



جامعة دبي
UNIVERSITY of DUBAI

Graduate Catalog 2019-2020



University of Dubai

Local Roots, Global Reach

الإمارات في عيوننا... دبي في عيوننا
ونحن في قلب دبي

UAE is in our eyes... Dubai is in our eyes

And we are in the heart of Dubai



"University of Dubai, located in the Emirate of Dubai, is officially licensed from 27, October, 2013 to 30, September, 2018 by the Ministry of Education of the United Arab Emirates to award degrees/qualifications in higher education."

List of Accredited Programs	Accreditation
Bachelor of Business Administration in Accounting	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Customs	IA: December 2016
Bachelor of Business Administration in Entrepreneurship Management	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Finance & Banking	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Human Resource Management	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Management	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Marketing	RA: Jan 2015-Dec 2019
Bachelor of Business Administration in Supply Chain and Logistics Management	RA: Jan 2015-Dec 2019
Bachelor of Science in Computing and Information Systems concentration in Information Systems Security	RA: Sep 2017-Sep 2021
Bachelor of Science in Electrical Engineering with specialization in Communication Engineering	IA: Nov 2016
Master of Business Administration – General	RA: May 2016-May 2021
Master of Business Administration with concentrations in: Operations and Logistics Management, Finance and Accounting, Leadership and Human Resources Management and International Business and Marketing	IA: Jan 2010
Master of Laws with concentrations in: Arbitration and Dispute Resolution Financial Crimes and Money Laundering	IA: Nov 2013
Doctor of Philosophy in Business Administration with concentrations in: Marketing, Management, Finance, and Accounting	IA: Mar 2012

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President's Message

On behalf of the University of Dubai, I would like to welcome you to the new 2019-20 edition of the graduate student handbook.

As you all know, the University of Dubai (UD) was established in 1997 by Dubai Chamber of Commerce & Industry (DCCI). The main idea behind this was to establish an academic institution that will serve the business community in delivering highest quality educational programs for human capital development and undertake research and consultancy for businesses in Dubai/UAE.

This commitment led UD to take strategic initiatives to enhance the pedagogical capabilities at the university by recruiting highly qualified faculty and benchmarking its curricula with accredited international universities. This has enabled to produce high caliber graduates to the industry which is one of the UD's Missions.



Besides, UD is a student-centric institution and thus is sensitive to students' concerns for their all-round career development. We are also proud to inform all the stakeholders that, UD has three colleges, Dubai Business School (DBS) offering Bachelor, Masters and PhD programs. All Business Programs offered by the Dubai Business School are internationally accredited by AACSB (Association to Advance Collegiate Schools of Business) which is the gold standard for quality management education globally.

The second college is College of Engineering and Information Technology (CEIT), offering Bachelor of Science in Electrical Engineering (with specialization in Communication Engineering) and Bachelor of Science in Computing and Information Systems (Concentration in Information Systems Security) (BSc CIS ISS is internationally accredited by ABET (Accreditation Board for Engineering & Technology) – CAC (Computing Accreditation Commission).

In addition to these academic programs, the College of Law offers two unique concentrations for the Master of Laws programs: one in Arbitration and Dispute Resolution and one in Financial Crimes and Money Laundering.

One of the additional strengths of UD is to provide continuing education opportunities for lifelong learning. These are delivered by our Center for Executive Development through professional development certificate programs.

Finally, I'm glad to be a part of this leading and reputed university in Dubai and hope to maintain the highest standards of the education in the country with your cooperation.

I wish you a successful year 2019-2020!

**Dr. Eesa M. Bastaki
President, University of Dubai**

University of Dubai Board of Trustees Members

Mr. Majid Hamad Al Shamsi, Chairman of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He is also the Managing Director of Hamad Rahma Abdulla Al Shamsi General Trading.

Dr. Raja Al Gurg, Vice Chairperson of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. She is also the Managing Director of the Easa Saleh Al Gurg Group, the President of Dubai Business Women's Council, and the Deputy Chairperson of the Dubai Medical Authority and a Board member of the Dubai Women's Association.

Mr. Hamad Buamim, Member of University of Dubai Board of Trustees and Director General of Dubai Chamber of Commerce and Industry since November 2006. He also serves as the Deputy Chairman of the World Chambers Federation - ICC in Paris. Buamim is also the Chairman of National General Insurance (PJSC), member of the Board of Directors of the UAE Central Bank and Dubai World.

Mr. Faisal Juma Kalfan Belhoul, Member of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He also chairs the boards of UAE Private Hospitals Council, the UAE Private Schools Councils and the Pharmaceutical and Healthcare Equipment Business Group in the Dubai Chamber of Commerce and Industry.

Dr. Khaled Mohammed Al-Khzraji, Member of University of Dubai Board of Trustees and Board Member of the Dubai Chamber of Commerce and Industry. He is also Partner and CEO of the Al Kawthar Investment LLC and sits on the boards of various consultancies in the academic, governmental and private sectors such as the Majid Al Futtaim Group.

Mohammad Ahmad Mohammad Al Murr Al Falasi, Member of University of Dubai Board of Trustees and head of the Dubai Cultural Council, recently reorganized as the Dubai Culture & Arts Authority. He is also a writer and has published over 15 volumes of short stories and has had two collections translated into English: Dubai Tales and The Wink of the Mona Lisa.

Dr. Ahmed Khaspanl Al Mutawa, Member of University of Dubai Board of Trustees and respected academic professional. He received his Ph.D. in Economics (with Distinction), from Georgetown University in Washington, D.C. and as a professor, held the position of Chairman of the Economics Department and Deputy Vice Chancellor for Planning (DVCP) at United Arab Emirates University.

Dr. Abdulrahman A. Al-Awar, Member of University of Dubai Board of Trustees and the Director-General of the Federal Authority for Government Human Resources (FAHR). Dr. Al-Awar is also a board member of The National Human Resource Development and Employment Authority (TANMIA) and Emirate National Oil Company (ENOC) and has over 15 years of experience in executive roles in the public and private sectors.

Abdul Jalil Yousuf Darwish, Member of the University of Dubai Board of Trustees and Treasurer of Dubai Chamber of Commerce and Industry Executive Board. Mr. Abdul Jaspanl Yousuf Darwish is a professional banker and a business entrepreneur who has served as Chief Executive Officer of HSBC Bank Middle East Ltd and Deputy Chairman of the Emirates Institute for Banking and Financial Studies

Dr. Eesa Bastaki, UD President

Dr. Geoffrey Gachino, UD Provost/Chief Academic Officer

Dr. Nasser Al Murraqab, UD Chief Operational Officer

LLM Academic Calendar 2019-2020

Week	Count	From	To	Event
Term1 - $13 \times 3.5 = 45.5$				
1	1	Saturday, 07 September, 2019	Thursday, 12 September, 2019	First day of classes, drop/add week deadline Thursday, 12 September, late registration fees apply from 7 September
2	2	Saturday, 14 September, 2019	Thursday, 19 September, 2019	
3	3	Saturday, 21 September, 2019	Thursday, 26 September, 2019	
4	4	Saturday, 28 September, 2019	Thursday, 03 October, 2019	1 Makeup class day for all LLM courses
5	5	Saturday, 05 October, 2019	Thursday, 10 October, 2019	
6	6	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
7	7	Saturday, 19 October, 2019	Thursday, 24 October, 2019	
8	8	Saturday, 26 October, 2019	Thursday, 31 October, 2019	
9	9	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
10	10	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9th Birthday of Prophet Mohammad (PBUH)
11	11	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
12	12	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
13	13	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 and Tuesday, December 3, UAE National day Holiday Wednesday, December 4 and Thursday December 5 lectures will run as scheduled
14		Saturday, 07 December, 2019	Thursday, 12 December, 2019	Examination period and announcements of grades LLM T1 Ends
15		Saturday, 14 December, 2019	Thursday, 19 December, 2019	Marking and announcement of grades - Advising and registration week for T2
16		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
17		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
Term2 $11 \times 4 = 44$				
18	1	Saturday, 04 January, 2020	Thursday, 09 January, 2020	First day of classes, drop/add week deadline Thursday, 9 January, late registration fees apply from 4 January
19	2	Saturday, 11 January, 2020	Thursday, 16 January, 2020	
20	3	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
21	4	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
22	5	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
23	6	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
24	7	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
25	8	Saturday, 22 February, 2020	Thursday, 27 February, 2020	
26	9	Saturday, 29 February, 2020	Thursday, 05 March, 2020	
27	10	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
28	11	Saturday, 14 March, 2020	Thursday, 19 March, 2020	
29		Saturday, 21 March, 2020	Thursday, 26 March, 2020	LLM Examination period and announcements of grades Sunday, March 22 Eid and Miraj Night* LLM T2 Ends
30		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
31		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
30		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
31		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
Term 3 $11 \times 4 = 44$				
32	1	Saturday, 11 April, 2020	Thursday, 16 April, 2020	First day of classes, drop/add week deadline Thursday, 16 April, late registration fees apply from 11 April
33	2	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
34	3	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
35	4	Saturday, 02 May, 2020	Thursday, 07 May, 2020	
36	5	Saturday, 09 May, 2020	Thursday, 14 May, 2020	
37	6	Saturday, 16 May, 2020	Thursday, 21 May, 2020	
38		Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
39	7	Saturday, 30 May, 2020	Thursday, 04 June, 2020	
40	8	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
41	9	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
42	10	Saturday, 20 June, 2020	Thursday, 25 June, 2020	
43	11	Saturday, 27 June, 2020	Thursday, 02 July, 2020	
44		Saturday, 04 July, 2020	Thursday, 09 July, 2020	LLM Examination period and announcements of grades LLM T3 Ends
Term 4 Thesis only				
45	1	Saturday, 11 July, 2020	Thursday, 16 July, 2020	Term 4 starts
46	2	Saturday, 18 July, 2020	Thursday, 23 July, 2020	
47	3	Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 and 30 Arafat/ Eid holiday Expected*
48	4	Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 and 2 Eid Holiday Expected*
49	5	Saturday, 08 August, 2020	Thursday, 13 August, 2020	
50	6	Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year* Sunday, August 16 all faculty and staff report to work
51	7	Saturday, 22 August, 2020	Thursday, 27 August, 2020	
52	8	Saturday, 29 August, 2020	Thursday, 03 September, 2020	LLM T4 Ends

Islamic holidays may not coincide with the dates in this calendar which was published on 02, May 2019. Exact dates will be announced by official notice.
In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.

	Saturday, 05 September, 2020	LLM T1 Starts	
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MBA Academic Calendar 2019-2020

Week	Count	From	To	Event
Term 1				
	0	Saturday, 28 September, 2019	Thursday, 03 October, 2019	MBA advising and registration week - Term 1
1	1	Saturday, 05 October, 2019	Thursday, 10 October, 2019	First day of classes, drop/add week deadline Thursday, 10 October, late registration fees apply from 5 October
2	2	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
3	3	Saturday, 19 October, 2019	Thursday, 24 October, 2019	
4	4	Saturday, 26 October, 2019	Thursday, 31 October, 2019	
5	5	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
6	6	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9th Birthday of Prophet Mohammad (PBUH)
7	7	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
8	8	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
9	9	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 and Tuesday, December 3, UAE National day Holiday Wednesday, December 4 and Thursday December 5 lectures will run as scheduled
10	9	Saturday, 07 December, 2019	Thursday, 12 December, 2019	Makeup classes for the National day Holiday and study period
11		Saturday, 14 December, 2019	Thursday, 19 December, 2019	MBA Examination period and announcements of grades MBA T1 Ends
12		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
13		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
Term 2				
	14	Sunday, 05 January, 2020	Thursday, 09 January, 2020	MBA advising and registration week - Term 2
15	1	Saturday, 11 January, 2020	Thursday, 16 January, 2020	First day of classes, drop/add week deadline Thursday, 16 January, late registration fees apply from 11 January
16	2	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
17	3	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
18	4	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
19	5	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
20	6	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
21	7	Saturday, 22 February, 2020	Thursday, 27 February, 2020	
22	8	Saturday, 29 February, 2020	Thursday, 05 March, 2020	
23	9	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
24		Saturday, 14 March, 2020	Thursday, 19 March, 2020	MBA Examination period and announcements of grades MBA T2 Ends
25		Saturday, 21 March, 2020	Thursday, 26 March, 2020	MBA advising and registration week - Term 3 Sunday, March 22 Israa and Miraj Night*
26		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
27		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
Term 3				
	28	1	Saturday, 11 April, 2020	Thursday, 16 April, 2020
				MBA T3 - First day of classes, drop/add week deadline Thursday, 16 April, late registration fees apply from 11 April
29	2	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
30	3	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
31	4	Saturday, 02 May, 2020	Thursday, 07 May, 2020	
32	5	Saturday, 09 May, 2020	Thursday, 14 May, 2020	
33		Saturday, 16 May, 2020	Thursday, 21 May, 2020	
34	6	Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
35	7	Saturday, 30 May, 2020	Thursday, 04 June, 2020	
36	8	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
37	9	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
38		Saturday, 20 June, 2020	Thursday, 25 June, 2020	MBA Examination period and announcements of grades MBA T3 Ends
Term 4				
	39	0	Saturday, 27 June, 2020	Thursday, 02 July, 2020
	40	1	Saturday, 04 July, 2020	Thursday, 09 July, 2020
				First day of classes, drop/add week deadline Thursday, 2 July, late registration fees apply from 4 July
41	2	Saturday, 11 July, 2020	Thursday, 16 July, 2020	
42	3	Saturday, 18 July, 2020	Thursday, 23 July, 2020	
43	4	Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 and 30 Arafat/ Eid holiday Expected*
44	5	Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 and 2 Eid Holiday Expected*
45	6	Saturday, 08 August, 2020	Thursday, 13 August, 2020	
46	7	Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year*
47	8	Saturday, 22 August, 2020	Thursday, 27 August, 2020	
48	9	Saturday, 29 August, 2020	Thursday, 03 September, 2020	
49		Saturday, 05 September, 2020	Thursday, 10 September, 2020	Makeup classes for the Eid holiday and study period
50		Saturday, 12 September, 2020	Thursday, 17 September, 2020	MBA Examination period and announcements of grades MBA T4 Ends
51		Saturday, 19 September, 2020	Thursday, 24 September, 2020	
52		Saturday, 26 September, 2020	Thursday, 01 October, 2020	
Islamic holidays may not coincide with the dates in this calendar which was published on 02, May 2019. Exact dates will be announced by official notice. In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.				
1	1	Saturday, 03 October, 2020	MBA T1 Starts	MBA - 2020 Starts

PhD Academic Calendar 2019-20

Week	Count	From	To	Event
1	1	Saturday, 31 August, 2019	Thursday, 05 September, 2019	PhD T1 Starts Saturday, August 31 Al Hijri - Islamic New Year*
2	2	Saturday, 07 September, 2019	Thursday, 12 September, 2019	Wednesday, September 11 CPE Exam
3	3	Saturday, 14 September, 2019	Thursday, 19 September, 2019	
4	4	Saturday, 21 September, 2019	Thursday, 26 September, 2019	
5	5	Saturday, 28 September, 2019	Thursday, 03 October, 2019	
6	6	Saturday, 05 October, 2019	Thursday, 10 October, 2019	
7	7	Saturday, 12 October, 2019	Thursday, 17 October, 2019	
8	8	Saturday, 19 October, 2019	Thursday, 24 October, 2019	PhD T1 Ends
9	1	Saturday, 26 October, 2019	Thursday, 31 October, 2019	PhD T2 Starts
10	2	Saturday, 02 November, 2019	Thursday, 07 November, 2019	
11	3	Saturday, 09 November, 2019	Thursday, 14 November, 2019	Saturday, November 9 Birthday of Prophet Mohammad (PBUH)*
12	4	Saturday, 16 November, 2019	Thursday, 21 November, 2019	
13	5	Saturday, 23 November, 2019	Thursday, 28 November, 2019	
14	6	Saturday, 30 November, 2019	Thursday, 05 December, 2019	Saturday, November 30 Martyr's Day Monday, December 2 & Tuesday, December 3, UAE National Day Wednesday, December 4 & Thursday December 5 lectures will run as scheduled
15	7	Saturday, 07 December, 2019	Thursday, 12 December, 2019	
16	8	Saturday, 14 December, 2019	Thursday, 19 December, 2019	PhD T2 Ends
17		Sunday, 22 December, 2019	Thursday, 26 December, 2019	Winter Break W1
18		Saturday, 28 December, 2019	Thursday, 02 January, 2020	Winter Break W2 Wednesday, January 1 New Year's Day
19	1	Saturday, 04 January, 2020	Thursday, 09 January, 2020	PhD T3 Starts
20	2	Saturday, 11 January, 2020	Thursday, 16 January, 2020	
21	3	Saturday, 18 January, 2020	Thursday, 23 January, 2020	
22	4	Saturday, 25 January, 2020	Thursday, 30 January, 2020	
23	5	Saturday, 01 February, 2020	Thursday, 06 February, 2020	
24	6	Saturday, 08 February, 2020	Thursday, 13 February, 2020	
25	7	Saturday, 15 February, 2020	Thursday, 20 February, 2020	
26	8	Saturday, 22 February, 2020	Thursday, 27 February, 2020	PhD T3 Ends
27	1	Saturday, 29 February, 2020	Thursday, 05 March, 2020	PhD T4 Starts
28	2	Saturday, 07 March, 2020	Thursday, 12 March, 2020	
29	3	Saturday, 14 March, 2020	Thursday, 19 March, 2020	
30	4	Saturday, 21 March, 2020	Thursday, 26 March, 2020	Sunday, March 22 Israa and Miraj Night*
31		Saturday, 28 March, 2020	Thursday, 02 April, 2020	Spring Break W1
32		Saturday, 04 April, 2020	Thursday, 09 April, 2020	Spring Break W2
33	5	Saturday, 11 April, 2020	Thursday, 16 April, 2020	
34	6	Saturday, 18 April, 2020	Thursday, 23 April, 2020	
35	7	Saturday, 25 April, 2020	Thursday, 30 April, 2020	Ramadan (expected)
36	8	Saturday, 02 May, 2020	Thursday, 07 May, 2020	PhD T4 Ends
37		Saturday, 09 May, 2020	Thursday, 14 May, 2020	
38		Saturday, 16 May, 2020	Thursday, 21 May, 2020	
39		Saturday, 23 May, 2020	Thursday, 28 May, 2020	Sunday, May 24th Eid Al Fitr Holiday (expected)*
40	1	Saturday, 30 May, 2020	Thursday, 04 June, 2020	PhD T5 Starts
41	2	Saturday, 06 June, 2020	Thursday, 11 June, 2020	
42	3	Saturday, 13 June, 2020	Thursday, 18 June, 2020	
43	4	Saturday, 20 June, 2020	Thursday, 25 June, 2020	
44	5	Saturday, 27 June, 2020	Thursday, 02 July, 2020	
45	6	Saturday, 04 July, 2020	Thursday, 09 July, 2020	
46	7	Saturday, 11 July, 2020	Thursday, 16 July, 2020	
47	8	Saturday, 18 July, 2020	Thursday, 23 July, 2020	PhD T5 Ends
48		Saturday, 25 July, 2020	Thursday, 30 July, 2020	Wednesday, July 29 & 30 Arafat/ Eid holiday Expected*
49		Saturday, 01 August, 2020	Thursday, 06 August, 2020	Saturday, August 1 & 2 Eid Holiday Expected*
50		Saturday, 08 August, 2020	Thursday, 13 August, 2020	
51		Saturday, 15 August, 2020	Thursday, 20 August, 2020	Thursday, August 20 Islamic New Year*
52		Saturday, 22 August, 2020	Thursday, 27 August, 2020	

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In case teaching days are lost due to unscheduled closings, makeup classes should be arranged.**

1	1	Saturday, 29 August, 2020	Thursday, 03 September, 2020	PhD T1 Starts - 2020
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About University of Dubai

The University of Dubai (UD) was established in 1997 by Dubai Chamber of Commerce & Industry (DCCI). The main idea was to establish an academic institution that will serve the business community in delivering highest quality educational programs for human capital development and undertake research and consultancy for businesses in Dubai/UAE.

This commitment led UD to take strategic initiatives to enhance the pedagogical capabilities at the university by recruiting highly qualified faculty and benchmarking its curricula with accredited international universities. This has enabled to produce high caliber graduates to the industry which is one of the UD's Missions.

Besides, UD is a student-centric institution and thus is sensitive to students' concerns for their all-round career development. We are also proud to inform all the stakeholders that, UD has three colleges, Dubai Business School (DBS) offering Bachelor, Masters and PhD programs. All Business Programs offered by the Dubai Business School are internationally accredited by AACSB (Association to Advance Collegiate Schools of Business) which is the gold standard for quality management education globally.

The second college is College of Engineering and Information Technology (CEIT), offering Bachelor of Science in Electrical Engineering (with specialization in Communication Engineering) and Bachelor of Science in Computing and Information Systems (Concentration in Information Systems Security) (BSc CIS ISS is internationally accredited by ABET (Accreditation Board for Engineering & Technology) – CAC (Computing Accreditation Commission).

In addition to these academic programs, the College of Law offers two unique concentrations for the Master of Laws programs: one in Arbitration and Dispute Resolution and one in Financial Crimes and Money Laundering.

One of the additional strengths of UD is to provide continuing education opportunities for lifelong learning. These are delivered by our Center for Executive Development through professional development certificate programs.

Vision Statement

To be a world-class institution in education, research and innovation for the betterment and prosperity of the people in the region.

Strategic Vision: UD to be ranked among top 100 universities before 2035 and Dubai Business School to be ranked among the top 100 business schools worldwide by 2025.

Mission Statement

Realizing our vision will require us to:

1. Serve the educational needs of diverse undergraduates, postgraduates and professionals.
2. Produce high caliber **graduates**.
3. Provide education based on **international standards**.
4. Provide a stimulating **educational environment** to prepare future leaders.
5. Engage faculty in **pure** and **applied research** focused mainly on the economic development of Middle East & Africa (MEA) Region.

Strategic Pillars

1. **Innovation** – in the content and delivery of education through professional awards besides academic degrees, in faculty research and in technology implementation.
2. **Global Academic Perspective** – putting multi-disciplinary theory into meaningful practice through collaborative applied research in senior level BBA/BS and MBA/MS/LLM/PhD programs' experience and partnering with international accredited universities and professional certification providers for expanding global opportunity, and

3. **Building Character and Leadership** – among students and graduates that make a lasting difference.

Strategic Goals

1. Enhance pedagogy focused towards active learning that is relevant and impactful.
2. Enhance basic, applied research, and address economic issues.
3. Engage in consultancy services.
4. Expand community and industry cooperation, service and relationships.
5. Expand international collaboration with prominent / accredited universities for ensuring Internationalization, diversity and sustainability.
6. Attract distinguished international faculty and high caliber staff.
7. Introduce blended education system in academic programs and online system for CED.
8. Expand resources to match the planned growth.
9. Energize the center for Entrepreneurship and innovation to promote a culture of innovation creativity and entrepreneurship.

