



# ***Executive MBA Program Catalog***

***2017-18***

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## 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 (BSBA);
- Bachelor of Commerce in Accountancy (B.Com in Accountancy);
- Master of Business Administration (MBA);
- Executive Master of Business Administration (Executive MBA);

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

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

## 1.1 IMT Dubai Vision

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

## 1.2 IMT Dubai Mission

The mission of IMT Dubai is to develop young leaders and professionals who are business ready, socially responsible and aware of challenges such as sustainability, ethics, environment and multi-cultural societies. In that spirit, it is committed to engage in high quality teaching and contemporary research.

## 1.3 Strategic Objectives

- Adopt pedagogical innovations that will improve student learning and experience.
- Focus on high quality academic research by supporting academic publishing in ABDC and SCIMago (SJR) ranked journals.
- Develop into a full-fledged university by strengthening and launching disciplines that are demanded by industry and local businesses.
- Enhance peer recognition and visibility by adding accreditations such as AMBA, EPAS and AACSB in future.
- Intensify international outreach efforts by recruiting students, faculty from multiple geographies; by creating and building strategic relationships with new and recognized partners.

## 1.4 Government Regulations

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

## 1.5 IMT Dubai Licensure and Accreditation Information

The Institute and all the programs are licensed and accredited by the Ministry of Higher Education and Scientific Research, U.A.E.

## 1.6 Non Discrimination Statement

IMT does not discriminate against individuals on the basis of race, religion, age, national

origin, gender, and sexual orientation, physical or mental disability. The Institute is committed to accommodating, as far as possible, the needs of physically and mentally challenged, including providing appropriate aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the service offered by the Institute.

## 2. FACILITIES AND SERVICES

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

### 2.1 Library: Learning Resource Centre

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

Learning Resources - Its collection includes:

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

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

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

## 2.2 IT Center

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

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

## 2.3 Residential Facilities

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

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

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

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

### ***Dining Services***

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

### ***Residence Halls***

Each Residence Hall has the following amenities:

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

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

### 2.4 Recreational Facilities

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

### 2.5 Spiritual Facilities

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

### 2.6 Transportation Facility

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

### 2.7 IMT Alumni Association

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

### 2.8 Student ID Cards

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

The Institute has a Code for Identification of students, e.g. **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.

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

## 2.9 Students Email ID

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

## 2.10 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.

## 2.11 Orientation

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

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

## 2.12 Cafeteria & Restaurants

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

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

## 2.13 Personal Counselling

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

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

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

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

## 2.14 Academic Advising

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

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

The main purpose of the Institute’s academic advising program is to help the students identify and achieve their academic goals and to become self-directed learners and

decision makers. However, the responsibility for fulfilling degree requirements rests with the students and therefore they are expected to assume responsibility for program planning and course selection. It is strongly suggested that all students familiarize themselves with program requirements, necessary requisite coursework, as well as the sequencing of courses.

The advisor's role is to:

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

A student's role is to:

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

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

## 2.15 Career Counselling

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

## 2.16 Faculty Consultation Hours

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

Thursday : 4.00 – 5.00 pm  
Friday : Between 12.00 – 2.00 pm

### 3. PROGRAM OVERVIEW

The Executive MBA program is an alternative to the 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.

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

#### 3.1 Program Mission

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

#### 3.2 Program Objectives

**The EMBA program objectives are as follows:**

1. To provide comprehensive knowledge of complex business dynamics to pursue careers in management and related fields. (Knowledge)
2. To develop analytical skills for enhancing effective and efficient problem solving and decision making. (Skills)
3. To strengthen critical thinking and communication within a variety of contexts. (Skills)
4. To develop abilities to lead individuals and groups effectively in pursuit of organizational and social goals. (Role in Context)
5. To develop capabilities to identify business opportunities and challenges to manage them ethically. (Self-Development)
6. To enhance capabilities for independent learning and governing systems and processes in a highly complex and dynamic environment. (Autonomy)

### 3.3 Program Learning Outcomes

The program learning outcomes of the program are 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

### 3.4 Program Structure

The 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
<b>Module A: Foundations of Business</b>		<b>9</b>	
ACC501	Accounting for Decision Making	3	
BIF501	Business Informatics	1	
DDM501	Data and Decision Making	3	
ECO501	Economics for Business	2	
<b>Module B: Managing the Functional Areas</b>		<b>9</b>	
FIN611	Financial Management	3	ACC501
MKT601	Marketing Management	3	
OPR611	Operations Management	3	DDM501
<b>Module C: Managing the People and Organizations</b>		<b>7</b>	
BEG 821	Business Ethics and Corporate Governance	1	
BRM 611	Business Research Methods	2	
LEB711	Legal Aspects of Business	1	
MGC501	Business Communication	Non Credit	
OBR501	Organizational Behavior	3	
<b>Module D: Leadership and Strategy</b>		<b>5</b>	
IBS712	International Business Strategy	2	ECO 501, MKT 601
STL 841	Strategy & Leadership	3	ECO 501
<b>Module E: Concentrations</b>		<b>8</b>	
E1	Elective 1	2	
E2	Elective 2	2	
E3/P1	Elective 3 / Project 1	2	
E4/P2	Elective 4 / Project 2	2	
<b>Total</b>		<b>38</b>	

**Concentrations Offered:**

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

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

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

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

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

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

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

#### **4. Executive MBA - COURSE DESCRIPTIONS**

##### **4.1 MODULE A - FOUNDATIONS OF BUSINESS**

**ACC 501      Accounting for Decision Making      3 Credits**

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

**BIF 501      Business Informatics      1 Credit**

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

**DDM 501      Data and Decision Making      3 Credits**

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

**ECO 501      Economics for Business      2 Credits**

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

## 4.2 MODULE B: MANAGING THE FUNCTIONAL AREAS

### **FIN 611      Financial Management      3 Credits**

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

### **MKT 601      Marketing Management      3 Credits**

Marketing Management course offers an introduction to the strategic as well as tactical orientation of marketing decisions. The course introduces the consumer behavior and organizational behavior theories, strategic planning models. The course also emphasizes the need for research in marketing and explains different types of the research designs used for marketing research. The course focuses on the concepts like segmentation, choice of target markets, differentiation from competitors, value to the customers and positioning, form of product or service decisions, pricing, marketing communications and use of delivery channels etc.

