



**Institute of
Management Technology**
Dubai

Executive MBA

Catalogue

***Academic Year
2014 - 2015***

TABLE OF CONTENTS

| | |
|--|-----------|
| FROM THE DIRECTOR | 3 |
| 1. ABOUT IMT DUBAI | 4 |
| 2. VISION, MISSION, GOALS | 5 |
| 2.1. IMT DUBAI VISION | 5 |
| 2.2. IMT DUBAI MISSION | 5 |
| 2.3. STRATEGIC GOALS | 5 |
| 2.4. GOVERNMENT REGULATIONS..... | 6 |
| 2.5. IMT DUBAI LICENSURE AND ACCREDITATION INFORMATION..... | 6 |
| 2.6. NON DISCRIMINATION STATEMENT..... | 6 |
| 3. FACILITIES AND SERVICES | 7 |
| 3.1. LIBRARY: LEARNING RESOURCE CENTRE | 7 |
| 3.2. IT CENTER..... | 8 |
| 3.3. RESIDENTIAL FACILITIES..... | 8 |
| 3.4. SPIRITUAL FACILITIES | 9 |
| 3.5. IMT ALUMNI ASSOCIATION..... | 9 |
| 3.6. STUDENT ID CARDS | 9 |
| 3.7. STUDENTS EMAIL ID | 9 |
| 3.8. BLACKBOARD..... | 10 |
| 3.9. ORIENTATION | 10 |
| 3.10. PERSONAL COUNSELLING | 10 |
| 3.11. ACADEMIC ADVISING | 11 |
| 4. EXECUTIVE MBA PROGRAM: AN OVERVIEW | 13 |
| 4.1. EXECUTIVE MBA PROGRAM MISSION..... | 13 |
| 4.2. EXECUTIVE MBA PROGRAM OBJECTIVES..... | 13 |
| 4.3. EXECUTIVE MBA PROGRAM LEARNING OUTCOMES..... | 14 |
| 5. EXECUTIVE MBA PROGRAM STRUCTURE | 15 |
| 6. EXECUTIVE MBA – COURSE DESCRIPTIONS | 19 |
| 6.1. MODULE A - FOUNDATIONS OF BUSINESS..... | 19 |
| 6.2. MODULE B: MANAGING THE FUNCTIONAL AREAS..... | 20 |
| 6.3. MODULE C: MANAGING THE PEOPLE AND ORGANIZATIONS..... | 21 |
| 6.4. MODULE D: LEADERSHIP AND STRATEGY | 22 |
| 6.5. CONCENTRATION IN HUMAN RESOURCE MANAGEMENT..... | 23 |
| 6.6. CONCENTRATION IN INTERNATIONAL BANKING AND FINANCE | 26 |
| 6.7. CONCENTRATION IN MARKETING & RETAIL MANAGEMENT | 29 |
| 6.8. CONCENTRATION IN PROJECT AND OPERATIONS MANAGEMENT | 32 |
| 7. ADMISSIONS & PREREQUISITES – EXECUTIVE MBA | 36 |
| 7.1. ELIGIBILITY CRITERIA | 36 |
| 7.2. CONDITIONAL ADMISSIONS | 37 |

| | | |
|------------|--|-----------|
| 7.3. | ADMISSIONS COMMITTEE | 37 |
| 7.4. | ADMISSIONS PROCESS | 38 |
| 8. | ACADEMIC CREDIT HOURS AND COURSE LOADS - EMBA | 39 |
| 8.1. | COURSE LOAD..... | 39 |
| 8.2. | COURSE DROP | 39 |
| 8.3. | CREDIT HOURS..... | 39 |
| 8.4. | COURSE PREREQUISITES..... | 39 |
| 8.5. | REPETITION OF COURSE..... | 39 |
| 9. | GRADING SYSTEM AND POLICY - EMBA | 41 |
| 9.1. | COURSE GRADE DEFINITIONS..... | 41 |
| 9.2. | CUMULATIVE GRADE POINT AVERAGE | 42 |
| 9.3. | INCOMPLETE GRADE | 43 |
| 10. | ACADEMIC STANDING REQUIREMENTS - EMBA..... | 44 |
| 10.1. | GRADUATION COMPLETION REQUIREMENTS..... | 44 |
| 10.2. | ATTENDANCE AND CLASS PARTICIPATION | 45 |
| 10.3. | WITHDRAWAL POLICY | 46 |
| 10.4. | COURSE ASSESSMENT | 46 |
| 10.5. | STUDENTS APPEALS POLICY AND PROCEDURES | 46 |
| 10.6. | COURSE EVALUATIONS | 47 |
| 11. | ACADEMIC PROFICIENCY ASSESSMENT - EMBA | 48 |
| 11.1. | ACADEMIC EXCELLENCE | 48 |
| 11.2. | ACADEMIC PROBATION..... | 48 |
| 11.3. | DISMISSAL FROM THE PROGRAM | 48 |
| 11.4. | RE-ADMISSION POLICY..... | 48 |
| 12. | TUITION FEES & PAYMENT SCHEDULES - EMBA | 49 |
| 12.1. | TUITION AND FEES - ACADEMIC YEAR 2014-15 | 49 |
| 12.2. | BANK DETAILS..... | 49 |
| 12.3. | LATE FEE POLICY | 50 |
| 12.4. | FEE REFUND POLICY..... | 50 |
| 12.5. | SCHOLARSHIPS AND TUITION REDUCTIONS | 51 |
| 12.6. | DISPUTES AND ARBITRATION..... | 51 |
| 13. | ACADEMIC CALENDER – EXECUTIVE MBA | 52 |
| 14. | LIST OF FACULTY AT IMT DUBAI..... | 54 |
| 15. | LIST OF STAFF AT IMT DUBAI | 56 |

FROM THE DIRECTOR

Welcome to IMT Dubai.

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

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

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

It is important to make yourself aware of the policies and procedures of the institute for smooth functioning. The Student Handbook is a comprehensive guide to the policies, procedures, rules and regulation. Advice you to read it carefully as it will answer many of your queries.

If there are any questions or concerns you may have, please do not hesitate to contact the Office of Students Services, or contact IMT Dubai at info@imtdubai.ac.ae.

Dr. Janakiraman Moorthy

Director

1. ABOUT IMT DUBAI

IMT Dubai is the first overseas campus of the renowned Business School, IMT Ghaziabad, one of India's top 10 business schools. The Institute of Management Technology (IMT) Dubai was founded in 2006, and within a short span of time has emerged as a leading business school in the region offering high quality business programs.

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

IMT Dubai offers undergraduate and postgraduate programs in business, including; Bachelor of Science in Business Administration, MBA for fresh graduates and an Executive MBA for working professionals. IMT Dubai programs have an international curriculum and are focused on providing students with critical thinking and life-long learning skills. Internships and company projects are part of the programs and gives students an opportunity of interacting with the corporate world. IMT Dubai faculty are leaders in their fields with the right blend of academic and industry experience. We provide students an international experience opportunity by participating in exchange programs across Europe and the United States. Articulation agreements are in place with some of the most prominent universities for student exchange and double degree programs.