Code of Values

- A. **Responsibility & Cooperation:** A peaceful and purposeful community, founded on the moral and ethical integrity of members of UD community. Commitment to mutual responsibility and a spirit of cooperation will create a community that is orderly, caring and just.
- B. **Intrinsic Value:** Respect for the other members and the appreciation of different cultural backgrounds, the understanding of different attitudes and opinions, and the awareness of the consequences of actions on the broader community.
- C. **Self-discipline:** Personal responsibility and the individual's need for physical, intellectual, social and emotional wholeness. UD values also the full development of every member in terms of a confident and constructive self-image, of a commitment to self-discipline, and of a responsible self-expression.
- D. **Integrity:** A campus community that encourages personal growth and academic development in an atmosphere of positive character influence. UD administration affirms the necessity of standards of conduct that allow students and faculty/staff to work together. UD administration values the fair and efficient administration of these standards of conduct.
- E. **Accountability:** The accountability of our actions to the future of the UD community.
- F. **Community Authority:** Privileges and responsibilities as members of the UD community. The UD community shall value the standards of conduct expressed in the enforcement) and fair administration of those policies, including municipal, emirate or federal policies.

Code of Ethics

A. Responsibility

To know the difference between choices and outcomes; evaluating short versus long-term consequences and accepting those consequences without justifying actions or blaming others to escape sanctions and/or accountability.

B. Fairness

- Respect for the individual and commitment to equal opportunity in a diverse society.
- Support for the freedoms of religion, of the press, of speech, and of the right to assemble.
- Belief that individual rights and privileges are to be exercised responsibly, especially with respect to others.
- Conviction that no one is above the law.

C. Civility

To honor others' viewpoints and solves problems without creating greater ones.

National and International Accreditations

UAE Ministry of Education (MOE)

University of Dubai located in Dubai Academic City is officially relicensed from October 10th 2013 by the Commission for Academic Accreditation (CAA), Ministry of Education (MOE) to award all UD programs.



AACSB International, USA

Dubai Business School is accredited by the Association to Advance Collegiate Schools of business (AACSB) international. (<http://www.aacsb.edu/AAcSb-Accredited>). For AACSB Schools Accredited in Business (ordered by name).



CAC-ABET Accreditation, USA

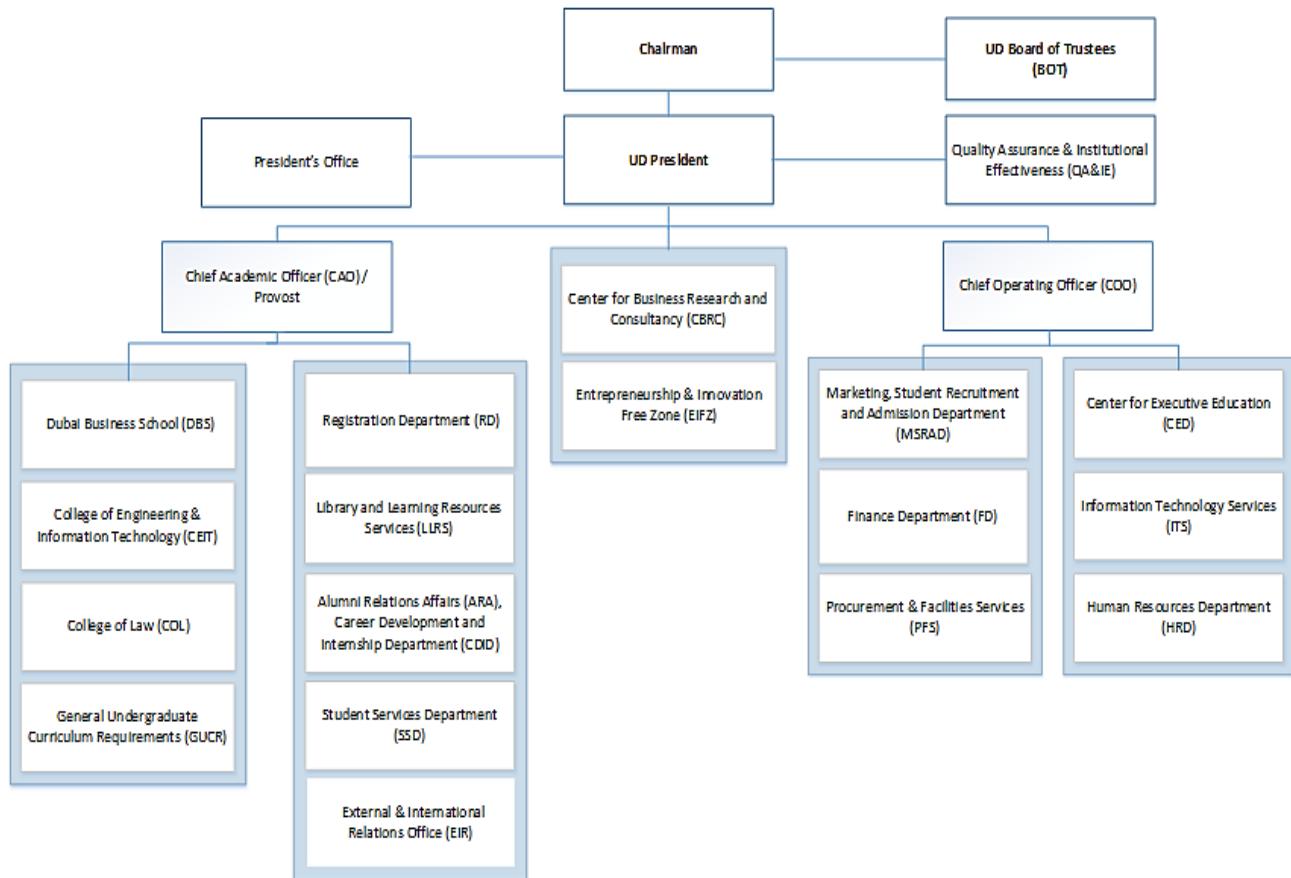
The Bachelor of Science in computing and information Systems (BS-CIS) program is accredited by the computing and Accreditation commission (CAC) of the Accreditation board for Engineering and technology (ABET). (www.abet.org).



UD Organization Chart



UD Organization Structure



Cooperative Relationships with other Educational, Cultural or Community Organizations

UD has cooperative relationships with the following regional, national and international universities, cultural or community organizations for student internship, faculty exchange, collaborative research and executive education:

SN	Name of Universities/Schools/Organizations
1	The Maastricht University School of Business and Economics, Netherlands
2	National Sun Yat Sen University, Taiwan
3	Nova School of Business and Economics, Universidade Nova De Lisboa Portugal
4	Renmin University School of Business, China
5	Korea University School of Law, Seoul Korea
6	Universidade Catolica Portuguesa Catolica Lisbon School of Business & Economics
7	University of Sharjah
8	Burgundy School of Business, Dijon France
9	TEC Monterey Mexico
10	ICN Business School, France

11	Bilkent University, Ankara Turkey
12	La Rochelle Business School, France
13	University of Milano-Bicocca Italy
14	University of Otago-Business School, Dunedin New Zealand
15	Technologico De Monterrey, Mexico
16	Universiti Utara Malaysia
17	Ecole Pour L'Informatique Et Les Techniques Avancees (EPITA), France
18	Monash University, Australia
19	University of Sao Paolo, Brazil
20	University of Seoul
21	University of Warsaw, Poland
22	University of Louisville (USA)
23	AlShola Private School
24	Sharjah International PVT School
25	New World Private School
26	Dubai Arabian American School
27	International Academic School
28	Al Ittihad Private School
29	Academia Consortium for Education, Research & Business Development
30	Emirates Scoreplus
31	Dubai Electricity and Water Authority (DEWA)
32	United Arab Emirates Section Affiliate of the Institute of Electrical and Electronics Engineers Incorporated (IEEE)
33	Ministry of Human Resources and Emiratization
34	Dubai Electronic Security Center (DESC)
35	Mohammed Bin Rashid Space Center (MBRSC)
36	Institute of Applied Technology
37	Yes Atlas FZ LLC
38	Diamond Pillars
39	Knowledgeway Consulting and Training Center
40	IELTS
41	Public Affairs Center
42	Edu Chain Incorporation
43	Al Serkal Group LLC
44	Professional Communication Corp.(Nedaa)
45	General Directory of Residency and Foreign Affairs (GDRFA)
46	Arrina Education Services Private Limited, India
47	Office of the First Lady of Dominican Republic
48	Dubai Tourism
49	ICT Fund
50	Mission World Group & Mission Z Inc
51	Future Lab
52	Security Industry Regulatory Agency (SIRA)
53	Dubai Future Foundation
54	Dubai Police
55	Ministry of Interior-Fazaa Card
56	Mohammed Bin Rashid Space Center (MBRSC) Phase 2
57	Center for Future Studies
58	Ministry of Economy

Graduate Program Admission

Admissions policies are clearly articulated so that they can be understood by applicants and implemented consistently by those making the decisions. Applicant information used for admission decisions should be gathered systematically and used consistently. Admission decisions depend on many factors, including accrediting agencies' requirements, societal factors such as the development of UAE nationals, student scholastic achievement, leadership experience, work record and other indices that may be related to academic and career success. The University follows its admission policies in making admission decisions. Admission policies include all factors considered in entry decisions and should be accessed and understood by all participants in the entry process. Admission policies should result in:

- Student body that supports the achievement of the UD mission.
- Higher retention rates.
- Higher timely graduation rates.

Admission Requirements

The Graduate Programs Office accepts applications during the four terms (September, January, April and July) of the academic year for graduate programs offered at UD. An applicant must provide the following documents for admission:

- Completed application form (Appendix I).
- Original bachelor's Degree certificate or certified equivalent approved by the UAE Ministry of Higher Education & Scientific Research (MOE).
- Copy of a valid passport.
- Four recent passport-size photographs (in color) or in JPEG format file.
- TOEFL/IELTS or equivalent certificate in original based on item III Admission Criteria.
- Two satisfactory reference letters from academicians and/or employers as to the capability of the candidate to complete the program successfully within the stipulated duration.
- Statement of professional plans and career objective as required in the application form (250 words).
- Pay admission fee per current fee structure (non-refundable, includes Student ID Card).
- Pay a one-time technology fee per current fee structure.
-

The application form for any of the graduate program may be completed online through the website www.ud.ac.ae

Admission Criteria

Regular Admission

- Completion of a recognized baccalaureate degree in a discipline appropriate for the MBA/ MS/LLM degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to the MBA/MS program.
- A minimum cumulative GPA of 3.0 on a 4.0 scale or its established equivalent, in the applicant's baccalaureate degree program in the related area.
- A minimum TOEFL score of 550 (CBT 213, iBT 79-80) or IELTS 6.0 overall or another standardized, internationally recognized test that is approved by the Commission. The test scores submitted must be valid (not more than two years). Students who provided required English official scores (which are documented in the official transcript) during their Bachelor degree need not provide additional English scores. However, as an exception to this requirement, an applicant with an undergraduate qualification from an English-medium institution will be exempted from this requirement given that he/she provides evidence of acquiring a minimum score of TOEFL 500 on the Paper-Based test (iBT 61), or its equivalent at the time of admission to the undergraduate program.

- GMAT score of 500 is recommended (although not required-this is optional). GMAT Codes for MBA are: MBA Finance & Accounting – 8L0-L3-45; MBA International Business & Marketing – 8L0-L3-32; MBA Leadership & Human Resources Management – 8L0-L3-52; MBA Operations & Logistics Management – 8L0-L3-25.

UD TOEFL code is 8239 and SAT-Math code is 5695.

Conditional Admission

- A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of 3.00 or above on a 4.0 scale, or its established equivalent, and a minimum score of TOEFL 530 (CBT 197, iBT 71) or IELTS 5.5 overall or another standardized test approved by the Commission may be admitted conditionally to the MBA/MS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - Must achieve a TOEFL score of 550, or equivalent, by the end of the student's second term of study;
 - May take a maximum of six credit hours in the first term of study;
- A student with a recognized baccalaureate degree in Business/IT with a cumulative GPA average of a minimum 2.00 up to 3.00 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for regular admission stated in "Part A" above, may be admitted conditionally to the MBA/MS program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - May take a maximum of six credit hours in the first term of study;
 - Must achieve an overall GPA of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for MBA/MS program.
- GMAT score of 500 is recommended (although not required-this is optional). The number of students on conditional admission should not be more than 40% of the total number of students in the program.

The number of students on conditional admission should not be more than 40% of the total number of students in the program.

Admission for MBA/MS Non-Business/Non-IT Degree Applicants

A student who holds a non-business/non-IT degree with a cumulative GPA average of a minimum 2.25 on a 4.0 scale will have to undertake (Pre-MBA courses as shown in Table 1 before being considered for formal admission to the MBA program.

Pre-MBA Foundation Courses (for MBA applicants)

Course Code & Number	Course Title	CH
PMBA 500	Principles of Economics	3
PMBA 505	Survey of Management	3
PMBA 510	Analytical tools for decision making (Statistical Analysis)	3
PMBA 520	Survey of Accounting	3
PMBA 530	Principles of Finance	3
Total (5 Courses)		15

Note: With the approval of the President of UD, a student with conditional admission may be given an additional term to meet the requirements without registering in any further new courses.

This policy applies to new MBA students registered in September 2011/12 and thereafter. Appropriate exemptions (EX) will be given for courses taken with a minimum (C) grade in earlier programs from accredited universities or professional certification programs (e.g., CPA, CPM, CMA, PMI, etc.) or through undergraduate program at UD or through passing a challenge exam prepared by UD MBA/MS faculty. Foundation courses may take up to two terms (about six months) to complete. Students enrolled in these Pre-MBA/Pre-MS courses must achieve a minimum CGPA of 3.0 on a scale

of 4.0 to be eligible to join the regular MBA/MS program after satisfying the English language requirements.

Admission for LLM Non-degree Applicants

A student who holds a non-law degree with a cumulative GPA average of a minimum 3 on a 4.0 scale will have to undertake Pre-LLM courses as shown in Table 1 before being considered for formal admission to the LLM program.

Pre-LLM Foundation Courses

Course Code & Number	Course Title	CH
PLLM 500	Criminal Law	3
PLLM 510	Criminal Procedures	3
PLLM 520	Civil Law	3
PLLM 530	Civil Procedures	3
PLLM 540	Commercial Law	3
Total (5 Courses)		15

Students should secure minimum B grade (80%) in these Pre-LLM courses or alternatively pass a challenge exam provided by the UD LLM faculty. However, it is up to the discretion of the Director of the College of Law to decide which of these five courses a highly qualified individual needs to take, after having carefully reviewed the individual's education history, experience and skills, in order to qualify for access to the LLM program. In case these courses are offered in other law programs in UAE, students might be granted exemption for the particular Pre-LLM course.

Admission Guidelines for Visiting Students/Audit Students

Visiting Students

- Students must have passed all the prerequisites for the required subjects (original transcripts from the university in which the student is currently studying are to be provided).
- Students must provide a copy of the passport and four recent photos (JPEG format file).
- Students must fully adhere to UD regulations and rules, including attendance.
- The cumulative number of credit hours allowed for the registration of visiting students should not exceed 18 credit hours and such students cannot register for more than two consecutive terms.
- A visiting student may apply for a regular student status after complying with the admission requirements of the desired program.
- A visiting student may register at any time during the registration period.

Audit Students

UD allows individuals interested in a particular course to attend classes as Audit students. The following conditions apply:

- The candidate must show some evidence of prerequisite knowledge required for auditing the course (meet the course instructor/Graduate Program Director to clarify this point and state the purpose for auditing the course).
- Provide passport copy and four recent photographs (JPEG format file).
- Pay the regular course fee as applicable for Visiting/Short course students.
- Attendance policy is not mandatory.
- Homework assignments/examinations are not mandatory.

Guidelines for Transfer of Credit Hours –Graduate Programs (MBA and LLM)

1. An admitted transfer student can request the transfer of courses from non-completed undergraduate or graduate programs into UD.
2. The request for credits transfer must cover courses of similar study levels (i.e. undergraduate (UG) to undergraduate, and graduate to graduate).
3. Transferred courses must also be equivalent in contents to UD courses. This needs a match of at least 80% to UD course contents as reflected in the course syllabi.
4. General education courses may be transferred as part of the Humanities and Social Science or Natural and Applied Science requirements, even when such courses are not offered at UD. The transfer is subject to other transfer conditions stated in this policy.
5. The student should have received a minimum grade of "C" or 70% score in UG courses and 80% or "B" in graduate courses.
6. Courses for previous UD students who have been accepted for re-admission after a period of interruption of less than 5 years for undergraduate students or less than 3 years for graduate students, will be considered if previously taken at UD and if they align with the current curriculum. Courses taken outside UD must have a minimum grade of "C" or 70% for undergraduate and "B" or 80% for graduate programs to be considered.
7. If the period of interruption for UD students was longer than 5 years, general UG courses that were taken at UD will be considered. Other non-general courses may be considered if they align with the current curriculum, subject to a challenge exam²⁹ where the student must score at least 65%. If the score is achieved, the courses will be counted with their original grades, otherwise the student must repeat the courses. Graduate courses are not eligible for consideration if they were taken more than 3 years.
8. Courses for non-UD students who have been admitted after a period of study interruption, may be considered if the interruption period was less than 5 years for undergraduate or 3 years for graduate students. Courses taken outside UD must have a minimum grade of "C" or 70% for undergraduate and "B" or 80% for graduate courses.
9. If the period of interruption for non-UD students was more than 5 years for undergraduate or 3 years for graduate students, general UG courses will be considered if their grade was at least "C" or 70%. Other non-general courses may be considered if they align with the current UD curriculum, subject to a challenge exam where the student must score at least 65%. If the score is achieved, the courses will be considered as "Transfer; TC", otherwise the student must repeat the courses. Graduate courses are not eligible for consideration if they were taken more than 3 years.
10. The maximum number of credit hours a student may transfer must not exceed 50% of the total hours required for graduation in an undergraduate and 25% for graduate programs.
11. Transfer courses must be approved by the Dean based on the recommendations of the Program Director of the respective College.
12. The transfer student will be informed in writing by the Admissions Dept. of the courses eligible for transfer and/or the number of challenge exams, within 2 weeks from submitting the complete documentation, including a recent official transcript and course syllabi for nonUD courses that he/she seeks to transfer for credit.
13. Transfer courses that meet the pre-requisite courses, are entered into the student's transcript and academic plan with a "Transfer Credits; TC" grade (except for returning UD students; See point 7 above). Transferred courses carry no grade points, and are therefore, not included in computing the student's CGPA.
14. No credits will be granted twice for similar courses taken at different universities.
15. Transfer courses must be settled during the student's admission stage. However, a student may appeal to transfer additional courses during the first semester/term of studies. Requests shall not be entertained beyond this period.
16. Any exceptions to this policy must be approved by the Provost based on the recommendations of the Dean of the respective College.

17. To calculate the maximum remaining duration of study, one semester will be counted for every transferred 15 credit hours. For graduate programs, 6 and 9 CH shall be equivalent to one term in the MBA and LLM programs, respectively. (See policies EP 3.1 & EP 3.2 for the maximum allowable duration of study)

PhD Admission

The goal of the admissions process is to admit students to the DBS PhD program who demonstrate a potential for success in the program.

Admission policies are clearly articulated in UD Policy EP 3.13 so that they can be understood by applicants and implemented consistently by those making the decisions. Applicant information used for admission decisions should be gathered systematically and used consistently. The University follows its PhD admission policy in making admission decisions. UD Ph.D. admission policies articulated are in line with:

- the achievement of the UD mission.
- requirements of accrediting agencies' such as: student scholastic achievement, work record and other indices that may be related to academic excellence and career success
- societal factors such as the development of UAE nationals, leadership experience and so on
- Higher retention rates.

The admission process is divided into four phases: Eligibility, Application, Assessment, and Advising and Registration.

Admission Eligibility

To be eligible for admission into the PhD program, the candidate must satisfy the following conditions:

- a) The applicant must hold a Master's degree (or equivalent) in a business-related field from a UAE-recognized university.
- b) The applicant must have a grade point average (GPA) of at least 3.0 out of 4.0 in the Master's degree.
- c) It is desirable for the applicant to have at least three years of teaching and/or working experience.
- d) The applicant must satisfy the English language requirement, holding a minimum score on one of the following tests: TOEFL PBT 550, TOEFL IBT 79, IELTS 6.5, Cambridge 52, IESOL/SESOL B2, PTE Academic 50-57, or a standardized equivalent test.
- e) The program shall not offer any conditional admission due to either low CGPA or English scores.
- f) An applicant who pursued his/her Master's degree in English language shall be exempted from submitting a new English language exam score if the Master's program required a minimum score of 550 on the TOEFL, or its standardized equivalent. The English test score must be shown on the Master's program transcript.
- g) A minimum score of 70% on UD's PhD Entrance Exam is needed. The exam is intended to assess the applicant's analytical and academic writing skills.
- h) Transfer Students – Credits & Criteria: An applicant enrolled in a doctoral program at other UAE-recognized universities who wishes to transfer to UD-PhD program should fulfill the above admission requirements. Up to 25% of equivalent credit hours may be transferred into UD's program. An applicant dismissed from his/her program at the original institution for any reason, will not be accepted into UD. (See below C(iii), E(vi) and the UD Policy 5.3 on Transfer Policy).

Readmission

All students who have officially withdrawn from the university or have cancelled their registration at UD, but who wish to be re-admitted, must submit a formal request to the Registration Department. If the student gets re-admitted within the allowed period, the same ID will be used. A graduate student can hold his/her registration for up to one (1) year (refer to policy EP 3.4 Academic Progress policy on Registration Hold/Discontinuation policy. However, a dismissed student will not be re-admitted to the university, even as a new student.

Tuition Fees & Scholarships

Schedule of Tuition and other fees till December 2020

Item		Local Students (AED)	International Students (USD)
A.1 Masters of Business Administration (MBA) Program Tuition Fee (Per 3 CH Course)			
Regular Students	9,100		-
Visiting (Short Term)	11,600		3,200
Pre-MBA	6,000		-
A.2 Masters of Law (LLM) Program Tuition Fee (per 3 CH Course)		Local Students (AED)	International Students (USD)
Regular Students	9,280		-
Visiting (Short Term)	13,000		4,000
Pre-LLM	5,000		-
A.3 PhD (NEW) (discount is not applicable)		Local Students (AED)	International Students (USD)
Regular Students	16,500		-
Visiting (Short Term)	18,700		5,100
A.4 Study Abroad Program (per 3 CH Course)	11,600		3,200
B. Miscellaneous Fees (Nonrefundable)		(AED)	(USD)
B.1 Application fee (MBA/LLM)	500		250
B.2 Admission and Registration Fees (includes Student ID card)	1,100		400
B.3 Re-Admission Fee (MBA/LLM)	1,800		
B.4 Application fee (PhD)	3,000		850
B.5 English Placement Test	300		-
B.6 Late Registration (Per Course) - except for PhD Program	500		
B.7 Late Registration (Internship) - except for PhD Program	500		
B.8 Challenge exam per course in Pre-MBA/Pre-LLM	2,000		See Notes
B.9 Replacement of a lost ID	100		
B.10 Returned check (maximum 2 chances)	750		
B.11 Postponement of post-dated cheque	250		
C. Miscellaneous Course Related Fees (Nonrefundable)		(AED)	(USD)
C.1 Application for Incomplete Final Exam	1,000		See Note 1
C.2 Application for Reviewing Final Exam Sheet	500		
C.3 Issuance of Degree Certificate Fee (with MOE attestation)	350		220
C.4 Re-issuance of Degree Certificate	1,000		300
C.5 Attestation of True Copy Certificate	100		
C.6 Graduation Fee* (MBA&LLM) Graduation Fee* (PhD)	2,500 3,500		See Notes
C.7 Technology Fee (once only at the time of enrollment)	700		
<i>The university reserves the right to increase tuition fees up to 10% per academic year when deemed necessary. Given fees are net of all discounts.</i>			
<i>10% additional discounts is applicable only on MBA tuition fee exclusively for UD Alumni.</i>			
Notes :	1. Miscellaneous fees (in AED) are applicable to International Students as well. 2. Revised fees are applicable to all new students registered in 2018-2019 onwards. 3. 5% VAT is applicable to the above given prices. * Graduation fee is subject to change.		

