

# M.B.A. Catalog

## 2009 - 2010



THE AMERICAN UNIVERSITY IN DUBAI

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***M.B.A. Catalog***

The American University in Dubai  
Dubai, United Arab Emirates  
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Effective Fall 2009

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**m.b.a. catalog**  
2009-2010

SCHOOL OF  
BUSINESS  
ADMINISTRATION

THE AMERICAN UNIVERSITY IN DUBAI



## AUD ACCREDITATION AND LICENSURE SUMMARY

- The American University in Dubai is accredited by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) to award Bachelor's and Master's degrees (see <http://www.sacscoc.org/pdf/webmemlist.pdf>). Contact the COC at 1866 Southern Lane, Decatur, Georgia, 30033 or call 404-679-4500 for any questions concerning the accreditation of The American University in Dubai.
- AUD is officially licensed by the Ministry of Higher Education and Scientific Research of the United Arab Emirates. The Ministry has accredited the university's degree programs in Business Administration (both undergraduate and graduate), Communication and Information Studies, Engineering, Information Technology, Architecture, Visual Communication and Interior Design, in addition to a Certificate in Middle Eastern Studies.

UAE Ministry: PO Box 45133, Abu Dhabi, UAE; Tel: (02) 642 7772

- AUD holds an Agent's License issued by the District of Columbia Education Licensure Commission (Washington, DC, USA).

DC Education Licensure Commission: 441 4th Street, NW, Suite 350 North Washington, DC 20001;  
Tel: 202 727 6436

- AUD is approved to operate by the State of Georgia Nonpublic Postsecondary Education Commission (NPEC).

NPEC: 2082 East Exchange Place, Suite 220, Tucker, Georgia 30084-5305; Tel: 770 414 3300

The American University in Dubai has received specialized accreditation for its Bachelor's of Business Administration (B.B.A.), and Master's of Business Administration (M.B.A.) degree programs in business through the International Assembly for Collegiate Business Education (IACBE).

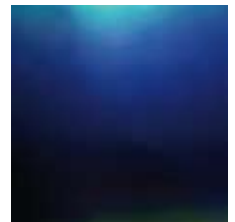
IACBE: PO Box 3960, Olathe, Kansas 66063 USA; Tel: 913 631 3009

Furthermore, the university's undergraduate concentrations in Marketing Communications and Advertising (Creative) have been accredited by the International Advertising Association (IAA) in New York.

IAA World Service Center: 521 Fifth Avenue, Suite 1807, New York, NY 10175; Tel: 212 557 1133

All programs (i.e., Civil, Computer, and Electrical Engineering) of AUD's School of Engineering are accredited by the Engineering Accreditation Commission of ABET.

ABET: 111 Market Place, Suite 1050, Baltimore, MD 21202-4012, tel: 410-347-7700



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This is truly an exciting time to be entering the School of Business Administration (SBA) at AUD. The academic year 2009-2010 is marked by several developments that will favorably impact the quality and content of our programs. First, the M.B.A. and B.B.A. programs were recently reaccredited by the US-based International Assembly for Collegiate Business Education (IACBE). This accomplishment highlights our ongoing commitment to providing the highest academic standards to our students.

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Second, the SBA has recently added two additional concentrations to the M.B.A. program: Health Care Management; and the Management of Construction Enterprises. These concentrations, coupled with our recent expansion of course offerings in the field of organizational development (to include courses such as MGMT 611 Human Resource Management; and MGMT 641 Negotiation and Conflict Management) illustrate our unwavering commitment in ensuring that the M.B.A. program at AUD remains at the forefront of business education in the Middle East.

Third, to support the significant expansion of SBA course offerings and the addition of new concentrations, the School has recently added 14 new full-time faculty members to its roster. All are experienced academics from the disciplines of accounting, economics, finance, law, management, and marketing. Having such a diverse and talented group of academics select the American University in Dubai – as their university of choice – clearly demonstrates that the SBA is becoming ever more noted among academics for its commitment to teaching and scholarship. In fact, the School's recently held seminar by renowned UC Berkeley economist Dr. John Quigley, on Mortgages and the Turmoil in the Financial Markets, further demonstrates the SBA's commitment to ensuring

that its students are provided with a timely, relevant and state-of-the-art business education.

Finally, as in previous years, our faculty continues to make significant contributions to their professions and are increasingly gaining recognition as regional experts in their fields. As an example, members of our faculty were awarded the best research paper award in consumer behavior at this year's Academy of Marketing Science conference in Baltimore, Maryland. Having their work acknowledged as the best, by their peers, clearly demonstrates the level of scholarship and collaboration which exists among SBA faculty members. Moreover, my recent election to the Board of Directors of the IACBE, following our recent reaccreditation review, demonstrates that the faculty within the SBA are not only making significant contributions to their disciplines, but are making significant contributions to business education as a whole.

These recent developments illustrate our ongoing commitment towards enhancing the academic and practical aspects of the M.B.A. program. The program is designed to enhance the managerial capabilities of our students by providing them with access to one of the most respected M.B.A. programs in the region. This 2009-2010 AUD *M.B.A. Catalog* provides detailed information covering all aspects of our program. New and returning students, faculty, and others should find it most informative. Inquiries and requests for further information are welcomed and may be addressed to the Admissions Office or directly to me in my capacity as the M.B.A. Program Director.

”

Cordially,

Dr. Dwayne A. Banks

**Dean, School of Business Administration**



The American University in Dubai is a private, non-sectarian institution of higher learning founded in 1995. AUD's enrollment in 2008-2009 averaged 2,852 students. In Spring 2009, 91 nationalities were represented in the AUD student body.

AUD offers both undergraduate and graduate degrees and a Certificate in Middle Eastern Studies.

A four-year Bachelor's (*BBA*) degree is offered in Business Administration (with optional concentrations in Accounting, Economics, Finance, Management, Marketing, and Marketing Communications). *BFA* (Bachelor's of Fine Arts) degrees are offered in Visual Communication (with optional concentrations in Advertising [Creative], Graphic Design, Photography and Studio Art), and Interior Design (with optional concentration in Integrated Computational Design). The university also offers the Bachelor's of Information Technology (*BIT*) degree (with optional concentrations in Application Development for Commerce and Industry, Database Development and Operations, and Network Infrastructure Design and Administration) and a Bachelor's of Communication and Information Studies (*BCIS*) with optional concentrations in Digital Production and Storytelling and Journalism. The AUD School of Engineering, established in 2001 through collaboration with the Georgia Institute of Technology, offers the Bachelor's of Science (*BS*) degree in Civil, Computer, and Electrical Engineering. AUD's newest undergraduate degree offering is the B.Arch. (Bachelor of Architecture).

The Master's of Business Administration (*M.B.A.*) is offered as a generalist degree, with the option to specialize in either International Finance, International Marketing, Health Care Management, or Management of Construction Enterprises. It consists of a 12-course curriculum delivered in the evening.

In addition to courses in their chosen major/concentration, undergraduate students in all disciplines must follow a curriculum in Arts and Sciences. This is in fulfillment of the general education portion of their degree requirements.

Through its Center for English Proficiency (*C/EP*), the university also conducts Intensive English programs designed to develop university-level English language skills in students requiring additional language study before commencing university.

The university's faculty possess outstanding academic credentials. Furthermore, many are or have been practicing professionals of note. In terms of faculty composition, North Americans have the highest representation of any national group.

AUD's multi-complex facility has been conceived with the objective of supporting the university's programs (both academic and extra-curricular) to an American standard. The campus surroundings include Dubai Internet City and Media City. This reflects HH Sheikh Mohammed Bin Rashid Al Maktoum's vision for Dubai as the technological hub of the Middle East, together with the university's role as a technological reference point.

## MISSION OF THE AMERICAN UNIVERSITY IN DUBAI

The Mission of The American University in Dubai is to fulfill the broad educational needs of a culturally diverse student body by achieving excellence in teaching and learning, ultimately resulting in the intellectual, personal, and professional success of its graduates and the advancement of society.

## MISSION OF THE SCHOOL OF BUSINESS ADMINISTRATION

The Mission of the School of Business Administration (SBA), is to provide UAE, GCC and international students with high-quality, forward-looking, career-oriented educational programs in the management of business organizations, with the option of selecting concentrations in one or more functional areas of business management.

## GOALS OF THE SCHOOL

1. To ensure the highest levels of student satisfaction with the School's educational experience.
2. To ensure that the School's educational programs are continually aligned with the employment needs of the market for business professionals.
3. To ensure the School's sustainable growth through recruitment and retention of appropriately qualified faculty.
4. To provide faculty with a supportive environment that is conducive to their professional growth.
5. To continually enhance the School's reputation and visibility through maintaining a close relationship with the business community.

The School of Business Administration offers two programs, a Bachelor of Business Administration (BBA) and a Master of Business Administration (M.B.A.) program. The curricula in both the undergraduate and graduate programs are rich in conceptual content; however, the primary emphasis of our educational experience is on equipping students with the applied skills and the professional and ethical perspectives necessary for success in the global marketplace.

## M.B.A. PROGRAM MISSION

The Mission of the M.B.A. program is to provide graduates who aspire to leadership and management roles within the field of business administration with the opportunity to pursue a high level of professional preparation which will enhance their prospective career options. The M.B.A. curriculum is designed to ensure a broad and integrated conceptual coverage of the functional areas of business, by enabling the application of the concepts, principles, analytical tools and techniques from the different business disciplines to guide decision making in the global environment of business. The program promotes strategic thinking, ethical values, social responsibility, and cultural diversity.

## M.B.A. GOALS

The M.B.A. prepares graduates who will:

1. possess analytical, quantitative, and qualitative problem-solving skills;
2. possess effective management skills with a global business perspective;
3. become effective communicators;
4. possess awareness of ethical issues and their implications in business decisions;
5. become strategic thinkers within business organizations.

## M.B.A. LEARNING OUTCOMES

Upon completion of the M.B.A. program, students are expected to:

1. have a broad understanding of the conceptual foundations of the functional disciplines of business and of their applications.
2. be able to identify, analyze, and propose solutions to business problems across a wide range of functional areas.
3. have a profound understanding of the conceptual foundations of their selected functional area of concentration (if applicable) and an ability to investigate and formulate recommendations for managerial decision problems and policy issues in that area.
4. be skilled in using quantitative and qualitative techniques to assess the functional and overall performance of business organizations.
5. be able to use business communication and presentation skills effectively and persuasively, both orally and in writing.
6. possess a global perspective and an understanding of the international environment of business.
7. understand the ethical and social ramifications of business decisions.



## THE AUD CAMPUS

The campus of The American University in Dubai is the material expression of the university's mission and character. Two words come to mind in describing this campus – American and world-class. “American” because of its sobriety and Jeffersonian architectural rigor, “world-class” because of the notable quality of the physical plant and accompanying facilities.