### **OPR 611      Operations Management      3 Credits**

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

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

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

This course makes students aware of ethical and governance issues they might encounter while running of business as managers or managing a corporate in an overall socio-legal environment. Initially, the course introduces ethical issues and dilemmas that concern the various aspects of business and management. It provides a foundation in individual values, ethics, coping with conflicts between personal values and those of organizations. Later, the course provides governance concepts that deal with the complex relationship among the corporation and its board of directors, management or shareholders.

In the recent years, regulators and legislatures have intensified their focus on how the incorporated firms should balance the interests of all stakeholders. This course builds on various aspects of corporate governance requirements — mandatory and voluntary compliances.

##### **BRM 611 Business Research Methods 2 Credits**

This course aims to allow the participants to learn the importance and use of different techniques and methods of business research. Participants will be able to critically assess a range of research techniques and tools as approaches to providing solutions for business related problems. Students will learn by designing a research project and conducting the research as a part of this course.

The course involves learning starting from identifying and diagnosing the business issues, developing research questions and objectives, designing research methods, collecting and analyzing data and preparing insightful reports to aid business decision making.

##### **LEB 711 Legal Aspects of Business 1 Credit**

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

##### **MGC 501 Business Communication Non Credit**

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

communication, this course will emphasize writing, power point presentation, listening and critiquing skills.

**OBR501      Organizational Behavior      3 Credits**

This course is designed to help students understand human behavior at an individual, group and organization level. The first part helps examine behavior at individual or micro level. Topics included are diversity, individual's attitude, emotions, moods, personality, values and decision making, and concepts of motivation. The second part brings to focus group behavior and team work, interpersonal communication and leadership, power and politics and, conflict and negotiation in the context of an organization. The third part focuses on the organization system and its interplay with individual and group behavior. The students learn how organizational structure, culture, policies and practices impact human behavior and thereby organizational performance and effectiveness. This part also brings to attention of students the imperative, challenges and approaches to Organizational Change.

Students learn theories and concepts of human behavior. They are exposed to empirical research in the area and taught to move from intuitive understanding to evidence based understanding and analysis. They apply the theories and concepts learnt, to Teaching Cases, and present and discuss their analysis and decisions.

**4.4      MODULE D: LEADERSHIP AND STRATEGY**

**IBS712      International Business Strategy      2 Credits**

Global competition and opportunities have become integral part of business organizations today. Sensitivity to uncertainties, turbulences and disruptive forces in the global environment are prerequisites for survival. This course addresses some fundamental issues in developing international strategies and managing the international environment. It deals with impact of environment on firm strategy and operations, including investing in foreign countries, multi-cultural workforce, international production, cross-border value chains; national variables that influence the competitiveness of firms or lead to attractiveness of certain countries to foreign investors; analysis of alternative strategies for entering and growing in different markets such as exporting, licensing, direct investment and joint ventures; examining leadership in the organizational transformation of international companies. Finally course aims to provide specific and differential contexts in emerging markets that warrant new ways of looking at business strategies.

**STL 841      Strategy & Leadership      3 Credits**

The course focuses on the process of crafting and executing strategy in organizations, and how they can create sustainable competitive advantages. The strategic process starts with an understanding of the strategic position of organizations, strategic choices available, and how leaders translate choices into actions. Topics are covered from a general management perspective—setting objectives, analyzing external & internal environment, formulating strategy, understanding and designing business models and organization architecture for implementation of the strategy. The course provides ample discussions of relevant international and contextual business issues. It integrates the business knowledge learned in other courses such as finance, accounting, marketing, and organization behavior.

The course also develops leadership orientation and strategic thinking needed to drive performance and growth by running and expanding existing businesses, developing new ones, renovating corporate processes such as risk management. Students gain insights, competences in diagnostic and intervention processes for leading (initiating, managing or facilitating) the change in organizations.

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

#### **4.5 CONCENTRATION IN HUMAN RESOURCE MANAGEMENT**

##### **HRM 811 Staffing in Organizations 2 Credits**

An organization's capacity to achieve a competitive advantage through human resources begins with successful staffing. Staffing in Organizations course is designed to cover theory, research and legal foundations of staffing practices in organizations. The course reviews the attributes of effective staffing strategies and procedures with attention given to evaluating methods of recruitment and selection used by organizations in light of those attributes. This course is intended to provide students with an understanding of the principles, tools and techniques used in staffing. Emphasis will be on the methods of applicant search, screening and steps involved in selection process. This course also gives students an opportunity to develop critical skills in performing job analysis, thereby developing job descriptions and job postings. Major topics include staffing strategy and context, job/competency analysis, recruitment and hiring, internal/external selection and retention practices.

##### **HRM 813 Career & Competency Management 2 Credits**

This course appreciates the importance of career strategies in a rapidly changing environment and aims to develop an awareness of various career orientations and strategies of individual career planning. Organizations that identify competencies critical to their business and develop those competencies in their people gain competitive advantage which other firms would find difficult to duplicate. However, only a few organizations have successfully leveraged the business impact of competencies. For



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

**HRM 822      Organizational Learning & Development      2 Credits**

The dynamic nature of today's organizations requires on-going strategic development of the skillsets of employees for its very survival. As human resource competencies have become a significant source of competitive advantage across organizations, training and development of human resources gained prominence in organizations. Human Resource managers are responsible for training and developing talents to align with changing organizational requirements. This makes it imperative for HR managers to demonstrate not only that their training and talent development programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization.

This interactive, theoretically anchored, and applied course is aimed at understanding the process and practice of learning and talent development in organizations. The course will explore the theories and applications of adult learning and principles of learning. The major focus of the course will be on understanding practices and techniques of employee learning, training, and development in global and UAE/GCC organizations. Emphasis will also be on analyzing training needs, aligning training needs with the organization's strategy, developing and designing training programs, and evaluating training.