Refund Policy

- Students are refunded 100% of the tuition fees paid if they withdraw during the first week.
- Students are refunded 50% of the tuition fees paid if they withdraw during the second week.
- Students withdrawing after the second week are not entitled to any refund.
- Non-tuition fees are not refundable.
- Tuition fees, as well as other fees paid for Winter/Summer semesters, are not refundable once paid - as explicitly stated in the registration form signed by the student.
- Tuition fees might be refunded if there is sufficient evidence that the withdrawal is due to health reasons and the case is supported by proper documentation. This exception is subject to the approval of the UD President.

Discount Policy

Discounts for all programs (not applicable for short course/visiting students)*		Percentage
1	UAE/GCC nationals	10%
2	For students working in: Government Departments	10%
3	Relatives (brothers/sisters/husband/wife)	10%
4	Employees of UD/DCCI	50%
5	UD Alumni and Sons/daughters/sister/brother of UD Alumni	10%
6	GPA of > 3.60 at the end of semester/term	20%

*the maximum discount permissible per student is 30%.

Payment Schedule - Installment/Deferred Payments Policy

A non-refundable fee will be charged on each installment/postdated check. The maximum number of installments is three for all terms. At the time of registration students are required to pay for at least one course by cash, current check or credit card. Any balance remaining must be paid in a maximum of two installments in the form of postdated checks. The last date of the final installment is five days before the final exam for all terms. Cash, checks or credit cards are accepted as payment. Visiting/short course students may pay their fees by cash, current dated check or credit card; post-dated checks will not be accepted from visiting (short course) students.

Academic Progress

- After completing the study of at least six (6) credit hours, the academic standing of a Master's student is recorded on the transcript as either "Good" or "Probation". A student with a cumulative Grade Point Average (CGPA) of at least 3.0 will be considered to be of "Good" academic standing.
- A student will be placed on academic probation if he/she fails to obtain by the end of any term, a CGPA of at least 3.0 out of 4.0, and will accordingly receive a first academic warning that will show on the student's transcript and in the student's portal.
- The maximum study load for a student on academic probation will be reduced to three (3) credit hours in the MBA and six (6) credit hours in the LLM and M.Sc. programs. The student can register for an additional 3 credit hours-course, in which he/she has secured a failing/weak grade, with the approval of the Program Director, provided that:
 - His/her CGPA was at a minimum of 2.70.
 - He/she completes the allowed courses within the maximum allowed period for graduation.
- The academic probation will be removed when the student's CGPA reaches at least 3.0.
- This process is repeated anytime the student's CGPA drops below 3.0.

- Courses taken as Pre-MBA/M.Sc./LLM will not be counted towards the CGPA of the degree but will be reflected in the student's transcript (i.e. grade as Pass or Fail).
- A regularly-admitted student with a CGPA below 3.0 for three consecutive terms will be dismissed from the program.
- A conditionally-admitted student who has a CGPA less than 3.0 after completing six (6) graduate credit hours will be dismissed from the program.
- A dismissal ruling may be discretionary postponed by the UD President upon the recommendations of the Program Director.

Normal Study Load

- The normal study load for a Master's student in "Good" standing is 6, 9 and 12 credit hours per term/semester in the MBA, LLM and M.Sc., respectively.
- A student on probation must not take more than three (3) credit hours in the MBA and six (6) credit hours in the LLM and M.Sc. programs.
- A conditionally-admitted student may have a lower load. (See the Graduate Admissions Policy; 5.2)

Study Plan – Sequence of Courses

- A student must complete all the Pre-MBA/M.Sc./LLM courses with a minimum passing course grade of 80%¹, before he/she can register regular graduate courses.
- A student must register the MBA Work-Based Project (WBP)/M.Sc. thesis after the completion of at least 75% of his/her program course work. In LLM, the student must complete all course requirements before registering for the thesis.
- A student must complete the MBA-WBP/LLM/M.Sc. thesis within a maximum of two (2) terms/semesters.
- If a student working on his/her MBA-WBP/LLM/M.Sc. thesis exceeds two (2) terms/semesters, he/she will receive an "F" grade and must re-register for the WBP/thesis and pay the fees if the program duration is not exceeded. Exceptions for a one-time period extension may be considered for urgent/valid cases, but need the approval of the Provost based on the recommendations of the Program Director/Dean.
- A student is not permitted to have a Registration-Hold during the period working on his/her MBA-WBP/LLM/M.Sc. thesis, but may withdraw from the WBP/thesis.

Attendance and Absenteeism Warnings

Attendance and participation in all classes and lab sessions are mandatory and essential to the process of education at UD. The University believes that class attendance ensures students' involvement with their instructors and fellow peers, which is a vital component of the students' academic preparation. For this reason, students are expected to attend classes regularly. Absences hinder progress for the individual as well as for the class, and affects students' learning outcomes and grades.

Master's Programs: UD regulations for attendance and absenteeism warnings imposed on all courses are as follows:

- All MBA courses are offered in two consecutive sessions of two hours and twenty minutes each. A 20-minutes break is given after the first session. In the LLM and M.Sc., the break is given midway in a day's lecture.
- A student is sent a warning through his/her UD email and Students' Portal (CAMS) when his/her absences reach 10% of class time for a given course.
- Once a student's absence reaches 20% of class time in any course, he/she will be deprived from attending the final exam. A grade of "FA" will be recorded for the course and will be counted

¹ The grades of these courses will show as either "Pass" or "Fail" in the transcript.

towards the student's CGPA. If a student's absence is for a valid UD-reason, the student is considered to be "Withdrawn" from the course(s). A deprived student may not attend any further exams; however, he/she still has the right to attend classes.

- Late Arrival: A student who arrives within 15 minutes from the start of the lecture in either session will be marked as having "Late Attendance", and the system will automatically register one absence for each three "late attendances". A student who arrives more than 15 minutes beyond the start of the lecture in either session will be marked as absent.
- Absenteeism percentages are calculated according to table below:

Absenteeism Percentage for Master's Programs

Program (weeks)	No. of Session Absences		
	10%	>20% without valid Excuse (Deprived-FA)	>20% with valid Excuse (Withdrawn)
MBA (10)	2 Absences	4 Absences	4 Absences
LLM (13)	3 Absences *	6 Absences*	6 Absences*

*The exact number of sessions depends on the total number of sessions in a term

- An accepted valid excuse does not nullify the absence but will cancel any penalties normally imposed for absence in an assignment or group work.
- Warnings are issued to the student irrespective of the validity of his/her absence excuse.
- Absence is recorded from the first class session following course registration/adding date.
- A faculty member is allowed 24 hours to make amendments to the student's attendance record in the CAMS. A faculty member may request the Registration Department to modify a student's attendance record by the next lecture if there is a valid reason for the request. If the RD receives too many enquiries to modify the record by the same faculty member, then the RD should refer the matter to the Program Director/Dean for information and further appropriate action.

PhD Class Participation, Attendance and Absenteeism

Attendance and participation in all classes and computer lab sessions are mandatory. This is essential to the process of education at UD since the students' involvement with their instructors and fellow peers are vital components of their academic preparation. Absences hinder academic progress, and affects the student's learning ability and grades. UD regulations for attendance and absenteeism warnings imposed on all courses are stipulated in this section as follows:

- a. All courses are offered in two consecutive sessions of two hour and twenty minutes each. A 20-minute break is given after the first session.
- b. A faculty member must take attendance in each session.
- c. If a student misses more than four sessions out of the 18 sessions in a course for non-acceptable reasons as deemed by the Instructor, he/ she will receive a grade of "FA" for the course, which counts like a failed course (See Table 1). The student must then repeat the course in the following term. However, the student shall have the right to attend the remaining classes of the course. Repeating a course entails a financial charge.
- d. A student must work independently to catch up on missed lectures' material.

Absenteeism Percentages

Duration of Session	Weeks/ Class Sessions	Percentage and Number of Session Absences		
		10%	20%	25% (Deprived or Withdrawn)
2 hour 20 minutes	8 (18 sessions)	2 Absences	4 Absences	5 Absences

Valid UD Excuses for Class Absence/ Missing Exams

- The UD-valid excuses include representing the UAE government on an official mission (e.g. competition/conference/exhibition), emergency in the Armed Forces or Police that necessitates the absence. In such cases, the students received a 50% discount on make-up exam fees.
- Other valid UD-excuses include a leave to fulfill UD assignments, death in the close family, or certified hospital admission. In such cases, the student is exempted from paying the make-up exam fees.
- Other exceptional cases, besides the aforementioned in 5.1 and 5.2, can be evaluated on a case by case basis by the Registrar. If approved, the student must pay the full exam fees.
- All excuses must be substantiated by evidence.
- Financial Penalties for make-up exams may be waived only by the UD President on a case by case basis.
- A list of approved makeup exams will be sent to the relevant college, which will be responsible for running makeup exams. All makeup exam results must be sent to the Registrar within 96 hours from the date of the make-up exam, which should be scheduled within one (1) month from the original examination date for the mid-term exam, and within one (1) month from the beginning of the following regular semester for the final exam.
- In all cases, the faculty members are financially compensated for makeup exams.

Missing Exams / Quizzes Policy

- If a student misses an assignment /classwork for an excuse that is acceptable by the instructor, the student must arrange with the instructor to re-sit for the assignment at a suitable time before the final exam
- Failing to Attend a Final Exam
 - A student who misses the final exam of any course will receive an "F" grade for that course.
 - Where there has been a compelling UD-valid reason certified in writing, the student must submit the excuse/report to the Registrar within four working days of the scheduled/missed final exam. Requests beyond four working days will not be considered.
 - In the case of a valid-UD excuse, the student will receive an Incomplete "I" grade, and will be allowed to sit for a makeup exam.
 - Make-up final exams will be administered by the Program/College soonest possible and before the completion of 20 days from the beginning of the following term as scheduled by the RD.
 - All make-up exams will be out of 100% (no deduction or penalty).
 - Only one chance will be given for make-up final exams. If the student fails to attend the make-up exam on the specified date, he/she will be deprived from any further make-up exams even if he/she provides an acceptable excuse. In this case he/she will receive an "F" for that course.
 - The student's final grade for the "Incomplete" course will be considered as part of the result of the academic semester in which the student registered for the course.

Repeating Courses

Failing Grade

- A student who fails in a required course may repeat it only once. Failing twice in the same course shall lead to the dismissal from the program.

Passing Grade

- A student wishing to repeat a passed course in order to raise his/her grade/GPA, may not re-register for that course more than twice.
- The higher grade will be counted towards the CGPA, but the lower grade will also remain in his transcript.
- A student can repeat a maximum of two (2) courses during the course of the program.

- Both grades will appear in the transcript but only the higher grade will be counted towards the CGPA.

Drop & Add – Master's Programs

- The Drop & Add period is normally for one week after the start of classes, during a regular semester/term, and for two days only during short semesters.
- During this period, a student may drop or add a course or more.
- A student who wishes to drop and add courses should normally consult his/her academic advisor and complete the Drop & Add form. At-Risk students cannot make any changes to their study plan without the approval of their advisors. For more information, refer to the section titled "Study Load" in this policy.
- There will be no financial penalties for Drop and Add activities in regular semesters. However, dropping a course in a short semester is liable to a financial penalty even if done in the first two days from the start of the semester.

Withdrawal (without failure) from Courses

- A student is permitted to withdraw from one or more courses at a later stage during the semester/term after submitting the appropriate Course Withdrawal form.
- A student must maintain the required minimum number of credits per semester/term (12 for UG, 3 for MBA & 6 for M.Sc. and LLM). Exceptions need the approval of the Program Director/Dean.
- If the student's load with the planned withdrawal goes below the minimum required, the student is advised to withdraw (without fail) from the semester.
- Withdrawal from courses must occur no later than the 9th week of studies in a regular semester for UG and at about one week after the midterm exam for short semesters, and about 60-65% of the term/semester for Master's programs.
- The student must get the approval of his/her academic advisor before applying for withdrawal from the course. The advisor should specify the reason(s) for the student's withdrawal.
- A grade of "W" will be recorded on the student's transcript for the withdrawn course(s).
- A student is not entitled to receive a refund for any such withdrawals.
- A student is not permitted to withdraw from courses beyond the period stipulated in the academic calendar, and the student must complete the course as scheduled.
- The Provost shall consider cases of extenuating nature, in which case, the student shall withdraw from the whole semester not from a single course.

Registration Hold

- A student may be permitted to put a hold on his/her registration upon submitting a written request to the Registrar.
- The request will be accepted on condition that the student has been a regular student at UD for at least one term/semester for Master's programs.
- The deadline for requesting a hold on registration is 3 weeks for Master's programs prior to the start of the semester/term but may be extended up to one month from the beginning of the semester/term if there are urgent circumstances.
- During the entire period of study, the "Registration Hold" status must not exceed two consecutive terms or four separate terms for Master's programs. This includes the semesters/terms from which the student has withdrawn without failure.
- The accepted hold periods will not be counted as part of the duration of study.
- The list of all students who have requested "Registration Hold" will be forwarded to the Deans by the Registration Department every semester/term.

Discontinuation

- A student who does not register for a particular semester/term and fails to make a request for Registration Hold is considered “Discontinued” in the Registry’s records.
- A Discontinued student is liable to financial penalties if he/she apply for re-admission (Or re-registration).
- If the student’s “Discontinued” status exceeds two semesters/terms (continuous or separate) for Master’s programs then the student’s registration status will be considered “Cancelled.”
- The discontinued periods will be counted as part of the student’s duration of study.
- “Cancelled” students must apply for re-admission if the interruption of study period does not exceed 7 years for UG and 3 years for Master’s programs.

Withdrawal from Semester

- A student may request to withdraw from the semester at any time.
- If the request is approved by the Director/Dean, the student must withdraw from all registered courses. A “W” grade will be reported for these courses.
- The semester /term will be considered as Registration Hold.
- The refund policy stated in the Tuition and Scholarships Policy shall apply.

Withdrawal from the University

- A student may request to withdraw from the University or to cancel his/her enrollment at any time during the year.
- The student must first withdraw from all registered and incomplete courses during that semester/term. A “W” grade will be reported for these courses.
- The student must complete the “Withdrawal Clearance” Form and obtain signatures from the concerned Director/Dean.
- Withdrawn students will also be required to complete the “Discontinuing Students’ Exit Survey” which forms a basis for continuous improvement at UD.
- The refund policy stated in the Tuition and Scholarships Policy shall apply.
- A withdrawn student may be re-admitted to UD. See Admission Policies 5.1 & 5.2 for full conditions.

Dismissal from the Program

A student may be dismissed from the program in the following cases:

- Exceeded the number of permissible academic warnings / probations.
- Exceeded the maximum allowable duration of study listed in this policy.
- Failed a course three (3) times for (UG) and two (2) for Master’s programs.

Exceptions may only be granted by the President upon the recommendation of the Provost.

Academic Advising

Advising is provided in the form of academic advising, student orientation, tutoring assistance at the learning center or during faculty office hours. Student advising ensure that students receive the right guidance to complete their studies in a streamlined manner.

To facilitate students’ successful completion of their degree programs, UD has developed an Academic Advising System, which is tailored to accommodate students’ individual goals and needs. The advising objectives are as follows:

- To achieve better understanding of the academic curricula;
- To increase students’ awareness of their role in developing their academic study plan;

- To emphasize the importance of Faculty members' role in the academic advising process;
- To facilitate academic and educational process to achieve the objectives and their intended learning outcomes;
- To ensure effective and real-time study plans leading to a timely and efficient graduation.

Advising Procedures

Currently, groups of UD students are automatically assigned an advisor during registration period by the College Dean/Director. The advisor's role is to monitor the student's progress while the system will ensure that the courses are taken in the appropriate sequence and following the appropriate curriculum. Further, the curricula at the Colleges have been drawn in such a way that pre-requisites must be completed by students before moving on to advanced courses. Advisors must ensure a planned systematic progression of students from lower level courses to intermediate, advanced and then to major courses. This systematic progression in courses helps students in effectively learning and accumulating the knowledge in stages over time.

Student Campus Life

Students Participation in the Governance of the University

UD thoroughly encourages students' participation in different activities that contribute towards the university's improvement and the decision-making process. The institution is highly concerned with providing the best services and learning environment to its students, and allow them to accomplish their goals and learning outcomes as per the university's standards. Throughout the year, different committees are established by students and councils to assist the operations of the academic units. Such committees include Course Offering and Textbook Committee, Ethics and Values Committee (University Level), Information Technology (IT) Committee, Outstanding Faculty Award Committee, Commencement Committee, OIE Audit Committee. Additional committees can be developed and added as needed.

Student Services

The Department of Students Services (DSS) provides undergraduate and graduate students with innovative extracurricular programs promoting health, wellness, leadership, ethics, and values, and prepares them for their responsibilities as progressive and engaged global citizens. The DSS also recognizes those who show extraordinary commitment and dedication through their outstanding academic performance and through their volunteerism and exemplary leadership roles in various activities, programs and events. Some of the programs organized/supported by the DSS include the following, *inter alia*:

1. Orientation Day - Bidayaat

At the beginning of each semester/term, the Department of Students Services (DSS) organizes an Orientation program for students called "Bidayaat." Bidayaat aims to provide a smooth and successful start for new UD students by creating activities and sessions to welcome and help them familiarize with the university's faculty, staff, departments, services and facilities. Activities include a campus tour, presentations and even games and surprises. Printed material covering course requirements, registration procedures and club bylaws are distributed to new students.

2. Social and Cultural Programs

DSS organizes social and cultural events to further its goal of promoting relations between UD and the community. DSS conducts vibrant and extensive social and cultural programs that ensure the students'

participation, thereby enhancing ones' understanding and appreciation of the various cultures and social impact to the community.

3. Sports and Recreational Programs

To promote sportsmanship, camaraderie and a healthy lifestyle, intra-mural activities are organized by the DSS in a friendly yet competitive environment. Tournaments are held for sports activities such as football, basketball, bowling, billiards and foosball. UD sports clubs compete against higher education institutions as part of the Higher Education Sports Federation, which consists of colleges and universities in Dubai and other Emirates in the UAE.

4. Students Union

The University of Dubai's Student Union (UDSU) was established to develop a sense of belonging, foster an independent, pro-active and responsible student body, and to provide a range of social, cultural, sporting and recreational activities in which students can participate. The UDSU election is held in the beginning of the academic year (September / October).

5. Students Organizations / clubs

Student organizations / clubs are an integral part of the learning process at UD as they allow students to pursue personal interests and hobbies outside the classroom, learn leadership skills by handling responsibilities and meet/interact with other people. Clubs cover a wide range of activities like sports, music and recreation, as well as cultural and social interests.

6. Volunteer / Outreach Programs

UD provides opportunities for UD students to participate in several volunteer programs and events that promote a positive impact on the community, and improve the quality of life for others. These programs also help raise awareness and promote learning from a different perspective.

7. Events

DSS in collaboration with the UDSU and other UD groups organize a variety of activities throughout the year with the objective of breaking down barriers between cultures and celebrate diversity in different ways. These events provide students with the opportunity to meet other members of the UD community, learn something new, and at the same time have fun. Some of the events organized annually include:

- UAE National Day celebration
- Ramadan Iftar gathering
- Barbeque trips
- Desert safari
- Beach parties
- Talent night
- UD Bazaar
- International Day Festival

8. Awards Programs

In recognition of the students' outstanding academic achievement and support to UD's various events and activities, the DSS holds two awards programs throughout the academic year. These are:

A. Honor Students Awards:

Held in the month of October, the Honor Students event is organized to recognize the high academic performance of undergraduate students with GPA of at least 3.2/4 and graduate students with 3.6/4 and above. Students' parents are also invited to share their children's academic achievement.

B. Student Life Awards Ceremony (SLAC):

At the end of the academic year, the University holds a presentation ceremony to honor, recognize and appreciate students whose contributions towards the university's various activities, programs and events showed exemplary dedication and commitment. These include organizers of successful events and individuals who took leadership positions in all aspects of students' lives such as the

Student Union, student groups and sports teams. In addition, the companies which sponsor Student Services events are also recognized for their contribution to students' functions.

The purpose behind these events is threefold: break down barriers between cultures and celebrate diversity in different ways; provide students with an opportunity to meet classmates, staff, and faculty and make new friends; learn something new and have fun.

Learning Support Centers

The university holds a number of classes under DBS and CEIT colleges to enhance the students' learning experience and help them accomplish their learning outcomes. These classes are held by either academic faculty or peer students in special cubic rooms in the Library. The courses for tutoring are selected on the basis of students' requests and needs, as well as the professors' concerns about the enrolled students and their academic achievements or progress in specified courses. In addition, the university provides Independent Learning Center (ILC) to each student, which is an online platform that can be accessed through the student's portal. This service provides academic assistance to the students in their courses through different forms of exercises that can help students improve their academic skills. Students can go to learn, review and/or practice key concepts in courses independently. It was particularly designed to give students extra practice in the core skills at university. The site provides practice for students at any level and is intended for learning purposes, as students go through courses and even after they have finished courses. It can be especially beneficial for students that need to go back and review key concepts not mastered in a completed course especially for prerequisite courses, skilled based courses and/or for at risk students. The site is linked to the student and faculty portals; it is laptop friendly but has some mobile friendly features.

Student Counseling

The University of Dubai offers its current students some counselling services aiming at helping students overcome some of the challenges accompanying their education.

I. Student Counseling

Students often experience stress (e.g., personal, social, and financial) during their university life. While many students cope, others feel frustrated and overwhelmed. The counselor at the Student Counseling Unit (SCU) is expected to support UD students by addressing and helping them successfully overcome academic, psychological, social, relational and personal challenges at UD.

II. Services

The Student Counseling Unit offers, within the limits of its resources, confidential and culturally appropriate counseling services to all registered students experiencing problems or concerns that affect their personal academic progress and sense of well-being. Students often seek counseling to examine issues such as relationships, family problems, stress, cultural differences, assertiveness, self-esteem, depression and anxiety. The services include:

- Individual Counseling: This is provided to students concerned about personal, social, academic and moral issues. The process may take up to six (6) sessions depending on the case. Each session lasts between 45 to 60 minutes.
- Group Counseling: This is provided to students with similar concerns but in a group format. Groups are typically formed of 6 to 8 students, and meet weekly, for a period of 60 to 90 minutes.
- Consultations: These are usually one-off session for urgent matters to help students in making the right decisions.

- Training programs and life skills workshops include such topics as: exam stress, time-management skills and social skills.