Indeed, the facilities that comprise the multi-edifice campus are nothing less than impressive, whether they be found in the academic wings, Student Center, student and faculty housing, or administrative complex. Specifically, 13 buildings dot the campus today, a Student Center - housing indoor sports facilities, food court, 50 offices and 20 classrooms/labs in addition to several other amenities - being the latest addition.

## COMPUTER FACILITIES AND RESOURCES

Advanced technology supports all aspects of campus operations; most appropriately, the delivery of the university's academic programs. Specifically, 25 computer labs with both IBM and Macintosh hardware form the basis for instruction in IT, business administration and the applied arts. Two language laboratories serve to enhance teaching effectiveness in the university's intensive/academic English courses. The Blackboard™ system is deployed to provide instructional support in all courses offered by the university, and students can access it from any location in the world where there is Internet connectivity.

Among the software packages that are of special usefulness for M.B.A. students in carrying out research for term papers and theses are the Statistical Package for the Social Sciences (SPSS), the MINITAB statistical package, the LINDO package for linear programming, SIMUL8.0 simulation software,

Visual Interactive Sensitivity Analysis (VISA) software for the decision sciences, and AMOS 5.0 structural equation modeling software for marketing research. Additionally, other searchable databases, such as Business Source Premier, Emerald, Datamonitor's MarketLine, EIU Country Reports, Reuters Business Insights and Lexis Nexis are accessible from any workstation connected to the AUD computer network, and are especially useful to M.B.A. students. These databases provide online access to thousands of full-text papers and other material published in a large number of leading international academic and professional business publications.



## THE AUD LIBRARY

The Library at the American University in Dubai provides books, magazines/journals and electronic resources to enrich the university's educational program. AUD's Library has a large English language collection of roughly 77,000 volumes, both print and e-books. The Library provides a rich collection of 47 online resources offering access to over 30,000 full-text journals, magazines, international newspapers and e-resources. The Library also provides over more than 345 print journals, magazines and newspapers.

An interlibrary loan agreement is maintained with the British Library to enable students to access information not found in the AUD Library.

The Library catalog and many of the databases can be accessed both on-campus and off-campus. Such access creates a "library without walls" open 24/7 for students.

The AUD Library provides the tools needed to complete research and create presentations. It contains 58 computers in three computer labs and the Reference area plus a workstation equipped to handle the needs of the visually-impaired. There are also two scanners, networked printers (color and black & white), a photocopier and four study rooms.

AUD's library staff is committed to providing support to AUD's students. Staff knowledge of information resources, professionalism and willingness to assist provide a learning environment where students feel comfortable knowing help is readily available. Librarians provide students with mentoring in various search techniques and offer assistance in choosing resources to use for information searches. Instructional sessions and workshops on individual databases are provided to ensure that students develop the skills needed to research the full range of information resources. A Reference Librarian is on duty until 8:00 p.m. weekdays to provide research assistance to M.B.A. students.





## FACILITIES FOR ATHLETICS AND CULTURAL EVENTS

The accomplishment of AUD's objective to deliver a genuinely American education is facilitated by the sports facilities (soccer field, outdoor track, tennis/volleyball/basketball courts, swimming pool) and other space that provide students with the opportunity to engage in extracurricular activities which constitute student life on a typical US-based campus. A 900-seat auditorium serves as a venue for student assemblies, conferences, and cultural events. A Student Center, housing indoor sports facilities, was inaugurated in September, 2008. A central indoor stadium is designed so that it can be dismantled into two independent courts used for indoor football, handball, basketball or volleyball. This stadium has a capacity of 2,500 spectators, in addition to an outdoor spectator's gallery that faces the soccer field and accommodates a public of 300. Separately, there are two squash playgrounds, a 1,600-square feet gymnasium for boys and girls, and an aerobics/dancing/music room.

## CAREER COUNSELING AND PLACEMENT SERVICES

The university's Career Services Manager is available to assist students who are seeking to make a career move (either within their current organization or by switching employers). Counseling regarding aptitude assessment and resumé writing is provided. For job placement purposes, a database of currently available opportunities is also maintained; and the Career Services Manager provides active support and assistance to students in finding employment. Evening appointments with the Career Services Manager can be made upon request.

## M.B.A. PROGRAM AND CURRICULUM OVERVIEW

The M.B.A. program is a graduate-level, twelve-course, 36 credit hour program. It consists of seven common core courses and five advanced elective/concentration courses. Six of the common core courses provide broad exposure to the functional areas of management. The seventh common core course, *Strategic Management and Policy*, is the Program's capstone course and is normally taken during the last term in the Program.

In their application for admission, students must specify whether they are interested in pursuing the Generalist M.B.A. program or a program with a concentration in either International Finance, International Marketing, Health Care Management, or the Management of Construction Enterprises.

The M.B.A. Thesis is optional for all students and counts as an advanced elective for those who choose the Thesis option.

THE FOLLOWING CHART SUMMARIZES THE STRUCTURE OF THE M.B.A. PROGRAM:



GENERALIST      INTERNATIONAL FINANCE      INTERNATIONAL MARKETING

**M.B.A. COMMON CORE (7 COURSES)**

<b>ACCG 601</b>	Accounting Information & Mgmt. Decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ECON 601</b>	Managerial Economics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>FINA 601</b>	Corporate Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>MGMT 601</b>	Managing Organizations & Leading People	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>MGMT 699</b>	Strategic Management & Policy (Capstone)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>MKTG 601</b>	Marketing Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>QUAN 601</b>	Quantitative Methods for Business Decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**ADVANCED ELECTIVES (5 COURSES)**

<b>CMGT 611</b>	Construction Project Management	<input type="checkbox"/>		
<b>CMGT 621</b>	Construction Planning and Operations	<input type="checkbox"/>		
<b>CMGT 631</b>	Financial Management of Construction Projects	<input type="checkbox"/>		
<b>CMGT 641</b>	Construction Laws and Regulations	<input type="checkbox"/>		
<b>CMGT 651</b>	Construction Equipment and Its Management	<input type="checkbox"/>		
<b>FINA 611</b>	Financial Analysis Tools and Techniques	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>FINA 621</b>	Investment Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>FINA 622</b>	Complex Financial Instruments	<input type="checkbox"/>	<input type="checkbox"/>	
<b>FINA 631</b>	International Financial Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>FINA 632</b>	International Trade and Finance	<input type="checkbox"/>	<input type="checkbox"/>	
<b>FINA 641</b>	Financial Institutions and Markets	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HCMT 611</b>	Health Care Economics and Finance	<input type="checkbox"/>		
<b>HCMT 621</b>	Health Care Law and Policy	<input type="checkbox"/>		
<b>HCMT 631</b>	Health Care Information Management	<input type="checkbox"/>		
<b>HCMT 641</b>	Health Care Marketing Management	<input type="checkbox"/>		
<b>HCMT 651</b>	Cost Effectiveness Analysis in Health Care Systems	<input type="checkbox"/>		
<b>MKTG 611</b>	Marketing Research	<input type="checkbox"/>		<input checked="" type="checkbox"/>
<b>MKTG 621</b>	Consumer Behavior	<input type="checkbox"/>		<input type="checkbox"/>
<b>MKTG 631</b>	International Marketing	<input type="checkbox"/>		<input checked="" type="checkbox"/>
<b>MKTG 641</b>	New Product Development	<input type="checkbox"/>		<input type="checkbox"/>
<b>MKTG 651</b>	Marketing for Service Organizations	<input type="checkbox"/>		<input type="checkbox"/>
<b>MKTG 691</b>	Strategic Marketing	<input type="checkbox"/>		<input checked="" type="checkbox"/>
<b>THES 699</b>	M.B.A. Thesis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>INTP 699</b>	M.B.A. Internship*	<input type="checkbox"/>		
<b>MGMT 611</b>	Human Resources Development	<input type="checkbox"/>		
<b>MGMT 621</b>	Leadership	<input type="checkbox"/>		
<b>MGMT 631</b>	Law in Business Organizations	<input type="checkbox"/>		
<b>MGMT641</b>	Negotiation and Conflict Management	<input type="checkbox"/>		
<b>MGMT 651</b>	Organizational Development	<input type="checkbox"/>		





## APPLICATION PROCESS

(Students should be aware that all records, letters and other documents provided in the original to AUD as part of the admissions process will remain university property. The university reserves the right to evaluate the adequacy of all credentials submitted for admission. Furthermore, students are reminded that omission or falsification of information constitutes sufficient reason for rejection or dismissal. This dismissal, requiring the President's approval, may occur at any time during a student's residence at AUD; i.e., upon discovery of the omission/falsification.)

To be considered for admission to the M.B.A. program, applicants must submit the following documents and information:

1. An *Application for Admission* to the M.B.A. program, duly completed, signed and dated by the applicant with the application fee of AED 200. The application must clearly specify the program option to which the applicant wishes to be admitted; i.e., Generalist, International Finance concentration, International Marketing concentration, Health Care Management concentration, or Management of Construction Enterprises concentration.
2. Original, official transcripts of academic record from all universities, colleges or other postsecondary institutions attended by the candidate; to be sent directly to the Admissions Office. Transcripts should be attested by the appropriate higher education authority in the country in which the undergraduate degree was granted, and must be translated into English if they are issued in a language other than English. Attestation is not required for American-accredited universities/colleges. Separately, applicants with degrees granted outside the UAE should obtain equivalency from the UAE Ministry of Higher Education and Scientific Research (MOHESR). It is solely the applicant's responsibility to obtain this equivalency from the MOHESR.
3. Undergraduate and Graduate Diplomas – originals required for verification.
4. A statement of the applicant's career objectives, special professional and academic interests, and other reasons why the candidate wishes to pursue the M.B.A. program at AUD, as well as the applicant's special skills, expertise and interests that might contribute towards enriching the M.B.A. experience at AUD.
5. CV/Résumé
6. Official scores of the Graduate Management Admissions Test (GMAT), to be sent directly to the Admissions Office. GMAT score of 500 or above. GMAT scores must be submitted at the time of application (see deadlines below); however, subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who have not taken the GMAT at the time of application **may** be granted conditional admission (see p.15), with a requirement that they submit satisfactory GMAT scores **not later than the end of the first term following admission**. The university's GMAT code is 0063.



7. International TOEFL score of 550 (CAT 213) or Internet-based TOEFL score of 79-80 is required. This requirement **may** be waived for candidates whose native language is not English and who have completed their undergraduate education at an accredited/recognized English medium institution, provided that there is evidence that the undergraduate institution had a TOEFL requirement of 500 or higher for admission to the undergraduate program when the applicant was admitted. Moreover, this requirement **will** be waived for candidates who are native speakers of English and who have completed their undergraduate education at an American-accredited/recognized English medium institution. (Please check with an Admissions representative for details about TOEFL requirement if needed.) AUD's international code for TOEFL is 0063.
8. Two *M.B.A. Reference Forms* (found at the end of this *Catalog*) completed by present or former university instructors or employers.
9. Colored passport copy and two passport-size pictures.