The purpose built state of the art campus is located in Dubai International Academic City and provides on campus hostel facilities in order to enable you to have a full university experience. IMT Dubai offers an experience that helps students build and enhance their career by providing them the discipline related knowledge, innovative management and leadership's skills.

2. VISION, MISSION, GOALS

2.1. IMT Dubai Vision

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

2.2. IMT Dubai Mission

- IMT Dubai will offer quality education through experiential learning by engaging the students and professionals in projects and research.
- The faculty of IMT Dubai commits themselves to continuous personal development and will contribute to the practice through teaching, research, consulting, and community engagement.
- IMT Dubai strives to create a multi-cultural environment with a strong emphasis on applied learning.
- IMT Dubai will create a positive societal impact by fostering and practicing ethical standards.
- IMT Dubai embraces technology to excel in delivering high quality education.
- IMT Dubai upholds global educational standards through national and international accreditations.

2.3. Strategic Goals

- Increase faculty diversity in terms of nationality, corporate experience and research areas.
- Enhance competencies of faculty by facilitating publications in peer-reviewed academic journals, paper presentations in reputed conferences, and engagements in consulting assignments.
- Recruit students of different nationalities so as to increase student diversity and selectively partner with reputed universities for student and faculty exchange.
- Strive to develop associations with public and private entities to create avenues for applied learning – real time projects and internships.
- Update and benchmark course curriculum with international standards periodically.
- Strengthen and increase corporate engagements/ network so that the students are readily absorbed in the respective domains within a month of graduation.

- Implement latest technological innovations in social media; statistical software; enterprise solutions, and simulations as pedagogical tools.
- Volunteer for Corporate Social Responsibility activities in the region through faculty, staff, students and alumni.
- Maintain accreditations of MoHESR & IACBE.

2.4. Government Regulations

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

2.5. IMT Dubai Licensure and Accreditation Information

The Institute is licensed and its MBA/Executive MBA Program is accredited by the Ministry of Higher Education and Scientific Research, U.A.E.

2.6. Non Discrimination Statement

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

3. FACILITIES AND SERVICES

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

3.1. Library: Learning Resource Centre

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

Learning Resources - Its collection includes:

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

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

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

3.2. IT Center

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

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

3.3. Residential Facilities

The Institute provides students with a safe and comfortable living environment in a caring and responsible manner. IMT campus has 5 Residence Halls with separate male and female wings. For more information on residence living, please refer to the Residence Living Manual.

Recreational facilities

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

Dining Services

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

Residence Halls

Each Residence Hall has the following amenities:

- a) At each floor level
 - Bathrooms and sanitary
 - Pantry rooms
- b) Pantry rooms are equipped with the following:
 - Microwave oven
 - Refrigerator
- c) Laundry room

- Residents have access to a laundry room with washing machines and dryers and ironing facilities.

d) Fitness Center

3.4. Spiritual Facilities

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

3.5. IMT Alumni Association

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

3.6. Student ID Cards

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

The Institute has a Code for Identification of students, e.g. **EMBA151XXX**. The Code is defined as:

EMBA: Program Code - **15:** Year of program commencement; **1/2/3:** Spring/Fall/Summer Intake & **XXX:** 3 digit serial number.

3.7. Students Email ID

All students enrolled in the program are allocated an email ID. Most routine communication with the student community will be conducted through emails and the students have the responsibility to regularly check their emails boxes. Email communication by IMT, including communications in regards to Academic issues is considered as official communication and contractually bounding on the students. IMT

will not be held responsible if official communication fails to reach students who have not maintained or checked on a timely manner their email box.

3.8. Blackboard

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

3.9. Orientation

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

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

3.10. Personal Counselling

IMT provides personal counseling to its students. Any student who has the need for counseling should contact the Office of Student Services and services to make an appointment.

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

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

To obtain any special facility or accommodation for a disability, a current medical certificate from a recognized medical practitioner needs to be submitted. The

certification must not be older than one year from the date on which it is being submitted to the institute.

3.11. Academic Advising

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

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

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

The advisor's role is to:

- Guide the student and help him / her become familiar with the academic and administrative policies and programs of the Institute.
- Aid the student in understanding standards and requirements of different courses.
- Provide a perspective on the likelihood of success in different areas of study.
- Discuss with the student his / her educational and career objectives and how they relate to current / expected courses of study.
- Guide and provide necessary methodological support and supervision to students during the Internship Assignment and the Company Project Work.

A student's role is to:

- Learn about the policies, procedures, and rules of IMT.
- Be proactive and search out information needed for course scheduling, program planning, and successful completion of all graduation requirements.
- Gather required academic and career related information.
- Be aware of and monitor his / her academic progress.

- Initiate contact with their advisory as needed particularly during the Internship and Company Project periods.
- Be well prepared with questions and relevant material, while attending advising sessions.
- Be attentive and follow advisor's guidelines.
- Keep the advisor posted with their progress.

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

4. Executive MBA Program: An Overview

Our Executive MBA program is an alternative to our full time MBA program aimed to provide working executives to extend their knowledge of business processes, functions and strategies, putting them on the fast track towards leadership and introducing them towards new ideas and concepts with a focus on practical application.

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

4.1. EXECUTIVE MBA PROGRAM MISSION

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

4.2. EXECUTIVE MBA PROGRAM OBJECTIVES

The EMBA program objectives are as follows:

1. To provide comprehensive knowledge of complex business dynamics to pursue careers in management and related fields.
2. To develop analytical skills for enhancing effective and efficient decision making capabilities.
3. To enhance critical thinking and effective communication within a variety of contexts.
4. To develop abilities to lead individuals and groups effectively in pursuit of organizational and social goals.

5. To develop capabilities to continuously learn, benchmark and manage in a competitive and dynamic environment.
6. To enhance capabilities for independent learning and governing systems and processes in a highly complex and dynamic environment. (Autonomy)

4.3. EXECUTIVE MBA PROGRAM LEARNING OUTCOMES

The learning objectives during the course will be as follows:

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

5. EXECUTIVE MBA PROGRAM STRUCTURE

Program structure

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

The Program will be conducted in a block structure, with courses covered over the weekend. Each weekend will be 15 hours (or 1 credit) worth of classes, spanning Thursday (5-10 pm) and Friday (9am-6pm).