III. Counseling Procedure

A. Steps

1. Pre-counseling:
 - The student sets a time to meet with the counselor.
 - The student reads and signs the Consent Form.
 - The student completes the Primary Questionnaire.
2. Primary Session:
 - The counselor introduces him/herself and the services and collects general information about the student and his/her concern(s).
 - The student defines his/her objectives for the session and expectations from the counselor.
 - The counselor clarifies the professional relationship between the counselor and the student.
 - The counselor conducts an assessment of the situation and identifies a service or approach that will best assist the student.
 - The counselor and the student set a time frame for the case (number of sessions, duration, and place).
3. Post-counseling:
 - The student completes the feedback form.
 - The counselor evaluates the student's satisfaction level with the service and prepares a case file.

B. Student Rights

1. UD students have the right to fair, appropriate and confidential counseling services.
2. UD students have the right to halt the counseling process at any point in time.
3. All records and information revealed in counseling remain confidential except in the following conditions:
 - When protecting the student or someone else from immediate harm.
 - When required to do so by a court order.
 - When authorized in writing by the student to release information to a specified college/ department/or other third party.

C. Shared Responsibility

1. Visitations to the SCU will take place outside the student's class schedule.
2. Students are encouraged to come on time, or contact the counselor by email or by phone if they are unable to come to their appointment.
3. Students are encouraged to be honest and open with the counselor regarding details of their case.
4. The student's personal commitment is crucial to an effective counseling session.
5. The student counselor can help students only if they are willing to receive help and support.

D. Student Counseling Forms

Each case file will contain the following forms:

1. Referral Form (If appropriate/available – Appendix I S5.15 UDPPM)
2. Consent Form (Appendix II).
3. Primary Questionnaire (Appendix III).
4. Primary Session Report (Appendix IV).
5. Counseling Session Abstract (Appendix V).
6. Feedback Form (Appendix VI)
7. Case Report (Appendix VII).

E. Case Closure

Each case will be considered closed:

1. When so agreed by both counselor and student
2. At student's request.
3. Upon missing three consecutive sessions without an acceptable reason.
4. Upon referral to a specialized psychologist if the case requires treatment beyond what SCU can provide.

IV. Referring Students for Counseling

To refer a student to the SCU, faculty members and staff complete the attached referral form and send it to SCU.

Students may show signs of stress in different ways. Warning signs help in identifying the student's need for counseling. These signs may include:

1. Change from high to low grades.
2. Excessive absences from classes and exams.
3. Depressed mood, anxiety, inferiority feeling, and stress.
4. Sudden change in behavior or appearance.
5. Inability to remain awake in class.
6. Expressed suicidal feelings.
7. Disruptive or violent behavior.
8. Confused speech, disorganized or irrational thoughts.

V. Office Hours

The office hours for SCU are Sunday through Thursday from 8:30AM to 4:00PM. Any student in need of an urgent appointment will be given priority in meeting with the student counselor. Walk-in visits or self-referrals by phone or email are also welcome.

Career Placement Services

Choosing an academic major and a career are important decisions. The Internship and Career Development Center (ICDC) provides individual and group sessions to assist students and fresh graduates in making these decisions by integrating all the details and aspects of a job search.

1. Career Counseling

Individual counseling appointments are available to help students:

- Provide a self-assessment of interests, personality and values, activities, exploration of career and occupational information through the use of computer software (SIGI 3).
- Learn to explore educational and career alternatives and develop career decision-making skills.
- Relate educational experiences to career planning decisions and academic qualifications to work opportunities.
- Arrange mock interviews.
- Develop additional career building tools and skills such as résumé and cover letter writing, interview techniques and job search strategies etc.).

2. Career Workshop

A variety of career development and job search workshops are conducted throughout the year. Workshops focusing on, for example, interview skills, resumé preparation and the steps in conducting a job search are also held. These workshops are facilitated by ICDC career counselors, alumni and professionals from various business sectors.

3. Alumni Career Information Session

Graduating students are invited to take part of the Alumni Career Information Session. This exclusive event is for students in their third year to meet, network with alumni and ask about their

working experience, what they like and dislike about what they do, pathways into the field, etc. This is arranged according to students' majors.

4. Job Shadowing

This program creates opportunities for students to explore career fields within business, government, and non-profit work environments. Students visit a host organization coordinated by the ICDC for one to three days and learn first-hand how classroom learning can be linked to career choices and further educational goals.

5. Career Resource File/Career Library

The Files contain a comprehensive collection of the following career material and information:

- Numerous books, software and Videos relating majors to careers.
- Information on interviewing techniques, resume writing and sample cover letters.
- Information on the occupational and labor market and information on skills necessary for job searches.
- Resources and directories that provide various statistics and salary information.
- National & International College and University graduate school catalogs.
- Database on organizations with listing of the personnel responsible for recruiting.
- Brochures and annual reports of prospective employers recruiting on Campus.
- Study guides for admission tests for graduate and professional Schools overseas.
- Computers for students to use for Internet, job search, career research, resume preparation and career assessment.
- Access to in-house developed software that keeps students apprised of On-campus recruiting activities.

6. Job Placement

6.1 Job Fairs

Each year the ICDC organizes a job fair inviting various employers representing governmental organizations and private institutions to visit the UD campus and meet with the students. This enriches the students' networking database and provides them with more job opportunities. Besides, the ICDC involves UD students in various Job Fairs and Open Days that are organized throughout the country.

6.2 Job Listings

The ICDC has developed contacts to receive and process part/full-time job opportunities from government and private organizations in the U.A.E and the other GCC countries which are updated on a regular basis.

- The ICDC has developed an effective network by partnering with various local recruiting firms thus making more opportunities for UD students.
- A web site has been developed for the use of UD students and prospective employers to search and post jobs.
- Information on both on- and off-campus jobs is posted on Bulletin Boards across the Colleges to advertise latest opportunities available to students with a variety of employers.

6.3 Employment File

Students and fresh graduates can open an employment file at the ICDC. This file contains the student's name, copy of the student's passport, U.A.E National I.D., resume, and other important documents that are needed for job applications. The employment file is forwarded by the unit to prospective employers upon their request.

6.4 Graduate Electronic Resume Book

Each year, ICDC produces an Electronic Resume book containing resumés of fresh graduates. The link for the E-Resume Book is uploaded on the UD ICDC webpage <http://ud.ac.ae/icdc/employer.php> and sent out to potential employers so that they can access it whenever they need to hire our graduates.

6.5 On-Campus Interviews

These interviews offer students the opportunity to interview with a number of organizations for a variety of positions throughout the year. Organizations seek intelligent, committed youth with enthusiasm and zeal for selections. UD students are well trained and acquire on-the-job skills quickly after college.

6.6 Open Day

A space equipped with Chairs and tables will be provided to companies who wish to meet students for their recruitment needs. Alongside the recruitment agenda, companies are free to bring along their marketing paraphernalia and corporate giveaways to promote their products and services. The Open Day reservation form must be submitted to the icdc@ud.ac.ae at least three (3) weeks prior to the intended date of visit subject to ICDC's approval.

6.7 Video Conference

The university is equipped with a video conference facility to enable off-site interview sessions.

6.8 Corporate Alliances

ICDC has signed several Memorandum of Understanding (MoUs) with various organizations from the government and private sector for hosting student internship and offer job placement for UD student and graduates in addition to hosting industry experts as guest speakers. The Center has also developed an effective network of contacts by partnering with various local recruitment firms, thus creating more opportunities for UD students.

6.9 Employers Services

Employers are invited to post their employment opportunities with the ICDC by emailing a job posting to the ICDC. Employers are also encouraged to provide printed material and electronic links to information about their organization to be used as resource materials by students and graduates involved in a job search.

Assistance is provided to the employer through a variety of other methods including:

- On-campus recruitment through the Employer Spotlight Program.
- Free advertisement of special hiring events.
- Participation in Job Fairs.
- Access to the UD Graduates' Electronic Resume Book.

Job opportunities are advertised within 3 working days, free of charge.

Students and alumni can view posted positions online on CAMS and apply directly to the employers or through ICDC.

6.10 Employers Recognition Night

The ICDC hosts a networking event which aims to promote recruitment of UD students and graduates either for internship or full-time jobs. The event also aims to honor the best partner recruiter and internship provider for the current academic year. Details of the event are posted on the UD website.

Student Residential Life

The University of Dubai does not offer campus accommodation for students.

Dining Services

The cafeteria provides students with a wide selection of healthy food and beverages at reasonable prices to assure the availability of the appropriate food that benefits students' bodies and brains. In addition, a newly opened Sidra Express Restaurant & Café located at the first floor next to the cafeteria offered variety of healthy dining menu choices and is open from 9AM to 9PM.

Computer Laboratories

University of Dubai has eleven (11) computer laboratories equipped with computers with various specifications (depending on the function of the lab). The laboratories are open to all students and faculty members on a scheduled basis according to the timetable of each academic program being offered. In addition, faculty members may additionally reserve a laboratory for unsupervised student access to allow for own practice, learning, research and assignment preparation. Students who wish to use the laboratories outside the normal operating hours or during weekends may request authorization (24 hours in advance) from their appropriate course instructor.

Health Services

The University offers basic health services including awareness programs to its students, staff and faculty members.

Health Services

The University has an on-campus registered nurse available to address any medical emergency affecting UD students, staff or faculty members. For major incidents, the nurse or security personnel shall call the ambulance for the appropriate action.

Health Awareness

Health Awareness Programs provide community health education focusing on preventive measures to develop the student's awareness on how to avoid or deal with various illnesses and injuries, and how to lead a healthy lifestyle. These programs are conducted in partnership with top medical companies specializing in dental, optical, wellness and slimming, skin, hygiene, and dairy and nutritional products.

The Health Center in collaboration with various medical centers under the Department of Health Authority (DHA) organizes:

- Free screenings and tests for various medical problems such as diabetes, hypertension, hepatitis, vision, and body mass index
- Blood donation campaigns, and
- Environmental campaigns to promote a sustainable and healthy environment.

To ensure that students have access to a healthy and nutritional food, the Health Center regularly conducts meetings and checks with the cafeteria concessionaire. In addition, a survey is also administered to get the feedback of students regarding the food, service and cleanliness of the cafeteria.

Safety & Security

The Safety Security Office (located in the ground floor at the reception) supports the University's activities by:

- providing advice to all University departments, institutions, staff, and students on all aspects of health and safety, including fire protection
- providing a wide range of safety training courses
- carrying out safety audits
- investigating serious accidents and incidents
- liaising with enforcing agencies (e.g. Health and Safety Executive, Environment Agency, Fire Service)
- providing a hazardous waste disposal service
- managing programmes of health and safety improvements, e.g. fire precautions,
- managing the University's fire alarm contract

- drafting safety policies that ensure the University compliance with relevant legislation
- ensuring that the publications of health and safety instructions including the evacuation plans are adequately publicized and posted where needed.

In case of emergency whilst on UD premises, report it directly at the Security Reception (Ground Floor), if you are out of the buildings you will need to call the Security on 04-5566800 and inform them of any situation you could be facing. Any object likely to be considered a threat to the safety of the UD establishment must not be brought into UD buildings; students are encouraged to report any health and safety concerns or suspicious behavior immediately to some security personnel.

Fire Drills

Practice fire drills may be carried out to create awareness amongst students, staff and faculty in the unlikely event a fire breaks out. Students are requested to follow instructions of the concerned personnel when drills are conducted.

Other Student Services

Lost and Found

In case of the loss of personal belongings, students should report to SAA using the appropriate form. If students find items that do not belong to them, found items can be submitted to the Security Desk on the ground floor or to SAA. At the end of each semester, unclaimed items will be disposed of at the discretion of the university.

Transportation Services

Bus service to students is outsourced to accommodate the transportation needs of the students. This will depend on a pre-determined minimum number of 10 students requesting this service.

Services for Students with Disabilities

The goal of the University of Dubai is to ensure a comprehensively accessible university experience where individuals with disabilities have the same access to facilities, programs, opportunities and activities as all others.

Bookstore

The book store offers a range of materials such as textbooks, literature, magazines, newspapers and Stationery.

Student Lounge

Located on the 1st floor, the student lounge plays an essential role in the daily life of UD students. It is a place where students gather to relax and socialize with friends.

Prayer Rooms

Men's and women's prayer rooms are located on the 1st and 2nd floors. In most cases, evening lectures have a 20 minutes break for prayer, which is a part of the regular class break.

Recreational Facilities

UD has rented athletic facilities at Emirates Aviation campus (next to UD) as well at HCT Dubai campus for football pitch and with a football coach. In addition, UD has commence a basketball training league. UD is opening the door for the sports talented students and provide them with support whenever requested/needed. UD involve students to take part of the Higher Education Sport Federation Tournament "HESF", Dubai Marathon and Table Tennis Tournament (which takes place at UD premises). UD has a plan to establish its own sports complex in the coming years.

Groups and Student Organizations

Student Organizations are an integral part of the learning process at UD as they allow students to pursue personal interests and hobbies outside the classroom, learn leadership skills by handling

responsibilities, and just generally have fun. The UD former clubs are now unified to operate under the umbrella of one main club called the “International Club”. This later involves student representatives from different countries and nationalities with a wide range of interests such as: sports, music, recreation, as well as cultural and social issues. Contributors to student organizations’ activities and events (volunteers/ushers/organizers) are normally selected from among those who are on good academic standing.

Students & Alumni Affairs (SAA) provides all the needed guidance to organize and register your group and identify appropriate faculty advisors. As a recognized student organization, the club will have access to funds generated from activity fees. The Emirati group, Environmental group are examples of the active student organizations. If you do not see a group that meets your interest, you can simply start your own in consultation with Head of Student Services.

Social Clubs

List of active clubs in alphabetical order:

- Emirati Club
- Environmental Club
- Iraqi Club
- Lebanese Student Association
- Qademoon Palestinian Club
- Reading Club
- Royal Jordanian Club
- Syrian Club

Facilities and Services

Learning Resources: Library and its services

UD’s Library is located on the second floor at UD new campus located in the Dubai International Academic City. The library provides information accessible to faculty, students, staff, alumni and researchers by utilizing the best available library resources both in print and online versions. Collections include online databases, more than 25,000 books and in-house research papers of UD faculty, which are valuable for students, researchers and academics.

Students can access the dedicated learning resources section at the UD library. The library welcomes suggestions for improvements in its service and materials. Users may speak directly to the library staff or may email their written suggestions or recommendations to library-group@ud.ac.ae

Library & Learning Resources Center

The purpose for Library and Learning Resources Center (LLRC) is to preserve, collect, organize information which conveys integral role in supporting higher education and research activities in UD. Making knowledge and information accessible to faculty, students, staff, alumni and researchers in addition to providing high quality services are the LLRC top priority. To fulfill these needs, the library is compelled to utilizing the best available resources and the latest information technologies.

Library Policy, Procedures and Regulations

Borrowing Eligibility, Privileges

Faculty, students, alumni, staff and members of the community have privileges for accessing remotely library online resources or borrowing from the library, upon the presentation of a valid ID card.

- Faculty members can borrow up to 12 books at a time for the period of 60 days (long term loan period) and the textbooks (instructor copy) can be borrowed for an entire semester.
- Undergraduate and graduate students can borrow up to 6 books for the period of 25 days (normal loan period)
- Staff members can borrow up to 4 books for the period of 25 days (normal loan period)
- Privileges for all other eligible borrowers (such as community users, MoU signed university students etc.) are approved by the Manager of the Library.

The loan period of materials placed on reserve is overnight, public holidays or weekend only. This is because to enable a wider use of reserved materials by students and other community patrons.

Renewal of borrowed material can be done once for the same period, provided that no one has placed a reserve request on the same whether online or physically through circulation librarian. The reserved and short loan period (3 day or 1-day period) materials cannot be renewed by phone, email or online through system.

Audio-visual materials such as Compact Discs (CDs), Digital Video (Versatile) Discs (DVDs) have overnight or weekend loan period. Those audiovisual materials that accompany books can be circulated for the same period length of time as the books. These are kept at the circulation audiovisual cabinet.

Reserve: A requester may place a hold on any library item that is on loan, on order or on process. The patron will simply tag the item through Library Management System (LMS or catalog) or through librarian at the circulation desk. Reserve request prevents the patron from renewing the item and assures that the reserved item will go on hold for the requester as soon as it is returned to library. Placing a hold does not change the due date of the item any way. If an item is due back 10 days or more from the date the requester wants it, the librarian will place a recall; if it is due back in less than 10 days, the librarian will place a hold.

All on loan materials are subject to recall by the librarian earlier than their due date. If an item is recalled right after someone has checked it out, they will get the allotted two-week loan time first. If the borrower holds the recalled item beyond the due date, it will be considered overdue and a fine is charged (one dirham per day). Short loan items cannot be recalled. To request those items, the requester will need to place a hold online or through circulation librarian. Recalls take precedence over holds. All patrons have the right to recall checked-out item.

Library Services

UD library provides the following services:

1. Circulation service: The circulation of library materials to all users will be in accordance to specific loan regulations for each group of users and categories.
2. Reference service: The library will provide efficient and effective reference service to all patrons regardless to their categories or level of study. It will also provide assistance in the use and utilization of the electronic materials and information retrieval to a patron.
3. Access to library collection: Library provides to a user-friendly interface to facilitate easy access. It also provides federated search which provides a robust information available in the collection on one platform.
4. Orientation program: Library always participates in Bidayat (orientation) for newly joined students. The program teaches new students the ways to search for information, the databases available for

each category (undergraduates and postgraduates) and showing them the ways to get and use information. Students are introduced to other library services such as references services, self-check in kiosk, reserving the books online and contacts to librarians.

5. Cooperative arrangements and inter-library loan: Library explores the inter-library loan with similar libraries in the country and region as well as document delivery to obtain materials which are not available in library collection for research projects. The relationship has been established with the neighboring counterparts to share experiences and information resources. Interaction between the library and the academic units in the UD is encouraged and most of the time should be in the timely response manner. The requests can be placed by sending an email to reference librarian and the request then processed to the concerned university. Requesters are encouraged to contact the Head of Library if there is any difficulty in using this service. The library will send directly the required articles to requester upon receipt through UD email. Five (5) requests per person per day should be served.

Circulation Policy

Loan Periods, Renewals and Reservation

All library patrons must produce a valid ID card when borrowing any material. Students are allowed to borrow four books for a period of 25 days. Library materials may be renewed once, provided no other library user has reserved the items. If library materials are not returned on time, an overdue notice is sent out 3 days' prior expiry date as well as one day as grace period is granted and then a fine of 1 dirham per day per item is imposed. If there is library material currently on loan that a student wishes to check out, the item can be reserved at the circulation desk or online. An email notice will be sent to students once the item is available. Reserved item will be re-shelved if it is not picked up within three working days.

Lost or Damaged Library Materials

Borrowers are required to replace lost or damaged item(s) in the collection with a new copy. Patron is charged the actual price of item (latest edition if applicable) plus 50 AED as processing fee.

General Library Rules

- Users must comply with the IT code of conduct, the library code of conduct, and the student code of conduct while in the library.
- Users may refer to these codes of conduct in the UD catalog. Users must also be considerate of others by keeping noise level low not to disrupt others in studying and research.
- Hot food, salad, pizza, soup and hot messy or odorous item (coffee etc.) must be consumed outside library.
- Library users are responsible of their belongings and should not be left unattended. Library is not responsible for any loss.
- Mobile phones should be kept on vibrate or silent when entering the library.
- Library users are expected to comply with library rules and guidelines that related to fair use of copyrights.
- Defacing or damaging library facilities or equipment will be prosecuted through management authorities.

Community Patrons

Community patrons, residents of Dubai or nearby areas are welcome to use the UD Library resources and facilities as long as Faculty, Students and Staff access is not infringed. Library access, to borrow (checkout) materials, including community residents are required to apply Library membership (paid membership).

To be eligible for a library membership person should be:

- Should be 18 years of age or older

- Present photo identification (Emirates ID, Driving License)
- Must be in good understanding with library policies and loan policies (brochures available and may be provided)
- Circulating material: Maximum of two (2 items) at a time for two (2) weeks. User will be asked to deposit the amount of a book price before check out of the item.
- Expiry date: Patron will be notified through email 3 days' prior overdue date and the charge of 3 dirhams per day per item will be registered for any delay from the due date
- Damaged, lost or non-returned items are charged at the replacement cost of the item plus AED 20/= minimum or maximum AED 50/= processing fee per book, and AED 30/ minimum processing fee for magazine or journal.
- Item renewal for next two weeks (once only) if no one reserved (kept on hold)
- No interlibrary loan will be done on community member behalf
- Remote access to library resources, interlibrary loan, multimedia material, reference material, textbooks and reserve material, periodicals and equipment are not available for community users.
- Printing is limited to 50 pages (or two articles) on a session and will be charged 25 fils per page.
- Borrowing privileges are suspended when any item becomes overdue and will resume when the item (s) are returned.
- Chronic offenders of library policies will have their borrowing privileges cancelled.
- All library user's bare considerate responsibility of making the library safe, neat and pleasant place for reading, research, studying and doing productive work. Please observe the above rules and guidelines.

Library Opening Hours

Sunday – Thursday 8:30 AM – 10:30 PM

Saturday 10:00 AM – 10:00 PM

Note: Library hours are subject to change due to inter-semester break and during examination period. Please visit our website or call us at 045566831 for current opening hours. (Closed on Friday and public holidays)

Information Technology Services (ITS)

The IT Services Department monitors the daily operations of UD IT resources, which includes the infrastructure network, all staff, faculty, and student computers, academic and administrative applications, printers, etc. The department also maintains all university's IT resources through repairs and updates of all the university's hardware and software resources, as well as, acquisition of new hardware and software resources when required. The department also provides user support for all of the university's staff, faculty, and students when they have problems with the provided university resources or in some cases their own personal resources, as well as works with other department as consultants for any IT related project or issue.

UD students have the following IT infrastructure and services:

- Each student has his/her own student logon account as well as email address.
- Labs access is available for students throughout the week for classes, except on Fridays.
- Labs are also available out of class times with an approval the registrations.
- Library computers can be used at any time during the library's working hours.
- Internet access is available 24/7.
- Multi-purpose printers are available for student use in the library.
- UD standard licensed software is installed on all lab computers.

UD classrooms have the following IT infrastructure and services:

- Each classroom has a PC, LCD Monitor and Speaker

- Each classroom and lab is fitted with an instructional computer, projector with screen or a big LCD screen, and an audio system.
- UD standard licensed software is installed in all classrooms and labs.

Technical Support

IT Services provide support to UD faculty, staff, and students in a variety of areas. The helpdesk team is in charge of troubleshooting IT problems on all UD hardware and software. This includes troubleshooting problems and providing wireless access to the network. Prior to processing any software installation, the license must be produced or else the request is rejected. The helpdesk also attend all exams that require computer labs and are available for help if called upon in any class.

Internet & E-Mail

UD provides its community with a 24 hour high speed wireless internet connection. The University also provides every student, faculty, and staff with an e-mail account during their study/service at the university.

Microsoft Windows Login

Username: Username starts with 'S' and followed by the student's ID (Example: **S012345**)

Password: Leave this field blank (for the first time) and click OK. The student will be prompted to change his/her password. Leave the old password field blank, type the new password, confirm the same and click OK to continue.

Note: *the above procedure is applicable only within the university's network and it is required in order to access the university's email (Gmail).*

Accessing University E-Mail

The student must follow the steps below in order to access his/her university's email:

1. Open UD website on the following link www.ud.ac.ae and click on the login link.
2. Login with your Username and Password.
3. After login click on the **Gmail** icon.
4. Re-type username and password to access the emails.

