

DUPLICATE DEGREE CERTIFICATE	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
CHEQUE RETURN CHARGES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
PROVISIONAL CERTIFICATE	300.00	15.00	<b>315.00</b>	83.00	4.15	<b>87.15</b>
DUPLICATE DEGREE CERTIFICATE (URGENT)	800.00	40.00	<b>840.00</b>	220.00	11.00	<b>231.00</b>
RE-EXAMINATION FEES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
EMIRATES ID REISSUANCE	800.00	40.00	<b>840.00</b>	220.00	11.00	<b>231.00</b>
IELTS BOOK	900.00	45.00	<b>945.00</b>	247.00	12.35	<b>259.35</b>
IELTS EXAM	1,050.00	52.50	<b>1,102.50</b>	288.00	14.40	<b>302.40</b>
DEFERRAL FEES	2,000.00	100.00	<b>2,100.00</b>	548.00	27.40	<b>575.40</b>
RE-JOINING FEES FOR WITHDRAWN/UNANNOUNCED DISCONTINUED STUDENTS	3,000.00	150.00	<b>3,150.00</b>	822.00	41.10	<b>863.10</b>
REPEAT COURSE FEES	BASED ON THE CREDIT FOR THE COURSE					
DROP COURSE FEES	500.00	25.00	<b>525.00</b>	137.00	6.85	<b>143.85</b>
TRANSPORT - PER TERM						
DUBAI	2,000.00	100.00	<b>2,100.00</b>	548.00	27.40	<b>575.40</b>
SHARJAH	2,500.00	125.00	<b>2,625.00</b>	685.00	34.25	<b>719.25</b>
AJMAN	2,750.00	137.50	<b>2,887.50</b>	753.00	37.65	<b>790.65</b>
JEBEL ALI /DISCOVERY GARDENS	2,500.00	125.00	<b>2,625.00</b>	685.00	34.25	<b>719.25</b>
ENGLISH FOUNDATION COURSE (FOUR WEEKS)	3,000.00	150.00	<b>3,150.00</b>	822.00	41.10	<b>863.10</b>

**Late Fee Charges**

**Details for Late Fines :**

PARTICULARS	Late Fine Every 15 days*
	Amount in AED
FINE - OUTSTANDING FEES AED 501 to AED 10000	100.00
FINE - OUTSTANDING FEES AED 10001 TO AED 20000	200.00
FINE - OUTSTANDING FEES AED 20001 TO AED 30000	300.00
FINE - OUTSTANDING FEES AED 30001 TO AED 40000	400.00
FINE - OUTSTANDING FEES AED 40001 TO AED 50000	500.00
FINE - OUTSTANDING FEES AED 50000 ONWARDS	750.00

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

### 15.ACADEMIC CALENDER (2020-21)

Academic Calendar - MBA (1 Yr) : 2020-2021		
Term	Start Date	End Date
Fall - Term I	11-Oct-20	21-Jan-21
Fall Break	20-Dec-20	7-Jan-21
Spring - Term II	24-Jan-21	29-Apr-21
Spring Break	28-Mar-21	8-Apr-21
Summer - Term III	2-May-21	29-Jul-21
Fall - Term IV	1-Aug-21	14-Oct-21

Fall - 2020	Date	Event
Term I		Orientation for New batch
	11-Oct-20	Classes Begins
	29-Oct-20	Prophet Muhammad's Birthday -Holiday
	12-Nov-20	Classes Ends
	15 Nov - 19 Nov 2020	Exam Week - Module I
	3-Dec-20	Grade Submission
	9-Dec-20	Grade Moderations and Release
	22-Nov-20	Classes Begins - Module II