## APPLICATION DEADLINES

Applications for admission to the M.B.A. program at AUD are accepted throughout the year, for Fall, Spring and Summer I entering classes. To allow enough time for the evaluation of applications and the selection of accepted candidates, we encourage applicants to submit their applications in advance of the following meeting times of the M.B.A. Admissions Committee: 1) applications for the Spring 2010 semester are reviewed on October 8, 2009 and December 6, 2009; 2) applications for the Summer I 2010 term are reviewed on February 15, 2010 and April 12, 2010; and 3) applications for the Fall 2010 term are reviewed on June 14, 2010 and August 16, 2010. The M.B.A. Program Director's Office must receive all required documentation (see above) for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified above.

## ENTRY DATES

Classes in the M.B.A. program begin in Fall (late August), Spring (early-January), and Summer I (early-May). For specific starting dates, please consult the Academic Calendar section in this *Catalog*.

## SELECTION CRITERIA

All applications for admission to the M.B.A. program are evaluated by the M.B.A. Admissions Committee, which consists of the M.B.A. Program Director as Chair, two M.B.A. faculty members appointed by the M.B.A. Program Director, and one representative of the Admissions Office. The Committee employs the following criteria in its applicant evaluation process:

### 1. Applicant's GMAT scores

A minimum overall GMAT score of 500 is required. The M.B.A. Admissions Committee will also take cognizance of the three GMAT sub-scores (Math, Verbal, and Analytical Writing Assessment) for purposes of assessing each candidate's specific aptitude strengths and weaknesses.

### 2. Applicant's undergraduate GPA

A minimum undergraduate GPA of 3.0 is required.

### 3. Applicant's work experience

Candidates who have a minimum of two years of work experience will be given preference for admission. However, the nature, scope, length, breadth, variety and significance of the work experience will also be taken into account in the preference ranking of candidates.

### 4. M.B.A. Reference Forms/letters from employers and/or university instructors

The M.B.A. Admissions Committee will look for evidence of each candidate's maturity, seriousness of intent, perseverance, academic and professional preparedness, promise and potential, and chances of successful completion of the M.B.A. Program.

In using the four preceding criteria to evaluate each candidate, the Committee follows a balanced approach, based on the principle that ample satisfaction by an applicant, of one or more of these criteria, may to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.



## PROVISIONAL ADMISSION

The M.B.A. Admissions Committee may grant applicants provisional admission to the M.B.A. program. Typically, these are applicants whose area of undergraduate studies is not in Business Administration, whose evaluation by the M.B.A. Admissions Committee reveals deficiencies in one or more of the business foundation areas (e.g., accounting, finance, economics, etc.) normally considered pre-requisite for success in the M.B.A. program, but for whom there is nonetheless sufficient promise as potential M.B.A. students.



For each applicant in this category, the M.B.A. Admissions Committee will specify an appropriate sequence of modules (see Foundation Program below) that the candidate must successfully complete. Successful completion of this sequence of modules is required in order to continue in the program. No graduate credit towards the M.B.A. will be given for successful completion of this sequence.

## FOUNDATION PROGRAM

Established primarily for students who have earned their undergraduate degree in a non-business major, the Foundation Program consisting of various discipline-specific modules is designed to prepare potential students who do not have the necessary competencies in the areas of accounting, economics, finance, management, marketing and statistics. These students are required to enroll and satisfactorily complete an appropriate series of courses in the Foundation Course Program. The courses required of each such student will be determined on a case-by-case basis following a review of the student's academic record.

## ADMISSION ON PROBATION

Applicants whose undergraduate CGPA is between 2.50 and 2.99, but who otherwise amply satisfy the selection criteria described above, may at the M.B.A. Admission Committee's discretion be granted admission on probation for one academic term. These candidates' course load during the first term may be restricted by the M.B.A. Admissions Committee and will under no circumstance exceed nine credit hours. They will be required to achieve a term GPA of 3.0 or higher. Probationary status will be lifted and full admission will be granted upon satisfaction of this requirement at the end of the first term. **Failure to satisfy this requirement will result in termination of the student's enrollment in the M.B.A. Program.**

## CONDITIONAL ADMISSION

Subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who largely satisfy the admission criteria except for incomplete information or documentation that can, in the Committee's judgment, be completed within a short time, may be granted conditional admission for one term. These applicants will be notified of the information or documentation that needs to be completed and provided by the end of the term, as a condition for their continued enrollment. **Non-satisfaction of this condition by the end of the first term following conditional admission may result in termination of the student's enrollment in the M.B.A. Program.**

## FINANCIAL AID

Applicants accepted as M.B.A. candidates are eligible to apply for *The HH Sheikh Mohammed Bin Rashid Al Maktoum Scholarship for Academic Achievement* (UAE nationals only). The objectives and selection criteria for these programs, in addition to eligibility and application procedures, are found on the AUD website ([www.aud.edu](http://www.aud.edu)).

## SPECIAL ADMISSION

Applicants who, for special reasons, are interested in taking one or more selected courses in the AUD M.B.A. program, but do not desire to complete the M.B.A. program requirements at AUD, may, at the discretion of the M.B.A. Admissions Committee, be granted special admission to take the specific course(s) requested. Examples of applicants for special admission include:

1. students in graduate programs at other universities who wish to take one or more courses in the AUD M.B.A. program for credit towards their program requirements at their home universities, and
2. individuals pursuing a professional designation (e.g., Certified Public Accountant, Chartered Financial Analyst, etc.) who may be required to take specific graduate-level courses in one or more business disciplines as part of the qualification requirements for that professional designation.

## TRANSFER CREDITS

Requests for the transfer of graduate credits completed at other accredited institutions of higher learning towards completion of the M.B.A. program at AUD will be examined by the M.B.A. Admissions Committee on a case-by-case basis. As a rule, such transfer or acceptance will be highly restricted and may only be granted in cases where there is ample evidence that the graduate coursework in question is at least equal in scope and quality to comparable M.B.A. coursework at AUD. In assessing such evidence, the M.B.A. Admissions Committee will make use of a wide variety of instruments and information sources, such as recognized guides to post-secondary institutions and programs, the other institutions' catalogs and/or web sites, course syllabi, and letters from instructors at those other institutions describing in detail the applicant's work in these courses. **The number of graduate courses transferred or accepted for credit towards the M.B.A. degree at AUD may not exceed two courses. In all cases, students must earn the majority of their final year credits towards the M.B.A. at AUD.**

## STUDENT ADVISING AND REGISTRATION

M.B.A. students should contact the M.B.A. Program Director for academic advising and approval of courses prior to registration.

## ACADEMIC CREDIT HOURS AND COURSE LOADS

One unit of academic credit is awarded for each scheduled class hour per week (i.e., three hours of academic credit are awarded for three hours in the classroom per week). The Fall and Spring semesters consist of 15 weeks of scheduled classes plus a 16th week for study/make-up classes and final examinations. Three courses (nine credit hours) per semester are considered a full-time load for graduate students.



## GRADING SYSTEM

The following scale is used in the evaluation of academic performance and grading in the M.B.A. program:

Grade	Grade Point
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0
I	--
W	--
IP (M.B.A. THESIS)	--
P (M.B.A. THESIS)	4



## COURSE GRADE DEFINITIONS\*

### A | Excellent

This grade is awarded for outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course.

### B | Good

This grade signifies above average academic achievement as evidenced by work that exceeds the minimum expectations for passing the course.

### C | Satisfactory

This grade designates academic achievement at the minimum level required for passing the course.

\* a + or – following a grade indicates somewhat better or less good performance than that reflected by the definition provided.

### F | Failure

This grade indicates failure to meet the minimum requirements for satisfactory completion of the course. It carries no quality points, and the course must be repeated and passed before credit is granted.

## GRADE\*

This symbol, appearing next to a grade, indicates that the course was repeated due to a low grade (C or F) obtained the first time the student took the course.

When a student repeats a course, a new grade is assigned for the retaking of the course in the semester or term in which it was retaken. The asterisk appears next to the lower of the two grades, and the higher grade is included in the CGPA computation.

### I | Incomplete

This grade is issued in rare cases for extenuating non-academic circumstances that prevent the student from completing all course requirements on time. A grade of I requires the approval of the M.B.A. Program Director. The incomplete course work must be completed by the end of the subsequent term; otherwise, the Incomplete will be changed automatically to a grade of F.

### W | Withdrawal

Students who withdraw officially from M.B.A. courses (using the designated withdrawal form) before the final examination will receive a grade of W. A grade of W may not be awarded after the final examination in the course.

## M.B.A. THESIS GRADES

### IP | In Progress

This symbol is submitted in lieu of a grade when an M.B.A. Thesis is still in progress at the end of the first term of registration for the thesis, and in subsequent terms within the time limit for completion, until the thesis is completed, submitted, evaluated and a final grade (P or F) is assigned.

### P | Pass

This symbol designates satisfactory completion of the M.B.A. Thesis. It is assigned four quality points. Upon completion, an M.B.A. Thesis can only be assigned one of two grades: P or F.



## THE M.B.A. ACADEMIC COMMITTEE

The M.B.A. Academic Committee, consisting of two full-time M.B.A. faculty members and the M.B.A. Program Director as Chair, reviews the status and academic performance of all M.B.A. students each term to ensure that the academic standards of the M.B.A. program are met. The Committee makes decisions on specific actions or future levels of academic performance that are required of students who are found not to be in good academic standing, and these decisions are communicated to each student in writing.

### SATISFACTORY ACADEMIC PROGRESS

#### 1. Minimum Cumulative Grade Point Average (CGPA)

Students admitted to the M.B.A. program on probation must have a CGPA of 3.0 or higher in their first term to remain in the program. All M.B.A. students are required to maintain their CGPA at 3.0 or higher in order to remain in good academic standing.

#### 2. Limits on B-, C+, F grades

An M.B.A. student may receive no more than three grades of B-. Exceeding this number, by obtaining a fourth grade of B-, or lower, will result in the student's termination from the M.B.A. program. An M.B.A. student who receives more than two grades of C+ or lower will be terminated from the M.B.A. program. A student who receives two grades of B- and an F grade will be terminated.

A student who has been terminated from the M.B.A. program may be readmitted by filing an appeal to the M.B.A. Academic Committee, within fifteen days of notification. The Committee will critically assess the student's academic performance, his/her overall contributions to the classroom learning environment, and his/her prospect for successfully completing the program. The Committee must submit its recommendations to the Dean for final authorization.