Core Courses

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

- Module A - Foundations of Business
- Module B - Managing the Functional Areas
- Module C - Managing People and Organizations
- Module D – Leadership & Strategy
- Module E – Concentrations

| Course Code | Couse/Module Title | Credit Hours | Prerequisites |
|-------------|--|--------------|---------------|
| | Module A: Foundations of Business | 9 | |
| ECO501 | Economics for Business | 2 | |
| ACC501 | Accounting for Decision Making | 3 | |
| DDM501 | Data and Decision Making | 3 | |
| BIF501 | Business Informatics & Technology | 1 | |
| | | | |
| | Module B: Managing the Functional Areas | 9 | |
| MKT601 | Marketing Management | 3 | |
| FIN611 | Financial Management | 3 | ACC501 |

| | | | |
|--|--|---------------|---------------------------------------|
| OPR611 | Operations Management | 3 | DDM501 |
| Module C: Managing the People and Organizations | | 7 | |
| OBR501 | Organizational Behavior | 3 | |
| LEB711 | Legal Aspects of Business | 1 | ECO 501 |
| BEG 821 | Business Ethics and Corporate Governance | 1 | LEB 711, ECO 501 |
| BRM 611 | Business Research Methods | 2 | DDM 501 |
| MGC501 | Business Communication | Non Credit | |
| Module D: Leadership and Strategy | | 5 | |
| IBS712 | International Business Strategy | 2 | ECO 501, MKT 601 |
| STM841 | Strategic Management | 3 | ECO 501, FIN 611, MKT 601, OPR 611 |
| Module E: Concentrations | | 8 | |
| E1 | Elective 1 | 2 | |
| E2 | Elective 2 | 2 | |
| E3/P1 | Elective 3 / Project 1 | 2 | |
| E4/P2 | Elective 4 / Project 2 | 2 | |
| Total | | 38 | |

Concentrations Offered:

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

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

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

| I) Human Resource Management Concentration | | | |
|---|-------------------------------------|----------------|----------------------|
| Course Code | Course Name | Credits | Prerequisites |
| HRM 811 | Staffing in Organizations | 2 | HRM611 |
| HRM 822 | Training & Development | 2 | OBR501, HRM611 |
| HRM 813 | Career & Competency Management | 2 | HRM611 |
| HRM 824 | Performance Management | 2 | OBR501, HRM611 |
| HRM 825 | Compensation & Benefits | 2 | HRM611, HRM824 |
| HRM 816 | Organization Development & Change | 2 | OBR501 |
| HRM 817 | Strategic Human Resource Management | 2 | HRM611 |
| HRM 818 | Psychological Testing | 2 | OBR501 |
| HRM 819 | Cross-cultural Management | 2 | OBR501 |
| HRM 8110 | Negotiation and Conflict Resolution | 2 | HRM611 |

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

| III) Marketing and Retail Management Concentration | | | |
|---|--|----------------|----------------------|
| Course Code | Course Name | Credits | Prerequisites |
| MKT 821 | Advanced Marketing Research & Analysis | 2 | MKT601, DDM501 |
| MKT 812 | Consumer Behavior | 2 | MKT601 |
| MKT 813 | Integrated Marketing Communication | 2 | MKT601 |
| MKT 814 | Brand Management | 2 | MKT601 |
| MKT 815 | Marketing of Services | 2 | MKT601 |
| MKT 816 | Business to Business Marketing | 2 | MKT601 |
| MKT 827 | Pricing Strategy | 2 | MKT601, ECO501 |
| MKT 818 | Sales & Distribution Management | 2 | MKT601 |
| MKT 819 | Retail Management | 2 | MKT601 |
| MKT 8110 | Customer Relationship Management | 2 | MKT 601 |
| MKT 8111 | International Marketing | 2 | MKT 601 |
| MKT 8112 | Digital Marketing Strategy | 2 | MKT 601 |

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

6. EXECUTIVE MBA – COURSE DESCRIPTIONS

6.1. MODULE A - FOUNDATIONS OF BUSINESS

| | | |
|----------------|-------------------------------|------------------|
| ECO 501 | Economics For Business | 2 Credits |
|----------------|-------------------------------|------------------|

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

| | | |
|----------------|---------------------------------------|------------------|
| ACC 501 | Accounting for Decision Making | 3 Credits |
|----------------|---------------------------------------|------------------|

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

| | | |
|----------------|---------------------------------|------------------|
| DDM 501 | Data and Decision Making | 3 Credits |
|----------------|---------------------------------|------------------|

The goal of this course is to encourage students to think critically about how to interpret data and make more informed decisions. This course provides necessary framework for formulating real life problems, developing models and presenting techniques that enable the students to arrive at optimum solutions. Students would learn how to formulate a decision problem from given information and data, use software to solve the formulated model, interpret the computer result, and finally implement the solution.

| | | |
|----------------|--|-----------------|
| BIF 501 | Business Informatics & Technology | 1 Credit |
|----------------|--|-----------------|

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

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

6.2. MODULE B: MANAGING THE FUNCTIONAL AREAS

| | | |
|----------------|-----------------------------|------------------|
| MKT 601 | Marketing Management | 3 Credits |
|----------------|-----------------------------|------------------|

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

| | | |
|----------------|-----------------------------|------------------|
| FIN 611 | Financial Management | 3 Credits |
|----------------|-----------------------------|------------------|

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

| | | |
|----------------|------------------------------|------------------|
| OPR 611 | Operations Management | 3 Credits |
|----------------|------------------------------|------------------|

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

6.3. MODULE C: MANAGING THE PEOPLE AND ORGANIZATIONS

| | | |
|----------------|--------------------------------|------------------|
| OBR 501 | Organizational Behavior | 3 Credits |
|----------------|--------------------------------|------------------|

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

The primary goal of this course will be to improve your understanding of how people behave in the context of an organizational structure. Having a greater knowledge of human behavior will help you to better understand attitudes and behaviors of your co-workers, subordinates, supervisors and clients. Most importantly, this course will help you to better understand your own behavior as a member and manager (leader) within an organization.

| | | |
|----------------|----------------------------------|-----------------|
| LEB 711 | Legal Aspects of Business | 1 Credit |
|----------------|----------------------------------|-----------------|

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

| | | |
|----------------|---|-----------------|
| BEG 821 | Business Ethics and Corporate Governance | 1 Credit |
|----------------|---|-----------------|

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

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

| | | |
|----------------|----------------------------------|------------------|
| BRM 611 | Business Research Methods | 2 Credits |
|----------------|----------------------------------|------------------|

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

| | | |
|----------------|-------------------------------|-------------------|
| MGC 501 | Business Communication | Non-Credit |
|----------------|-------------------------------|-------------------|

Communication Skills are most sought after skills by the employers in their prospective employees. The merits of good communication skills are numerous, such as, enhancing operational efficiency, facilitating coordination among colleagues, increasing customers' satisfaction, boosting employee morale. The course will cover aspects of both oral and written communication that are essential requirements of today's workplace. Since communication is a skill the emphasis of the course will be on application i.e. learning by doing. Faculty as well peer review/ feedback will be the major pedagogical for the course.

6.4. MODULE D: LEADERSHIP AND STRATEGY

| | | |
|----------------|--|------------------|
| IBS 721 | International Business Strategy | 2 Credits |
|----------------|--|------------------|

Global competition and opportunities are an integral part of business today. Sensitivity to uncertainties, turbulences and disruptive forces which globally impact organizations and people is the prerequisite for survival in present environment. This course addresses fundamental issues in developing international strategies and managing in the international environment. It deals with international environment and its impact on firm strategy and operations, including foreign direct investment, culture, foreign exchange exposure management and other issues that arise in cross-border operations; Variables that influence the competitiveness of firms and lead to attractiveness of countries to foreign investors and traders; Analysis of investment climate and alternative strategies for entering and growing in different markets such as exporting, licensing, direct investment and joint ventures; examining leadership in the organizational transformation of international companies.

| | | |
|----------------|-----------------------------|------------------|
| STM 841 | Strategic Management | 3 Credits |
|----------------|-----------------------------|------------------|

The course focuses on the strategy development process in organizations and on how to create sustainable competitive advantage. It includes developing an understanding of the strategic position of organizations, strategic choices for the future and how one can best translate strategies into action.