	1st Dec 2020	Commemoration Day - Holiday
	2nd - 3rd Dec 2020	UAE National Day - Holiday
	14-Jan-21	Classes Ends
	17 Jan - 21 Jan 2021	Exam Week - Module II
	4-Feb-21	Grade Submission
	10-Feb-21	Grade Moderations and Release
<b>Fall Break</b>	20-Dec-20	Fall Break Begins
	7-Jan-21	Fall Break Ends
<b>Term II</b>	24-Jan-21	Classes Begins - Module III
	25-Feb-21	Classes Ends
	<b>TBD</b>	<b>Vaudeville 2021</b>
	28 Feb - 04 March 2021	Exam Week - Module III
	18-Mar-21	Grade Submission
	24-Mar-21	Grade Moderations and Release
	7-Mar-21	Classes Begins - Module IV
	22-Apr-21	Classes Ends
	25 April - 29 April 2021	Exam Week - Module IV
	13-May-21	Grade Submission
19-May-21	Grade Moderations and Release	
<b>Spring Break</b>	28-Mar-21	Spring Break Begins
	8-Apr-21	Spring Break Ends
<b>Term III</b>	2-May-21	Classes Begins - Module V
	11 May - 15 May 2021	Eid al-Fitr - Holidays*
	3-Jun-21	Classes Ends
	06 June - 10 June 2021	Exam week - Modules V
	24-Jun-21	Grade Submission
	30-Jun-21	Grade Moderations and Release
	13-Jun-21	Classes Begins - Module VI
	19 July - 21 July 2021	Eid al-Adha - Holiday*
	15-Jul-20	Classes Ends
	18 July - 22 July 2021	Exam week - Module VI
	5-Aug-21	Grade Submission
11-Aug-21	Grade Moderations and Release	
<b>Term IV</b>	25-Jul-21	Classes begins - Module VII
	10-Aug-21	Hijri New Year's Day - Holiday

	26-Aug-21	Classes Ends
	29 Aug - 02 Sept 2021	Exam week - Module VII
	16-Sep-21	Grade Submission
	22-Sep-21	Grade Moderations and Release
	5-Sep-21	Classes Begins - Module VIII
	30-Sep-21	Classes Ends
	03 Oct - 07 Oct 2021	Exam week - Module VIII
	21-Oct-21	Grade Submission
	27-Oct-21	Grade Moderations and Release

<b>PUBLIC HOLIDAYS:</b> Students will be required to make-up for classes missed during public holidays
Term breaks and national day holidays are subject to confirmation from Ministry of Higher Education and Scientific Research
* Islamic holidays can only be confirmed once official Government announcements are made.
The dates mentioned in the calendar are tentative and subject to change due to unforeseen circumstances.

## 16. LIST OF FACULTY AT IMT DUBAI

IMT Full Time Faculty 2020-2021					
No.	Title	Name	Designation	PhD Degree	Institution
1	Dr.	Waheed Kareem Abdul	Dean	Marketing	IIT Mumbai
2	Dr.	Ahmad Said Al-Shuaibi	Assistant Professor	HRM & Organizational Behavior	Universiti Utara Malaysia
3	Dr.	Ajay K Singal	Associate Professor	Management	IIM Lucknow
4	Dr.	Bidisha Banerjee	Lecturer	HRM & Organizational Behavior	Santiago de Compostela University
5	Dr.	Deepesh Kumar	Assistant Professor	Information System	IIM, Shillong
6	Dr.	Dogan Aydin Serel	Associate Professor	Management	Purdue University
7	Dr.	Gita Bajaj	Professor	HR and Business Communication	Aligarh Muslim University
8	Dr.	Mansour Allan	Assistant Professor	Humanities	Yarmouk University
9	Dr.	Mohammed Anam Akthar	Lecturer	Finance & Accounting	NIT Allahabad
10	Dr.	Rajesh Kumar	Professor	Management	IIT Kharagpur
11	Dr.	Ravindra Saxena	Professor	Marketing	Kanpur University
12	Dr.	Ravi Chatterjee	Lecturer	Marketing	Barkatullah University
13	Dr.	Samer Saade	Associate Professor	Accounting	American University in Beirut
14	Dr.	Shahina Javad	Assistant Professor	Human Resource Management	XLRI Jamshedpur
15	Dr.	Shawn Mathew	Assistant Professor	Marketing	IIM, Ahmedabad
16	Dr.	Sorokhaibam Khaba	Lecturer	Operations Management	IIT Dhanbad
17	Dr.	Sujit Sukumaran	Associate Professor	Economics	Hyderabad University
18	Dr.	Tarapada Ghosh	Professor	Finance	University of Burdwan
19	Dr.	Ulas Ozen	Associate Professor	Operations Management	Eindhoven University of Technology
20	Dr.	Vijetha Koppa	Assistant Professor	Economics	Texas A&M University
21	Dr.	Vimi Jham	Associate Professor	Marketing	Aligarh Muslim University



### 17. LIST OF STAFF AT IMT DUBAI

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

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