#### 3. Limit on Repeated Courses

An M.B.A. student may not repeat more than three courses. Within this limit, the same course may only be repeated once. All failed courses must be repeated. Failure in the same course twice will result in terminating the student's enrollment in the M.B.A. program. When a student repeats a course, the new grade assigned is substituted for the previous one in calculating the CGPA.

#### 4. Limit on Ws

Students who withdraw from a course receive a grade of W. Students may receive no more than three W grades.

### ACADEMIC PROBATION

In its review following the end of each semester or term, the **M.B.A. Academic Committee** will identify cases of noncompliance with the above standards and place the following students on academic probation:

- | Students whose CGPA has fallen below 3.0.
- | Students for whom the number of B- grades has reached two or who have been assigned one grade of C+ or lower, will be placed on academic probation.

To remain in the M.B.A. Program, **students on academic probation (other than those admitted on probation for one term) must revert to good academic standing within two semesters/terms from the date they are placed on probation.** The M.B.A. Academic Committee will inform each student placed on probation, in writing, of the specific outcomes required for reversion to good academic standing within the two term period.

## INACTIVE STATUS

M.B.A. students (including those taking Foundation courses) who do not register for two consecutive terms will be considered “inactive” and will be notified of their status by the **M.B.A. Academic Committee** in writing. Inactive students will be required to make their plans known to the M.B.A. Program Director, also in writing, regarding resumption of their studies. As a rule, students who are inactive for two consecutive terms beyond the first two, i.e., for a total of four consecutive terms of non-registration, will be terminated. Exceptions to this rule must be approved by the M.B.A. Program Director on a case-by-case basis.

Should inactive students who have been dropped from the M.B.A. program eventually decide to resume their studies, they will be required to apply for readmission to the M.B.A. program.

**Approval of readmission will not be automatic but will be decided on a case-by-case basis.**

## ATTENDANCE AND CLASS PARTICIPATION

In the M.B.A. program, classroom activities and the learning process in general can be greatly enriched through the active participation of students. It is therefore expected that students will contribute continually to the learning outcomes of the program by attending all class sessions and bringing their diverse professional backgrounds to bear on the lectures, discussions, presentations, and other classroom activities.

While attendance will be taken at the start of each M.B.A. class session, it is not attendance per se, but the amount and quality of class participation that may, at the discretion of the instructor, be included in the evaluation plan and final grade determination for the course. The weight assigned to class participation may vary depending on the subject matter and nature of each course, but will not exceed 15% of the final grade. Instructors will state their policy on class participation in their course syllabi, including the weight assigned to class participation in the final grade determination.



## INTERNSHIPS

The M.B.A. Internship is available as an advanced elective for students pursuing a Generalist M.B.A., who are in the final stages of their studies, provided they have not elected to do an M.B.A. Thesis as one of their advanced electives. The M.B.A. Internship is not open to students pursuing a concentration.

Applications for the M.B.A. Internship must be discussed with and submitted directly to the M.B.A. Program Director for approval. If an internship application is approved, the M.B.A. Program Director will assign a faculty member to supervise the internship.



## THE M.B.A. THESIS

### ELIGIBILITY OF GENERALIST M.B.A. STUDENTS

Students completing the Generalist M.B.A., who are doing or have done an M.B.A. Internship, are ineligible for the M.B.A. Thesis. (Similarly, Generalist M.B.A. students who elect to do an M.B.A. Thesis are ineligible to apply for an M.B.A. Internship.)

Additionally, to be eligible for the M.B.A. Thesis, Generalist M.B.A. students **(1) must have completed or must be completing at least their sixth common core course and at least their third advanced elective, and (2) must be in good academic standing.**

### THESIS APPLICATION PROCEDURE FOR GENERALIST M.B.A. STUDENTS

Generalist M.B.A. students who are eligible for and interested in writing an M.B.A. Thesis must contact an M.B.A. faculty member in the business discipline of the intended Thesis, and discuss with him/her, in preliminary form, the topic, purpose, scope, objectives, data sources (if applicable) and methodology of the proposed Thesis. The student must obtain the faculty member's agreement, in principle, that the foregoing constitutes an acceptable basis for a Thesis Proposal. At this point, the faculty member starts acting as the prospective Thesis Supervisor.

Before the application process can go further, the student must submit to the Thesis Supervisor a short, written Thesis Proposal consistent with what was agreed upon in principle, and must include a tentative outline and a timetable for completion of each part of the proposed Thesis. The Thesis Supervisor must then approve the Proposal or request modifications and re-submission of the Proposal by the student.

### THESIS ELECTIVE FOR M.B.A. STUDENTS COMPLETING A CONCENTRATION

M.B.A. students are admitted to pursue a specific program option (Generalist, or Concentration) from the start. Those admitted to pursue one of four concentrations **may elect to complete an M.B.A. Thesis** in the chosen area of concentration, during the final stages of their program. In such cases, the M.B.A. Thesis becomes one of the five advanced electives in their area of concentration.

At a designated point in their studies – generally coinciding with their **sixth common core course and their third concentration course**, and provided the student is in good academic standing – students electing to complete an M.B.A. Thesis in their area of concentration will be assigned an M.B.A. faculty member as Thesis Supervisor. With the Thesis Supervisor's assistance, the student will select a thesis topic in his/her concentration, and will develop and submit a Thesis Proposal, a tentative outline, and a timetable for completion. The same procedure for submission and acceptance of the Thesis Proposal as described in the two preceding sections will be followed.

### ACCEPTANCE OF THE THESIS PROPOSAL AND REGISTRATION FOR THE M.B.A. THESIS

The Thesis Supervisor will indicate approval of the Thesis Proposal by writing a memorandum to the M.B.A. Program Director, and attaching a copy of the approved Proposal. The M.B.A. Program Director will then sign the approval memorandum and send a copy to the Registrar's Office, clearing the student to register for the M.B.A. Thesis.

### EVALUATION AND GRADING OF THE M.B.A. THESIS

Upon completion, the M.B.A. Thesis will be submitted to the Thesis Supervisor in duplicate. The Thesis Supervisor will evaluate the Thesis and arrange for a Second Faculty Reader (M.B.A. faculty member) to evaluate the Thesis at the same time. The results of this evaluation will be discussed by the Thesis Supervisor and the Second Faculty Reader. The Thesis Supervisor will then assign a grade (P or F) to the thesis on a Thesis Evaluation Form, which must carry the signature of both the Thesis Supervisor and the Second Faculty Reader. The signed form assigning the grade must be submitted to the Registrar's Office. A bound copy of the accepted Thesis will be submitted to the M.B.A. Program Director's Office, and a second bound copy will be submitted to the university Library.

### TIME LIMIT FOR COMPLETION OF THE M.B.A. THESIS

**An M.B.A. Thesis must be completed within three consecutive academic terms.** During each term while the Thesis is in progress, the IP grade designator will be used in lieu of a grade. With the approval of the Thesis Supervisor and the M.B.A. Program Director, the student may be granted a single one-term extension of this time limit. Failure to obtain such an extension and non-submission of a final grade for the Thesis by the end of the three-term period will cause the IP to be converted automatically to an F. Similarly, if the one-term extension is granted but the student fails to complete the Thesis by the end of that term, the IP would automatically be changed to an F.

### TIME LIMIT FOR COMPLETION OF THE M.B.A. PROGRAM

All M.B.A. course work and other requirements must be completed not later than five calendar years from the date of initial admission to the M.B.A. program. Study terms, inactive terms during which the student was not registered in any courses, and the three-terms' time limit for completion of the M.B.A. Thesis (plus the one-term extension, if applicable) will all be counted in determining adherence to this time limit.



### GRADUATION

The American University in Dubai holds its Commencement Exercises once a year following the Spring semester. In order to be eligible to participate, M.B.A. degree candidates:

1. must be in good academic standing (cumulative GPA of 3.0 or higher) as of the end of the **Spring** semester; and
2. must complete **all** their degree requirements by the end of the **Spring** semester preceding the graduation ceremony.

### COURSE SEQUENCE

Students admitted to the M.B.A. program will be required to follow a specific course sequence, which will depend on the student's program option at admission, i.e., Generalist, International Finance concentration, International Marketing concentration, Health Care Management concentration or Management of Construction Enterprises concentration. All three course sequences will be based on a set schedule, and will be designed to make it possible – assuming a Fall term start and a course load of two courses per term – to complete the M.B.A. program in just six consecutive terms (excluding Summer II); i.e., in less than two years. This program completion time would become significantly shorter for students who take a full course load of three or more courses per term.

### COURSE SCHEDULE 2009-2010

<b>FALL 2009</b>	<b>SPRING 2010</b>
<b>CORE ACCG 601</b> Accounting Info. and Management Decisions	<b>CORE ACCG 601</b> Accounting Info. and Management Decisions
<b>CORE ECON 601</b> Managerial Economics	<b>CORE ECON 601</b> Managerial Economics
<b>CORE FINA 601</b> Corporate Finance	<b>CORE FINA 601</b> Corporate Finance
<b>CORE MGMT 601</b> Managing Organizations and Leading People	<b>CORE MGMT 601</b> Managing Organizations and Leading People
<b>CORE MKTG 601</b> Marketing Management	<b>CORE MKTG 601</b> Marketing Management
<b>CORE QUAN 601</b> Quantitative Methods for Business Decisions	<b>CORE QUAN 601</b> Quantitative Methods for Business Decisions
<b>CORE MGMT 699</b> Strategic Management and Policy (Capstone Course)	<b>CORE MGMT 699</b> Strategic Management and Policy (Capstone Course)
<b>GEN/CMGT CMGT 611</b> Construction Project Management	<b>GEN/CMGT CMGT 621</b> Construction Planning and Operations
<b>GEN/HCMT HCMT 611</b> Health Care Economics and Finance	<b>GEN/HCMT HCMT 621</b> Health Care Law and Policy
<b>GEN MGMT 611</b> Human Resources Development	<b>GEN MGMT 621</b> Leadership
<b>GEN/MKTG MKTG 611</b> Marketing Research	<b>GEN/MKTG MKTG 651</b> Marketing for Service Organizations
<b>GEN/MKTG MKTG 631</b> International Marketing	<b>GEN/MKTG MKTG 691</b> Strategic Marketing
<b>GEN/FINA FINA 621</b> Investment Management	<b>GEN/FINA FINA 611</b> Financial Analysis Tools and Techniques
<b>GEN/FINA FINA 641</b> Financial Institutions and Markets	<b>GEN/FINA FINA 631</b> International Financial Management

## COURSE SCHEDULE 2010-2011

**SUMMER I 2010**

**CORE ACCG 601**  
Accounting Info. and  
Management Decisions

**CORE ECON 601**  
Managerial Economics

**CORE FINA 601**  
Corporate Finance

**CORE MGMT 601**  
Managing Organizations  
and Leading People

**CORE MKTG 601**  
Marketing Management

**CORE QUAN 601**  
Quantitative Methods for  
Business Decisions

**GEN/CMGT CMGT 631**  
Financial Management  
of Construction Projects

**GEN/HCMT HCMT 631**  
Health Care Information  
Management

**GEN MGMT 631**  
Law in Business  
Organizations

**GEN/MKTG MKTG 641**  
New Product Development

**GEN/FINA FINA 632**  
International Trade  
and Finance

**SUMMER II 2010**  
**TBA\***

\* Summer II courses (one course, if any) may be offered occasionally as "off-schedule" courses if a real need is assessed.