**HRM 824      Performance Management      2 Credits**

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

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**HRM 825 Compensation & Benefits 2 Credits**

Compensation is a key issue in most employment relationships as it has substantial impact on both organizations and employees. From an organization's point of view, it is both a major cost of doing business and an investment to impact employee attitudes and performance. From an employee's perspective, compensation is an important factor that influences their standard of living, status, and security. Compensation is, therefore, a critical area of human resource (HR) management, and one that can greatly affect employee behavior.

The goal of the course is to give students an opportunity to comprehend variety of theories and methods used to reward employees. Although mainly a theory course, the course will also cover new developments as well as established compensation practices to illustrate real-world aspects of compensation. This course will review all major aspects of compensation programs, with special emphasis on job evaluation, salary structure development, salary survey analysis, and employee benefits such as pension schemes. The course will also include the ethical issues related to total rewards.

**HRM 8110 Negotiation and Conflict Resolution 2 Credits**

Conflict is an integral part of professional life experience. Managers are busy in resolving conflict, be it with clients, vendors, bosses, teams and even back home with family and friends. Scholars have argued over the merits and the demerits of conflict. Researchers have classified these into good and bad conflict and advise practitioners to embrace, shun or resolve conflict based on its merit. How well a manager resolves conflict is thus a competency much needed.

Research indicates that principled negotiations deliver better long term results. While this course prepares students to handle both competitive and collaborative situations, the focus is to finally build in students a principled approach for long term results.

This course introduces students to types of conflict and conflict resolution styles. It makes them aware of the negotiation strategies and tactics that people employ and prepares them to handle these negotiations with a better understanding of the situation, the parties involved and the context. It introduces them to negotiation theories, concepts and empirical research in relevant areas. Some immediately relevant and some difficult negotiations such as Job and salary negotiations, collective bargaining situations are dealt with in greater detail. Students get to engage on complex issues such as those of ethics, power and politics in negotiations. They learn to decipher the challenges that cultural differences bring into the picture.

Students also get to do live negotiations, role plays and simulations, and analyze cases and films. The course delivery is such that it provides opportunity for both knowledge sharing and experiential learning.

#### **4.6 CONCENTRATION IN INTERNATIONAL BANKING AND FINANCE**

##### **FIN 811 Financial Markets and Institutions 2 Credits**

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

##### **FIN 816 Islamic Banking and Finance 2 Credits**

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

##### **FIN 817 Advanced Corporate Finance 2 Credits**

The aim of the course is to develop a profound understanding of optimal investment and financial decision making in modern corporations, how managerial decisions affect the market value of the firm, how the behaviors of investors and management interrelate and how market participants exploit their knowledge of corporate finance. The course focus on the valuation of real assets including optionality, capital structure and financing decision, corporate control transactions and managerial incentives. The course focuses on advanced financial strategies covering business valuation, financial risk evaluation and instituting a risk management framework, project financing strategies, capital structure strategies involving critical decision on debt –equity mix, equity related decisions involving share repurchase, convertibles, right and bonus issue, cash dividend and treasury management.



**FIN 825 Investment Analysis and Portfolio Management 2 Credits**

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

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

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

**FIN 838 Derivatives & Securities 2 Credits**

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

**FIN 8110 Risk Management and Insurance 2 Credits**

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

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

**FIN 811 Strategic Cost Management 2 Credits**

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

**4.7 CONCENTRATION IN MARKETING & RETAIL MANAGEMENT**

**MKT 812 Consumer Behavior 2 Credits**

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

The course will emphasize on learning several useful concepts and skills to map the stated or otherwise needs and attitudes of buyers and highlight marketing implications of the same. An interesting aspect of the course is to caution that consumers also engage in what is known as deviant buying behavior. Specifically, the course will feature an urgent need to understand buyer behavior; the patterns of buying behavior/ decision making, and explain marketing implications of the buying behavior. The course aims to make the participants more confident in mixing practical needs of doing business with buyer welfare in our society. Engel Kollat Blackwell Model of consumer behavior along with theories on attitude building (multi attribute reasoned action), personality (Freud), learning and motivation (Maslow, Hertzberg) will be discussed to make the concept of black box clear.

**MKT 813 Integrated Marketing Communication 2 Credits**

To many of us, advertising represents the most visible face of the organization. While advertising is only one of several components of the overall promotion strategy, it often overshadows other promotional components such as publicity, sales promotion etc. In





gathering instruments such as questionnaires), the measurement scales, basic sampling and data analysis techniques. Particularly, there will be more emphasis on variety of quantitative and statistical models used for marketing decision making.

**MKT 827 Pricing Strategy 2 Credits**

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

**MKT 8110 Customer Relationship Management 2 Credits**

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

**MKT 8111 International Marketing 2 Credits**

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

**MKT 8112 Digital Marketing Strategy 2 Credits**

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

experience. Web Marketing Plans with Web site development principles, new digital channels and digital media will be discussed.

#### **4.8 CONCENTRATION IN PROJECT AND OPERATIONS MANAGEMENT**

##### **PRJ 812      Supply Chain Management      2 Credits**

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

##### **PRJ 813      Total Quality Management      2 Credits**

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

##### **PRJ 814      Procurement and Inventory Management      2 Credits**

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

##### **PRJ 815      Operations Strategy      2 Credits**

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

**PRJ 816      Service Operations Management      2 Credits**

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

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

Lean Systems and Six Sigma help in improving the operational efficiency of an organization. Many organizations world over have gained by implementing them in service and manufacturing industries. This course provides a comprehensive understanding of the philosophies and principles of Lean Systems and Six Sigma and describes how their implementation facilitates the continuous improvement efforts. It also covers assessment of critical performance measures and metrics of systems and processes. It focuses on rigorous learning of advanced tools of six sigma methodology. The course also compares and contrast how these two philosophies can be integrated to speed up the continuous improvements efforts in an organization

**PRJ 819      Management of Technology & Innovation      2 Credits**

Business innovation and management of technology is an interdisciplinary field that integrates science, engineering and the management of knowledge and practice. It focuses on technology as the primary factor in wealth creation. Technology is the most influential factor in wealth creation system. However, other factors contributing to wealth creation – capital, labour, natural resources, and public policy and so on – provide the fertile land, environment, and nourishment needed for the growth.