Topics are covered from a general management perspective and include setting corporate goals and objectives, analyzing external competitive environments, understanding business models, identifying strategy options, and designing appropriate organization systems and structure for implementation of plans. International and e-business issues are integrated throughout.

6.5. CONCENTRATION IN HUMAN RESOURCE MANAGEMENT

| | | |
|----------------|----------------------------------|------------------|
| HRM 811 | Staffing in Organizations | 2 Credits |
|----------------|----------------------------------|------------------|

This course is the study of the staffing function of an organization including job analysis, recruitment, assessment and selection. This course is intended to provide students with an understanding of the tools and techniques used in staffing. Emphasis will be on the methods of applicant search, screening and steps involved in selection process. This course also gives students an opportunity to develop critical skills on performing job analysis, hereby developing job descriptions and job postings. Methods of assessment and selection will also be analyzed. The focus will be on interviews and interviewing techniques and role play.

| | | |
|----------------|-----------------------------------|------------------|
| HRM 822 | Training & Development | 2 Credits |
|----------------|-----------------------------------|------------------|

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

| | | |
|----------------|---|------------------|
| HRM 813 | Career & Competency Management | 2 Credits |
|----------------|---|------------------|

This course appreciates the importance of career strategies in a rapidly changing environment and aims to develop an awareness of various career orientations and strategies of individual career planning. Organizations that identify competencies critical to their business and impart those skills to their people, gain a competitive advantage which others would find difficult to duplicate. For high returns on investment, the use of competency management for acquisition, deployment and development of talent has to be enterprise-driven and supported by management. Only a few organizations have successfully leveraged the business impact of competencies. This course will impart skills essential for smooth management of competencies and learn from organizational best practices.

| | | |
|----------------|-------------------------------|------------------|
| HRM 824 | Performance Management | 2 Credits |
|----------------|-------------------------------|------------------|

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

| | | |
|----------------|------------------------------------|------------------|
| HRM 825 | Compensation & Benefits | 2 Credits |
|----------------|------------------------------------|------------------|

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

| | | |
|----------------|--|------------------|
| HRM 816 | Organization Development & Change | 2 Credits |
|----------------|--|------------------|

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

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

| | | |
|----------------|--|------------------|
| HRM 817 | Strategic Human Resource Management | 2 Credits |
|----------------|--|------------------|

This course examines the role of HRM in business viability and organizational performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of appendage to it. When strategically handled, HRM helps the firm to operate cost-effectively in the industries in which it competes. The course considers the potential of HRM to enhance organizational flexibility and help create competitive advantage. It examines HRM in dynamic and

complex contexts and discusses practical ways of improving strategic HR planning in firms. It also focuses on the integration of SHRM with organizational strategy.

| | | |
|----------------|------------------------------|------------------|
| HRM 818 | Psychological Testing | 2 Credits |
|----------------|------------------------------|------------------|

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

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

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

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

| | | |
|-----------------|--|------------------|
| HRM 8110 | Negotiation and Conflict Resolution | 2 Credits |
|-----------------|--|------------------|

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

6.6. CONCENTRATION IN INTERNATIONAL BANKING AND FINANCE

| | | |
|----------------|---|------------------|
| FIN 811 | Financial Markets and Institutions | 2 Credits |
|----------------|---|------------------|

This course provides a broad overview of the global financial system. Major issues to be covered in this course are historical developments in financial markets, Financial Instruments, Market Regulations, and Risk Management System of various segments of international financial markets e.g. (i) Money Markets (ii) Capital Markets: stock markets and bond markets, (iii) Commodity Markets, (iv) Derivatives Markets, (v) Insurance Markets, and (vi) Foreign Exchange. The course also covers risks and opportunities faced by businesses operating in these markets.

| | | |
|----------------|-------------------------------------|------------------|
| FIN 822 | Financial Statement Analysis | 2 Credits |
|----------------|-------------------------------------|------------------|

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

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

| | | |
|----------------|---|------------------|
| FIN 823 | International Banking Management | 2 Credits |
|----------------|---|------------------|

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

| | | |
|----------------|------------------------------|------------------|
| FIN 824 | International Finance | 2 Credits |
|----------------|------------------------------|------------------|

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

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

| | | |
|----------------|---|------------------|
| FIN 825 | Investment Analysis and Portfolio Management | 2 Credits |
|----------------|---|------------------|

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

| | | |
|----------------|------------------------------------|------------------|
| FIN 816 | Islamic Banking and Finance | 2 Credits |
|----------------|------------------------------------|------------------|

Islamic Banking has grown in the last 15 years on a phenomenal scale worldwide. Islamic Financial contracts and products are now widely offered by Islamic Institutions as well as conventional banks. This course focuses on the conceptual framework of Islamic Economics; analysis of the fundamentals of Islamic Finance and discusses the history and evolution of Islamic Banking. It then examines the types of financial contracts offered by Islamic institutions as well as practices and activities of Islamic banks. It finally explores the growth of Islamic investment funds and their pattern of development and investment strategies.

| | | |
|----------------|-----------------------------------|------------------|
| FIN 817 | Advanced Corporate Finance | 2 Credits |
|----------------|-----------------------------------|------------------|

The aim of the course is to develop a profound understanding of optimal financial decision making in modern corporations, how managerial decisions affect the market value of the firm, how the behaviors of investors and management interrelate and how market participants exploit their knowledge of corporate finance. The course focus is on capital structure and financing decision. The course focus is on capital structure strategies involving critical decision on debt equity mix. The course concentrates on various financial tools for financing development, construction and operations of the project. The major areas covered with respect to project financing are structuring projects, valuing projects, managing risky projects and financing projects. The course also focuses on dividend decisions and equity related decisions involving buybacks, spinoffs and divestitures. The course also analyses the linkage between valuation and corporate finance decisions. The course also focuses on corporate treasury management tools and techniques.

| | | |
|----------------|-------------------------------|------------------|
| FIN 838 | Derivatives Securities | 2 Credits |
|----------------|-------------------------------|------------------|

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

| | | |
|----------------|---------------------------------|------------------|
| FIN 819 | Mergers and Acquisitions | 2 Credits |
|----------------|---------------------------------|------------------|

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

| | | |
|-----------------|--------------------------------------|------------------|
| FIN 8110 | Risk Management and Insurance | 2 Credits |
|-----------------|--------------------------------------|------------------|

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

| | | |
|-----------------|----------------------------------|------------------|
| FIN 8111 | Strategic Cost Management | 2 Credits |
|-----------------|----------------------------------|------------------|

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

6.7. CONCENTRATION IN MARKETING & RETAIL MANAGEMENT

| | | |
|----------------|---|------------------|
| MKT 821 | Advanced Marketing Research & Analysis | 2 Credits |
|----------------|---|------------------|

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

| | | |
|----------------|--------------------------|------------------|
| MKT 812 | Consumer Behavior | 2 Credits |
|----------------|--------------------------|------------------|

