

MBA Catalog

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THE AMERICAN UNIVERSITY IN DUBAI

mba catalog
2008-2009

SCHOOL OF
BUSINESS
ADMINISTRATION

THE AMERICAN UNIVERSITY IN DUBAI



- 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 programs in Business Administration (both undergraduate and graduate), Communication and Information Studies, Engineering, Information Technology, Interior Design and Visual Communication.
- AUD holds an Agent's License issued by the District of Columbia Education Licensure Commission (Washington, DC, USA).
- AUD is approved to operate by the State of Georgia Nonpublic Postsecondary Education Commission (NPEC).

The American University in Dubai, through its School of Business Administration, has the following degree programs accredited by the International Assembly for Collegiate Business Education (IACBE):

- Bachelor's of Business Administration with concentrations in Accounting, e-Business, Finance, Management, Marketing, and Marketing Communications;
- Master's of Business Administration.

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

NOTE:

UAE Ministry:

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

DC Education Licensure Commission:

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

NPEC:

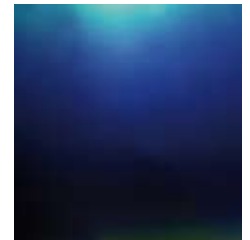
2082 East Exchange Place,
Suite 220, Tucker, Georgia
30084-5305
Tel: 770 414 3300

IACBE:

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

IAA World Service Center:

521 Fifth Avenue, Suite
1807, New York, NY 10175
Tel: 212 557 1133



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The past year has been a truly exciting one at the School of Business Administration. Our accomplishments during this period have highlighted the quality of our programs, the scholarship of our faculty, and our ongoing commitment towards enhancing the breadth and content of our course offerings.



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DEAN'S MESSAGE

During the academic year 2008-2009, we will build upon our successes as we continue in our pursuit to become the *school of choice* for a business education in the Middle East/North Africa region. Let me share with you a few of our most noted accomplishments over the past year.

First, The American University in Dubai made academic accreditation history earlier this year when it became the first and only university outside of the United States and Latin America to receive independent accreditation by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS). SACS is one of America's seven regional accrediting commissions. This monumental accomplishment illustrates that our commitment to academic excellence is university-wide, and not simply exclusive to the School of Business Administration. Hence, as an MBA student, you can be assured that the entirety of your educational experience will be one based upon the standards for an American education as they are set in the U.S.

Second, after recently winning first place among competitors in the Middle East/Africa region, students from our Marketing Communications program won this year's World Championship of the International Advertising Association (IAA) InterAd Global Advertising Competition. The team was led by one of our MBA faculty. Winning this

highly coveted international award demonstrates the commitment of our faculty towards providing students with a practical yet academically rigorous approach to their business education.

Finally, as in previous years, our faculty continue to make significant contributions to their professions and are increasingly gaining recognition as regional experts in their fields. In fact, over the past year, they have won first place in the Dubai Economic Research Awards, Best Overall Paper Award at the European Mediterranean Conference in Information Systems (EMCIS), published several scholarly articles, and expanded their roles as consultants to the local business community. They have also launched a quarterly magazine, the *Dubai Business Review*, aimed at providing readers with insight into the challenges and developments in the regional business community.

These recent developments illustrate our ongoing commitment towards enhancing the academic and practical aspects of the MBA Program. The Program is designed to enhance the managerial capabilities of our students by providing them with access to one of the most respected MBA Programs in the region. This *2008-2009 MBA 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 MBA Program Director.

Cordially,

DBA

Dr. Dwayne A. Banks

Dean, School of Business Administration

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The American University in Dubai is a private, non-sectarian institution of higher learning founded in 1995. AUD's Enrollment in 2007-2008 averaged 2,750 students. In Spring 2008, eighty-three nationalities were represented in the AUD student body.

AUD offers both undergraduate and graduate degrees. A four-year Bachelor's (*BBA*) degree is offered in Business Administration (with optional Concentrations in Accounting, e-Business, 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. The university also offers the Bachelor's of Information Technology (*BIT*) degree (with optional concentrations in Application Design and Development, Database Development and Operations, and Network Infrastructure Design and Administration) and a Bachelor's of Communication and Information Studies (*BCIS*) with optional concentrations in Radio/Television/Cinema 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.