Management of technology implies managing the systems that enables the creation, acquisition and exploitation of technology. It is an interdisciplinary field concerned with the planning, development and implementation of technological capabilities to shape and accomplish the operational and strategic objectives of an organization.

It is realized that research, inventions and development are essential components in technology creation. Further, the exploitation or commercialization of this technology is important for the creation of wealth. This is because it is only when the technology is connected with the customer that its benefits are realized.

Business innovation creates a linkage among the science, engineering and management disciplines and is critical to the dynamics of business growth. Dimensionally, at the

national/government level (macro level) it contributes to shaping public policy, at the firm level (micro level) it contributes to the creation and sustainability of competitive enterprises, and at the individual level it contributes to the enhancement of one's own worth in society.

Established businesses in technology intensive industries, like telecommunications and pharmaceuticals are an important part of the world economy. Moreover, new high growth companies are found in disproportionate numbers in these industries. These businesses are different from those found in other industries. They tend to rely more on intellectual property, manage systematic technical research and development, and launch new-to-the-world products. They are often subject to increasing returns and network externalities.

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

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

**PRJ 821      Project Management      2 Credits**

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

**PRJ 827      Project Appraisal & Financing      2 Credits**

In today's world of increasing competition and focus on corporate earnings, project managers are held accountable not just for achieving technical and schedule goals, but also for meeting profitability and other financial goals. This course explores the financial metrics that are so commonly used and examines the not-so-obvious financial impact of

typical operating decisions and actions. The course is aimed at equipping students with skills in the field of project appraisal and finance. The course concentrates on the various financial tools for financing development, construction and operation of the projects. The course also aims to highlight the importance of improving the quality of the appraisal process. The course aims to demonstrate how the process of project and capital expenditure can be used to dramatically improve cost control. This course will enable students to understand financing projects, evaluate risk, interpret data and forecast cash flow and value any project. The four major aspects of the course consist of 1) Structuring projects 2) Valuing Projects 3) Managing risky projects 4) Financing projects.

**PRJ 8110 Business Analytics 2 Credits**

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

**PRJ 8111 Logistics Management 2 Credits**

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

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

In this course we will view the logistics from the point of view of a general manager. Logistics and supply chain management is all about managing the hand-offs in a supply

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chain - hand-offs of either information or product. The design of a logistics system is critically linked to the objectives of the supply chain. Our goal in this course is to understand how logistical decisions impact the performance of the firm as well as the entire supply chain. The key will be to understand the link between supply chain structures and logistical capabilities in a firm or supply chain.

## **5. Admissions Policy**

### **5.1 Graduate Admissions Policy**

#### **a) Satisfactory Academic Standing**

- Applicants to the Executive 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 be admitted on academic probation.

#### **b) Proficiency in English**

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

- a. TOEFL (Paper based) = 550
- b. TOEFL (Internet based) = 79-80
- c. IELTS (Academic) = 6.0
- d. Pearson Test for English Academic = 50-57
- e. Computer based test (CBT) = 213

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.

#### **c) Work Experience**

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

### **5.2 Conditional Admission**

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

- i) CGPA of below 3.00 on a scale of 4.00 or its equivalent score; and/or
- ii) TOEFL score of 530 (197 CBT, 71 iBT) or its equivalent

Provisionally admitted students will not be allowed to take the full course load. An Academic Standing Committee will look into provisionally admitted cases and recommend to the Dean / Program Chairperson, the maximum course load for the students. Based on the recommendations, the Dean / Program Chairperson will then decide on the course load of the students.

Students admitted on academic probation must achieve an overall CGPA of 3.00 on a 4.0 scale or its established equivalent in the first nine credit hours of credit bearing courses.

### 5.3 Admissions Process

#### a) Documents Submission

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

- Resume reflecting educational and professional experience – whenever is there a doubt the student would have to provide a company letter supporting the resume provided.
- Admission essay reflecting the motivations the student for applying to IMT Dubai with a minimum of 300 words.
- Copies of all academic transcripts and certificates (High School and Bachelor Degree). In case the bachelor degree is not yet issued by the University, then a provisional degree completion certificate / course completion letter from the University/College must be submitted.
- Proof of English language proficiency (IELTS / TOEFL / PTE A) (refer to 5.1 B)
- 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) Application Screening

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

#### c) Personal Interview

Eligible candidates must clear the personal/Skype interview arranged by the Office of Admissions.

#### d) Issuance of Offer Letters

Applicants having met all the admissions requirements and successfully completed the personal/Skype interview will be issued an acceptance or conditional acceptance letter and a financial support letter for joining the master degree program.

#### e) Admissions Deadlines

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

### 5.4 Attestation of Documents

Applicants must get their bachelor's degree certificate attested by the following government offices in the host country.

- Ministry of Education/HRD;
- Ministry of Foreign Affairs; and
- UAE Embassy

In addition to the above, the bachelor's degree must be attested by the Ministry of Foreign Affairs in Dubai/Abu Dhabi, U.A.E.

Further, upon graduation, students who wish to get their master degree attested by the MOHESR are required to obtain equivalency of their Bachelor degree from the UAE Ministry of Higher Education and Scientific Research. The equivalency process is dependent upon whether you completed your bachelor degree in the UAE or in another country. For more details, please visit the following link.

<http://www.mohesr.gov.ae/En/ServicesIndex/EqualizationOfCertificate/Pages/Attachments.aspx>

### 5.5 Admissions Committee

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

## 6. TRANSFER ADMISSIONS POLICY

### 6.1 Transfer Credits

Requests for the transfer of graduate credits completed at other accredited institutions of higher learning towards completion of the Graduates Programs at IMT Dubai is permitted subject to review of the program attended by the student as well as his/her academic record. No student will be allowed to transfer more than 50% credits to IMT Dubai from a recognized university, and all transfer courses must have a minimum grade of "B". In further course of study, transfer students should meet the academic requirements of IMT Dubai.

### 6.2 Transfer Credits Criteria

The student should submit a certified transcript issued by the accredited university enclosing the prospectus / course outline of the course(s) they are seeking advance standing for. The program committee in consultation with student experts will evaluate the transfer credit request based on the extent of the course covered with that of an IMT Dubai course.