**N.B.** Although changes to this schedule are unlikely, the university reserves the right to make changes to the schedule if deemed appropriate.

**FALL 2010**

**CORE ACCG 601**  
Accounting Info. and  
Management Decisions

**CORE ECON 601**  
Managerial Economics

**CORE FINA 601**  
Corporate Finance

**CORE MGMT 601**  
Managing Organizations  
and Leading People

**CORE MKTG 601**  
Marketing Management

**CORE QUAN 601**  
Quantitative Methods for  
Business Decisions

**CORE MGMT 699**  
Strategic Management and  
Policy (Capstone Course)

**GEN/CMGT CMGT 611**  
Construction Project  
Management

**GEN/HCMT HCMT 611**  
Health Care Economics and  
Finance

**GEN MGMT 641**  
Negotiation and Conflict  
Management

**GEN/MKTG MKTG 611**  
Marketing Research

**GEN/MKTG MKTG 631**  
International Marketing

**GEN/FINA FINA 621**  
Investment Management

**GEN/FINA FINA 641**  
Financial Institutions  
and Markets

**SPRING 2011**

**CORE ACCG 601**  
Accounting Info. and  
Management Decisions

**CORE ECON 601**  
Managerial Economics

**CORE FINA 601**  
Corporate Finance

**CORE MGMT 601**  
Managing Organizations  
and Leading People

**CORE MKTG 601**  
Marketing Management

**CORE QUAN 601**  
Quantitative Methods for  
Business Decisions

**CORE MGMT 699**  
Strategic Management and  
Policy (Capstone Course)

**GEN/CMGT CMGT 651**  
Construction Equipment and  
its Management

**GEN/HCMT HCMT 641**  
Health Care Marketing  
Management

**GEN MGMT 651**  
Organizational Development

**GEN/MKTG MKTG 651**  
Marketing for Service  
Organizations

**GEN/MKTG MKTG 691**  
Strategic Marketing

**GEN/FINA FINA 611**  
Financial Analysis Tools  
and Techniques

**GEN/FINA FINA 631**  
International Financial  
Management

**SUMMER I 2011**

**CORE ACCG 601**  
Accounting Info. and  
Management Decisions

**CORE ECON 601**  
Managerial Economics

**CORE FINA 601**  
Corporate Finance

**CORE MGMT 601**  
Managing Organizations  
and Leading People

**CORE MKTG 601**  
Marketing Management

**CORE QUAN 601**  
Quantitative Methods  
for Business Decisions

**GEN/CMGT CMGT 641**  
Construction Laws  
and Regulations

**GEN/HCMT HCMT 651**  
Cost Effectiveness Analysis  
in Health Care Systems

**GEN/MKTG MKTG 631**  
Consumer Behavior

**GEN/FINA FINA 632**  
Complex Financial  
Instruments

**SUMMER II 2011**  
**TBA\***

\* Summer II courses (one course, if any) may be offered occasionally as "off-schedule" courses if a real need is assessed.

**N.B.** Although changes to this schedule are unlikely, the university reserves the right to make changes to the schedule if deemed appropriate.

## COMMON CORE

**ACCG 601****ACCOUNTING INFORMATION AND MANAGEMENT DECISIONS**

This course focuses on the nature and structure of accounting information that is generated by the business firm. The main emphasis is not on the process through which accounting information is generated, but on how this information can be used in decision making by business managers. Topics covered include key financial statements and their interpretation, ratio analysis and its uses in performance evaluation as well as its limitations, financial planning and budgeting, use of accounting information for more effective control of operations, economic value added vs. ROI, and other approaches to performance measurement.

**ECON 601****MANAGERIAL ECONOMICS**

This course explores the relationship of economics to managerial decisions. Consideration is given to optimization techniques, fundamental microeconomics, theory of competition, market structures, innovation techniques, research and development, oligopolistic behavior and game theory, pricing strategies and other management related matters such as socio-political influences, cultural diversity and differing forms and conventions of business.

**FINA 601****CORPORATE FINANCE**

*Prerequisite: ACCG 601*

This course consists of a review of financial theory and application, including capital structure, cost of funds, dividend policy, working capital, capital budgeting, cash flow management, treasury and currency management and investment analysis.

**MGMT 601****MANAGING ORGANIZATIONS AND LEADING PEOPLE**

This course provides M.B.A. students with a rigorous, intensive introduction to the applied fields of organizational behavior and human resource management. The course considers micro-organizational issues: motivation, job design, leadership, conflict and stress management, group dynamics and individual perception. In addition, the macro-organizational issues of organization structure and design, organizational culture and operating in inter-cultural environments are presented. The course concludes with the important human resource issues of performance evaluation, HRM planning, staffing, compensation and legal and work environments.

**MGMT 699****STRATEGIC MANAGEMENT AND POLICY**

*Prerequisite: Completion of all other core courses and at least three advanced elective/concentration courses, or approval of M.B.A. Program Director.*

This course focuses on a comparative analysis of strategy and policy utilized in managing market-led organizations. The course provides a diagnosis of organizational and product strengths and weaknesses in the context of the changing environment of business, as well as an examination of growth and change in current and prospective customers and direct and indirect competitors. The course examines the interaction of corporate structure, geographical coverage and marketing. It looks at the creation and implementation of strategic initiatives at the corporate, strategic business unit and market niche levels. Change management and its outcomes and implementation are considered. This is intended to serve as an M.B.A. capstone course which provides an opportunity for students to draw upon and integrate material from the other graduate courses. Ideally, it should be taken in the last term.



### **MKTG 601**

#### **MARKETING MANAGEMENT**

This course starts with a review of basic marketing principles and the marketing mix. The main focus then shifts to the systematic development and implementation of a sound marketing policy. To this end, case studies are used to illustrate and critically evaluate the integration of the business mission into the development and implementation of product, pricing, communication, and distribution policies. Ethical issues facing marketing managers are also considered.

### **QUAN 601**

#### **QUANTITATIVE METHODS FOR BUSINESS DECISIONS**

This course is designed to provide the student with the opportunity to acquire an understanding of management science techniques in particular Linear Programming, Visual Interactive Simulation, Decision Analysis under Risk and Uncertainty, Critical Path Method, Human Resource Leveling and Forecasting. All are illustrated through the use of computer based applications.

## **CONCENTRATION COURSES / ADVANCED ELECTIVES**

### **CMGT 611**

#### **CONSTRUCTION PROJECT MANAGEMENT**

*Prerequisites: MGMT 601, QUAN 601*

This course provides an integrated approach to managing complex projects, with the aim of creating value for clients and their businesses. In doing so, the course explores the critical role of infrastructure, buildings and the building environment -- as key determinants of the social, economic, and environmental outcomes of construction projects. In addition, the course provides an overview of the project management process as it moves through its life-cycle from inception to completion, and relates this process to the fundamental aspects of risk management, organizational behavior, human resources management and other factors which affect the overall outcomes of construction management projects.

### **CMGT 621**

#### **CONSTRUCTION PLANNING AND OPERATIONS**

*Prerequisites: FINA 601, ECON 601, CMGT 611*

This course introduces students to the fundamental concepts and techniques that are related to the design, planning, control, and improvement of project-based organizations. It highlights the importance of the efficient use of time and resources, for successfully managing the construction process. Concepts such as supply chain management, network analysis, and cost management are introduced. Fundamental to the course is providing students with in depth understanding of the tools and techniques used for construction planning and scheduling. Emphasis is placed on the use of case studies and software applications, such as Microsoft Project/Primavera. Moreover, the course covers in detail state-of-the-art methods utilized by managers for creating and maintaining a competitive advantage, to include the supply-side aspects of construction operations.

**CMGT 631****FINANCIAL MANAGEMENT OF CONSTRUCTION PROJECTS**

*Prerequisites: ACCG 601, CMGT 621*

This course seeks to develop, on the strategic level, a critical understanding of those factors which influence the methods by which clients effectively articulate their requirements for new facilities and the processes involved in procuring services for the development of construction assets. The initial focus of the course is in developing a thorough understanding of the estimation and cost control processes involved in managing construction projects. Construction cost estimation provides the basis for evaluating the feasibility of projects, the selection of alternative systems and materials, and optimal project tendering. Providing students with an in depth understanding of the methods of financial management, and the techniques of computerized construction cost estimation, including knowledge of database systems such as Timberline, are essential aspects of this course. Finally, upon completion of this course, students will have developed a thorough understanding of the capital-life cycle for construction estimation and cost control.

**CMGT 641****CONSTRUCTION LAWS AND REGULATIONS**

*Prerequisites: MGMT 601, CMGT 631*

This course provide an in depth analysis of legal rules and their definitions in contractual relationships among various stakeholders that are involved in a construction projects -- to include rights, obligations and remedies. Construction law consists of an amalgam of contract and tort law, as it pertains to real property, debtor-creditor relationships, agency issues, and trusts. In addition, the course will further explore occupational health and safety regulations, conflict management and dispute resolution, environmental issues, bidding, risk management, intellectual property, surety bonds, liens, arbitration, indemnification and contract claims. Regulatory restriction on owners, engineers, contractors and professional construction managers will also be discussed.

**CMGT 651****CONSTRUCTION EQUIPMENT AND ITS MANAGEMENT**

*Prerequisite: CMGT 611*

This course focuses on the equipment and systems that are utilized for delivering construction projects. It provides students with an in depth overview of the techniques and systems for earthwork and site construction, concrete, masonry, steel, thermal and moisture protection, mechanical and electrical systems will be presented. This course assumes no prior knowledge of these systems, and will consider each topical area within the framework of its relevance to the M.B.A. construction management professional. Moreover, students will gain exposure to sustainability and "green" building systems, and recent trends in construction automation and visualization, through the use of Information and Communication Technologies (ICT), as well as web-based project management systems.

**FINA 611****FINANCIAL ANALYSIS TOOLS AND TECHNIQUES**

*Prerequisite: FINA 601*

This course develops various tools and techniques that are useful to managers for analyzing corporate financial performance. The analysis is carried out both in the financial statement framework and in the capital market environment. The course covers topics such as the operating cycle, the cash cycle, profitability decomposition, working capital changes, cash changes, free cash flow, projection of financial performance, growth indicators, and operating, financial and total leverage.