The Master's of Business Administration (*MBA*) is offered as a generalist degree, with the option to specialize in either International Marketing or International Finance. 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 Liberal Arts. This is in fulfillment of the general education portion of their degree requirements.

Through its Center for English Proficiency (*CfEP*), 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), consonant with the overall Mission of AUD, 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.

The School offers a BBA Program and an MBA Program in International Business. 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.

MBA PROGRAM MISSION

The MBA Program offered by AUD's School of Business Administration is a professionally oriented international business program aimed at providing students 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 MBA curriculum is designed to ensure a broad and integrated conceptual coverage of the functional areas of business, and an ability to apply the concepts, principles, analytical tools and techniques from the different business disciplines to guide decision making in the global environment of business.

BROAD-BASED GOALS OF THE SBA'S DEGREE PROGRAMS

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.

EDUCATIONAL OBJECTIVES OF THE MBA PROGRAM

The educational objectives of the MBA Program are stated in terms of the learning outcomes that students are expected to achieve. Upon completion of the MBA 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, cafeteria, student and faculty housing or administrative complex. Specifically, eleven buildings dot the campus today; a ten-story faculty housing unit being the latest addition. A Student Center, housing indoor sports facilities and food court, in addition to several other amenities, is scheduled to be inaugurated in September, 2008.

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 MBA students in carrying out research for term papers and these 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 MBA 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 70,000 volumes, both print and e-books. The Library provides a rich collection of more than 50 online resources offering access to over 20,000 full-text journals, magazines, international newspapers and e-resources. The Library also provides over more than 295 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 three computer labs (46 computers) in addition to computer workstations in the Reference area, 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 are provided to ensure that students develop the skills needed to research the full range of information resources.





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) that provide students with the opportunity to engage in extracurricular activities which constitute student life on a typical US-based campus. A 1,000-seat auditorium serves as a venue for student assemblies, conferences, and cultural events. The new 13,000 square meter Student Center houses an in-door gymnasium and other space designated for events and gatherings.

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.

The MBA 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 MBA Program or a program with a concentration in either International Finance or International Marketing.

Students admitted to pursue the Generalist MBA may take any five advanced electives. For these students, the MBA Thesis is optional and may be chosen (subject to the eligibility requirements and other applicable academic policies and procedures; see p.19) as one of the five advanced electives.

Effective with Fall 2005 admissions, students admitted to pursue a concentration in International Finance or International Marketing must (in addition to the seven core courses) complete three required courses plus one elective course and an MBA Thesis in their chosen concentration.

THE FOLLOWING CHART SUMMARIZES THE STRUCTURE OF THE MBA PROGRAM:



GENERALIST MBA INTERNATIONAL FINANCE INTERNATIONAL MARKETING

MBA COMMON CORE (7 COURSES)

- ACCG 601** Accounting Information & Mgmt. Decisions
- ECON 601** Managerial Economics
- FINA 601** Corporate Finance
- MGMT 601** Managing Organizations & Leading People
- MGMT 699** Strategic Management & Policy (Capstone)
- MKTG 601** Marketing Management
- QUAN 601** Quantitative Methods for Business Decisions

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ADVANCED ELECTIVES (5 COURSES)

- FINA 611** Financial Analysis Tools & Techniques (Req.)
- FINA 621** Investment Management (Req.)
- FINA 622** Complex Financial Instruments
- FINA 631** International Financial Management (Req.)
- FINA 632** International Trade & Finance
- FINA 641** Financial Institutions & Markets
- MKTG 611** Marketing Research (Req.)
- MKTG 621** Consumer Behavior
- MKTG 631** International Marketing (Req.)
- MKTG 641** New Product Development
- MKTG 651** Marketing for Service Organizations
- MKTG 691** Strategic Marketing (Req.)
- THES 699** MBA Thesis (Req.)
- INTP 699** MBA Internship*

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■ Required course/Thesis

□ Advanced Elective/Concentration course

* Not open to concentration students or to generalist students planning to write an MBA thesis