## **7. RECOGNITION OF PRIOR LEARNING POLICY**

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

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

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

## **8. ACADEMIC POLICIES**

### **8.1 Course Load**

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

### **8.2 Course Add/Drop**

- Students can add or drop a course only during the add/drop course period. The University add/drop period is during the first two weeks of the semester.
- Course(s) can be added or dropped only with the permission of the program Chairperson.
- In case of Executive MBA program, a course can be dropped during the first two sessions.
- Students will be required to register and successfully pass the dropped course(s) at the next available opportunity.
- Students who drop courses might not be able to complete their program in the specified duration.

### **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 the Academic Dean.

### **8.5 Repetition of course**

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

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

### 8.6 Independent Study Policy

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

### 8.7 Withdrawal Policy

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

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

- A fee of AED 4000 will be deducted from the Confirmation Fee. Any costs incurred for Visa / books which has been paid by the student will not be refunded.

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

1. 30% of the 1st Semester/Module Tuition and Residence Fee (if applicable) will be forfeited.
2. Visa charges will be forfeited.
3. Study Material Charges will be forfeited.
4. Health Insurance Charges will be forfeited.

5. Any additional cost incurred by the Institute will be charged.

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

1. 50% of the 1st Semester Tuition/Module and Residence Fee (if applicable) will be forfeited.
2. Visa charges will be forfeited.
3. Study Material Charges will be forfeited.
4. Health Insurance Charges will be forfeited.
5. Any additional cost incurred by the Institute will be charged.

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

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

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

## 8.8 Re-admission Policy

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

## 8.9 Dismissal from the Program

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

- Number of “F” grades is more than two.
- CGPA is below **3.00** following at the end of the probation period.

## 8.10 Course Evaluations

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

### 9. ATTENDANCE AND CLASS PARTICIPATION

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

IMT stipulates that attendance is mandatory in all programs. Attendance is regularly monitored and students are accordingly advised. The students are required to maintain a minimum attendance of 70% in each course to continue. In case of shortfall in attendance the students will be penalized as per institute policy.

Attendance Policy:

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

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

## 10. COURSE ASSESSMENT AND GRADING SYSTEM

### 10.1 Course Assessment

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

### 10.2 Grading System

The Institute policy is based on the credit hour system. One credit is equal to fifteen hours of classroom teaching and other activities. To be eligible to receive the graduate degree, a student must obtain a minimum CGPA of 3.00 (Grade B) on a scale of 4.00.

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

### 10.3 Course Grade Definitions

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

	<p>course will result in dismissal from the program.</p> <p>A maximum of two F grades are allowed during the program duration. Any student with more than two F grades will be dismissed from the program.</p>
<b>Incomplete</b>	<p>This grade is issued in rare cases for extenuating non-academic circumstances that prevent the student from completing all course requirements on time. A grade of 'I' requires the approval of the Dean, Academic Program. The incomplete course work must be completed within the next semester, otherwise, the grade I will be changed automatically to grade F.</p>
<b>Repeat</b>	<p>R is assigned to a course repeated by the student due to an F Grade. After successful repetition, the grade obtained will replace the initial grade and will be used to calculate the CGPA.</p> <p>In the courses that are repeated, an R will be mentioned on the transcript along with the new grade obtained to indicate that the course has been repeated.</p>

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

### 10.4 Cumulative Grade Point Average

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

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

In order to complete the graduate degree requirements, a student must achieve a minimum CGPA of 3.00 on a scale of 4.00.

## 10.5 Incomplete Grade

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

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

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

### 11. EXAMINATION POLICY

IMT believes in continuous evaluation and allows its faculty members to design and assess the students as per the learning outcomes intended to achieve. Final examination is mandatory for every course, weight assigned for final examination is generally 30-40% of the total. The dates of final examination is as per the academic calendar of the program. Final examination questions are prepared by the faculty member and submitted to the program office in advance for administration. External invigilators are used for invigilating the examination to maintain strict administration of the examination. After the examination the invigilators, submit the answer paper to the program office. The faculty members evaluate and submit the final results to the registrar office for publication of the results as per the dates mentioned on the academic calendar. Following rules and regulations are applicable for the students during examination.

#### Examination Rules and Regulations

- If a student could not attempt the examination due to extenuating circumstances then he/she can sit for a reexamination only after he provides relevant proof and gets a written approval from the Dean / Program Chairperson.
- A student will not be allowed to appear in the examination if he/she has any outstanding financial obligations to IMT Dubai.
- The students should write their roll number immediately on receipt of the answer sheets, continuation sheet, question paper, case studies or any other material received by them during the examination, noncompliance to the rule would be considered grounds for academic malpractice.
- All kinds of conversation among students is strictly prohibited inside the exam hall. Also any attempt to offer or receive help (exposing answer sheet, hand-signs etc.) shall attract severe punishment. Under no circumstances mobile phones will be allowed inside the examination hall.
- Students are advised to ensure that the invigilating authority signs on all the answer sheets / graph papers/ any other sheets used during the examination including the sheet used for rough work (which has to be attached to the answer sheet and submitted). The number of continuation sheets used by the student should be clearly indicated on the front page of the main answer sheet. If any unsigned/wrongly signed sheet is found later, the examination will be cancelled at the responsibility of the student.
- The students are not allowed to write anything (except their roll numbers) on the question paper or case study. They should also not exchange the question paper. If any student is found guilty of any kind of malpractice, he will attract the action as per institution rules.

- All kinds of books or support material (handouts) etc. (excepting in Open Book Exam) should be handed over to the invigilator before the start of examination. Any material found outside the classroom will be taken as a serious offence and the guilty will be punished.
- Students are responsible for the safekeeping of their belongings and if any item belonging to a student is found missing, during/after the examination, institute will not be held responsible for the same.
- During the period of examination, a student will not be allowed to go out. In case of emergency, permission needs to be taken from the faculty in charge of invigilation.
- Cheating during examination is a serious offence; if a student is caught cheating, then the student will be asked to leave the examination room immediately and all incriminating evidence will be retained by the invigilator. If a student violates any of the other rules or instructions (except cheating) during an examination, it will be so noted by the invigilator and reported to the Dean / Program Chairperson who will take appropriate measures as mentioned under the policy and procedure for Academic Misconduct.