### **FINA 621**

#### **INVESTMENT MANAGEMENT**

*Prerequisite: FINA 601*

This course presents the theoretical framework that gives rise to widely used methods for valuing financial instruments, including Treasury bills, bonds, and common and preferred stocks. The main focus of the course is on efficient risk diversification to arrive at optimal portfolios of risky and risk-free assets. Topics covered include the term structure of interest rates, risk and return measurement, mean-variance models, efficient capital markets, and performance evaluation for portfolios.

### **FINA 622**

#### **COMPLEX FINANCIAL INSTRUMENTS**

*Prerequisite: FINA 621*

This course deals with pricing and market mechanisms of complex financial instruments such as options, futures and assets with contingent payoff structures. Investment outcomes of the financial instruments as well as the pricing and hedging applications of options and futures contracts are thoroughly covered.

### **FINA 631**

#### **INTERNATIONAL FINANCIAL MANAGEMENT**

*Prerequisite: FINA 601*

The focus of this course is on the financial problems faced by multinationals and other firms engaged in international business. Topics covered include the foreign investment decision, sources of financing, capital structure and cost of capital for the multinational firm, forecasting exchange rates, managing exchange risk, diversification of international portfolios, and tax effects of international operations.



**FINA 632****INTERNATIONAL TRADE AND FINANCE**

*Prerequisite: FINA 601*

This course considers the current theories and practical consequences of international trade. A variety of forms of trade barriers and commercial policy as a means of regulating trade are examined. The institutional implementation of commercial policy in developed as well as underdeveloped countries forms a significant part of this course. Internal financial flows and exchange rate mechanisms are also considered. The domestic consequences for enterprises of exchange rate policy are examined.

**FINA 641****FINANCIAL INSTITUTIONS AND MARKETS**

*Prerequisite: FINA 601*

This course focuses on the structure and role of major financial institutions including commercial banks, insurance companies, mutual funds and pension funds. The role of commercial banks as intermediaries in the financial markets is examined. In addition, various approaches to asset-liability management in financial institutions are examined in detail.

**HCMT 611****HEALTH CARE ECONOMICS AND FINANCE**

*Prerequisites: ECON 601, FINA 601, ACCG 601*

This course provides an overview of the market structure for health care services. Utilizing the fundamental theory and tools of microeconomic analysis, students are provided with in depth insight into the relationship among providers of services (hospitals, physicians and ancillary personnel), consumers of such services, and the various financing agents (e.g., governments, commercial insurers, companies and individuals). The role of technological adoption and diffusion, and demographic changes (such as aging) on health care cost containment are explored.

**HCMT 621****HEALTH CARE LAW AND POLICY**

*Prerequisites: HCMT 611, MGMT 601*

This course provides students with the knowledge and skills that are required for developing and implementing systems that are capable of delivering accessible, high quality, efficient health care services. To achieve these ends, the course will integrate information from disciplinary areas such as: strategy, operations, marketing, finance, human resources, law, quality improvement and information technology. The ultimate aim of the course is to enable students to think critically and systematically, with respect to the design, implementation and evaluation of alternative health care strategies.

**HCMT 631****HEALTH CARE INFORMATION MANAGEMENT**

*Prerequisites: HCMT 611*

This course provides students with an in depth overview of the data gathering processes within health care organizations, and the optimal employment of such information for enhancing patient quality, and for designing optimal delivery systems. Students will develop a keen understanding of the methods by which health care information is both gathered and disseminated among key stakeholders, and how this information is utilized for making optimal clinical and managerial decisions.

**HCMT 641****HEALTH CARE MARKETING MANAGEMENT**

*Prerequisites: HCMT 611, MKTG 601*

This course provides students with an overview of the supply side of health care marketing, as practiced by pharmaceutical companies, medical device manufacturers, biotechnology firms, hospitals, physicians and health insurance companies. Moreover, particular emphasis is placed on the practical aspects of strategy development, the marketing planning process, the challenges of a competitive health care marketplace, establishing a market-wide vision, and other crucial aspects of health care marketing management.

### **HCMT 651**

#### **COST EFFECTIVENESS ANALYSIS IN HEALTH CARE SYSTEMS**

*Prerequisites: HCMT 611, QUAN 601*

The course provides an overview of the method of cost effectiveness analysis within the health care sector, both at the institutional and national levels. The course covers a number of related analytical methods, such as cost benefit analysis, cost utility analysis, decision analysis, and sensitivity analysis. Students will learn the theoretical rationale for the employment of such tools, as well as their empirical limitations.

### **MGMT 611**

#### **HUMAN RESOURCES DEVELOPMENT**

*Prerequisite: MGMT 601*

MGMT611 provides the foundation for further advanced study in Human Resource Development (HRD), by examining the knowledge base and methods, specialization areas, and practice settings that comprise the field of HRD. The specialization areas include: initiating and managing organizational change, organizational learning systems, career development and lifelong learning, performance improvement, instructional technology, and workforce training and skills development. Through course readings, case interpretations and assignments, students acquire competencies in the areas of organizational assessment and diagnosis, change management, career development, performance analysis, instructional design and development, evaluation, and program administration.

### **MGMT 621**

#### **LEADERSHIP**

*Prerequisite: MGMT 601*

This course integrates major leadership theories with recent concepts and practices, in an attempt to provide methods and insights for becoming effective leaders in the 21st century. The course considers leadership as a complex process of influencing groups toward achieving their stated objectives. The approach is highly inclusive and involves analyzing the behavior of the leader and followers, within the context of their relationship; thus providing a thorough examination of what constitutes effective leadership skills. In addition, the course views effective leadership as a skill which is developed through education and experience.

### **MGMT 631**

#### **LAW IN BUSINESS ORGANIZATIONS**

*Prerequisite: MGMT 601*

The aim of this course is to develop student's understanding of the main legal issues that confront today's business leaders. Specifically, students gain competencies in the law of Agency, Partnerships, Corporations, Fiduciary Duties, Corporate Governance, Mergers and Acquisitions, and Securities Regulation. Major United States rulings and cases relating to the above topics are covered in the course. United Arab Emirates laws and regulations, as they relate to several of the course topics are also covered.

### **MGMT 641**

#### **NEGOTIATION AND CONFLICT MANAGEMENT**

*Prerequisite: MGMT 601*

This course introduces students to the principles and practices of negotiation and dispute resolution. The course emphasizes the use of communication and mediation, as vehicles for resolving conflicts in the workplace. Students are exposed to a vast array of workplace behaviors, and are provided with the techniques required to successfully mediate conflict among parties - ultimately leading to greater group cohesion and enhanced workplace productivity.

### **MGMT 651**

#### **ORGANIZATIONAL DEVELOPMENT**

*Prerequisites: MGMT 601, MGMT 611, MGMT 621*

This course focuses on the study of planned change within organizations, including the diagnosis of the organization and the design and implementation of effective Organizational Development interventions. This course provides students with keen insight in the structures and dynamics of organizations, and the use of key behavioral science techniques for assessing an organization's current state of affairs, and the routes which it might take in order to improve upon its internal decision making, and organizational objectives. Hence, students will examine theories and concepts which explain organizational behavior, relative productivity, organizational norms, cultural design and structure.

**MKTG 611****MARKETING RESEARCH**

*Prerequisite: MKTG 601*

This course is designed to provide the student with the opportunity to acquire an understanding of methods and challenges of marketing analysis including desk and field research in the international arena. The course will include research methods such as library research and electronic data storage and retrieval using the university's information technology. Standard sources of financial and economic information from firms, markets and countries will be investigated. Other forms of research design including questionnaire and survey design, database organization and cross-tabulation are introduced in the course with an emphasis on analysis, interpretation and application of data to solve business problems.

**MKTG 621****CONSUMER BEHAVIOR**

*Prerequisite: MKTG 601*

The focus of this course is on the process of consumer decision making, including attitude formation, attitude change, cognition, perception, and learning. The course also considers the effects of product positioning, market segmentation, brand loyalty, shopping preferences and diffusion of innovations on the consumer decision making process. Cultural, ethical and social influences on consumer behavior are also considered.



### **MKTG 631**

#### **INTERNATIONAL MARKETING**

*Prerequisite: MKTG 601*

This course looks at the marketing function in the framework of world and regional marketplaces. Students will focus on ways of identifying and satisfying customer needs and wants in a global context with attention given to customer behavior, cultural diversity and the international environment of business. Topics will include marketing research, market segmentation, product distribution, life-cycle management, pricing and marketing communications in the international context.

### **MKTG 641**

#### **NEW PRODUCT DEVELOPMENT**

*Prerequisite: MKTG 601*

This course is designed to provide the student with the opportunity to acquire an understanding of the process involved in identifying, successfully penetrating and occupying new product or new market niche opportunities with particular emphasis on the issues of international markets. The course will deal with anticipating and exploiting changing growth; investing and analyzing old and new forms of business relationships among suppliers and customers of products and services; examining the new product development processes; and providing an opportunity to analyze the conceptual and practical aspects of marketing joint ventures, partnerships and direct investment related to new product/business development.

### **MKTG 651**

#### **MARKETING FOR SERVICE ORGANIZATIONS**

*Prerequisite: MKTG 601*

This course provides an intensive review of current theory as well as application in service organizations including for-profit and non-profit as well as professional services firms. The unique challenges and characteristics of service marketing are examined particularly with respect to future directions in the field.

### **MKTG 691**

#### **STRATEGIC MARKETING**

*Prerequisite: MKTG 611*

This course concentrates on the strategic as opposed to the tactical aspects of marketing. It is designed to familiarize students with the problems implicit in market planning in multi-product organizations; develop skills in using contemporary approaches for developing strategic plans; present a framework for market planning and new product entry strategies; and to allow students to experience the design and implementation of a marketing plan.

## **INTERNSHIP / THESIS**

### **INTP 699**

#### **M.B.A. INTERNSHIP**

For a description of the M.B.A. Internship, eligibility and procedure for application, see the section on Internships on p.19 of this *Catalog*.

### **THES 699**

#### **M.B.A. THESIS**

For a description of the M.B.A. Thesis and the rules, procedures and academic policies applicable to Generalist and concentration students, see the relevant sections on pp.21 and 22 of this *Catalog*.



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- | M.B.A., Bryant College
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- | B.B.A., Athens University of  
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- | B.A., University of Hawaii at Hilo

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- | M.Sc., Birmingham City University  
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- | PGDM, Indian Institute of Management (Calcutta)
- | B.Com, Bombay University

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- | B.A., Bonn University

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- | M.B.A., University of Colorado
- | B.S., The Lebanese University





The following policies, provisions and procedures explained in the *AUD 2009- 2010 Undergraduate Catalog* apply to **all** AUD students. M.B.A. candidates are invited to consult as needed the *Undergraduate Catalog*, available at the office of the **Registrar or online ([www.aud.edu](http://www.aud.edu))**.