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 MBA Program, applicants must submit the following documents and information:

1. An Application for Admission to the MBA Program, duly completed, signed and dated by the applicant. The application must clearly specify the program option to which the applicant wishes to be admitted; i.e., Generalist or International Finance concentration or International Marketing concentration.
2. A statement of the applicant's career objectives, special professional and academic interests, and other reasons why the candidate wishes to pursue the MBA Program at AUD, as well as the applicant's special skills, expertise and interests that might contribute towards enriching the MBA experience at AUD.
3. 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. Applicants should obtain official attestation of all original transcripts from the appropriate higher education authority in the country in which the undergraduate degree was granted.
4. Official scores of the Graduate Management Admissions Test (GMAT), to be sent directly to the Admissions Office. The university's GMAT code is 0063. GMAT scores must be submitted at the time of application (see deadlines below); however, subject to the evaluation and approval of the MBA Admissions Committee, applicants who have not taken the GMAT at the time of application may be granted conditional admission (see p.13), with a requirement that they submit satisfactory GMAT scores **not later than the end of the first term following admission.**
5. For candidates whose native language is not English, the official score (original of report) of the *Test of English as a Foreign Language* (TOEFL), completed within the past twenty-four months immediately preceding the date of application, to be sent directly to the Admissions Office. A minimum TOEFL score of 550 (CAT 213)* + TWE 4.0 will be required. The university's TOEFL code is 0063. 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 has a TOEFL requirement of 500 or higher (or equivalent score on another internationally recognized exam) required for admission to the undergraduate program at that institution when the applicant was admitted to the undergraduate program. Moreover, this requirement will be waived for candidates who are native speakers of English, who have completed their undergraduate education in an accredited/recognized English medium institution in a country where English is the official language.
6. Two MBA Reference Forms (found at the end of this *Catalog*) completed by present or former university instructors or employers.
7. Passport copy and two passport-size pictures.

* alternatively, Internet-based TOEFL score of 79-80 + writing skills 24-30

APPLICATION DEADLINES

Applications for admission to the MBA 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 MBA Admissions Committee:

1) applications for the Spring 2009 semester are reviewed on October 12, 2008 and December 7, 2008; 2) applications for the Summer I 2009 term are reviewed on February 15, 2009 and April 12, 2009; and 3) applications for the Fall 2009 term are reviewed on June 14, 2009 and August 16, 2009. The MBA 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 documentation well ahead of the scheduled application review periods.

ENTRY DATES

Classes in the MBA Program begin in Fall (early September), Spring (mid-January), and Summer I (mid-May). For specific starting dates, please consult the Academic Calendar section in this *Catalog*.

SELECTION CRITERIA

All applications for admission to the MBA Program are evaluated by the MBA Admissions Committee, which consists of the MBA Program Director as Chair, two MBA faculty members appointed by the MBA 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 MBA 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. MBA Reference Forms/letters from employers and/or university instructors

The MBA 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 MBA 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 MBA Admissions Committee may grant applicants provisional admission to the MBA program. Typically, these are applicants whose area of undergraduate studies is not in Business Administration, whose evaluation by the MBA 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 MBA Program, but for whom there is nonetheless sufficient promise as potential MBA students.



For each applicant in this category, the MBA Admissions Committee will specify an appropriate undergraduate course sequence (see Foundation Course Program below) that the candidate must successfully complete before being permitted to proceed to MBA-level courses. Successful completion of this course sequence, assessed at the end of each term by the MBA Academic Committee (see p.16), will require achievement of a cumulative GPA of 3.0 or higher in this sequence. However, no graduate credit towards the MBA will be given for successful completion of this sequence.

FOUNDATION COURSE PROGRAM

Established primarily for students who have earned their undergraduate degree in a non-business major, the Foundation Course Program 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 prior to beginning the MBA curriculum. 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 GPA is between 2.50 and 2.99, but who otherwise amply satisfy the selection criteria described above, may at the MBA 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 MBA 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 MBA Program.**

CONDITIONAL ADMISSION

Subject to the evaluation and approval of the MBA 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 MBA Program.