### 12. ACADEMIC STANDING AND COMPLETION REQUIREMENTS

- Students are considered to have a good academic standing when they have minimum CGPA of **3.00** on a scale of 4.00 at the end of each semester/module.
- Students whose CGPA has fallen below **3.00** are placed on academic probation in the following module of the Executive MBA program. Students are required to take lesser credit load during the probation period.
- Students must revert to good academic standing (i.e. CGPA **3.00** or more) by the end of the probation period.
- Students who do not revert to good academic standing by the end of the probation period are dismissed from the program. Following conditions will normally lead to the dismissal from the Program:
  - Number of “F” grades is more than two.
  - CGPA is below **3.00** following at the end of the probation period.
- 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.
- The sequence of the courses is as per the program structure.
- In order to complete the program, students must complete the following
  - Foundation of Business: 9 credits
  - Core Courses: 21 credits
  - Concentration: 8 credits
- The students must complete at least 50%, of the required credits, in residency. 50% of the credits can be transferred from similar accredited institutions in UAE and Abroad.
- To be eligible to receive an Executive MBA Degree, graduating students must get a minimum CGPA of 3.0 on a 4.0 scale.
- The minimum duration of enrollment for the completion of Executive MBA 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.

### 13. STUDENTS APPEALS POLICY AND PROCEDURES

#### a) Academic Standing Appeals

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

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

#### b) Grade Appeals

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

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

### 14. STUDENTS GRIEVANCE POLICY AND PROCEDURES

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

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

The Director shall be the final authority for the revision of decision or any modification therein.

### 15. STUDENT'S RIGHTS AND RESPONSIBILITIES

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

#### 15.1 Student's Rights

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

#### 15.2 Student's Responsibilities

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

#### 15.3 Institute's Responsibilities towards Students

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

Faculty will at all time:

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

#### **15.4 Student Conduct Code**

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

#### **15.5 Student Behavior**

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

#### **15.6 Standards of Personal Conduct**

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

1. Observe the regulations of IMT and directives of the faculty and staff.
2. Conduct themselves in a courteous and considerate manner in their dealings with faculty, staff, visitors and other students.

3. Maintain a dress code which is in line with the cultural requirements of UAE.
4. Use the Institute's property / facilities with due care and avoid causing harm to it.
5. Refrain from disruptive behavior, such as talking during speeches or classes; arriving late for or leaving early from classes; receiving or initiating telephone calls on mobile phones during classes; and making negative or rude comments during class about other students, faculty members, or the opinions of other students.
6. Refrain from borrowing or taking someone else's property without having permission from the owner. Taking or borrowing without permission is considered stealing.
7. Refrain from inviting external speakers or issuing public releases without prior permission from the Student Affairs Office.
8. Refrain from organizing or engaging in activities such as rallies or demonstrations inside IMT without prior permission from the appropriate authority.
9. Refrain from using the facilities of the institute for other than official purposes, unless previously authorized.
10. Refrain from distributing leaflets or journals, posting notices, or collecting signatures on the premises of IMT without prior permission from the Student Affairs office.
11. Refrain from falsifying documents or using falsified documents for any purpose connected with IMT.
12. Provide security guards with personal identification and appropriate documentation when requested.
13. Refrain from using another person's name and/or ID number for any reason.
14. Refrain from organizing off-campus events without prior permission from the Student Affairs office.
15. Students should also refrain from engaging in improper conduct, which can damage the reputation of IMT. For example, students should not:
  - Access inappropriate sites on the Internet.
  - Use inappropriate chat lines/rooms.
  - Misuse the electronic communication (e mail) facility.
  - Use or sell illegal substances and/or materials.
  - Exchange any gifts of significant monetary value with members of the faculty or staff.

### 15.7 Code of Conduct for Residential Students

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

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

### 16. STUDENT ACADEMIC INTEGRITY POLICY

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

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

The following are some of the examples of academic misconduct:

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

#### 16.1 Plagiarism Definition

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

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

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

### 16.2 Plagiarism Check Process at IMT

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

The plagiarism check process can be listed as:

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

- If an assessment is submitted by the student through e-mail to the instructor, the instructor can check the plagiarism by uploading the assignment using 'Direct Submit' option available in Blackboard SafeAssign system.

### 16.3 Categories of Plagiarism

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

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

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

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

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

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

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

### 16.4 Penalties for Plagiarism

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

#### Level I Plagiarism

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

#### Level II Plagiarism

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

### Level III Plagiarism

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

## 17. GENERAL POLICIES OF IMT DUBAI

### 17.1 Student Records Access and Release

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

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

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

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

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

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

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

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

## 17.2 Computing and Network Resources Use Policy

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

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

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

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

## 17.3 Individual Responsibilities

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

similar access of controlled information in any manner will be seen as a serious violation of the policy and necessary action will be taken as deemed fit.

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

### 17.4 Student-Owned Laptop

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

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

### **17.5 Systems Monitoring**

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

### **17.6 Privacy**

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

### **17.7 Disciplinary Actions**

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

### **17.8 Email Services**

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

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

### **17.9 Internet Services**

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

### **17.10 Student Housing/Access to the Internet**

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

### 18. STUDENT DISCIPLINARY POLICY

#### 18.1 Policy and Procedure regarding Student Conduct

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

#### 18.2 Policy Regarding Non Academic Misconduct

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

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

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

### 18.3 Policy Regarding Academic Misconduct

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

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

## 19. Fees Policy

### 19.1 Tuition Fees - EMBA

- **Tuition:** AED 65,000
- Confirmation fee of AED 6,000 has to be paid as per the offer letter
- The tuition fees will be charged in 5 instalments (module wise payment)
- **Refundable Security Deposit:** AED 1,000

### 19.2 Bank Details

Account Name	Institute of Management Technology FZ LLC
Bank Name	EmiratesNBD Bank PJSC, Mankhool Branch, Dubai, UAE
AED Account No	1011409872502, <b>(IBAN-AE70 0260 0010 1140 9872 502)</b>
USD Account No	1021409872501, <b>(IBAN-AE35 0260 0010 2140 9872 501)</b>
SWIFT Code	EBILAEAD

#### **Important Notes**

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

#### **ADDITIONAL INFORMATION**

1. The above Tuition and other fees are applicable to students completing the Program within the normal duration. Should the course of studies be extended, the student will be liable to pay for all additional Tuition and other fees including Residence.
2. For any repeated course, additional payment of AED 2000 per course will be charged.