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

The course will emphasize on learning several useful concepts and skills to map the stated or otherwise needs and attitudes of buyers and highlight marketing implications of the same. An interesting aspect of the course is to caution that consumers also engage in what is known as deviant buying behavior. Specifically, the course will feature an urgent need to understand buyer behavior; the patterns of buying behavior/ decision making, and explain marketing implications of the buying behavior. The course aims to make the participants more confident in mixing practical needs of doing business with buyer welfare in our society.

| | | |
|----------------|---|------------------|
| MKT 813 | Integrated Marketing Communication | 2 Credits |
|----------------|---|------------------|

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

elements. The course instructor believes in the thesis of a fuller integration in promotional design and management.

| | | |
|----------------|-------------------------|------------------|
| MKT 814 | Brand Management | 2 Credits |
|----------------|-------------------------|------------------|

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

| | | |
|----------------|------------------------------|------------------|
| MKT 815 | Marketing of Services | 2 Credits |
|----------------|------------------------------|------------------|

The course offers an intensive and yet stimulating understanding of service marketing and service firms. Your daily chores - ranging from the morning bus ride to the university to ordering dinner, will persuade you to agree that you buy more services than goods. Indeed, for quite some time, Dubai economy is increasingly dependent on service sector. The service sector includes dominant service providers like Emirates to service-dominant goods manufacturers like Damac. This course will examine differences between goods and services and their implications for staging value to customers.

| | | |
|----------------|---------------------------------------|------------------|
| MKT 816 | Business to Business Marketing | 2 Credits |
|----------------|---------------------------------------|------------------|

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

| | | |
|----------------|-------------------------|------------------|
| MKT 827 | Pricing Strategy | 2 Credits |
|----------------|-------------------------|------------------|

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

| | | |
|----------------|--|------------------|
| MKT 818 | Sales & Distribution Management | 2 Credits |
|----------------|--|------------------|

The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management. Since the subject has tremendous application in the practical work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations.

| | | |
|----------------|--------------------------|------------------|
| MKT 819 | Retail Management | 2 Credits |
|----------------|--------------------------|------------------|

Retail management course discusses concepts, theories, strategies and practices used in management of retail businesses. The course starts with different formats of retailing and their characteristics. It also explores retailing strategies such as retail market strategies, financial strategies, retail location and site selection strategies. Further, it focuses on merchandising management aspects such as merchandise assortments, merchandise buying strategies, pricing and communication of merchandise and store management aspects such as store layout, design and visual merchandising, customer service, recruitment, selection motivating and compensating the employees.

| | | |
|-----------------|---|------------------|
| MKT 8110 | Customer Relationship Management | 2 Credits |
|-----------------|---|------------------|

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

| | | |
|-----------------|--------------------------------|------------------|
| MKT 8111 | International Marketing | 2 Credits |
|-----------------|--------------------------------|------------------|

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

| | | |
|-----------------|-----------------------------------|------------------|
| MKT 8112 | Digital Marketing Strategy | 2 Credits |
|-----------------|-----------------------------------|------------------|

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

6.8. CONCENTRATION IN PROJECT AND OPERATIONS MANAGEMENT

| | | |
|----------------|---------------------------|------------------|
| PRJ 821 | Project Management | 2 Credits |
|----------------|---------------------------|------------------|

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

| | | |
|----------------|--------------------------------|------------------|
| PRJ 812 | Supply Chain Management | 2 Credits |
|----------------|--------------------------------|------------------|

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

| | | |
|----------------|---------------------------------|------------------|
| PRJ 813 | Total Quality Management | 2 Credits |
|----------------|---------------------------------|------------------|

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

| | | |
|----------------|---|------------------|
| PRJ 814 | Procurement and Inventory Management | 2 Credits |
|----------------|---|------------------|

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

| | | |
|----------------|----------------------------|------------------|
| PRJ 815 | Operations Strategy | 2 Credits |
|----------------|----------------------------|------------------|

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

| | | |
|----------------|--------------------------------------|------------------|
| PRJ 816 | Service Operations Management | 2 Credits |
|----------------|--------------------------------------|------------------|

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

| | | |
|----------------|--|------------------|
| PRJ 827 | Project Appraisal & Financing | 2 Credits |
|----------------|--|------------------|

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

the course consists of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

| | | |
|----------------|-----------------------------------|------------------|
| PRJ 818 | Lean Systems and Six Sigma | 2 Credits |
|----------------|-----------------------------------|------------------|

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

| | | |
|----------------|--|------------------|
| PRJ 819 | Management of Technology and Innovation | 2 Credits |
|----------------|--|------------------|

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

| | | |
|-----------------|---------------------------|------------------|
| PRJ 8110 | Business Analytics | 2 Credits |
|-----------------|---------------------------|------------------|

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

| | | |
|-----------------|-----------------------------|------------------|
| PRJ 8111 | Logistics Management | 2 Credits |
|-----------------|-----------------------------|------------------|

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

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

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

7. ADMISSIONS & PREREQUISITES – EXECUTIVE MBA

7.1. Eligibility Criteria

At IMT admission is highly competitive and based on the following criterion:

- **Satisfactory Academic Standing**
 - Applicants to the Executive MBA program must have an undergraduate degree (Bachelor's degree) from an accredited university with a CGPA of 3.0 and above on a 4.0 scale or its equivalent score.
 - Applicants with lower scores will have to meet the academic panel and admissions will be decided based on the panel recommendation.
 - Applicants from a non-federal UAE university will be required to obtain a Bachelor Equivalency from the UAE Ministry of Higher Education and Scientific research (MOHESR).

Applicants who completed their Bachelor degree outside the UAE

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

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

Additionally, the UAE Ministry of Higher Education and Scientific Research must issue an Equivalency Certificate. Applicants must have a valid UAE residency visa when applying for an Equivalency Certificate. Failure to provide any conditions of your admission will result in suspension from the program.

- **Proficiency in English**

Applicants whose native language is not English are required to take an English Proficiency Test. The minimum required score for TOEFL is 550 (paper-based)

and 79 (internet based) or an IELTS band of 6.0. This requirement will be waived off if the applicant has received his/her Undergraduate degree from a university requiring a TOEFL of 500 or its equivalent test score approved by MOHESR, UAE.

- **Work Experience**

Applicants to the program must have a minimum of three years of work experience after graduation.

- **Personal Interview**

Applicants meeting the above-mentioned criteria will be called for a personal interview. The personal interview is a major component of the selection process, allowing IMT to evaluate the applicant's aptitude, motivation and suitability for the program.

7.2. Conditional Admissions

- In special circumstances, conditional acceptance may be exceptionally granted to those applicants who meet all the above mentioned criteria but are not in a position to provide the required documents at the time of admission.
- In such cases, the conditionally admitted student will have to provide all requisite documents by the end of first module. ***Noncompliance with this condition will result in termination of the student's enrollment at IMT.***

7.3. Admissions Committee

- The entry requirements to the Institute are determined by the Board of Directors. However, Office of Admissions is responsible for applying these requirements and for the implementation of this policy. Application forms and all supplementary information will be available with the Office of Admissions.
- All applicants will be reviewed and evaluated on an individual basis. All documents received by IMT Dubai in connection with the applications for admissions will become the property of the Institute. Original documents will be cited by the Registrar and attested copies will be kept as records in student files.
- The Admissions Committee will ensure the admissions at the Institute are according to ministry standards. They will review admission policies and assess the annual admissions activities.