- |   |   |
|---|---|
| Academic Credit Hours                                 | Grievance Process   |
| Academic Honesty                                      | Health History  |
| Academic Record Retention & Storage                   | Medical Insurance   |
| Assessment of Institutional Effectiveness             | Students with Special Needs/Disabilities                          |
| AUD Technology Use Policy                             | Records Access and Release  |
| Audits  | Release of Grades   |
| Civil Rights Compliance                               | Request for Transcripts   |
| Conflict of Interest Clause                           | Schedule (Official)   |
| Diploma Replacement                                   | Statement on Academic Freedom                                     |
| Directory Information Changes                         | Statement on Integrity and Commitment                             |
| Disclosure  | Student Code of Conduct   |
| Drop/Add  | Student Records Integrity   |
| Drug-free Environment                                 | Student Responsibility  |
| General Statement of Philosophy<br>on Student Conduct | Transfer of Credit from AUD to other<br>Colleges and Universities |
| Government Regulations                                | University Policy and Program Changes                             |
| Grade Appeal  | Unlawful Harassment   |
| Graduation/Diploma                                    | Withdrawal from the University                                    |

## UNIVERSITY ACADEMIC CALENDAR 2009-2010 FALL SEMESTER | 2009

August 26	Meeting: Committee on Academic Standing
August 27	Arrival of Dorm Students
August 29-30	Final Days for Advising and Registration
August 30	Student Orientation
August 31	Classes Begin
Aug 31-Sept 3	Drop/Add
September 21-22	Eid Al Fitr Holiday
October 29	Last Day for Withdrawal from classes
November 28-30	Eid Al Adha
December 2	National Day
December 8	Last Day of Classes
December 9-10	Study or Make-up Days
December 13	Final Exams Begin
December 17	Semester Ends
December 18	Al Hijra (Islamic New Year)

### SPRING SEMESTER | 2010

January 6	Meeting: Committee on Academic Standing
January 7	Arrival of Dorm Students
January 9-10	Final Days for Advising and Registration
January 10	Student Orientation
January 11	Classes Begin
January 11-14	Drop/Add
February 26	Birth of the Prophet
March 9	Last Day for Withdrawal from classes
March 10-11	Spring Break
April 20	Last Day of Classes
April 21-22	Study or Make-up Days
April 25	Final Exams Begin
April 29	Semester Ends

### SUMMER I SESSION | 2010

May 6	Meeting: Committee on Academic Standing
May 6	Arrival of Dorm Students
May 6	Final Day for Advising and Registration
May 9	Classes Begin
May 9-11	Drop/Add
May 12	Commencement
June 3	Last Day for Withdrawal from classes
June 21	Last Day of Classes
June 22	Final Exams Begin
June 24	Session Ends

### SUMMER II SESSION | 2010

July 1	Meeting: Committee on Academic Standing
July 1	Arrival of Dorm Students
July 1	Final Day for Advising and Registration
July 4	Classes Begin
July 4-6	Drop/Add
July 9	Ascension of the Prophet
July 29	Last Day for Withdrawal from classes
August 16	Last Day of Classes
August 17	Final Exams Begin
August 19	Session Ends

## UNIVERSITY ACADEMIC CALENDAR 2010-2011 FALL SEMESTER | 2010

August 25	Meeting: Committee on Academic Standing
August 26	Arrival of Dorm Students
August 28-29	Final Days for Advising and Registration
August 29	Student Orientation
August 30	Classes Begin
Aug 30-Sept 2	Drop/Add
September 11-12	Eid Al Fitr Holiday
October 28	Last Day for Withdrawal from classes
November 17-18	Eid Al Adha
December 2	National Day
December 6	Last Day of Classes
December 7	Islamic New Year
December 8-9	Study or Make-up Days
December 12	Final Exams Begin
December 16	Semester Ends

### SPRING SEMESTER | 2011

January 5	Meeting: Committee on Academic Standing
January 6	Arrival of Dorm Students
January 8-9	Final Days for Advising and Registration
January 9	Student Orientation
January 10	Classes Begin
January 10-13	Drop/Add
February 15	Birth of the Prophet
March 8	Last Day for Withdrawal from classes
March 9-10	Spring Break
April 9	Last Day of Classes
April 20-21	Study or Make-up Days
April 24	Final Exams Begin
April 28	Semester Ends

### SUMMER I SESSION | 2011

May 5	Meeting: Committee on Academic Standing
May 5	Arrival of Dorm Students
May 5	Final Day for Advising and Registration
May 8	Classes Begin
May 8-10	Drop/Add
May (TBA)	Commencement
June 2	Last Day for Withdrawal from classes
June 20	Last Day of Classes
June 21	Final Exams Begin
June 23	Session Ends
June 28	Al Israa Wal Miraj

### SUMMER II SESSION | 2011

June 30	Meeting: Committee on Academic Standing
June 29	Arrival of Dorm Students
June 29	Final Day for Advising and Registration
July 3	Classes Begin
July 3-5	Drop/Add
July 28	Last Day for Withdrawal from classes
August 15	Last Day of Classes
August 16	Final Exams Begin
August 18	Session Ends

**N.B.** All Islamic Lunar Holidays for the private sector will be fixed per announcement by the relevant Ministry. Orientation for all terms will be scheduled by the Dean of Student Services.

[The standard academic year is comprised of the Fall (September) and Spring (January) semesters. There are two Summer sessions (May and July).]

The university evaluates institutional tuition and fee rates in the second semester of each academic year, and rates may be subject to change at the beginning of the following academic year.

## GRADUATE PROGRAM (M.B.A.)

Tuition (3 credit hours) | AED 8,700  
Tuition (6 credit hours) | AED 17,400  
Tuition (9 credit hours) | AED 26,100

### Additional Modules, if Required:

1. Micro-Economics | AED 2,000  
2. Accounting | AED 2,000  
3. Finance | AED 2,000  
4. Statistics | AED 1,500

## EXPLANATION OF FEES AND EXPENSES

### Application Processing Fee:

A non-refundable application processing fee of AED 200 must accompany the Application for Admission.

### Late Registration Fee:

A late registration fee of AED 1,000 will be charged for those registering after the final advising and registration date set for the semester (see University Academic Calendar).

### Books:

Students are responsible for buying their own books. Book expense is not included in the tuition.

### Graduation Processing Fee:

A non-refundable diploma fee of AED 500 will be billed to students earning degrees.

### Health Insurance (Mandatory):

A fee of AED 1,000 per year is mandatory for health insurance. Students showing proof of having their own private health insurance will be exempted.

### Housing (optional):

Accommodation is provided by semester for those who wish student housing. The non-refundable housing fees per semester are:

AED 8,500 (shared) | AED 12,500\* (single).

A one-time, refundable security fee of AED 1,000 is required. This one-time fee is payable with the student's first housing payment. Housing charges are subject to change.

In the summer sessions, housing fees are AED 5,700 for a shared room and AED 8,500 for a single room\*.

\* Single rooms are not available and will not be guaranteed at all. In the event that there are cancellations and there is availability of rooms, applications for single rooms will be considered.

A housing deposit of AED 2,500 is required to reserve a place in the dormitories. This is payable according to the following schedule:

Semester	Deadline
Spring, 2010	November 16, 2009
Summer I, 2010	March 24, 2010
Summer II, 2010	May 24, 2010
Fall, 2010	May 26, 2010

The balance of the student housing fee must be paid in full one month before the beginning of the semester or summer session. Failure to pay the housing fee in full may result in cancellation of the dorm reservation. In such cases, the housing deposit will not be refunded.

The housing deposit is non-refundable and non-transferable unless the student's application for admission is rejected or the student cancels their admission one month prior to the start of the semester for which he/she has paid.

### Student Residence Visa (optional):

Only for full-time students. Visa fee AED 1,000. Passport deposit of AED 2,000 is refundable only **upon cancellation of visa**.

## PAYMENT POLICIES

Tuition and fees are due upon registration, unless a student is registering on-line, in which case the deadline for payment established by the Registrar's Office must be respected.

Students can pay by cash, checks, and bank drafts at the AUD branch of the Commercial Bank of Dubai. Credit Card payments may be made at the AUD Finance Office subject to a handling fee of about 1.5%.

Tuition and fees may also be paid by bank transfer or by filling the credit card authorization form below.

Bank Transfer: Payable to the “American University in Dubai”, account number 1000351229 at the Commercial Bank of Dubai, Dubai Head Office, swift code: CBDUAEADDXB. Include student name and I.D.# on the payment details.

Credit card paid via written authorization: by filling out the following information and faxing this sheet to AUD Finance Office +9714-3994566. Only Visa and Master Cards are accepted and will have additional handling fee of 2% of the total amount paid.

A student not physically present in Dubai who wishes to pay by credit card, will be required to fill-out a form requesting the following information:

I authorize the American University in Dubai to charge an amount of AED ..... plus handling fees as stated above to my credit card details mentioned below.

Name: .....

Signature: .....

Credit Card Type: (Visa, Mastercard) .....

Expiry Date: .....

Credit Card Number: ..... - ..... - .....

UAE Tel. No.:( ..... ) .....

Other Tel. No.:( ..... ) .....

Fax No.:( ..... ) .....

Date: .....

Student Name: .....

I.D. #: .....

Payment details: .....  
 .....  
 .....  
 .....  
 .....

*Students who submit non-negotiable checks will be charged an AED 200 non-refundable administrative fee and will henceforth be required to make future payments in the form of cash or bank transfer.*

**Outstanding Balances**

A student cannot register until all outstanding balances are cleared. Payments will be credited toward outstanding balances before being applied to current registration charges. Transcripts, grades, diploma and certifications will not be issued for students who have not met their financial obligations.

**Refund policy**

Refunds are governed by the following regulations and will be processed within 30 days of request:

**1. Tuition**

In the event that a student withdraws or is dismissed from all classes during the term, refunds of tuition and fees will be calculated according to the following schedule:

Schedule	Refund
During the first week*	75%
During the second week**	50%
During the third week	25%
After third week	0%

In the event that a student withdraws from partial classes during the term, refunds will be calculated according to the following schedule:

Schedule	Refund
Until the end of Drop/Add***	100%
After Drop/Add	0%

**2. Housing Fees and Charges**

Fees and charges for university housing (where applicable) are non-refundable.

\* 100% for new students in the first semester of attendance with the exception of the reservation and enrollment deposit of AED 2,000 which is non-refundable.

\*\* Sunday-Thursdays

\*\*\* The refund amount will be a credit to the student’s account and carried forward to the following semester. Non-returning students will receive a refund within 30 days of submitting a request form. Check the AUD Academic Calendar for dates of Drop/Add.