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

### 19.3 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.

### 19.4 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/ session of the commencement of the Program:
  1. 30% of the 1st Semester/ module of Tuition and Residence Fee (if applicable) will be forfeited.
  2. Visa charges will be forfeited
  3. Study Material Charges will be forfeited
  4. Health Insurance Charges will be forfeited

5. Any additional cost incurred by the Institute will be charged
  - Withdrawal within 2nd Week/ Session of the commencement of the Program:
    1. 50% of the 1st Semester/ Module Tuition and Residence Fee (if applicable) will be forfeited
    2. Visa charges will be forfeited
    3. Study Material Charges will be forfeited
    4. Health Insurance Charges will be forfeited
    5. Any additional cost incurred by the Institute will be charged
  - Withdrawal after 2nd Week/Session of the commencement of the Program:
    1. There will be no refund of 1st Semester/ Module fee paid. Any semester/module fee dues must be cleared by the student in order to obtain the “No Dues Clearance”.

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

### 19.5 Scholarships and Tuition Reductions

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

1. Scholarships for all programs are on first semester/module fee payment only.
2. Only one scholarship category can be awarded per student.
3. For BSBA & MBA, there will be continuing merit based scholarship offered of 20% if students achieve more than 3.74 CGPA per semester. This is applicable to only tuition fee.
4. NO continuing merit based scholarship for EMBA & MS students.

### 19.6 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.

## 20. ACADEMIC CALENDER

### Executive MBA (Fall 2015-16)

Executive MBA Class Planner			
Thursday	Course Title	Friday	Course Title
<b>Orientation (September 4 2015)</b>			
<b>Module A : 10 September - 18 December 2015</b>			
10-Sep	Data and Decision Making	11-Sep	Data and Decision Making
17-Sep	Data and Decision Making	18-Sep	Data and Decision Making
<b>24-Sep</b>	<b>Holiday - Eid Ul Adha</b>	<b>25-Sep</b>	<b>Holiday - Eid Ul Adha</b>
1-Oct	Data and Decision Making	2-Oct	Data and Decision Making
8-Oct	Data and Decision Making	9-Oct	Data and Decision Making - Final Exam
<b>15-Oct</b>	<b>Holiday Al Hijri Islamic New Year</b>	<b>16-Oct</b>	<b>Holiday Al Hijri Islamic New Year</b>
22-Oct	Business Informatics	23-Oct	Business Informatics
29-Oct	Business Informatics	30-Oct	Business Informatics - Final Exam
5-Nov	Accounting for Decision Making	6-Nov	Accounting for Decision Making
12-Nov	Accounting for Decision Making	13-Nov	Accounting for Decision Making
19-Nov	Accounting for Decision Making	20-Nov	Accounting for Decision Making
26-Nov	Accounting for Decision Making	27-Nov	Accounting for Decision Making - Final Exam
3-Dec	Economics for Business	4-Dec	Economics for Business
10-Dec	Economics for Business	11-Dec	Economics for Business
17-Dec	Economics for Business	18-Dec	Economics for Business - Final Exam
<b>20 Dec 2015 - 2nd January 2016 Winter Holidays</b>			

<b>Module B : 7 January 2016 - 25 March 2016</b>			
7-Jan-16	Marketing Management	8-Jan-16	Marketing Management
14-Jan-16	Marketing Management	15-Jan-16	Marketing Management
21-Jan	Marketing Management	22-Jan	Marketing Management
28-Jan	Marketing Management	29-Jan	Marketing Management - Final Exam
4-Feb	Operations Management	5-Feb	Operations Management
11-Feb	Operations Management	12-Feb	Operations Management
18-Feb	Operations Management	19-Feb	Operations Management
25-Feb	Operations Management	26-Feb	Operations Management
3-Mar	Financial Management	4-Mar	Financial Management
10-Mar	Financial Management	11-Mar	Financial Management
17-Mar	Financial Management	18-Mar	Financial Management
24-Mar	Financial Management	25-Mar	Financial Management
<b>Module C : 31 March 2016 - 1 July 2016</b>			
31-Mar	Organizational Behavior	1-Apr	Organizational Behavior
<b>Mid Semester Break - 2nd - 10th April 2016)</b>			
14-Apr	Organizational Behavior	15-Apr	Organizational Behavior
21-Apr	Organizational Behavior	22-Apr	Organizational Behavior
28-Apr	Organizational Behavior	29-Apr	Organizational Behavior - Final Exam
5-May	Legal Aspects of Business	6-May	Legal Aspects of Business
12-May	Business Ethics and Corporate Governance	13-May	Business Ethics and Corporate Governance
19-May	Revision LEB- BEG	20-May	Final Exam LEB-BEG
26-May	Business Communication	27-May	Business Communication
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2-Jun	Business Communication	3-Jun	Business Communication
9-Jun	Business Communication	10-Jun	Business Communication - Final Exam
16-Jun	Business Research Methodology	17-Jun	Business Research Methodology
23-Jun	Business Research Methodology	24-Jun	Business Research Methodology
30-Jun	Business Research Methodology	1-Jul	Business Research Methodology - Final Exam
<b>Module D : 14 July 2016 - 26 August 2016</b>			
14-Jul	Strategic Management	15-Jul	Strategic Management
21-Jul	Strategic Management	22-Jul	Strategic Management
<b>7-Jul</b>	<b>Eid UI Fitar Holiday</b>	<b>8-Jul</b>	<b>Eid UI Fitar Holiday</b>
28-Jul	Strategic Management	29-Jul	Strategic Management
4-Aug	Strategic Management	5-Aug	Strategic Management- Final Exam
11-Aug	International Business Strategy	12-Aug	International Business Strategy
18-Aug	International Business Strategy	19-Aug	International Business Strategy
25-Aug	International Business Strategy	26-Aug	International Business Strategy - Final Exam
<b>Module E : 1 September 2016 - 18 November 2016</b>			
1-Sep	Elective 1	2 Sep	Elective 1
8-Sep		9-Sep	
15-Sep		16-Sep	
22-Sep	Elective 2	23-Sep	Elective 2
29-Sep		30-Sep	
6-Oct		7-Oct	
13-Oct	Elective 3	14-Oct	Elective 3
20-Oct		21-Oct	
27-Oct		28 Oct	