7.4. Admissions Process

- Submit the completed application form along with the supporting documents.
- Documents will be verified for eligibility
- Eligible candidates will be interviewed
- Letter of offer will be issued to the selected candidates

a) Document required to be submitted

- Copies of all academic transcripts and certificates (High School and Bachelor Degree)
- UAE Bachelor Equivalency if available (refer to “Attestation of Documents” below)
- Proof of English language proficiency (IELTS/TOEFL)
- If completed: Graduate Management Admissions Test (GMAT) or the Combined Admissions Test (CAT) results
- Passport size pictures (4)
- Passport copy
- Emirates ID (if available)

b) Attestation of Documents

All applicants for admission are required to obtain equivalency of their Bachelor degree from the UAE Ministry of Higher Education and Scientific Research. The attestation process is dependent upon whether you completed your bachelor degree in the UAE or in another country.

Admissions Department will be responsible for the implementation of the admissions process.

- Notification
- Screening of applications
- Interviews
- Issuing Offer Letters

8. ACADEMIC CREDIT HOURS AND COURSE LOADS - EMBA

8.1. Course Load

The Executive MBA Program consists of 38 credits to be completed normally within 5 modules. For successfully graduating the program, students must complete and pass 38 credit hours with a minimum CGPA of 3.0.

8.2. Course Drop

Students on Academic Probation will not be allowed to take full course load of credits. An Academic Standing Committee will look into Academic Probation cases and recommend to the Dean of the Program, maximum course load for the students. The Dean will then on the recommendations decide on the course loads of these students.

8.3. Credit Hours

Course credit hours are assigned to different courses as described in the Program Structure. One credit hour is equal to fifteen (15) hours of classroom contact time.

8.4. Course Prerequisites

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

8.5. Repetition of course

- All failed courses have to be repeated compulsorily and a passing grade obtained in order to revert to Satisfactory Academic performance.

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

9. GRADING SYSTEM AND POLICY - EMBA

The Institute policy is based on the credit hour system. To complete a program, a student must complete and earn 38 credit hours distributed over a defined period of time.

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

9.1. Course Grade Definitions

| | |
|--------------------|---|
| Outstanding | This grade is awarded for outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course. |
| Excellent | This grade is awarded for excellent academic performance and the demonstration of significant mastery of the subject matter of the course with only minor errors. |
| Very Good | This grade is awarded for substantial academic performance and the demonstration of mastery of the subject matter of the course with few notable errors. |
| Good | This grade signifies sound academic achievement with a number of notable errors. |
| Average | Performance meets the criteria to pass the course. |

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

9.2. Cumulative Grade Point Average

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

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

In order to complete the Executive MBA degree requirements, a student must achieve a minimum CGPA of 3.0.

9.3. Incomplete Grade

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

The incomplete course work must be completed within the next Module otherwise, the grade 'I' will be changed automatically to grade F.

To clear Grade 'I', the student must fill the Incomplete Course Form on which the exact requirements for clearing the incomplete grade are specified. This form should be signed by the student, course instructor and Dean. Both the student and the instructor retain a copy of this form. After fulfilling the coursework requirements, as approved by the instructor through his / her signature along with the new grade allocated, the form will be submitted to the Office of the Registrar. The changed grade will reflect in the transcript and it will be used for the calculation of CGPA.

10. ACADEMIC STANDING REQUIREMENTS - EMBA

In order to complete the Executive MBA degree requirements, a student must maintain a minimum CGPA of 3.0. Students receiving a C / C+ / B- in a course are still considered in good academic standing provided their CGPA is 3.0 and above.

Students having CGPA below 3.0 will be placed on academic probation and will have to achieve a 3.0 CGPA by next two modules. Failure to do so will result in dismissal of the concerned student, or in the event of being in the last module, non-graduation.

Students on probation will not be authorized to take full load of courses during the Probation period.

10.1. Graduation Completion Requirements

All students are expected to complete the program within a minimum period of 1 year and a maximum period of 2 years. Only the Academic Dean or Director may consent to an extension not exceeding a total period of twelve months.

Students on Probation and/or students who have to retake a course due to poor academic standing will bear corresponding additional tuition fees and if applicable the residency charges for the period required to complete the course.

The Graduation Completion Requirements Policy is as follows:

1. Executive MBA program (EMBA) is offered on module system. The required courses for EMBA program are spread across five modules. Students are required to complete 38 credits for this program in five modules. Module-wise distribution of credits is mentioned in program structure.
2. The sequence of the courses are as per the program structure.
3. In order to complete the program, students must complete the following
 - a. Foundations of Business: 9 credits
 - b. Core courses : 21 credits
 - c. Concentration: 8 credits

4. For EMBA program students must complete 8 credits of concentration courses in chosen area of specialization. EMBA doesn't provide double major.
5. To be eligible to receive EMBA degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
6. The minimum duration of enrollment for the completion of EMBA program is one year. The maximum period of enrollment is two years. Any further extension may require the approval from the Dean of the program.
7. The required minimum cumulative grade point average to maintain good academic standing is 3.0 on a 4.0 scale.

10.2. Attendance and Class Participation

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

The Institute strongly advises the students to regularly attend the classes as it has a clear bearing on their learning outcomes and course grades. To track the progress of students, attendance will be taken at the start of each Executive MBA class session and absence warnings will be issued to concerned students at appropriate intervals by the concerned faculty. This will be done as there is a class participation component in each course and students are to be aware if they are doing poorly because of lack of attendance. Students should be aware that attendance and class participation contribute to their final grade.

The Institute's attendance policy is as follows:

- Each faculty maintains together with the Program assistant an attendance sheet
- Any student absent in a course is required to provide proper reasons of absence to the course instructor who will provide a regular feedback to the Program Office about the absentee students.
- Students with repeated absences in a course will be issued warnings by the concerned Faculty member.
- In case of repeated absence the student will be sanctioned zero in class participation component of the course evaluation.

10.3. Withdrawal Policy

Any students can withdraw from the program at any point of time by informing the Dean/ Program coordinator. Dean/ Program coordinator may counsel the student and discuss with the parents for the reasons for withdrawal. Once it is clear the fee refund policy shall be applicable.

10.4. Course assessment

All students will be assessed in every course they take. The type of the assessment is up to the individual instructor and will be clearly defined in the course outline provided at the starting of the course. The following are examples of the types of assessment a student can be expected to have:

- Assessment will be comprised of Final Examination and various other components such as (but not limited to) Projects, Assignments, Written reports, Quizzes, Classroom participation etc. At the beginning of each course, students will be formally informed of the assessment methods to be used for their evaluation and the relative weight of each method in their overall grade.
- Examination shall be conducted to evaluate the analytical ability of the students rather than only testing their memory.
- The outcome of the assessment will be shared with the students for their future improvement.