Computer Use Guidelines

The policies and guidelines outlined in this document must be strictly adhered to by staff, faculty, and students to ensure that any user's usage of the University's facilities and services do not hinder the activities of other, nor leads to the damage (physical or otherwise) of the University's facilities or reputation.

As a staff, faculty, or student of the University, this entitles you to the use of computers, networks, and facilities provided by the University. However, this entitlement depends on your ability to use the entitlement responsibly. By misusing these entitlements, you may end up committing a criminal offence, or at the very least violate the University's policies, which could lead to the revocation of the entitlements.

Authorized users

Being a staff member, student, or faculty member, you are permitted to use the University's facilities and services with the objective of achieving your employment or educational objectives. However, this authorization come with your acceptance that you will abide by the University's policies and guidelines, as well as any policies, guidelines, and laws set forth by the UAE government. Any unauthorized use of the University's resources (directly or indirectly) is considered a breach of the University's policies and might be considered a punishable criminal offence.

Personal use

Any entitlement you are granted in or by the University is for the sole purpose of achieving your employment or educational objectives, and is strictly limited to personal non-commercial use. This personal use is also only acceptable as long as it does not interfere with the student's educational objectives, the staff and faculty's job responsibilities, or the University's systems.

Software and copyrights

Some applications used in the University are open source licensed applications, and as such can be used and shared freely based on the application's license agreement. However, some other applications are licensed and protected under copyright law, as such are to be used only on the workstations in which they are installed, or while the user is on campus or through the campus VPN if the user is not on campus.

Access to workstations and computer networks

The computers in the University provide access to the internet, and thus to other computers and systems in other institutions, educational establishments, other non-academic, and governmental sites. Any access or attempt to access systems or platforms on which the user is not authorized is considered a breach of the university's policies and could be considered a criminal offence. Some workstations are available for public use and access of resources. Any workstation that is located in an administrative department or faculty is strictly out of bounds for anyone except to whom it was assigned, unless if explicitly stated that it is for public use.

Licensed/Copyrighted material

Licensed/copyrighted material belonging to the University shall only be installed on the University's computer resources. Licensed/copyrighted material may not be copied or shared unless with the express permission of the IT Services department. The University's staff and faculty are not in any way permitted to allow students or other staff to copy licensed/copyrighted material belonging to the University, nor are they allowed to distribute or share these materials.

User logins and email ID's

Users are only authorized to log into or use the university's resources only with the login/user ID that has been issued to them by the university. It is a violation of the University's policies to access university resources using another user's login credentials even if they were willingly made available. In circumstances where another user's credentials need to be used, permission should be obtained from the line manager of the user whose credentials are to be used and with the authorization of the IT services department.

Internet use Guidelines

Users are not allowed to use the University's internet to access, store, retrieve, or print any material that is classified as illegal, unlawful, or offensive according to the University's policies and the government of UAE. Users are also not allowed to use the internet resources for any activity that would lead to the detriment of the University in any way directly or indirectly.

Disclaimer

The University reserves the right to monitor all user activity on the facilities that it provides. Users should be aware that all communications and activities, personal or otherwise, via the University's infrastructure might be monitored by the IT Services staff if and when required, as permitted by the University.

Violation of any of the guidelines outlined may result in disciplinary actions being brought against the violator.

Computer Labs Usage Regulations

- No Eating
- No Drinking
- No Music or Loud Noises
- Work Quietly

- Surf Safely
- Print Only when Necessary
- Keep the Work Area Clean
- Do Not Change Computer Settings
- Always Log Off when you are Done
- Respect other Users

Office Hours

For all IT related problems and requirements IT helpdesk can be contacted by users on +97145566888 or email helpdesk@ud.ac.ae between 7:30am to 9:00pm Saturday through Thursday. Besides, helpdesk is available during all scheduled classes for needed support.

Student Rights and Responsibilities Policy

At the University of Dubai (UD), the educational process is a collaborative venture between the university as the education provider and students as the recognized beneficiaries. Without the intentional engagement of students, little, if any, learning will take place.

STUDENTS' RIGHTS

Freedom of Expression

A. Freedom of Speech

This includes the right to express or disseminate information and ideas, as well as the right to seek, receive and impart information and ideas. The University highly praises the rights of freedom of speech, expression, petition or appeal, and promotes a balanced and respectful debate. With this privilege, comes a responsibility on the part of students to refrain from any debate that may cause or promote hatred, bigotry, discrimination, harassment, distress to any of the University community members and University visitors. In addition, students must respect the laws and conventions of the UAE and Islamic values.

B. Free Speech in Cyberspace

Students have the right to express themselves in technology platforms and social media such as email, blogs, creating webpages or hosting a chat room. These platforms, however, must be regulated by the University to ensure that no abuse or profane language is used.

C. Dress Code

Students have the right to dress as they wish as long as they conform to the standards stipulated by the dress code of the University of Dubai.

Freedom of Religion

Students have the right to practice their religion individually so long it does not disrupt educational activities or interfere with the rights of others.

Student Clubs

Students have the right to form clubs and organizations that may academic or non-academic in nature, but which promote camaraderie and congeniality among the members. The formation of clubs and organizations is regulated by the Department of Student Services.

Learning Environment

Students are entitled to have access to faculty offices (during office hours), classrooms, laboratories, the library, all types of available academic technology, as well as open presentations, and other resources necessary for the learning process.

Equal Protection and no Discrimination

All students have the right to equal protection. This means students have the right to be free from discrimination at UD. No student may be denied an equal educational opportunity or discriminated against because of:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Race • National origin • Religion | <ul style="list-style-type: none"> • Color • Gender • Economic status |
|---|--|

- Physical, intellectual or sensory handicap

Harassment

Harassment on the basis of gender, race, color, national origin, disability or religion is a type of discrimination and is prohibited. Students must report any form of harassment immediately to the Department of Student Services for immediate action. Harassment can come in various forms, including:

- Assaults or unwanted touching
- Theft or vandalism
- Threats of bodily injury
- Unwanted sexual advances
- Derogatory comments, slurs, or gestures

Right to Privacy

Students have the right to have their academic and medical records kept confidential. UD is not permitted to share any of this information unless a prior written consent is given by the student.

Searches on Campus and Law Enforcement

A. Searches on Campus

Different rules apply when a student is on campus, and the rules are different depending on who is doing the searching – university officials or law enforcement personnel.

A search by a UD official is considered reasonable as long as the official has a reasonable suspicion that the search might uncover evidence that a student has violated a university rule. To conduct a search, a police officer requires a search warrant. Students have the right not to give their consent for a search, however, the primary objective of reaching a resolution must be the utmost consideration when deciding whether to cooperate or not.

B. Drug Tests

Using and bringing drugs on campus is prohibited. Students have the right to report any suspicious activity to UD management for their own safety and security and for that of others.

Students' Records: Privacy and Access

Students have the right to privacy and are allowed access to their academic and personal reports and records, such as academic grades, disciplinary actions, attendance records, test scores and health records. In certain cases, UD may disclose students' records without prior consent to third parties such as:

- School officials who have "legitimate educational interests"
- Legal authorities in compliance with a court order
- Financial aid providers who have requested financial records
- Accreditation bodies
- Potential employers

The Right to Education

Students have the freedom to study subjects that concern them and to form conclusions for themselves and express their opinions.

Class Attendance

The student has the right to be informed about the UD attendance policy and how to follow up on his attendance status on a regular basis.

Disciplinary and Grievance Procedures

Each student subject to disciplinary action arising from violations of the University Student Code of Conduct is assured a fundamentally fair process.

Students are obliged to respect and obey UD rules and policies while on campus or when representing UD in the community. UD respects all students' fundamental rights, including the rights to free speech and freedom of religion.

Before UD can expel or discipline a student for violating its rules, the student has the right to "due process," or fair procedures. This means, except in emergencies, before a student is excluded from class, suspended or expelled, a student has the right to know what he/she is accused of doing and what rule he/she is accused of breaking.

A student also has the right to an opportunity to tell his/her side of the story. When the sanctions are more severe, such as a long-term suspension or expulsion, a student has the right to a more formal hearing process where he/she can present his/her case and challenge the sanction UD wants to impose.

STUDENTS' RESPONSIBILITIES

Along with rights come certain responsibilities, academic and non-academic integrity are essential part of student responsibilities.

Academic Responsibilities

- A. Students play an important active role in the creation of a high quality education environment. They cannot be passive, nor can their participation be superficial.
- B. The outcomes of the learning process in the form of projects, assignments, papers, presentations, examinations and other demonstrations of learning should show clear evidence of significant student engagement.
- C. In-depth learning requires performance over time and continued accumulation of knowledge and skills. Short-term experiences and engagement with the subject matter should not make up the whole of students' experiences.
- D. Students need to acknowledge their responsibilities to their fellow students by actively participating in group learning experiences.
- E. Students who fail to shoulder the above responsibilities and take up challenging tasks are considered inappropriate for the purpose of fulfilling the course learning objectives.

Non-academic Responsibilities

- A. Students at UD are expected to act consistently with the values and ethics of the university community and to obey local and federal laws of the country.
- B. Students are responsible for exercising their freedom with honesty, integrity, and respect for the principles of justice, equality, and human rights.
- C. Every student is responsible for abiding by all UD policies.
- D. Every student is responsible for contributing to making / maintaining UD community safe and respectful.
- E. Students are expected to be individually responsible for their actions whether acting individually or in a group. UD considers that students have an obligation to make legal and responsible decisions concerning their conduct, to serve as model and convey UD's expectations of conduct to external guests.
- F. Every student is responsible to learn, and obey all health and safety procedures outlined for classrooms, laboratories and off campus activities.
- G. Students are responsible for activating their UD email accounts and to read emails directed to their UD email accounts, and for the responsible use of available on-campus technology.

Students Campus Violations and Fines at University of Dubai

Student Discipline Process

This policy is established to set the student responsibility in maintaining civilized campus that promotes healthy academic environment where safety, mutual respect to the university stakeholders are emphasized and encouraged.

UD as one of the highly reputed academic institute of higher learning wishes to produce high intellect students with disciplined moral standing. As UD encourages safe and healthy environment to achieve this, UD established guidelines and regulations. UD student is obliged to behave respectfully to others, the university's assets and to its stakeholders. UD faculty, staff and other members are expected to report any students' violations.

In order to introduce students to the value of respecting UD campus and preserving its assets and environment, an awareness campaign will be conducted with the following controls:

- Closed-circuit television (CCTV) 24 hours a day /7 days a week video surveillance is used to monitor the campus.
- Assign no overtaking traffic sign across campus in area not safe for students and for the university assets.
- Issue UD campus violations and their related fines flyer to all students.
- Distribute this flyer to all students when they take their ID card. Maintain a copy in their academic file with their signature.
- Conduct an event day to emphasize on the concept of clean university under the name "Clean our Campus". Participants will include students, UD management, deans, faculty and staff.
- Upload the Campus Violations and Fines on UD screens for a week on a monthly basis.

Reporting a Student Violation

- Every UD employee is obliged to report any of listed below violation by completing the Student Campus Violation Report Form. This form will be available in UD website and with security officers. The form should be submitted to the Students and Alumni Affairs Department or the UD security officers.
- It is the responsibility of the security officers to monitor the students' behavior inside UD campus and report any student violations by completing the Student Campus Violation Report Form and submitting it to the Students and Alumni Affairs Department.
- All student's campus violations will be documented through students Warning letter issued and signed by the Student and Alumni Affairs Department Director.

Penalties under category (A) violations:

- First violation, student will receive a warning letter issued by the Student & Alumni Affairs Director. This letter will act as initial warning and it will be placed in his/her academic file on CAMS.
- Second violation the student will have to pay related fine. Failure to do that, a financial hold will be imposed on his/her academic file, until the payment is received.

Penalties under category (B) violations:

- First student violation, the student will receive a warning letter issued by the Student & Alumni Affairs Director. This letter will act as initial warning and it will be placed in his/her academic file on CAMS.
- For the second violation, the student will have to pay related fine. Failure to do that, a financial hold will be imposed on his/her academic file, until the payment is received
- If the violation is repeated for the third time, the student will be academically suspended for one academic semester.

Penalties under category (C) violations:

- These are violations of the Student Conduct Code and are subject to disciplinary sanctions by the university. Besides, these violations are reported to the police authority by the UD management.

Violations Category:

Category (A) violations

Violation Description	Fine
Using UD administration meeting rooms	200
Using UD facilities i.e. faculty and staff offices and classrooms on national holidays and	500
Smoking in Undesignated Areas	200
Disposing & sticking gum on the University furniture, electronics or/and walls	200
Polluting UD campus with trash, cigarettes and leftovers	200
Sitting on UD campus wall or/and balcony	500
Sitting on tables / placing feet on UD furniture.	500
Failure to show student ID card when asked.	250
Eating and drinking outside the designated areas	300

Category (B) violations

Violation Description	Fine (AED)
Failure to park the car in designated parking slots	200
Parking in a handicap space	500
Parking on the pavement	250
Car noise within UD campus	500
Driving recklessly inside campus and over UD fences	1000
Writing on UD Campus walls , tables , doors and lockers	500
Damaging, destroying UD campus furniture and electronic devices	Buy new Furniture/ Electronic devices
Damaging UD plants and trees	500
Throwing trash and damaging UD fountain	1000
Damaging the University transportation	Bear the damage cost
Inappropriate behavior between students inside UD campus that disrespect and offend UAE local culture.	500 Also, the student will be subject to disciplinary actions as per the Code of Conduct stated in the Student Handbook.
Being aggressive to UD security officers and/or cleaning staff.	
Students who exhibit dangerous behavior to self or others	

Category (C) violations

Violation Description	Sanctions
Using, selling, possessing, offering to sell, or furnishing, or being under the influence of, any controlled substance..., any alcoholic beverage, or any intoxicant of any kind.	These are violations of the Student Conduct Code and are subject to disciplinary sanctions by the University. Besides, these violations are reported to the police authority by the UD management.
Possessing, using, storing, or otherwise furnishing any weapon, knife, dangerous chemical, fireworks, explosive, or other dangerous object.	
Causing a traffic accident that endangers the life of UD student, employees and visitors.	

Student Grievance Policy and Procedures

The University of Dubai (UD) recognizes the rights of its students to express dissatisfaction or make complaints about processes or services provided by the University. UD is committed to continuous improvement and ensures that complaints and expressions of concern are analyzed to improve academic and administrative services. Hence, this process provides a formal mechanism to resolve grievances of students at UD.

Grievances

A student has the right to lodge a complaint against a UD staff or faculty if she/he believes that she/he was treated improperly, with negligence, unfairly, or not in accordance with a university policy. In such a case, the petition should include:

- Specification of the UD policy that the student alleges was violated.
- Summary of the evidence and arguments that the student would present at a hearing.

The “General Petition Form” available in the Registrar’s office/Student Services should be filled and submitted to Student Services who will forward the file to the concerned department/college for appropriate action. If the case is not resolved by the unit head within five working days from the receipt of the petition, the UD President will then form the SIC to find all facts and report its findings to issue a decree in that regard. The petition is an individual complaint and must be signed by one student only and not by a group of students.

Student Appeals Policy and Procedures

The students may appeal a decision by following the procedure:

Final Grade Appeal

A student who believes that a final grade has been inequitably awarded should file an appeal at the Registrar’s office by completing the “Grade Appeal Form” within 14 days following the announcement of the grades by the Registrar. The Grade Appeal form is available in the Registrar’s office or alternatively may be downloaded from the UD webpage.

The Registrar will forward the appeal to the concerned Dean for action. The Dean will appoint two faculty members (not including the course instructor) to review the final exam paper and schedule a meeting time convenient for all concerned parties. The faculty members selected may be non-subject related.

Procedure to review the exam paper:

The two faculty members must sit face-to-face with the student to review individual questions by comparing the student’s answer sheet with:

- The sample answer sheet,
- The answer sheet of an A grade student, and
- The answer sheet of a B grade student.

This review must be completed within five working days upon receiving the appeal from the Registrar’s office. The student must be informed in writing by the Dean of the results of the appeal within two days after the review. The Dean will report any change in the grade(s) to the Registrar’s office using the “Grade Change Form”. The decision is final.

Disciplinary Sanction Appeal

A student may appeal only once a sanction, imposed by the Student Investigation Committee (SIC), only if s/he can provide additional information/new evidences to support his/her case by filling out

the “General Petition Form”. The student should submit the form with supporting documents to the Director of Student & Alumni Affairs (SAA) who will forward them to the UD President. Grounds for appeal include:

- Misapplication or misinterpretation of the rule alleged to have been violated.
- Discovery of substantial new facts which were not available at the time of the hearing.
- Disciplinary sanction imposed is grossly disproportionate to the violation committed; this is applicable only when there is no current policy for the violation.
- Procedural errors which are prejudicial and which were committed during the disciplinary meeting or hearing.

If deemed appropriate, the UD President will then form a new committee to look again into the case and submit its findings to him. The student may not appeal the second decision.

Student Academic Integrity Policy

The University of Dubai (UD) is keen to ensure a University culture characterized by intellectual and personal honesty, social integration, ethical behavior and respect for the rights of the individual. UD also expects its student to be self-disciplined in both their approach to studying and in their general conduct and behavior.

The Student Code of Conduct is designed to promote this culture at UD and hence sets out the standard of conduct expected of students. Students who violate these standards will be subjected to disciplinary sanctions, according to established penalties as stated below. This will help UD to protect the University community by maintaining order, discipline and stability on campus.

Student Academic Misconduct

Student Academic misconduct is an academic violation that covers but not limited to plagiarism, misrepresentation, fabrication, facilitation and cheating in exams.

Apart from exam cheating and plagiarism, the decision on whether or not to treat an academic misconduct as a violation of the Code of Student Conduct, is at the discretion of the instructor.

Plagiarism

Plagiarism refers to representing another person’s words or ideas as one’s own in any academic exercise. The University of Dubai has zero tolerance towards plagiarism (i.e. any portion of a submitted document that contains plagiarism will lead to the appropriate penalty). Every academic submission made by a student should be a work of his own and also not be self-plagiarized. In all cases of plagiarism whether it is blatant or self-plagiarism, students will be held accountable for violation of academic integrity which also includes a penalty for their dishonesty.

Types of Plagiarism

- *Self*: A student’s work reproduced more than once for the same course or for other courses without prior permission(s) of the instructor(s) involved is an act of plagiarism. Students should be very careful when quoting or paraphrasing (properly citing material).
- *Accidental*: Every student is required to understand plagiarism as something similar to acts of fraud in the academic community. For this reason, it is the responsibility of the student to make sure his/her work has been checked and properly acknowledged.
- *Blatant*: Student’s work reproduced from a fellow student or any other information source intentionally without proper acknowledgement is serious act of plagiarism. Students well of blatantly will lead to the strict penalty that can include non-grading of course work all the way to failing of the course as deemed by the faculty.

UD uses “Turnitin” software in Moodle to detect extent of similarity (through similarity index). Turnitin is used by both students and faculty to support in the learning process to understand the usage degree of the cited research material. The generated origination report from Moodle will support in the process.

For the above objective, Turnitin tool will be used by the faculty for all the graded assignments, exams, projects.

The faculty has the right to make final decision in regards to the students' grades work in determining the student work integrity based on the criteria and the faculty awareness of the student's work level. Students must ensure complying with UD plagiarism policy, repeated offenses receive higher penalties as stated in the table below

	Violation	Sanction(s) (Refer to II.A)
i.	Turnitin distinguishes <u>similarity</u> as matching text and <u>plagiarism</u> . Turnitin system will compare the paper to any matching text in Turnitin databases and highlight accordingly – even if the text was properly referenced. As to, identifying substantial non-original material (citation, quotes, reference) it is the faculty member duty to determine each student's paper as intentional plagiarism by referring to originality report in Turnitin (instead of blindly depending on similarity index). If such non-original material (citation, quotes, references) identified by the faculty member as “intentionally plagiarized and /or has improper/lack of citation in student's work as in the origination report, then punitive action needs to be taken by the instructor.	2, 6
ii.	Paraphrasing (i.e., putting into one's own words) a source's text, without providing proper acknowledgment/citation.	1, 2
iii.	Reproducing (without proper citation) any other form of work created by another person.	1, 2

Misrepresentation

	Violation	Sanction(s) (Refer to II.A)
i.	Taking credit for work not done, such as taking credit for a team assignment without participating or contributing to the extent expected.	1, 2
ii.	Multiple uses of a student's own work, such as presenting the same, or substantially the same written work (or portion thereof), as part of the course requirement for more than one project or course, without the prior written permission of the instructor(s) involved.	1, 2

Fabrication

Fabrication refers to falsifying or misusing data in any academic exercise.

	Violation	Sanction(s) (Refer to II.A)
i.	Falsifying data collected in the conduct of research.	1, 2
ii.	Making up or presenting falsified data in papers, manuscripts, books or other documents submitted for publication or as course or degree requirements.	1, 2
iii.	Making up a source as a citation in an assignment.	1, 2
iv.	Citing a source that the student did not use or <u>does not exist</u> .	1
v.	Falsifying material cited.	1, 2

vi.	Attempting to deceive the instructor by altering and resubmitting for additional credit, assignments that have previously been graded and returned.	1, 2
vii.	Falsifying, changing, or misusing academic records or any official University form regarding oneself or others.	4 &5
viii.	Failing to be fully cooperative and truthful if one has direct knowledge of an alleged violation of academic integrity.	4 &5
ix.	Making a false accusation regarding a violation of academic integrity or other.	5

Facilitation

Facilitation refers to knowingly or intentionally assisting any person in the commission of an academic integrity violation.

Violation		Sanction(s) (Refer to II.A)
i.	Giving another student one's assignment or paper (or a portion thereof) to copy.	1,2
ii.	Giving another student answers to an assignment.	1,2
iii.	Passing information or answers to another student in an exam (or assignment), or passing information on exam/quiz content to students from other sections of the same course.	1,2

Exam Cheating

Violation		Sanction(s) (Refer to II.A)
i.	Talking/ whispering during an exam; Communicating, or attempting to communicate, answers, hints or suggestions during an exam.	2 & 5
ii.	Copying (or attempting to) from someone else's exam.	2 & 5
iii.	Using or possessing unauthorized notes, supplemental notes, or other aids (such as an electronic device that contains unauthorized information), during an exam.	2 &6
iv.	Stealing, obtaining, possessing, or providing to another person (directly or through e-mail or Bluetooth or other device) an exam or portions of an exam, prior to or after administration of the exam.	3 & 6
v.	Attempting to steal, or soliciting an exam or answer key.	5
vi.	Sharing answers or collaborating on a take-home exam without explicit permission from the instructor.	2 & 5
vii.	Attempting to deceive the instructor by altering and resubmitting for additional credit tests, quizzes, or exams that have previously been graded and returned.	2 & 5
viii.	Arranging for another student to substitute for oneself during an examination session or in the completion of course work.	2 & 6
ix.	Accessing unauthorized computer folders/drives during an exam	2 & 5

Sanctions & Repeat Offenses

Student violations will be referred to the SIC committee who will in turn recommend appropriate disciplinary sanctions to the President. A sanction refers to a decision made by the SIC in response to any student action not in compliance with the Code of Student Conduct thus is considered as a violation.

Sanctions should be proportionate to the nature, severity and regularity of the violation(s). These sanctions may fall into one or more categories. Students with repeat offenses receive higher penalties.