3-Nov	Elective 4	4-Nov	Elective 4
10-Nov		11-Nov	
17-Nov		18-Nov	

\* Winter & Mid Semester breaks are subject to confirmation from Ministry of Higher Education and Scientific Research.

\* Public holidays are subject to declaration from Government of UAE.

## 20. LIST OF FACULTY AT IMT DUBAI

Name	Designation	Email ID
<b>Accounting &amp; Finance</b>		
Dr. Mahendra Raj	Professor of Finance PhD (1992), University of Arizona, USA	mahendra@imtdubai.ac.ae
Dr. T.P. Ghosh	Professor, Accounting & Finance PhD (1988), University of Burdwan, India	tpghosh@imtdubai.ac.ae
Dr. Rajesh Kumar	Professor, Accounting & Finance PhD (2008), Indian Institute of Technology, Kharagpur, India	rajesh@imtdubai.ac.ae
Dr. Anupam Mehta	Associate Professor, Accounting & Finance Chairperson, BSBA Program PhD (2005), Panjab University, India	anupam@imtdubai.ac.ae
<b>Communication</b>		
Dr. Gita Bajaj	Professor, Business Communication PhD (2007), Aligarh Muslim University, India	gita@imtdubai.ac.ae
Dr. Kirti Khanzode	Associate Professor, Management Communication PhD (2006), Barkatullah University, India	kirti@imtdubai.ac.ae
<b>Economics</b>		
Dr. Pranab Kumar Pani	Professor, Economics PhD (1999), Indian Institute of Management, Ahmedabad, India	Pranab@imtdubai.ac.ae
Dr. K.S. Sujit	Associate Professor, International Business & Economics Associate Dean PhD (2002), Hyderabad University, India	sujit@imtdubai.ac.ae
<b>Human Resource Management</b>		
Dr. J. Shahina	Assistant Professor, Human Resource Management PhD (2013), XLRI Jamshedpur, India	shahina@imtdubai.ac.ae
<b>Marketing</b>		

Dr. Ravindra P. Saxena	Professor, Marketing Chairperson, Executive MBA Program PhD (1998), Kanpur University, India	Ravindra@imtdubai.ac.ae
Dr. Anand Agrawal	Professor, Marketing PhD (2007), ICFAI University, Dehradun, India	anandagrwal@imtdubai.ac.ae
Dr. K. Abdul Waheed	Associate Professor, Marketing PhD (2003), Shailesh J. Mehta School of Management, Indian Institute of Technology, Bombay, India	waheed@imtdubai.ac.ae
Dr. Vimi Jham	Associate Professor, Marketing Chairperson, MBA Program PhD (2008), Aligarh Muslim University, India	vimi@imtdubai.ac.ae
<b>MIS &amp; IT</b>		
Dr. Ali Zalzala	Associate Professor, MIS & IT PhD (1990), University of Sheffield, UK	Zalzala@imtdubai.ac.ae
<b>Operations Management</b>		
Dr. Arvind Seth	Professor, Operations Management & Business Mathematics Academic Dean PhD (1992), Indian Statistical Institute, India	seth@imtdubai.ac.ae
Dr. Santanu Roy	Professor, Operations, Supply Chain & Technology Management PhD (2000), Indian Institute of Technology, Kharagpur, India	sroy@imtdubai.ac.ae
<b>Strategic Management</b>		
Dr. Ajay Singhal	Associate Professor, Strategic Management PhD (2013), Indian Institute of Management, Lucknow, India	ajay@imtdubai.ac.ae

## 21. LIST OF STAFF AT IMT DUBAI

Name	Designation	Contact Details
Dr. Rakesh Singh	Director	Director@imtdubai.ac.ae
Mr. Roy Strik	Global Head of Recruiting & Marketing	roy.strik@imtdubai.ac.ae
Ms. Meha Chettiar	Senior Manager – Admissions & Marketing	meha@imtdubai.ac.ae
Mr. Ahmad Sami Al Baroudi	Senior Manager – Admissions & Marketing	sami@imtdubai.ac.ae
Ms. Miriam Alison Ballantyne	Admissions Counsellor	miriam@imtdubai.ac.ae
Ms. Heba Fathi Ahmed Hassan	Admissions Counsellor	heba@imtdubai.ac.ae
Mr. Michael Robert Todd	Head of Career Services and Corporate Relations	michael@imtdubai.ac.ae
Ms. Drishti Jham	Placement Officer	Drishti@imtdubai.ac.ae
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Ms. Sarita Karnik	QAIE Officer	Sarita@imtdubai.ac.ae
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Ms. Samina Perwez	Program Coordinator, MBA & Undergraduate Program	samina@imtdubai.ac.ae
Ms. Samira Fernandes	Program Coordinator, MBA & Undergraduate Program	Samira@imtdubai.ac.ae
Mr. Balaji Jagadeesan	HR & Administration Manager	Balaji@imtdubai.ac.ae
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Mr. Abdul Kader	Library Assistant	abdul@imtdubai.ac.ae
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Ms. Maria Rowena	Receptionist	Reception@imtdubai.ac.ae
Mr. Jagan C.Nair	Hostel Warden	Jagan@imtdubai.ac.ae

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Mr. Madhav Kandel	Office Assistant	
Mr. Yuvraj Dhakal	Office Assistant	
Mr. Hari Giri	Office Assistant	
Mr. Anthony	Office Clerk	
Mr. Shah Islam	Office Clerk	