10.5. Students Appeals Policy and Procedures

a) Academic Standing Appeals

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

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

b) Grade Appeals

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

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

10.6. Course Evaluations

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

11. ACADEMIC PROFICIENCY ASSESSMENT - EMBA

11.1. Academic Excellence

To honor academic excellence, the Institute will publish a Dean's list comprising of all the students who have a CGPA greater than or equal to 3.7 after completion of the Program i.e. 38 credits. This is subject to the following conditions:

- The student has completed all the work assigned in different courses which count towards his/her credits and doesn't have a grade I in any of these courses.
- The student has no grade below B in the courses which count towards his/her credits.
- The student has not repeated a course to improve the grade in any of the courses which count towards his/her credit

11.2. Academic Probation

In its review following the end of each term, the Registrar will identify cases of noncompliance with the above mentioned academic standards and place students whose CGPA has fallen below 3.0 on academic probation.

To remain in the Executive MBA Program, students on academic probation (other than those admitted on probation for one term) must revert to good academic standing by the end of the probation period i.e. CGPA 3.0 or more. The Registrar will inform each student placed on probation, in writing, of the specific outcomes required for reversion to good academic standing.

11.3. Dismissal from the Program

Following conditions will normally lead to the dismissal from the Program:

- Number of "F" grades is more than two.
- CGPA is below 3.0 following at the end of the probation period.

11.4. Re-admission Policy

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

12. TUITION FEES & PAYMENT SCHEDULES - EMBA

12.1. Tuition and Fees - Academic Year 2014-15

- **Tuition:** AED 60,000
- Confirmation fee of AED 6,000 has to be paid within two weeks after issuing offer letter
- The tuition fees will be charged in 5 instalments (module wise payment)
- **Refundable Security Deposit:** AED 1,000

12.2. Bank Details

| | |
|----------------|--|
| Account Name | Institute of Management Technology FZ LLC |
| Bank Name | EmiratesNBD Bank PJSC, Mankhool Branch, Dubai, UAE |
| AED Account No | AE70 0260 0010 1140 9872 502 |
| USD Account No | AE35 0260 0010 2140 9872 501 |
| SWIFT Code | EBILAEAD |

IMPORTANT NOTES

1. Student's name should be clearly mentioned in wire transfer.
2. The payment may be done either by cash, through a Cheque payable to "Institute of Management Technology FZ LLC" or through Wire Transfer to the above mentioned Bank Account.
3. Bank charges are to be borne by the remitter.
4. The exchange rate for conversion of USD to AED is taken as 1 USD = 3.65 AED
5. IMT Dubai reserves the right to change its fees and will notify all students of changes, if any. The above Fees structure is applicable for the Academic Year 2014-2015.

ADDITIONAL INFORMATION

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

12.3. Late Fee Policy

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

12.4. Fee Refund Policy

- Withdrawal before the commencement of the Program:

1. A fee of AED 4000 will be deducted from the Confirmation Fee.
 2. Any costs incurred for Visa / books which has been paid by the student will not be refunded.
- Withdrawal within 1st Week of the commencement of the Program:
 1. 30% of the 1st Semester Tuition and Residence Fee will be forfeited
 2. Visa charges will be forfeited
 3. Study Material Charges will be forfeited
 4. Health Insurance Charges will be forfeited
 5. Any additional cost incurred by the Institute will be charged
 - Withdrawal within 2nd Week of the commencement of the Program:
 1. 50% of the 1st Semester Tuition and Residence Fee will be forfeited
 2. Visa charges will be forfeited
 3. Study Material Charges will be forfeited
 4. Health Insurance Charges will be forfeited
 5. Any additional cost incurred by the Institute will be charged
 - Withdrawal after 2nd Week of the commencement of the Program:
 1. After 2nd Week of the commencement of the Program, there will be no refund and 100% Fee amount paid towards 1st Semester will be forfeited.

Please note that the above Fee Refund policy is applicable irrespective of whether the student attended classes or not after the commencement of the Program.

12.5. Scholarships and Tuition Reductions

For EMBA, there are no scholarships, financial aid or tuition reductions.

12.6. Disputes and Arbitration

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

13. ACADEMIC CALENDER – EXECUTIVE MBA

Executive MBA (Fall 2014-15)

| Executive MBA Batch of Fall 2014-15 | | | | |
|-------------------------------------|----------|-------------------------------------|----------|----------------------------------|
| 2014 | | | | |
| Weeks | Thursday | Course | Friday | Course |
| week 1 | | | 29-Aug | ORIENTATION |
| week 2 | 4-Sep | Data and Decision Making | 5-Sep | Data and Decision Making |
| week 3 | 11-Sep | Data and Decision Making | 12-Sep | Data and Decision Making |
| week 4 | 18-Sep | Data and Decision Making | 19-Sep | Data and Decision Making |
| week 5 | 25-Sep | Data and Decision Making - Revision | 26-Sep | Data and Decision Making - Exam |
| week 6 | 2-Oct | Accounting for Decision Making | 3-Oct | Accounting for Decision Making |
| week 7 | 9-Oct | Accounting for Decision Making | 10-Oct | Accounting for Decision Making |
| week 8 | 16-Oct | Accounting for Decision Making | 17-Oct | Accounting for Decision Making |
| week 9 | 23-Oct | Accounting for Decision Making - | 24-Oct | Accounting for Decision Making - |
| week 10 | 30-Oct | Economics for Business | 31-Oct | Economics for Business |
| week 11 | 6-Nov | Economics for Business | 7-Nov | Economics for Business |
| week 12 | 13-Nov | Economics for Business - Revision | 14-Nov | Economics For Business - Exam |
| week 13 | 20-Nov | Business Informatics | 21-Nov | Business Informatics |
| week 14 | 27-Nov | Business Informatics | 28-Nov | Business Informatics - Exam |
| week 15 | 4-Dec | Financial Management | 5-Dec | Financial Management |
| week 16 | 11-Dec | Financial Management | 12-Dec | Financial Management |
| week 17 | 18-Dec | Financial Management | 19-Dec | Financial Management |
| week 18 | 25-Dec | Holiday (Winter Vacation) | 26-Dec | Holiday |
| Week 19 2015 | | | | |
| week 20 | 1-Jan-15 | Holiday | 2-Jan-15 | Holiday |



| | | | | |
|---------|--------|---------------------------|--------|------------------------------|
| week 21 | 8-Jan | Financial Management | 9-Jan | Financial Management - Exam |
| week 22 | 15-Jan | Marketing Management | 16-Jan | Marketing Management |
| week 23 | 22-Jan | Marketing Management | 23-Jan | Marketing Management |
| week 24 | 29-Jan | Marketing Management | 30-Jan | Marketing Management |
| week 25 | 5-Feb | Marketing Management | 6-Feb | Marketing Management - Exam |
| week 26 | 12-Feb | Operations Management | 13-Feb | Operations Management |
| week 27 | 19-Feb | Operations Management | 20-Feb | Operations Management |
| week 28 | 26-Feb | Operations Management | 27-Feb | Operations Management |
| week 29 | 5-Mar | Operations Management - | 6-Mar | Operations Management - Exam |
| week 30 | 12-Mar | Legal Aspects of Business | 13-Mar | Legal Aspects of Business |