**NOTE:** AUD has a separate Refund Policy for legal residents of the U.S. State of Georgia. This Policy has been written to be in compliance with Standard Nine of *Georgia’s Minimum Standards and Criteria for NPEC Institutions*. The existence of this Policy is announced during Student Orientation and referenced at the time of exit from AUD (during the account settlement process) of any Georgia resident who requests a refund. A copy of this Policy is available in the Finance Office, the Registrar’s, and the office of the Director of Institutional Effectiveness.

M.B.A. APPLICATION  
REFERENCE FORMS  
CHECKLIST  
DISCLOSURE FORM



THE AMERICAN UNIVERSITY IN DUBAI
Application for Graduate Admission (M.B.A.) | School of Business Administration

Application for Enrollment in Year: .....

Fall (September) Spring (January) Summer I (May)

Program of Choice: Full-Time Part-Time

Program Option: Generalist M.B.A. M.B.A. - Finance Concentration Special Student M.B.A. - Marketing Concentration
M.B.A. - Health Care Management Concentration M.B.A. - Management of Construction Enterprises Concentration

Does the applicant wish housing accommodation? Yes No
Does the applicant need a student visa? Yes No

Full Name: ..... Last | First | Middle | Maiden Name

Social Security Number (US applicants only): ..... Sex: Male Female

Permanent Mailing Address: ..... Street Number | PO Box
City State | Country Zip | Post Code

Current Mailing Address: ..... Street Number | PO Box
City State | Country Zip | Post Code

Permanent Telephone: ..... Current Telephone (if different): .....

E-mail: ..... Fax: ..... Mobile: .....

Date of Birth: ..... Citizen of: ..... Country of Birth: ..... Marital Status: Single Married
Month | Day | Year Country

Education: List in reverse chronological order (most recent first)

College/University: ..... Degree: ..... Date Awarded: .....
Address: ..... Major: ..... Date of Study: .....

College/University: ..... Degree: ..... Date Awarded: .....
Address: ..... Major: ..... Date of Study: .....

College/University: ..... Degree: ..... Date Awarded: .....
Address: ..... Major: ..... Date of Study: .....

Test Scores List the date you took (or plan to take) the following, and score (if known):

Graduate Management Admission Test (GMAT) Date(s): ..... Score(s): .....
Test of English as Foreign Language (TOEFL) Date(s): ..... Score(s): .....

The American University in Dubai | P.O. Box 28282, Dubai, United Arab Emirates
Tel: +971 4 399 9000 | Fax: +971 4 399 5585 | E-mail: admissions@aud.edu

**Employment History** (In lieu of completing this section, you may submit a curriculum vitae, your resumé or other document outlining your employment history. All applicants should attach a Statement of Career Objectives.) List in reverse chronological order (most recent first), your employment history:

Company Name: ..... Position: .....  
Address: ..... Dates of Employment: .....  
Company Name: ..... Position: .....  
Address: ..... Dates of Employment: .....  
Company Name: ..... Position: .....  
Address: ..... Dates of Employment: .....

**Reference:** In accordance with the admissions requirement, list two references, academic or professional (other than members of the family) from whom you will request letters attesting to your ability to pursue an M.B.A.. These should be forwarded directly to the University's Admissions Office at the address below:

1. Reference:  Mr.  Mrs.  Ms.  Dr.

Name: .....  
Street Address: .....  
City: ..... State/Country: ..... Zip/Post Code: .....  
Area Code: ..... Telephone Number: .....

2. Reference:  Mr.  Mrs.  Ms.  Dr.

Name: .....  
Street Address: .....  
City: ..... State/Country: ..... Zip/Post Code: .....  
Area Code: ..... Telephone Number: .....

**Computer Experience:** List any and all computer courses you have taken:

Course Name	Place Taken	Grade (if applicable)
.....	.....	.....
.....	.....	.....
.....	.....	.....

Please check the computer programs with which you are familiar:

Word Perfect  Microsoft Word  Lotus  Excel  
 Ami Pro  AutoCad  Programming Language  Other .....

Have you used the Internet? .....  
Add any additional computer skills or experience .....

I certify that all information submitted by me in this *Application* is complete and accurate to the best of my knowledge. I fully realize that omission or falsification of information may be sufficient reason for rejection of this *Application* or cancellation of admission.

**Signature:** ..... **Date:** .....  
**Name** (please print): .....



**Section 1: Applicant's Name** (To Be Filled by the Applicant)

Full Name: .....  
Last | First | Middle | Maiden Name

**Section 2: Information for the Referee**

The above-named candidate has applied for admission to the M.B.A. program offered by the School of Business Administration of The American University in Dubai. In order to assist us in evaluating the applicant's qualifications, the M.B.A. Admissions Committee would appreciate your candid evaluation of the applicant in the areas listed below. Please complete and return this *Reference Form* to the university's Admissions Office at the address below. Thank you.

**Section 3: To be Completed by the Referee**

How long and in what context have you known the applicant? .....

Please put an (x) in the box which most accurately represents your assessment of the applicant in relation to other students or employees you have known.

	Top 5%	Top 10%	Top 25%	Top 50%	Bottom 50%	Don't Know
<i>Maturity</i>	.....	.....	.....	.....	.....	.....
<i>Initiative</i>	.....	.....	.....	.....	.....	.....
<i>Leadership</i>	.....	.....	.....	.....	.....	.....
<i>Judgment</i>	.....	.....	.....	.....	.....	.....
<i>Perseverance</i>	.....	.....	.....	.....	.....	.....
<i>Time Management and Punctuality</i>	.....	.....	.....	.....	.....	.....
<i>Team Work Abilities</i>	.....	.....	.....	.....	.....	.....
<i>Analytical Skills</i>	.....	.....	.....	.....	.....	.....
<i>Creative Skills</i>	.....	.....	.....	.....	.....	.....
<i>Quantitative Ability</i>	.....	.....	.....	.....	.....	.....
<i>Computer Literacy</i>	.....	.....	.....	.....	.....	.....
<i>Oral Communication</i>	.....	.....	.....	.....	.....	.....
<i>Written Communication</i>	.....	.....	.....	.....	.....	.....

Please provide a brief overall assessment of the applicant's ability to succeed in the M.B.A. program at the AUD School of Business Administration. Use additional sheets if necessary. ....

Referee's Name: ..... Position/Title: .....  
 Postal Address: .....  
 Telephone No: ..... Fax: ..... E-mail: .....

Referee's Signature: ..... Date: .....

**Please return this completed form to:**

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 Tel: +971 4 399 9000 | Fax: +971 4 399 5585 | E-mail: [admissions@aud.edu](mailto:admissions@aud.edu)



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<i>Leadership</i>	.....	.....	.....	.....	.....	.....
<i>Judgment</i>	.....	.....	.....	.....	.....	.....
<i>Perseverance</i>	.....	.....	.....	.....	.....	.....
<i>Time Management and Punctuality</i>	.....	.....	.....	.....	.....	.....
<i>Team Work Abilities</i>	.....	.....	.....	.....	.....	.....
<i>Analytical Skills</i>	.....	.....	.....	.....	.....	.....
<i>Creative Skills</i>	.....	.....	.....	.....	.....	.....
<i>Quantitative Ability</i>	.....	.....	.....	.....	.....	.....
<i>Computer Literacy</i>	.....	.....	.....	.....	.....	.....
<i>Oral Communication</i>	.....	.....	.....	.....	.....	.....
<i>Written Communication</i>	.....	.....	.....	.....	.....	.....

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 Postal Address: .....  
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Referee's Signature: ..... Date: .....

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**Thank you for applying to the M.B.A. program at AUD. This checklist will be filled by an Admissions Representative once you apply.**

**Your ID number at AUD is:**

**The checked items are required to complete your file:**

- Undergraduate Records:** Official (sealed) transcripts from all universities, colleges, or other institutions of higher learning at which the applicant completed undergraduate studies. Transcripts should be attested by the appropriate higher education authority in the country in which the undergraduate degree was granted, and must be translated into English if they are issued in a language other than English. Attestation is not required for American-accredited universities/colleges. Separately, applicants with degrees granted outside the UAE should obtain equivalency from the UAE Ministry of Higher Education and Scientific Research.
- Undergraduate Diploma** – Photocopy of undergraduate diploma with original required for verification.
- Graduate Records:** Official (sealed) transcripts from all universities, colleges, or other institutions of higher learning at which the applicant completed graduate studies. Transcripts should be attested by the appropriate higher education authority in the country in which either a graduate degree was granted or graduate courses were taken. These transcripts must be translated into English if they are issued in a language other than English. Attestation is not required for American-accredited universities/colleges.
- Graduate Diploma** – Photocopy of graduate diploma with original required for verification.
- Reference 1 ( ) | Reference 2 ( )**  
**M.B.A. Reference Forms:** Two referees, either professionals or educators, who are in a position to assess the academic performance and potential success of the applicant, must complete the M.B.A. Reference Forms found at the end of the *M.B.A. Catalog*. And send them directly to the AUD Admissions Office.
- International TOEFL** - Score of 550 (CAT 213) + **TWE 4.0** or **Internet-based TOEFL** of 79-80 + writing skills range 24-30 is required. (AUD's international code for TOEFL is 0063.)
- GMAT** - Score of 500 or above
- Statement of career goals** reflecting the rationale for the application to the program.
- CV/Resumé**
- Profile** of universities or colleges attended.
- Grading system** of university or colleges attended.
- Two photos**
- Colored passport photocopy**
- Dorm deposit** (AED 2,500). Deadline to reserve a room is available in our dorms packet that will be mailed to you.
- Other:**

For further information, check our website at [www.aud.edu](http://www.aud.edu).

Please contact an Admissions representative at +971 4 399 9000.





THE AMERICAN UNIVERSITY IN DUBAI
Disclosure of Educational Records Form

This form serves as a consent form for release of student information.

The American University in Dubai classifies Directory Information as the following:

- Student name, address(es), telephone number(s), email address, birth date and place, program of study, dates of attendance and credentials awarded.

Any other education record is classified as non-directory information and cannot be disclosed to any party without the student's consent.

I, the undersigned, agree to release my education records (e.g., grades, GPA, ID number, schedule, statement of fees, etc.) to the following party/parties (Please name party):

- Parents/Guardian
Financial Sponsor
Other, please specify:

for the purpose of (Please specify):

Address:

Country:

Tel: (code - ) Mobile/Cellular: (code - )

- I, the undersigned, do not authorize the release of non-directory education records.

Name and Signature of Student:

Date:

Name and Signature of Custodian of Records:

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For enquiries | [admissions@aud.edu](mailto:admissions@aud.edu)

Other matters | [info@aud.edu](mailto:info@aud.edu)

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