Any evidence related to the violation(s) must be kept with the SIC committee till the release of the SIC report (including cheat sheets ...). If a student manages to hide the instrument used for cheating, or the invigilator suspects there has been a possible violation but can't see the instrument used, then the invigilator has the right to privately frisk the suspected student. This may be done only in the presence of a witness and both have to be of the same gender as the student. For all such cases, a hearing must be held in order to hear all parties involved and to recommend disciplinary action, if deemed appropriate, according to the outlined UD procedures. An informal resolution may be achieved when the violation is minor and can be resolved between the respondent and a Faculty/Dean/Director.

Disciplinary Sanctions

Warning Letter

In the event of the violation is not likely to cause harm to another person in the UD community, a confidential warning letter is sent to the respondent concerned declaring him/her to be in breach of the Code of Student Conduct and demanding that he/she cease the prohibited behavior forthwith. The complainant shall be notified that the respondent has been warned, but that no public disclosure shall be made. The complainant shall be advised that the initial decision is strictly confidential. A copy of the warning letter must be sent to the Chair of SIC for records.

Failing a Course

The respondent receives an "F" in a certain course and may not be allowed to attend classes for this course for the rest of the semester. This sanction is appropriate when the respondent repeatedly violates the classroom code of conduct. It is also appropriate when the student objects to the invigilator's instructions during an exam. Re-offence leads to 'Suspension (5)'.

Failing a Semester

The SIC committee may choose to fail the respondent in all courses currently registered in. This is also the penalty for 'Repeating Courses (2)'.

Registration Hold

The respondent may not register in any courses, or receive any transcripts or access any of his/her records until s/he clears up the reasons for which s/he received this sanction. This is applicable when the student has outstanding payments for damage to UD property, or the respondent failed to attend the SIC hearings.

Suspension

The respondent is prevented from attending or registering in any courses at UD for one or more regular terms as deemed appropriate by the SIC committee after approval by the UD President. This is appropriate when verbal aggressiveness or similar offenses were committed against any member of the UD community, intentional damage was done to UD property or where defamation of the university has occurred.

Expulsion

The respondent is permanently barred from attending any courses or events at UD. This sanction by the SIC (after approval by the UD President) is appropriate if:

- The violation is committed with malice, and is of a kind likely to cause harm to another person in the UD community.
- The respondent has been suspended before.

Disciplinary Probation

Disciplinary probation can be given to a respondent who previously received a disciplinary warning letter or committed any violation that led to any of the above sanctions, except "Registration Hold." The SIC committee may also recommend disciplinary probation for any other cases that it considers grave enough to deserve this sanction. When a respondent is on disciplinary probation, s/he shall not represent the University in any capacity (sports teams, competitions, etc.,), nor hold office in the UD Student Union or any other student organization.

Other Sanctions

When deemed appropriate, other “educational sanctions” may be imposed by the SIC in combination with any of the above-listed sanctions. The respondent may be requested to participate in a community service project, attend a seminar, meet with the student counselor or undertake a research assignment, for example.

Repeat Offenses

Failing a semester:

The second time a student receives this sanction, she/he will get suspension for one semester. Any courses taken outside during suspension will not be transferred at UD. The third time will lead to expulsion.

Suspension:

The second suspension will be for two semesters while the third will lead to expulsion.

Disciplinary Probation

The first offense during the disciplinary probation period will lead to a suspension for one semester. A second offense during the disciplinary probation leads to a second suspension for two semesters while any further violation will lead to expulsion.

Student Records and Information Release Policy

Student Records

The University of Dubai maintains students' records in fire-proof security vaults, and these records are regularly updated by the Registration Department (ARD).

Students Records/files:

The records/files for UD-registered students must contain the following original items:

- A. Completed Application form
- B. Original high school certificate (for UG students), Bachelor's degree certificate (for Master's Students) and Master's degree certificate (for PhD Students) along with official grade transcripts for all students.
- C. Equivalence of previous degrees if obtained internationally
- D. Valid passport copy
- E. Four passport-size photographs in paper and digital formats (JPEG file)
- F. Official TOEFL/IELTS or equivalent certificate
- G. Letter of acceptance to UD
- H. Record of the Math and English placement test results for undergraduate programs
- I. Registration (including Drop & Add) forms
- J. Recent copy of UD Transcripts.
- K. Declaration of major form
- L. Original copies of any other grade transcripts for transfer students
- M. Probation/warning (Academic or Disciplinary) notification letters
- N. Student Status Report (for conditionally admitted students)
- O. Letter from UAE MOE in case the student is transferred from outside UAE.
- P. Copy of final degree certificate (after graduation)

Records Back-Up

The IT Services takes back-up of the CAMS database twice daily. A second back up is undertaken for all servers at UD on a daily basis.

Student files must be also being kept in a digital format and must be periodically updated.

Note: Students' records may not be amended without the prior approval of the Registrar, and such approved amendments are strictly based on official documents.

Information Release

The University of Dubai respects individual privacy, and strives to maintain the confidentiality of records to the best interests of the students and the institution.

A. Record Confidentiality

1. The Registrar's office is the custodian of all student related information present in his files.
 2. The CAMS Systems' Manager may have access to certain info as approved by the Registrar.
 3. The Office of OIE may also have access to summary information for institutional effectiveness reports.
 4. No record from students' files may be disclosed without the prior approval of the Registrar and the student's written request presented in person.
 5. Students' records may not be amended without the prior approval of the Registrar, and such approved amendments are strictly based on official documents.
 6. Students' files/records can be managed/updated only by an authorized Registration Department (RD) Coordinator.
 7. Regulations regarding access to students' information on the CAMS system:
 - 7.1 The Registrar is authorized to view/amend all information.
 - 7.2 The Head of Admissions is authorized to view the information related to the admissions section only.
 - 7.3 The Head of Registration is authorized to view the information related to the student.
 - 7.4 A student has the right to view his/her transcript, final course grade results (comprising of class work, mid-term and final exam marks) for the courses he/she has registered for in the current or previous semesters). Access is password-protected.
 - 7.5 Student-related information and records can only be released by the Head of the RD.

B. Information Release

Students are required to indicate on their Application for Admission Form whether they approve UD to release information related to their academic performance to parents/guardians/financial sponsors/others.

Graduate Completion Requirements Policy

Graduation Requirements

In order to graduate, a graduate student must maintain a cumulative GPA of not less than 3.0 and complete the required credit hours according to his/her academic plan within the maximum specified timeframe as follows:

- MBA – General - 30 credit hours in no more than 8 terms
 - MBA – Double Specialization - 48 credit hours in no more than 12 terms
 - M.Sc. – 36 credit hours in no more than 6 semesters
 - LLM – 36 credit hours in no more than 12 terms
 - LLM – Two concentrations– 54 credit hours in no more than 12 terms
 - PhD – 60 credit hours in no more than 7 years

The above periods do not include the periods of "Registration Hold"

Honors System / Academic Distinction

Graduation (Commencement) Honors

Only students who have completed all degree requirements prior to the graduation ceremony are eligible to be considered for academic distinction. The categories for academic distinction are based on the following scale which is based on the graduation GPA:

- Summa Cum Laude: CGPA >= 3.90 to 4.0 (Excellent) with Highest Honors
 - Magna Cum Laude: CGPA >= 3.70 to 3.89 (Very Good) with Great Honors

This distinction shall appear on the student's transcript and diploma.

Dubai Business School (DBS)

Master of Business Administration (MBA)

The Dubai Business School (DBS) uses research-based class material, thoughtfully designed courses and exemplary faculty to provide one of the highest quality degree programs anywhere. One reason the DBS is able to reach these high standards is because the College is internationally accredited by the Association to Advance Collegiate Schools of Business (AACSB). This AACSB accreditation puts the DBS in an elite group in which only 5% of the world's business schools are a part.

The MBA Program is designed to prepare business leaders and professionals for successful careers in organizations as it enhances critical thinking, increases oral and written communication skills, builds appreciation for diverse cultural perspectives, improves decision making in a rapidly changing global environment and reinforces the application of knowledge and skills in problem solving. Ethics and corporate social responsibility are woven throughout the curriculum.

The major objective of UD MBA is to offer high quality graduate business education to the residents of Dubai, UAE and other MENA countries. The MBA program offered by UD differs from existing MBA programs offered by other institutions in the following ways:

- The UD MBA has been designed to prepare graduates for successful careers in organizations. The program will enhance critical thinking, increase oral and written communication skills, build appreciation for diverse cultural perspectives, improve decision making in a rapidly changing global environment, and reinforce the application of knowledge and skills in problem solving. Ethics and corporate social responsibility is woven throughout the curriculum.
- The instructional process is based on a cohort format and includes a combination of classroom, virtual business simulations and contextualized real-world case-based learning to provide value added hands-on experience and help students use their time effectively. The on-line portion of the learning is enhanced by using the MOODLE platform.
- The UD MBA has four concentrations in order to meet the need for professionals in these areas, especially in Dubai, UAE and other countries in MEA region. In addition, the program has been designed to allow students with any undergraduate degree from an accredited University with no work experience who meet admission criteria to be admitted to the General MBA program.
- The UD MBA specialization curriculum is of high quality and integrated with emphasis on applied learning, mapped to professional qualifications such as the USA's SHRM, CFM & CFA Level 1 and the UK's CIPS, CILT, ILM & CIM. MBA graduates can sit for these examinations for earning professional certification which adds value to their career
- The Work-Based Project for working students is a unique requirement at the UDDBS which is tailored to the empirical aspect of learning in the respective concentrations. This requirement together with Capstone course and a set of 5-6 business simulations in core and concentration courses significantly add to the practical and applied learning aspects of MBA in the UAE/MEA region.
- The restructured program structure being offered from Fall 2016 have two parallel streams of MBA program a) General MBA and b) Two Concentrations MBA. The General MBA is for non-working fresh graduates, and Specialized MBA with Two Concentrations is for working professionals with at least 2 years' experience at the time of entry to MBA. There are four (4) two concentrations in MBA such as Leadership and Human Resource Management; Finance and Accounting; Logistics and Operations and International Business & Marketing.
- The General MBA is a 30 CH course (with 8 courses) + 1 internship of 6 CH, specifically designed for fresh undergraduates from the domestic and international market. As part of this one year General MBA program, there will also be 4 months' internship spread over 2 terms (in terms 3 and 4).
- The Specialized MBA is a 48 CH course with eight (8) management courses + 6 two concentrations course of 18 CH + work based project of 6 CH or two electives of 6 CH in other two concentrations. This is specifically designed for management professionals who possess at least 2 years of work experience in the respective management domain and would further like to enrich their domain

knowledge and become specialists. In this regard, the working students are expected to complete the courses pertaining to General MBA during the first year and to pursue the two concentrations courses in the second year. These courses can be taken at the rate of 2 courses per term. These students have the option of either completing their Work-based Project course or instead, take two additional courses from paired electives in other concentrations.

- By the virtue of taking the specialized courses at UD which are already aligned to the global professional certifications, the corresponding professional program exemptions will be provided for these specialized concentration candidates to take the certification courses. This unique feature however is not available for the General MBA graduates.
- The classroom sessions are geared to develop critical thinking skills through sets of scenarios and professors pose the question “Why?” at every possible juncture. Or perhaps, “What will happen next?” or “What difference does this make?” or “How does this change the situation?” Professors push students to provide their own speculations, and then force the students to defend the underlying logic. This is to provide necessary skills in the real world, which require MBA students to support their assertions.

MBA Program Objective/ Outcome (PO)

The Program Objectives of the MBA program are to build student capacity to:

- **Think critically and communicate effectively** as managers (through demonstrating effective professional oral & writing skills for business and making persuasive presentations at a managerial level)
- **Lead** dynamic international and UAE organizational situations in business and management concept (through demonstrating effective leadership in a team setting, work effectively as a member of a work team, produce quality deliverables from team work).
- **Adapt and Innovate** to solve problems, to cope with unforeseen events, and to manage in unpredictable environments (through effective use of quantitative and qualitative analytical tools, make and justify a recommendation).
- **Analyze** ethical situations and justify alternatives across areas of concentrations.
- **Apply** knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant inter-disciplines.

Master of Business Administration Curricula

SN	General MBA Structure (Core courses)		Prerequisite	CH
1	MBA 600	Managerial Economics	-	3
2	MBA 625	Business Research Methods	-	3
3	MBA 606	Marketing Management*	-	3
4	MBA 611	Accounting & Financing Decisions	-	3
5	MBA 620	Organizational Behavior*	-	3
6	MBA 635	Managing Services Operations and Projects*	-	3
7	MBA 641	Ethics, CSR & Corporate Governance*	-	3
8	MBA 645	Strategic Management	18 Core CH	3
9	MBA 650	+ Internship (for non-working and <= 2years exp) – 6CH	Co-requisite- MBA 625	6
	MBA 670	Work Based project (for working and >= 2 Yr exp) – 6CH		6
		Or 2 electives (6 CH)		6
Students graduate with a General MBA after completing 30CH				

SN	Two Concentrations MBA Finance & Accounting (A) Structure		Prerequisite	CH
1	MFA 700	Strategic Cost & Managerial Accounting	4 Core courses	3
2	MFA 705	International Corporate Finance & Derivatives	4 Core courses	3
3	MFA 715	Investment Analysis & Portfolio (including Islamic) Management	4 Core courses	3
4	MFA 720	Case Studies in Accounting & Finance (including Islamic products) Management	4 Core courses	3
5	MFA 708	Hedging & Financial Risk Management	4 Core courses	3
6	MFA 710	Islamic Finance & Accounting	4 Core courses	3

SN	Two Concentrations MBA Leadership and Human Resources Management (B)		Prerequisite	CH
1	MLHRM710	Cross Cultural leadership	4 Core courses	3
2	MLHRM705	Strategic HRM*	4 Core courses	3
3	MLHRM730	Talent Acquisition & Development	4 Core courses	3
4	MLHRM740	Performance & Rewards Management	4 Core courses	3
5	MLHRM735	Leading People & Organization	4 Core courses	3
6	MLHRM745	Leading Innovation & change	4 Core courses	3

SN	Two Concentrations MBA International Business and Marketing (C) Structure		Prerequisite	CH
1	MIBM 701	Managing International Business & Culture	4 Core courses	3
2	MIBM 721	International Marketing Strategies	4 Core courses	3
3	MIBM 710	Brand Management & Marketing Communication	4 Core courses	3
4	MIBM 711	Marketing Analytics	4 Core courses	3
5	MIOM 700	Operations & Supply Chain Strategy	4 Core courses	3
6	MIOM 720	Global Logistics and Transportation Management	4 Core courses	3

SN	Two Concentrations MBA Logistics and Operations Management (D) Structure		Prerequisite	CH
1	MIOM 705	Managing Supply Chain Operations	4 Core courses	3
2	MIOM 715	Purchasing and Sourcing Strategy	4 Core courses	3
3	MIOM700	Operations & Supply Chain Strategy	4 Core courses	3
4	MIOM 720	Global Logistics and Transportation Management	4 Core courses	3
5	MIOM 708	Sourcing in Procurement & Supply	4 Core courses	3
6	MIOM 730	Managing Contracts and Relationships in Procurement & Supply	4 Core courses	3

General-Master of Business Administration (MBA) Study Plan

Term	Courses Code	Courses Title	Term	Courses Code	Courses Title	
1	MBA 606	Marketing Management	2	MBA 625	Business Research Methods	
	MBA 620	Organizational Behavior		MBA 635	Managing Services Operations and Projects	
Term	Courses Code	Courses Title	Term	Courses Code	Courses Title	
3	MBA 600	Managerial Economics	4	MBA 611	Accounting & Financing Decisions	
	MBA 641	Ethics, CSR & Corporate Governance		MBA 645	Strategic Management	
Term	Courses Code	Courses Title				
1	MBA 650/ MBA 670	Internship (for non-working and <= 2 Years' experience) - 6CH/ Work base project (for working and >= 2 Years' experience) - 6CH OR Two (2) paired electives (6 CH)				

MBA Paired Electives

Course Code		Course Title	CH
MIBM	710	Brand Management & Marketing Communication	3
	711	Marketing Analytics	3
MFA	708	Hedging & Financial Risk Management	3
	710	Islamic Finance & Accounting	3
MLOM	708	Sourcing in Procurement & Supply	3
	730	Managing Contracts and Relationships in Procurement & Supply	3
MLHRM	735	Leading People & Organization	3
	745	Leading Innovation & change	3

Two Concentration MBA Study Plan

MBA Finance and Accounting (MFA)			AY TERMS				AY TERMS			
SN	Code	Course Name	1	2	3	4	1	2	3	4
1	MBA 600	Managerial Economics			v					
2	MBA 625	Business Research Methods		v						
3	MBA 606	Marketing Management	v							
4	MBA 611	Accounting & Financing Decisions				v				
5	MBA 620	Organizational Behavior	v							
6	MBA 635	Managing Services Operations and Projects		v						
7	MBA 641	Ethics, CSR & Corporate Governance			v					
8	MBA 645	Strategic Management				v				
9	9 th course has two options 1-MBA 650/ MBA 670 18 Weeks Internship/Industrial Project (During Term 3 & 4) 2- 2 elective courses (Term 5) if not taking Industrial Project									

#	Code	Course Name	1	2	3	4	1	2	3	4
10	MFA 700	Strategic Cost and Managerial Accounting				✓				
11	MFA 705	International Corporate Finance & Derivatives					✓			
12	MFA 715	Investment Analysis and Portfolio (including Islamic) Management						✓		
13	MFA 720	Case Studies in Accounting & Finance (including Islamic products) Management						✓		
14	MFA 708	Hedging & Financial Risk Management							✓	
15	MFA 710	Islamic Finance & Accounting							✓	

MBA International Business and Marketing (MIBM)			AY TERMS				AY TERMS			
SN	Code	Course Name	1	2	3	4	1	2	3	4
1	MBA 600	Managerial Economics			✓					
2	MBA 625	Business Research Methods		✓						
3	MBA 606	Marketing Management	✓							
4	MBA 611	Accounting & Financing Decisions				✓				
5	MBA 620	Organizational Behavior	✓							
6	MBA 635	Managing Services Operations and Projects		✓						
7	MBA 641	Ethics, CSR & Corporate Governance			✓					
8	MBA 645	Strategic Management				✓				
9	9 th course has two options									
	1-MBA 650/ MBA 670 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
	2- 2 elective courses (Term 5) if not taking Industrial Project									
#	Code	Course Name	1	2	3	4	1	2	3	4
10	MIBM 701	Managing International Business & Culture				✓				
11	MIBM 721	International Marketing Strategies					✓			
12	MIBM 710	Brand Management and Marketing Communication						✓		
13	MIBM 711	Marketing Analytics					✓			
14	MLOM 700	Operations and Supply Chain Strategy							✓	
15	MLOM 720	Global Logistics and Transportation Management								✓

MBA Logistics and Operations Management (MLOM)			AY TERMS				AY TERMS			
SN	Code	Course Name	1	2	3	4	1	2	3	4
1	MBA 600	Managerial Economics			✓					
2	MBA 625	Business Research Methods		✓						
3	MBA 606	Marketing Management	✓							
4	MBA 611	Accounting & Financing Decisions				✓				
5	MBA 620	Organizational Behavior	✓							
6	MBA 635	Managing Services Operations and Projects		✓						
7	MBA 641	Ethics, CSR & Corporate Governance			✓					
8	MBA 645	Strategic Management				✓				
9	9 th course has two options									
	1-MBA 650/ MBA 670 18 Weeks Internship/Industrial Project (During Term 3 & 4)									

	2- 2 elective courses (Term 5) if not taking Industrial Project									
SN	Code	Course Name	1	2	3	4	1	2	3	4
10	MLOM 700	Operations and Supply Chain Strategy					✓			
11	MLOM 720	Global Logistics and Transportation Management					✓			
12	MLOM 705	Managing Supply Chain Operations						✓		
13	MLOM 708	Sourcing in Procurement and Supply						✓		
14	MLOM 715	Purchasing and Sourcing Strategy							✓	
15	MLOM 730	Managing Contracts and Relationships in Procurement and Supply							✓	

MBA Leadership and Human Resources Management (MLHRM)			AY TERMS				AY TERMS			
SN	Code	Course Name	1	2	3	4	1	2	3	4
1	MBA 600	Managerial Economics			✓					
2	MBA 625	Business Research Methods		✓						
3	MBA 606	Marketing Management	✓							
4	MBA 611	Accounting & Financing Decisions				✓				
5	MBA 620	Organizational Behavior	✓							
6	MBA 635	Managing Services Operations and Projects		✓						
7	MBA 641	Ethics, CSR & Corporate Governance			✓					
8	MBA 645	Strategic Management				✓				
9	9 th course has two options									
	1-MBA 650/ MBA 670 18 Weeks Internship/Industrial Project (During Term 3 & 4)									
	2- 2 elective courses (Term 5) if not taking Industrial Project									
SN	Code	Course Name	1	2	3	4	1	2	3	4
10	MLHRM 710	Cross Cultural Leadership					✓			
11	MLHRM 705	Strategic HRM					✓			
12	MLHRM 730	Talent Acquisition and Development						✓		
13	MLHRM 740	Performance and Reward Management							✓	
14	MLHRM 735	Leading People and Organizations					✓			
15	MLHRM 745	Leading Innovation and Change					✓			

MBA Courses Description - General MBA courses

MBA 600 Managerial Economics

The first section of the course covers essential concepts such as supply, demand elasticities and efficiencies in Industries. The subsequent section focuses on advanced topics in market analysis viz. role of externalities and imperfect/ asymmetric info, with specific reference to UAE/GCC/MEA economies.

MBA 606 Marketing Management

The course focuses on understanding customers, their preferences for designing appropriate products & services and in determining appropriate products & services, the way to conduct international relations, besides determining appropriate methods to communicate to capture & to deliver value to customers.

MBA 611 Accounting Information and Financing Decisions

This course blends the use of information (financial and non-financial) for making operating and financing decisions. It links information to manage organizations and finance their activities. Topics covered include financial reporting and analysis, managing working capital, sources of financing business activities, equity analysis and valuation, risk analysis and decision-making under uncertainty, Financial planning, and capital budgeting decisions.

MBA 620 Organizational Behavior

This course provides a framework for understanding the values, attitudes and behaviors of an individual in an organizational setting. This course explains how individuals and groups function to achieve goals and the reasons for successes or failure in achieving these goals. Ultimately, this course teaches students how to manage behavior of individuals and groups within an organization in order to achieve organizational goals.

MBA 625 Business Research Methods

This course advances students' ability to think, adapt, build, apply, evaluate and conduct business research in support of business decision making. Topics include research design process, designing a research proposal, selecting the research instrument, ascertain reliability and validity of instruments, scale measurements, sampling and data collection methods, using and interpreting the results of univariate and multivariate statistical techniques, and writing the final report.

MBA 635 Managing Services Operations and Projects

This course reviews concepts and tools for effectively and efficiently managing service operations and successful projects within an organization. Upon successful completion of this course, students will gain the knowledge and confidence to manage any service industry project from beginning to end. Theory will be explored through examination of service operations & project management case studies. To add rigor to the course, the course curriculum will be aligned with Certified Associate of Project Management (CAPM) certification, an international certification offered by Project Management Institute (PMI).

MBA 641 Ethics CSR & Corporate Governance

This course focuses on Corporate Social Responsibility, Corporate Governance, ethics and the law within the UAE and international context.