14. LIST OF FACULTY AT IMT DUBAI

| Name | Designation | Email ID |
|----------------------------------|--|-------------------------|
| Accounting & Finance | | |
| Dr. Anupam Mehta | Associate Professor, Accounting & Finance PhD (2005), Panjab University | anupam@imtdubai.ac.ae |
| Dr. Mahendra Raj | Professor of Finance PhD (1992), University of Arizona | mahendra@imtdubai.ac.ae |
| Dr. Rajesh Kumar | Associate Professor, Accounting & Finance PhD (2008), Indian Institute of Technology, Kharagpur | rajesh@imtdubai.ac.ae |
| Dr. T.P. Ghosh | Professor, Accounting & Finance PhD (1988), University of Burdwan | tpghosh@imtdubai.ac.ae |
| Communication | | |
| Dr. Gita Bajaj | Professor, Business Communication PhD (2007), Aligarh Muslim University | gita@imtdubai.ac.ae |
| Dr. Kirti Khanzode | Assistant Professor, Management Communication PhD (2006), Barkatullah University | kirti@imtdubai.ac.ae |
| Economics | | |
| Dr. Dayanand Pandey | Dean, Under Graduate Programs Professor, Financial Management & Economics for Business PhD (2002), Dr. Bhimrao Ambedkar University, Agra | dayanand@imtdubai.ac.ae |
| Dr. Pranab Kumar Pani | Professor, Economics PhD (1999), Indian Institute of Management, Ahmedabad | Pranab@imtdubai.ac.ae |
| Dr. K.S. Sujit | Associate Professor, International Business & Economics Associate Dean PhD (2002), Hyderabad University | sujit@imtdubai.ac.ae |
| Human Resource Management | | |
| Dr. Arun Prasad P | Associate Professor, Human Resource Management PhD (2007), Indian Institute of Technology, Madras | arun@imtdubai.ac.ae |
| Dr. J. Shahina | Assistant Professor, Human Resource Management PhD (2013), XLRI Jamshedpur | shahina@imtdubai.ac.ae |
| EMBA Catalogue | 2014-15 | Page 54 |

| Marketing | | |
|------------------------------|--|---------------------------|
| Dr. Janakiraman Moorthy | Director PhD (1994), Indian Institute of Management, Ahmedabad | Director@imtdubai.ac.ae |
| Dr. K. Abdul Waheed | Associate Professor, Marketing PhD (2003), Shailesh J. Mehta School of Management, Indian Institute of Technology, Bombay | waheed@imtdubai.ac.ae |
| Dr. Ravindra P. Saxena | Professor, Marketing Chairperson, Executive MBA Program PhD (1998), Kanpur University, India | Ravindra@imtdubai.ac.ae |
| Dr. Vimi Jham | Associate Professor, Marketing Chairperson, MBA Program PhD (2008), Aligarh Muslim University, India | vimi@imtdubai.ac.ae |
| MIS & IT | | |
| Dr. Ali Zalzal | Associate Professor, MIS & IT PhD (1990), University of Sheffield | Zalzal@imtdubai.ac.ae |
| Dr. Krishandas Nanath | Assistant Professor, MIS & IT PhD (2013), Indian Institute of Management, Khozikode | Krishnadas@imtdubai.ac.ae |
| Operations Management | | |
| Dr. Arvind Seth | Professor, Operations Management & Business Mathematics Academic Dean PhD (1992), Indian Statistical Institute | seth@imtdubai.ac.ae |
| Dr. Santanu Roy | Professor, Operations, Supply Chain & Technology Management Chairperson, DCP PhD (2000), Indian Institute of Technology, Kharagpur | sroy@imtdubai.ac.ae |
| Strategic Management | | |
| Dr. Ajay Singhal | Associate Professor, Strategic Management PhD (2013), Indian Institute of Management, Lucknow | ajay@imtdubai.ac.ae |
| Dr. Eric Van Genderen | Associate Dean – New Ventures Professor, International Business & Finance PhD (2008), Brunel University | Eric@imtdubai.ac.ae |

15. LIST OF STAFF AT IMT DUBAI

| Name | Designation | Contact Details |
|-------------------------------|--|---------------------------|
| Dr. Janakiraman Moorthy | Director | Director@imtdubai.ac.ae |
| Mr. Abdur Rahman | Deputy Manager - QAIE | rahman@imtdubai.ac.ae |
| Ms. Sarita Karnik | QAIE Officer | Sarita@imtdubai.ac.ae |
| Ms. Suraiya Zabir Ali | Assistant Registrar | suraiya@imtdubai.ac.ae |
| Mr. Balaji Jagadeesan | HR & Administration Manager | Balaji@imtdubai.ac.ae |
| Mr. Shaikh Yazan | Assistant Manager - Corporate Relations | yazan@imtdubai.ac.ae |
| Ms. Drishti Jham | Office of Career Services | Drishti@imtdubai.ac.ae |
| Ms. Neera Khullar | Office of Career Services | Neera@imtdubai.ac.ae |
| Mr. Vivek Anand | Facilities Manager | vivek@imtdubai.ac.ae |
| Mr. Yashavanth Gowda | Assistant Manager - Admissions & Marketing | yashavanth@imtdubai.ac.ae |
| Ms. Samira Fernandes | Admissions | Samira@imtdubai.ac.ae |
| Ms. Sadaf Aamir | Admission | Saamir@imtdubai.ac.ae |
| Ms. Sadaf Bukhari | Program Assistant, Executive MBA Program | Sadaf@imtdubai.ac.ae |
| Ms. Ivy D'Souza | Program Assistant, MBA & Undergraduate Program | ivy@imtdubai.ac.ae |
| Ms. Dhinelka Chandrabhaarathi | Program Assistant, MBA & Undergraduate Program | Dhinelka@imtdubai.ac.ae |
| Mr. Ranjith P. Veedu | System Administrator | ranjith@imtdubai.ac.ae |
| Mr. Dushyant Kumar Singh | IT Assistant | dushyant@imtdubai.ac.ae |
| Mr. Burhan Dalal | Accounting Executive | Burhan@imtdubai.ac.ae |
| Mr. Gyana Ranjan | Accountant | Gyan@imtdubai.ac.ae |
| Mr. Moin Ahmad | Librarian | Moin@imtdubai.ac.ae |
| Mr. Anand G Talwar | Assistant Librarian | anand@imtdubai.ac.ae |
| Mr. Abdul Kader | Library Assistant | abdul@imtdubai.ac.ae |
| Mr. Nirmish Parmar | Student Services Executive | Nirmish@imtdubai.ac.ae |
| Mr. Mahashook T | PRO | Mashook@imtdubai.ac.ae |
| Ms. Maria Rowena | Receptionist | Reception@imtdubai.ac.ae |
| Mr. Jagan C.Nair | Hostel Warden | Jagan@imtdubai.ac.ae |
| Mr. Naran Dhakal | Office Worker | Narayan@imtdubai.ac.ae |
| Mr. Madhav Kandel | Office worker | |
| Mr. Anthony | Office Clerk | |
| Mr. Shah Islam | Office Clerk | |