MBA 645 Strategic Management

The course is designed to integrate knowledge acquired from MBA Courses and apply it to the management of the firm at the Corporate and Strategic planning level. Hands on Simulation of business game at the MBA level and case analysis assure the student has mastered the tools, techniques and

methods of the Strategic Management Process. In this course students will act as managers making decisions that contribute to the success of a business. *Prerequisite:* 18 Core CH

MBA 650 and MBA 670 Internship (for non-working students) & Work-based project (for working students)

The purpose is to provide applied learning experience either through internship MBA 650/or through work-based project (WBP) MBA 670 in the organization. The course allows participants to demonstrate problem-solving skills to analyze highly complex issues with incomplete data and develop innovative solutions and proposals relevant to an academic/professional field, field of work or discipline.

The course also provides an important link between the organization and the UD. As such, the internship/WBP should reflect a need of the organization while meeting the perceived needs and interests of the individual students. Thus, the student is required to develop an action-oriented management report. The WBP report must be of a rigorous academic/ professional standard. Students should note that this is a 6-credit hour course reflecting the depth and breadth of work needed from them. *Co-requisite-* MBA 625

Two Concentrations MBA Courses Description

Finance & Accounting (F&A)

MFA 700 Strategic Cost and Managerial Accounting

The course addresses advanced topics and the role of accounting techniques in helping management formulate and execute its strategy. Topics covered include the theoretical foundations of management accounting, accounting and shareholders' value, issues in activity-based costing, balanced scorecards, pricing decisions, theory of constraints, and strategic management accounting.

Prerequisite: 4 Core courses

MFA 705 International Corporate Finance & Derivatives

The course examines 3 fundamental decisions of multinational companies (MNC) - the investment, the financing decisions and risk management. Topics discussed include risk management, valuation of foreign investments, cross-border M & A, financial distress and restructurings, corporate governance practices and project finance. This course greatly facilitates CFA Level-1 and CIMA's Advanced Diploma in Islamic Finance (ADIF) exam takers.

Prerequisite: 4 Core courses

MFA 708 Hedging & Financial Risk Management

The course focuses on the imbibing key concepts of quantitative, statistical ad mathematical analytical metrics applied towards identification, measurement, valuation of financial risks. Using current standards and practices, the course focusses on financial risks faced by financial institutions. This course greatly facilitates FRM Part 1 exam takers.

Prerequisite: 4 Core courses

MFA 710 Islamic Finance & Accounting

This is a special course to contextualize the curriculum to UAE/GCC/MEA economic environment. The contents include: nature of Islamic contracts, Shari'ah compliance, Islamic Financial Systems & Institutions, structuring takaful (Islamic Insurance) & recording settlement, structuring Islamic banking products and services, framework of financial reporting for Islamic financial institutions (IFI), analysis of financial statements of IFI, Accounting and reporting of: Mudarabah and Musharakah financing, Ijarah and Ijarah Muntahia Bi Tamleek, Salam and Istisna' financing, Auditing of Islamic financial institutions, Corporate and Shari'ah governance. This course greatly facilitates in passing CIMA's ADIF (Advanced Diploma in Islamic Finance) exam. *Prerequisite:* Core courses 1-8

MFA 715 Investment Analysis and Portfolio (including Islamic) Management

The course focuses on security valuation theory and investment practice through hands-on WALL-STREET simulation experience. The course covers Market operations, Performance evaluation, Fundamental security analysis methods (in relation to stock bonds), Real Estate Investments (Asset backed and Mortgage Backed Securities-ABS, MBS) Mutual funds, Islamic Products and Portfolio analysis, Comparative analysis of UAE/GCC markets with developed markets. This course greatly facilitates CFA level-1 and CIMA's Advanced Diploma in Islamic Finance (ADIF) exam takers.

Prerequisite: 4 core courses

MFA 720 Case Studies in Accounting & Finance (including Islamic products) Management

The course focuses on the integration of key Accounting and Finance concepts using current readings and the case approach. Selected cases integrate concepts such as relevant information, cost of capital, cost behavior, risk and return, capital budgeting, Islamic finance products, enterprise valuation, optimal capital structure, and maximization of shareholders' value for economic value creation. The course is highly integrated to test how well students can apply their technical knowledge to real-life industries and issues. The computer based approach aims to simulate how most students write reports at work, plus, this technology lets them take online exam together with international students. This course greatly facilitates CFA Level-1, FRM, CIMA and ADIF professional exams.

Prerequisite: 4 core courses

International Business & Marketing (IBM)**MIOM 700 Operations and Supply Chain Strategy**

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains.

Prerequisite: 4 core courses

MIBM 701 Managing International Business & Culture

The course introduces graduate level business students to the numerous challenges associated with managing multinational corporations (MNCs). Components of the course include: MNCs motivations and mentalities; environmental challenges associated with the increasingly global nature of the world economy; strategic and competitive challenges; strategic collaboration and alliances between MNCs operational and organizational challenges facing MNCs.

Prerequisite: 4 core courses

MIBM 710 Brand Management and Marketing Communication

The course focuses on understanding customers, their preferences for designing appropriate products & services and in determining appropriate products & services, the way to conduct international relations, besides determining appropriate methods to communicate to capture & to deliver value to customers.

Prerequisite: 4 core courses

MIBM 711 Marketing Analytics

The course focuses on the way market analytic techniques are redefined and re-engineered and covers the tools and methods used for measuring market performance. It specifically focusses on the techniques used for segmenting, targeting, branding, new product development, advertising, pricing and distribution to measure market performance.

Prerequisite: 4 core courses

MIOM 720 Global Logistics and Transportation Management

The course focuses on the importance of International Supply Chain Management (SCM). The coverage includes an over view of international logistics, global strategy for Logistics & SCM,

structuring the global supply chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, security & risk management for international supply chain.

Prerequisite: 4 core courses

MIBM 721 International Marketing Strategies

This course will present an overview of the unique aspects of marketing in the global business environment. Emphasis will be placed on the role of international marketing manager in the development of marketing strategies for a variety of markets in diverse cultural, political, legal, and economic situations. Focus will be on developing and implementing appropriate marketing strategies regarding foreign market selection, target identification, adaptation of product, promotion, pricing, and channels of distribution for effective competition in the dynamically changing global market. The students will also either compete in online completion where students are gathered from around the world to compete in an international market on a real time basis or in a simulation game to enhance their understanding of the international marketing.

Prerequisite: 4 core courses

Logistics and Operations Management (LOM)

MIOM 700 Operations and Supply Chain Strategy

The course focuses on current trends in global supply chain design. There is an emphasis on strategies for efficient procurement, distribution and operations of global supply chains.

Prerequisite: 4 core courses

MIOM 705 Managing Supply Chain Operations

This course empowers students with the tools and strategies needed to achieve aligned global supply chains to achieve business objectives. There is an emphasis on the operational challenges of different stages of the supply chain, and how they can be aligned through state of the art strategies.

Prerequisite: 4 core courses

MIOM 708 Sourcing in Procurement and Supply

The course focuses on the importance of sourcing in supply chain management (SCM). The coverage includes an overview of sourcing of requirements from suppliers, sourcing decision-making, assessment of the financial stability of potential suppliers, sources of information on market data, processes used for obtaining quotations and tenders, criteria commonly applied to the assessment of quotations or tenders, electronic systems used for sourcing of requirements from external suppliers, legislative, regulatory and organizational requirements when sourcing in the not for profit, private and public sectors and international suppliers.

Prerequisite: 4 core courses

MIOM 715 Purchasing and Sourcing Strategy

The course focuses on purchasing and sourcing strategies to enable global supply chains to achieve their business objectives. There is an emphasis on the optimization of the procurement network with the goal to minimize procurement cost and the risk of inventory shortage.

Prerequisite: 4 core courses

MIOM 720 Global Logistics and Transportation Management

The course focuses on the importance of International Supply Chain Management (SCM). The coverage includes an overview of international logistics, global strategy for Logistics & SCM, structuring the global supply chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, security & risk management for international supply chain.

Prerequisite: 4 core courses

MILOM 730 Managing Contracts and Relationships in Procurement and Supply

This course concentrates on approaches to contract and supplier relationship management involving stakeholders in these processes. Personnel involved in creating contracts and relationships with external organizations need to ensure outcomes that achieve organizational requirements including costs, quality, risk management and timing.

Prerequisite: 4 core courses

Leadership and Human Resources Management (LHRM)

MLHRM 705 Strategic HRM

The course offers a framework for thinking about managing human resource strategically in UAE and GCC environment. Topics covered include managing HR architecture, HR challenges in UAE/GCC, people processing systems and future of HRM.

Prerequisite: 4 core courses

MLHRM 710 Cross Cultural Leadership

Cross Cultural Leadership examines what constitutes "effective" leadership across cultures. The underlying theme of this course is that the skills and behaviors that are perceived as effective leadership characteristics in one culture are not necessarily those that will be effective in a different culture. By exploring the ways in which specific characteristics are valued differently by different cultures, the students acquire frameworks for assessing how to approach a work assignment in a culture that is not their own.

Prerequisite: 4 core courses

MLHRM 730 Talent Acquisition and Development

The course focuses on talent acquisition, training & development of human resources. Students will be exposed to critical conceptual and theoretical issues in each of these areas.

Prerequisite: 4 core courses

MLHRM 735 Leading People and Organizations

The course focuses on areas necessary for effective organizational management, interpersonal skills required in the communication process, team development and organizational culture. The purpose is to provide capstone overview of both concepts and skills within a meaningful context to be developed by overall LM-HRM concentration courses.

Prerequisite: 4 core courses

MLHRM 740 Performance and Reward Management

The course focuses on employee performance management and compensation and benefits aspects of human resources in work place. Students will be exposed to critical conceptual and theoretical issues in each of these areas.

Prerequisite: 4 core courses

MLHRM 745 Leading Innovation and Change

With constant changes occurring in their business environments, organizations are compelled to innovate and change in order to survive and keep ahead of competitors. While the spotlight of the business press on innovation and change has intensified in recent decades, effectively leading these dynamic aspects of organizations has always been an essential component of a leader's role. Innovation and change are particularly important to established organizations, as they fend off their counterparts and new entrants into their industries. Leaders with a deep understanding of innovation and change management, which are central to intrapreneurship, can help organizations counteract

this tendency. This course focuses on developing and strengthening such an understanding and its associated skills.

Prerequisite: 4 core courses

Doctor of Philosophy (PhD)

The **PhD program** consists of 60 CH comprised of three parts. The first part represents the required core courses (18 CH). The second part represents specialization coursework (12 CH). The third part is the PhD dissertation. Each student is required to sit for a qualifying comprehensive examination (as explained in a later section) after successfully completing the required 30 CH of coursework.

Program Concentrations

The PhD Program is designed with specialization concentrations in order to meet the needs of professionals in these areas. For this students admitted to the program must choose one of these following specialization concentrations:

1. Marketing
2. Management
3. Finance
4. Accounting

The PhD Program Structure & Course Sequence – 60 CH

The details of the 60 CH requirements for the PhD program are:

SN	Course #	Course Title	Term	Pre-Requisite	CH
1	PhD 800	Research Methods-1	1	-	3
2	PhD 805	Quantitative Analysis-1	1	-	3
3	PhD 810	Research Methods-2	2	PhD 800	3
4	PhD 815	Quantitative Analysis-2	2	PhD 805	3
5	PhD 820	Research Methods-3	3	PhD 810	3
6	PhD 825	Development of Management Thought	3	PhD 810	3
Total CH for Core Courses					18
Specialization Courses in Marketing					
SN	Course #	Course Title	Term	Pre-Requisite	CH
1	PhD MKT 835	Research Seminar in Marketing Strategy	4	PhD 825	3
2	PhD MKT 840	Research Seminar in Consumer Behavior	4	PhD 825	3
3	PhD MKT 845	Research Seminar in Special Topics in Marketing	5	PhD 825	3
4	PhD MKT 850	Research Seminar in Service Marketing	5	PhD 825	3
Total CH for PhD MKT Specialization Courses					12
Specialization Courses in Management					
SN	Course #	Course Title	Term	Pre-Requisite	CH
1	PhD MGM 835	Research Seminar in Strategy	4	PhD 825	3
2	PhD MGM 840	Research Seminar in Organizational Theory & Behavior	4	PhD 825	3
3	PhD MGM 845	Research Seminar in Current Issues in HRM	5	PhD 825	3
4	PhD MGM 850	Research Seminar in Leadership Theory	5	PhD 825	3
Total CH for PhD MGM Specialization Courses					12

Specialization Courses in Finance						
SN	Course #	Course Title		Term	Pre-Requisite	CH
1	PhD FIN 835	Research Seminar in Investments/Asset Pricing		4	PhD 825	3
2	PhD FIN 840	Research Seminar in Financial Market Microstructure		4	PhD 825	3
3	PhD FIN 845	Current research Issues in Finance in MEA		5	PhD 825	3
4	PhD FIN 850	Research Seminar in Corporate Finance		5	PhD 825	3
Total CH for PhD FIN Specialization Courses						12
Specialization Courses in Accounting						
SN	Course #	Course Title		Term	Pre-Requisite	CH
1	PhD ACC 835	Research Seminar in Financial Accounting		4	PhD 825	3
2	PhD ACC 840	Research Seminar in Management Accounting		4	PhD 825	3
3	PhD ACC 845	Research Seminar in Current Accounting Issues		5	PhD 825	3
4	PhD ACC 850	Research Seminar in Business Valuation		5	PhD 825	3
Total CH for PhD ACC Specialization Courses						12
Pass In Comprehensive Prelim Exam						
1	PhD 830	Seminar on Classroom Pedagogy Behavior		2&3	30C.H,Pass CPE	0
Thesis						

SN	Course #	Course Title	Term	Pre-requisite	CH
1	DISS 860	A	each term	30C.H,Pass CPE	3
2	DISS 860	B	each term	30C.H,Pass CPE	3
3	DISS 860	C	each term	30C.H,Pass CPE	3
4	DISS 860	D	each term	30C.H,Pass CPE	3
5	DISS 860	E	each term	30C.H,Pass CPE	3
6	DISS 860	F	each term	30C.H,Pass CPE	3
7	DISS 860	G	each term	30C.H,Pass CPE	3
8	DISS 860	H	each term	30C.H,Pass CPE	3
9	DISS 860	I	each term	30C.H,Pass CPE	3
10	DISS 860	J	each term	30C.H,Pass CPE	3
Total CH for Dissertation					30
Total CH for the Program					60

PhD Courses Description – Core Courses

PhD 800 RESEARCH METHODS-1

This course introduces research methods. It addresses the need for research, the research process, research philosophy, and types of research work.

PhD 805 QUANTITATIVE ANALYSIS-1

The purpose of this course is to enable students gain quantitative skills necessary to identify and analyze a research problem, consider the basics of econometric analysis (formulation of hypotheses and testing, model building, and diagnostic tests and corrective procedures.

PhD 810 RESEARCH METHODS-2

This course builds on research methods 1 with emphasis on underpinning theory (conceptual framework), design and research methodologies

Prerequisite: PhD 800

PhD 815 QUANTITATIVE ANALYSIS-2

The purpose of this course is to enable students gain advanced quantitative skills necessary to analyze research data. It introduces students to advanced techniques such as 2SLS, time series analysis, panel data analysis forecasting and predicting business situations involving UAE/MEA data. It also emphasizes use of statistical packages such as STATA.

Prerequisites: PhD 805

PhD 820 RESEARCH METHODS-3

The purpose of this course is to provide students with additional skills necessary to develop scientific research proposal. The students further undertake systematic research using empirical and non-empirical approaches, conduct literature review and structure and manage a research project.

Prerequisites: PhD 810

PhD 825 DEVELOPMENT OF MANAGEMENT THOUGHT

This course focuses on critical and analytical review of the management theories over the years. Students are encouraged to compare and contrast management theories and to examine them critically in light of their practical experience. Prerequisites: PhD 810

PhD 830 SEMINAR ON CLASSROOM PEDAGOGY BEHAVIOR

The purpose of this seminar is to prepare PhD candidates to take up teaching responsibilities upon their graduation. The seminar focuses on learning, pedagogy, classroom management, and assessment issues at the undergraduate level.

Prerequisites: 30 Credit Hours and Pass Comprehensive Prelim. Examination (C.P.E.)

Accounting

PhD ACC 835 - RESEARCH SEMINAR IN FINANCIAL ACCOUNTING

This course exposes doctoral students to the theoretical foundations of the contemporary approach to financial reporting and the political and pragmatic considerations in the development of the conceptual framework underlying current accounting standards. Alternative theories of accounting are discussed and controversial areas are emphasize through a set of readings.

Prerequisites: PhD 825

PhD ACC 840 - RESEARCH SEMINAR IN MANAGEMENT ACCOUNTING

This course is designed to expose doctoral students to a selection of current research in managerial accounting, using both different research designs (e.g., survey, experimental, and archival methods). Students should leave this course with a proper level of knowledge of managerial research in

accounting and be better able to create, analyze, and critique such research. This course may also help those students who intend to work in this area to identify a thesis (dissertation) topic.

Prerequisites: PhD 825

PhD ACC 845 - RESEARCH SEMINAR IN CURRENT ACCOUNTING ISSUES

This course exposes doctoral students to accounting issues that are not covered in the other two research seminars (PhDACC 835 and PhDACC 840) such as auditing and international accounting research and other issues that under consideration by standard setters (e.g., FASB and IASB).

Prerequisites: PhD 825

PhD ACC 850 - SEMINAR IN EMPIRICAL RESEARCH IN ACCOUNTING

This seminar develops students' skills and ability to read and critically evaluate published empirical research in accounting using different research paradigms. It emphasizes use of survey methods, use of secondary data, use of quasi experiments, use of the historical approach, and experimental economics.

Prerequisites: PhD 825

Finance

PhD FIN 835 - RESEARCH SEMINAR IN INVESTMENTS/ASSET PRICING

This seminar focuses on major theoretical models in discrete time Asset Pricing. While some mathematical derivations are necessary, the emphasis will be on understanding the intuition underlying the model, and what it means for asset pricing in reality. Each session is meant to introduce students to some classic and current pieces on the topic, and to point out some additional research in MENA region that would be valuable to students with a greater interest in topic.

Prerequisites: PhD 825

PhD FIN 840 - RESEARCH SEMINAR IN FINANCIAL MARKET MICROSTRUCTURE

Market microstructure is the study of how markets operate and how transaction dynamics can affect security price formation and behavior. The impact of microstructure on all areas of finance has been increasingly apparent. Empirical microstructure has opened the door for improved transaction cost measurement, volatility dynamics and even asymmetric information measures, among others. Thus, this field is an important building block towards understanding today's financial markets.

Prerequisites: PhD 825

PhD FIN 845 - CURRENT RESEARCH ISSUES IN FINANCE IN MEA

This workshop is designed to help students to critically review a wide variety of current research in finance. The workshop tries to find answers to questions such as: What is the anatomy of a scholarly contribution and how does one conduct research in the field of Finance? What are some of the challenges of conducting research in the field of finance? Each session is meant to introduce you to some classic and current pieces on the topic, and to point out some additional research in MENA region that would be valuable to students with a greater interest in the topic.

Prerequisites: PhD 825

PhD FIN 850 - RESEARCH SEMINAR IN CORPORATE FINANCE

This course will provide a theoretical and empirical treatment of major topics in corporate finance including capital structure, IPO (SEO), market timing, payout policy, internal capital market, CEO compensation and the market for corporate control. The purpose of the course is to acquaint students with critical issues in corporate finance and help students developing their own research topics in this particular field of finance.

Prerequisites: PhD 825

Management

PhD MGM 835 - RESEARCH SEMINAR IN STRATEGY

This seminar helps students to critically review and evaluate classic and current theoretical approaches to strategy. It also addresses some strategy-related issues such as the resource-based view of the firm, industry evolution and dynamics, diversification and vertical integration, technology management and agency.

Prerequisites: PhD 825

PhD MGM 840 - RESEARCH SEMINAR IN ORGANIZATIONAL THEORY & BEHAVIOR

This seminar helps students to critically review and evaluate a wide variety of theoretical approaches to Organizational theory and behavior, with a primary focus on individual and collective processes. Drawing on theory and research in psychology, social psychology, and organizational behavior, students shall explore individual, interpersonal, and group processes in work organizations.

Prerequisites: PhD 825

PhD MGM 845 - RESEARCH SEMINAR IN CURRENT ISSUES IN HR MANAGEMENT

This seminar reviews and evaluates modern issues in the area of Human Resources/Personnel Management (HRM). It attempts to enhance students' scholarly insight and understanding of the development and knowledge in the field and sharpen students' abilities to critically evaluate and generate new ideas.

Prerequisites: PhD 825

PhD MGM 850 - RESEARCH SEMINAR IN LEADERSHIP THEORY

This seminar reviews and evaluates theoretical underpinning of leadership. It addresses trait theory, contingency theory, leader-member exchange theory, transformational theory and other theoretical frameworks advanced for leadership. The seminar focuses on sharpening students' abilities to critically evaluate literature on leadership.

Prerequisites: PhD 825

Marketing

PhD MKT 835 - RESEARCH SEMINAR IN MARKETING STRATEGY

This seminar helps students understand the role of marketing within the organization, its business strategy, and its success. It exposes students to the literature in marketing strategy and helps them critically evaluate fundamental ideas, research design, results, and possible advancements.

Prerequisites: PhD 825

PhD MKT 840 - RESEARCH SEMINAR IN CONSUMER BEHAVIOR

This seminar exposes students to research issues in consumer behavior. It develops students' skills of identifying the research question, how it was studied, what we have learned to date, what are the gaps in existing knowledge, and possible new avenues for future research.

Prerequisites: PhD 825

PhD MKT 845 - RESEARCH SEMINAR IN SPECIAL TOPICS IN MARKETING

This seminar reviews and evaluates special issues in marketing such as product positioning, product line design, pricing strategy, advertising decisions, distribution channel design, and promotion decisions.

Prerequisites: PhD 825

PhD MKT 850 - RESEARCH SEMINAR IN SERVICE MARKETING

This seminar is designed to provide doctoral level coverage of both current and emerging research work carried out in services marketing. It exposes students to contemporary marketing and management issues faced by organizations competing in the service sector. By examining various

points of views, students will be able to develop a better understanding of the knowledge gaps which currently exist in this important field of study. The course focuses on four themes: Customer behavior in a service context; Customer equity / Lifecycle management; Customer satisfaction and service quality; and striving for service leadership.

Prerequisites: PhD 825

College of Law (CoL)

Master of Laws (LLM)

LLM Program and Concentrations

The LLM program at UD has been designed to prepare graduates for successful careers in both legal and non-legal organizations. The program will enhance critical thinking, increase oral and written communication skills as well as English language skills, improve decision-making in a rapidly-changing global environment, and reinforce the application of knowledge and skills in the area of problem-solving.

The LLM has two unique concentrations in order to meet the need for professionals in these areas. Moreover, the program has been designed to permit the admission of students with any undergraduate degree from an accredited University who meet the necessary criteria.

Program Goals/Objectives

The educational objectives of LLM Program are classified into 2 categories: General Program Objectives (i.e., common to all tracks) and track specific objectives.

A. Goals/Objectives Related to Transferable Skills, Values and Attitudes

These are common across LLM core courses. At the end of LLM program, the student is expected to accomplish the following objectives:

- **Think critically, analytically and communicate effectively** in English as a legally trained professional by preparing, presenting, arguing and pursuing the point of view/ case logically.
- **Work in and lead** dynamic international and UAE organizations in solving social and economic legal issues/ situations in specific legal fields.
- **Apply** written and oral communication skills in pursuit of legal professional goals.

B. Goals/Objectives common to each of the nine LLM tracks

- **Develop** local/global perspective and adapt to dynamic international and UAE cultural environments concerning social and economic development of UAE.
- **Adapt, apply and analyze specialized law knowledge to improve** the business environment and **Assist** the UAE in social and economic development.

These general and specific LLM track objectives are accomplished through the following specific skills in the academic courses detailed in the respective course syllabi.

- **Professional skills:** Legal research and writing skills necessary to accomplish subject specialties.
- **Formulating business policy skills and using dispute resolution techniques:** Capitalizing on the UD emphasis on mediation and arbitration through DCCI and Dubai International Arbitration Centre.
- **Networking skills:** available through DCCI and related organizations such as International Chamber of Commerce (ICC) and Chartered Institute of Arbitration.
- **Motivational and Leadership skills:** Understanding the dynamics of working in teams, building commitment, involving others, creating efficiency, productivity and satisfaction in teamwork.
- **Organizational skills:** Managing time, scheduling work (one's own and others), designing systems and action plans.
- **Communication skills:** Speaking and writing in English, having a viewpoint and being able to get it across in a way that is clear, crisp and concise.
- **Critical thinking skills:** Analyzing, solving problems, generalizing, questioning, and managing uncertainty.
- **Abstract thinking and adaptability:** Understanding how to drill down the most essential elements from a complex problem and determine frameworks or action plans for solving those problems.

- **Ability to be a continuous learner, and trainer of others:** Knowing how to learn on an ongoing basis, how to/where to gather the right information. Specifically, students will exhibit language skills, computational skills, analytically skills and interpersonal skills.
- **Ethical awareness:** Understanding the practical, legal and ethical implications of the spirit of the law and the letter of the law, understanding one's ethical responsibilities and the consequences of possible decisions.
- **Responsible Lawyer's Education:** Recognition of lawyer's responsibility towards society and the environment.

The curriculum is divided into two parts: a general, core curriculum that will be taken by all LLM students, and then a set of courses focusing on a series of specialties or tracks. All students will prepare a thesis or legal research project, a significant writing project based on independent legal research and analysis. Thirty-six (36) credits are required for the award of LLM, consistent with the large majority of American LLM degree programs.

Program Concentrations

The College of Laws offers an LLM with two concentrations and also gives students the option to earn an LLM with two concentrations by combining any two concentrations below:

- Arbitration & Dispute Resolution
- Financial Crimes & Money Laundering

Program Structure & Course Sequence

Each student must choose a specialty/track focus, to be pursued after the core requirements are completed. Each specialty/track includes at least one practice-oriented class, marked with an (*), that will require a team project, in addition to in-class drafting exercises, several writing exercises, or application of other legal skills. Table shows the LLM curriculum, which comprises of six (6) core courses. There are two (2) tracks or specialties each having four (4) specialty courses of 3CH each followed by a thesis/action research project of 6CH. Thus each track comprises of 18 CH. In total, the LLM candidate has to complete 36 CH or 11 courses (6 core courses + 4 specialization courses + 1 thesis) for the award of LLM degree.

LLM Curriculum

Pre - LLM courses				
Course Code & No	Core Name	Pre- Requisites	CH	
Pre LLM 500	Criminal Law	NA	-	
Pre LLM 510	Criminal Procedures	NA	-	
Pre LLM 520	Civil Law	NA	-	
Pre LLM 530	Civil Procedures	NA	-	
Pre LLM 540	Commercial Law	NA	-	
Core LLM courses				
LLM 600	Legal Research & Writing Skills	NA	3	
LLM 610	Legal Systems	NA	3	
LLM 620	Management of Legal Resources	NA	3	
LLM 635	Corporate Law	NA	3	
LLM 645	International Business Transactions	NA	3	
LLM 650	Arbitration & Litigation – Principles & Practice	NA	3	
Arbitration & Dispute Resolution Courses				
LLM ADR 700	Arbitration Law	NA	3	

LLM ADR	710	Advanced Arbitration Law	NA	3
LLM ADR	720	Negotiation	NA	3
LLM ADR	730	Alternative Dispute Resolution	NA	3
Financial Crimes & Money Laundering Courses				
LLM FCML	700	Bribery & Corruption	NA	3
LLM FCML	710	Money Laundering	NA	3
LLM FCML	720	Competition Law	NA	3
LLM FCML	730	Financial Crimes & Governance, Compliance & Assurance	NA	3
Thesis				
LLM ADR	740	Thesis	30C.H	6
LLM FCML				

LLM Study Plan

ADR & FCML Concentration

Course Code Number		Course Title- Core LLM courses	AY (Tick ✓ when registered in the respective terms)				AY (Tick ✓ when registered in the respective terms)			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills			✓					
LLM	610	2. Legal Systems	✓							
LLM	620	3. Management of Legal Resources *								✓
LLM	635	4. Corporate Law		✓						
LLM	645	5. International Business Transactions *		✓						
LLM	650	6. Arbitration & Litigation – Principles & Practice*	✓							
LLM-ADR	700	1. Arbitration Law *		✓						
LLM-ADR	710	2. Advanced Arbitration Law*			✓					
LLM-ADR	720	3. Negotiation			✓					
LLM-ADR	730	4. Alternative Dispute Resolution*	✓							
LLM-ADR	740	5. Thesis					✓			
LLM-FCML	700	1. Bribery & Corruption					✓			
LLM-FCML	710	2. Money Laundering						✓		
LLM-FCML	720	3. Competition Law							✓	
LLM-FCML	730	4. Financial Crimes and Governance, Compliance & Assurance							✓	
LLM- FCML	740	5. Thesis								✓

Financial Crimes & Money Laundering (FCML) Concentration

Course Code Number		Course Title- Core LLM courses	AY (Tick ✓ when registered in the respective terms)				AY (Tick ✓ when registered in the respective terms)			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills			✓					
LLM	610	2. Legal Systems	✓							
LLM	620	3. Management of Legal Resources *								✓

LLM	635	4. Corporate Law	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	645	5. International Business Transactions *	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	650	6. Arbitration & Litigation – Principles & Practice*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-FCML	700	1. Bribery & Corruption	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM- FCML	710	2. Money Laundering	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM- FCML	720	3. Competition Law	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM- FCML	730	4. Financial Crimes and Governance, Compliance & Assurance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM- FCML	740	5. Thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Arbitration & Dispute Resolution (ADR) Concentration

Course Code Number		Course Title- Core LLM courses	AY (Tick ✓ when registered in the respective terms)				AY (Tick ✓ when registered in the respective terms)			
			T1	T2	T3	T4	T1	T2	T3	T4
LLM	600	1. Legal Research & Writing Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	610	2. Legal Systems	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	620	3. Management of Legal Resources *	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
LLM	635	4. Corporate Law	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	645	5. International Business Transactions *	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM	650	6. Arbitration & Litigation – Principles & Practice*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-ADR	700	1. Arbitration Law *	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-ADR	710	2. Advanced Arbitration Law*	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-ADR	720	3. Negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-ADR	730	4. Alternative Dispute Resolution*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LLM-ADR	740	5. Thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

LLM Core Courses Description

LLM 600: LEGAL RESEARCH AND WRITING SKILLS

The Legal Research and Writing Skills is a core element of the LLM program. The emphasis of this module is firstly on the development of research techniques and the development of key analytical and rhetorical techniques necessary for independent work at postgraduate level. Secondly, this module also focuses on students writing skills from a legal practice perspective. It is sufficiently general that students from a variety of backgrounds with a diverse range of postgraduate aims will benefit. At the same time, it is sufficiently specific so that a number of the key issues involved in advanced research skills and methods are addressed. This course uses key terms and facts in legal research such as legislation, treaties, the UAE Civil Code, and identifies issues for legal research using analytical tools such as case law and briefings. This course will also address principles of citation, referencing, literature review, research methodologies (empirical, economic, comparative, analytical, descriptive and other approaches relevant to high quality legal research). The coverage includes updating and validating the research, writing the research report, and presentation of research findings.

LLM 610: LEGAL SYSTEMS

This course provides a comparative introduction to common law (used in DIFC), civil law, and international law, mainly from a contractual perspective. As the United Arab Emirates and neighboring GCC countries integrate more closely into the global economy, lawyers, legal consultants and other legal professionals (many of whom received training in the civil law systems prevailing in continental Europe and the Arabic-speaking countries) increasingly find themselves interacting with the common-law legal system that is used in the UK, the United States and other English-speaking countries. Closer to home, a 2011 Dubai law granted expanded jurisdiction to the DIFC Court – a court that operates according to common-law procedures and doctrines. Because the DIFC Court is now permitted to hear cases brought by parties outside the DIFC, lawyers in the Gulf region need to be prepared to advise their clients about whether to choose DIFC Court jurisdiction and need to be ready to handle cases arising in the DIFC Court.

LLM 620: MANAGEMENT OF LEGAL RESOURCES

This course provides future business owners, entrepreneurs, executives, managers, lawyers and students intending to enter the workforce with an introduction to the law of the workplace. The course provides for an examination of the various employment laws with which businesses located in United Arab Emirates (UAE) must comply and the legal rights and responsibilities of employees and employers. It aims at enabling students to identify solutions and/or avoid workers disputes in the workplace. The course also includes comparisons with US and UK employment laws. The course explains the legal aspects of human resources by focusing on the three basic stages of the employment life cycle: hiring, managing and terminating. The emphasis is on laws and regulations concerning the hiring process; equal employment opportunity with respect to discrimination and harassment because of some specific employee's characteristics protected by workplace laws; workplace security and privacy including occupational health and safety; the regulatory environment referring to workers' compensation, unemployment compensation and minimum wage laws; labor relations, collective bargaining and dispute resolutions; termination of employment and severance pay; special employment requirements for UAE expatriates.

LLM 635: CORPORATE LAW

The course examines business structures and provides an overview of basic corporations law including the formation of companies especially under UAE and DIFC laws and consequences of incorporation; company internal rules; management and contracting; governance including membership, meetings and directors duties, shareholders remedies, accounts and financial reporting and audit, corporate litigation and regulation, liquidation and bankruptcy; external administration of companies; and UAE regional and international corporate governance standards, ethics and corporate social responsibility.

LLM 645: INTERNATIONAL BUSINESS TRANSACTIONS

This course is intended to prepare students to represent clients in a variety of business transactions that contain international elements. The emphasis is on the formation and enforcement of agreements between private commercial parties and on the anticipation and recognition of issues that are peculiar to, or are especially prevalent in, international business. The course follows a sequence of increasingly complex transactions, from the isolated purchase and sale of goods, through sales through distributors and licensing, to foreign direct investment. Topics include: the formation of the basic commercial transaction; financing the international sale of goods; agency and distributorships; licensing of intellectual property; establishing and operating a foreign investment; and dispute settlement.

LLM 650: ARBITRATION AND LITIGATION – PRINCIPLES & PRACTICES

The course deals with principles and practices of litigation and arbitration. Attention will be paid to the laws in the UAE, (international) commercial disputes, recognition and enforcement of foreign judgments and arbitral awards, the Brussels and Lugano Conventions, the Brussels Regulation, the New York Convention, Amman Convention and Riyadh Convention. There is also attention for hierarchy of the court systems and the free zone areas: with a focus on Jebel Ali Free Zone and Dubai International Financial Centre.

LLM Specialized Course Description - Concentration Courses**Arbitration & Dispute Resolution (ADR)****ADR 700 ARBITRATION LAW**

The course discusses the arbitral process starting from the role of arbitration rules, and the importance of applicable law choice, to the enforcement and challenge proceedings, the federal laws on international arbitration and the relationship between local courts and arbitration tribunals and institutions, indicating the degree of support the local courts express towards arbitration through their judgments, and the role of DIAC.

ADR 710 ADVANCED ARBITRATION LAW

This advanced course focuses in more detail on some key elements of arbitration. Topics that will be discussed are confidentiality of arbitral proceedings, challenge and disqualification of arbitrators, choosing an Arbitral Institution, provisional measures in arbitration, multiparty and multi-contract issues in arbitration, annulment, challenge, enforcement and revision of arbitral awards and the New York Convention. Practical experience is an important part of this course and therefore it also includes detailed attention for the drafting of an effective arbitration agreement, for the drafting of an award as well as moot court sessions.

ADR 720 NEGOTIATION

The purpose of this course is to improve students' negotiation skills. Its premise is that to be effective, legal experts must possess both strong analytical skills to identify solutions to problems and a broad array of negotiation skills to empower acceptance of those solutions. This course covers these skills.

ADR 730 ALTERNATIVE DISPUTE RESOLUTION

The course discusses alternative dispute resolution techniques. The course includes detailed attention for the drafting of effective alternative dispute resolution clauses as well as moot court sessions.

Financial Crimes & Money Laundering (FCML)

FCML 700 BRIBERY & CORRUPTION

The course deals with the concepts of bribery and corruption. The coverage includes UAE commercial and criminal regulations, UAE-specific issues in commercial contracts, and comparative study on UAE versus US, UK and EU regimes.

FCML 710 MONEY LAUNDERING

This course deals with the UAE legislation (Federal and DIFC), US and UK legislation on money laundering and the impact of regulations on money laundering. The coverage also includes the Middle East and North Africa financial action taskforce, the Vienna Convention, the Palermo Convention, the Merida Convention and the United Nations Model Legislation on Laundering, Confiscation and International Cooperation in relation to the proceeds of crime (1999).

FCML 720 COMPETITION LAW

This course deals with the new 2013 UAE Federal Competition Law. The coverage also includes (comparisons with) EU law and the international dimension of competition laws. Furthermore, the course pays attention to competition elements that are included in the other UAE Laws.

FCML 730 FINANCIAL CRIMES AND GOVERNANCE, COMPLIANCE & ASSURANCE

The purpose of this course is to expose students to concepts, strategies and best practices in governance, compliance and assurance in relation to financial crimes.

LLM THESIS – SPECIFIC FOR EACH TRACK

The purpose is to provide applied learning experience through action-research project (ARP) in an organization. The course allows participants to draw on knowledge and comprehension of legal issues gained in the previous LLM courses. The course also provides an important link between the organization and the UD. As such, the thesis should reflect a need of the organization while meeting the perceived needs and interests of the individual students. Thus, the student is required to develop an action-oriented management report. The thesis must be of a rigorous academic/ professional standard.

Pre-requisite: 30C.H

Full Time Faculty

A

Abdul Hadi, Sabina, PhD, Masdar Institute of Science and Technology (currently Khalifa University), UAE, 2016; Assistant Professor in Electrical Engineering, College of Engineering and Information Technology
Al Ahmad, Hussain, PhD, The University of Leeds, UK, 1984; Professor in Electrical Engineering; Dean, College of Engineering and Information Technology; Research Advisor to the President

Al Murraqab, Nasser, PhD, University of Dubai, UAE, 2018; Assistant Professor in Management; Chief Operating Officer

Amin, Saad, PhD, Loughborough University, UK, 1993; Associate Professor, College of Engineering and Information Technology

Anadol, Gulcin Yaprak, PhD, Hacettepe University, Turkey, 2007; Assistant Professor in Marketing

Arnaut, Marina, PhD, Edinburgh Business School Heriot Watt, 2013; Assistant Professor in Management

Atallah, Shadi, PhD, Polytechnic of Turin, Italy, 2012; Assistant Professor in Electrical & Computer Engineering

B

Beheri, Mohamed Hussein Kamel Azab, PhD, University of Glassglow, UK, 2005; Associate Professor in Management

Bin Ahmad, Kamarul Zaman, PhD, University of, 2001; Professor in Management; Chair, AACSB committee.

D

Darwish, Muna, MSc, Khalifa University, UAE, 2017; Lecturer in Electrical & Computer Engineering

F

Fachka, Claude, PhD, Concordia University, Canada, 2015; Assistant Professor in Electrical & Computer Engineering

Faizal, Kamarul, PhD, Auckland University of Technology, New Zealand, 2012; Associate Professor in Business Information Systems; Department Chair of Information Technology

G

Gachino, Geoffrey, PhD, UNU MERIT, Maastricht-Netherlands, 2006; Assistant Professor in Economics & Statistics; Provost

Gadhafi, Rida, PhD, Universite De Grenoble, France, 2019; Assistant Professor in Engineering

H

Hussain Sher Afza, Rahim, PhD, Griffith University, Australia, 2008; Associate Professor in Marketing

K

Kafeero, Edward, PhD, University of Munster, Germany, 2009; Associate Professor in International Trade Law & Customs

Kambouris, George, MBA, St. John's University, New York USA; Lecturer in Accounting

Kamel, Yehia Mahmoud, PhD, Benedictine University, Lisle, IL USA, 2005; Assistant Professor in Management

Karathanasopoulos, Andreas, PhD, Liverpool John Moores University, 2012; Professor in Banking & Finance

Karlin, Gina Marie, MA, The New School, USA, 2010; Instructor in TESOL-Curriculum Development

Khalil Al Qadi, Hatem, Master, University of Maharaja, 1999; Instructor in English and Literature; Director, GUCR

Kumar, Ajay, PhD, University of Manchester, UK; Assistant Professor in International Economic Law

L

Lahmar, Arij, PhD; University of Sfax, Tunisia, 2016; Assistant Professor in Management

M

Mansoor, Wahiq, PhD, The University of Aston in Birmingham, UK, 1991; Professor in Electrical Engineering; Director, Center for Entrepreneurship & Innovation

Maydybura, Alina, PhD, University of Wollongong, Australia, 2015; Assistant Professor in Banking Finance

Miniaoui, Sami, PhD, HEC Lausanne, Switzerland, 2009; Assistant Professor in Electronics and Communication Engineering

Mortagy, Amr, PhD, Texas Tech University; Dean, Dubai Business School; Strategic Advisor to the President.

Muammar, Sudad, MSc, University of Dubai, UAE, 2014; Lecturer in Information System Management

Mukhtar, Husameldin Hussain, PhD, Khalifa University, UAE, 2015; Assistant Professor in Communications Engineering

N

Najim Mohammed Al Khafaji, Ahmed, PhD, IIT Roorkee, 2000; Assistant Professor in Mathematics

Nasiruddeen, Muhammad PhD, University of Dundee, Scotland UK, Professor in International Arbitration, International Economic Law.	Rababa, Mohammed , PhD, University of Manchester, UK, 2014; Assistant Professor in Law, Intellectual Property Trademarks; Director, College of Law	President on Strategic Quality Assurance & Institutional Effectiveness.
O Osman, Mohammed , PhD, University of Massachusetts, 1998; Professor in Economics & Statistics; Director, MBA & PhD.	Rao, Ananth , PhD, University of Minnesota, USA, 1991; Emiritus Professor in Finance	Thiruvattal, Eapen , PhD, University of Kent, UK, 2007; Assistant Professor in Marketing
P Panthakkan, Alavikunhu , PhD, Banasthali University, India, 2015; Assistant Professor in Electronics Engineering - Image Signal Processing	Singh, Satwinder , PhD, University of Poona, India, 1984; Professor in Management	W Genanew, Worku-Bekele , PhD, Johannes Kepler University of Linz, Austria, 2008; Associate Professor in Economics & Statistics; Director, Undergraduate Studies
Prasad, Arun , PhD, IIT Madras, India, 2007; Associate Professor in HRM; Director, CBRC.	Suleymanova, Sara , MA, University of Brighton, UK; Instructor in English	Z Zaremba Adam , PhD, Poznan University, Poland, 2012; Associate Professor in Banking & Finance
R	Tabche, Ibrahim , PhD, University of Bath, UK, 2002; Associate Professor in Management; Advisor to the	

Definitions

Term	Definition
Concentration	Grouping of courses which represent a sub-specialization taken within the major field of study. For example a student majoring in electrical engineering can take a concentration in communication engineering.
Course	A course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits, and expected learning outcomes in the institution's Catalog.
Credit Hour	The measurement unit which defines the student's overall effort towards attaining a qualification. 1 semester credit equals approximately 1 hour of time in class per week over a semester of 15 weeks or longer.
Curriculum	The term refers both to the range of courses offered at University of Dubai (UD) consisting of a set of related courses in the area of specialization, such as the computer science curriculum or the civil engineering curriculum
Drop & Add period	Is normally for one week after the start of classes, during a regular semester/term, and for two days only during short semesters.
Major	The major is the field of study in which a student specializes at the baccalaureate level. The term is not typically used in qualifications below the baccalaureate and is only occasionally used in graduate programs
Normal Study Load	For an UG student in "Good" standing ranges from 12 to 18 credit hours in a regular semester, and from 3 to 6 credit hours in a short session
Special / Non-degree Students	Special students are students who have obtained their undergraduate degrees from UAE-accredited universities and who are interested in taking courses of similar or higher levels at UD for credit but not toward a degree
Visiting student	is a student enrolled at another institution who wishes to take courses at UD for transfer back to his/her home university

Department Directory	Telephone	Email
Admissions/Enrollment	04 556 6872	ssaeed@ud.ac.ae
Alumni Relations/ Career Development/ Internships	04 556 6820	amarzak@ud.ac.ae
College of Engineering and IT	04 556 6932	amphilip@ud.ac.ae
College of Law	04 556 6953	mnoufal@ud.ac.ae
Dubai Business School	04 556 6926	mbiscuitwala@ud.ac.ae
External and International Relations	04 556 6903	rsanjose@ud.ac.ae
Facilities services	04 556 6892	harafat@ud.ac.ae
Finance	04 556 6840	hayounes@ud.ac.ae
General Undergraduate Curriculum Requirement (GUCR)	04 556 6965	lashok@ud.ac.ae
Health Center	04 556 6823	lmathai@ud.ac.ae
Human Resources	04 556 6861	nhaja@ud.ac.ae
Information Technology	04 556 6888	helpdesk@ud.ac.ae
Library and Learning Resources	04 556 6830	aamour@ud.ac.ae
Marketing Department	04 556 6870	hbeaini@ud.ac.ae
Provost Office	04 556 6902	ggachino@ud.ac.ae
Procurement and Logistics	04 556 6890	akhalid@ud.ac.ae
Quality Assurance & Institutional Effectiveness (QA&IE)	04 556 6812	qa-ie@ud.ac.ae
Registrar	04 556 6850	bzabalawi@ud.ac.ae
Research and Graduate Studies	04 556 6953	mnoufal@ud.ac.ae
Student Services	04 556 6871	halmaaini@ud.ac.ae
Emergency Numbers		
Security	04 556 6899	udsecurity@ud.ac.ae

GRADUATE PROGRAMS | OFFICE CONTACT

Location

2nd Floor, Dubai Business School Building
 University of Dubai | Graduate Programs Office
 University of Dubai, Academic City, Dubai

Office Hours: Week days from 8:30 AM to 5:00 PM

Contact Personnel

Mrs. Manar Noufal, Assistant Manager Graduate Programs
 Tel: 971-4-5566953
 E-mail: mnoufal@ud.ac.ae

Disclaimer

UD reserves the right to make changes in course offerings, academic policies, academic calendar, tuition fees, other charges, rules, and regulations as deemed necessary. The provisions of this handbook are for providing guidance to the students/applicants and not to be treated as a contract between UD and students/applicants.