FINANCIAL AID

Applicants accepted as MBA candidates are eligible to apply to two scholarship programs: *The HH Sheikh Mohammed Bin Rashid Al Maktoum Scholarship for Academic Achievement* and *The HH Mohammed Bin Rashid Al Maktoum Pioneers Program*. The objectives and selection criteria for these programs, in addition to eligibility and application procedures, are found on the AUD website (www.aud.edu).

SPECIAL ADMISSION

Applicants who, for special reasons, are interested in taking one or more selected courses in the AUD MBA Program, but do not desire to complete the MBA Program requirements at AUD, may, at the discretion of the MBA 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 MBA 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 MBA Program at AUD will be examined by the MBA 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 MBA coursework at AUD. In assessing such evidence, the MBA 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 MBA degree at AUD may not exceed two courses.**

ACADEMIC POLICIES, PROCEDURES AND STANDARDS

STUDENT ADVISING AND REGISTRATION

MBA students should contact the MBA 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 MBA Program:

Grade	Grade Point
A	4
B	3
C	2
F	0
i	–
GRADE*	–
W	–
İP (MBA THESIS)	–
P (MBA THESIS)	4



COURSE GRADE DEFINITIONS

Ā | 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.

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.

İ | 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 MBA 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.

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. Credits for both the original taking and the retaking of the course will be counted as attempted credits in rate of progress calculations.

W | Withdrawal

Students who withdraw officially from MBA 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.

MBA THESIS GRADES

İP | In Progress

This symbol is submitted in lieu of a grade when an MBA 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 MBA Thesis. It is assigned four quality points. Upon completion, an MBA Thesis can only be assigned one of two grades: P or F.

THE MBA ACADEMIC COMMITTEE

The MBA Academic Committee, consisting of two full-time MBA faculty members and the MBA Program Director as Chair, reviews the status and academic performance of all MBA students each term to ensure that the academic standards of the MBA 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 MBA Program on probation must have a CGPA of 3.0 or higher in their first term to remain in the program. All MBA students are required to maintain their CGPA at 3.0 or higher in order to remain in good academic standing.

2. Limit on Cs and Fs

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

A student who has been terminated from the MBA Program may be readmitted by filing an appeal to the MBA 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 MBA 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 MBA 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 **MBA 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 whose academic progress has fallen short of the 67% standard required for satisfactory academic progress.
- | Students for whom the number of Cs has reached two or who have been assigned one F.

To remain in the MBA 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 MBA 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

MBA 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 **MBA Academic Committee** in writing. Inactive students will be required to make their plans known to the MBA 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 MBA Program Director on a case-by-case basis.

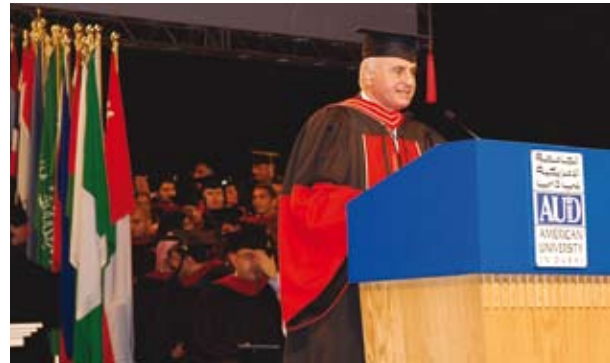
Should inactive students who have been dropped from the MBA Program eventually decide to resume their studies, they will be required to apply for readmission to the MBA Program.

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

ATTENDANCE AND CLASS PARTICIPATION

In the MBA 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 MBA 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 MBA Internship is available as an advanced elective for students pursuing a Generalist MBA Program, who are in the final stages of their studies, provided they have not elected to do an MBA Thesis as one of their advanced electives. The MBA Internship is not open to students pursuing a concentration in International Finance or International Marketing; these students are required to complete an MBA Thesis in their chosen concentration (see p.19).

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



THE MBA THESIS

ELIGIBILITY OF GENERALIST MBA STUDENTS

Students completing the Generalist MBA Program, who are doing or have done an MBA Internship, are ineligible for the MBA Thesis. Similarly, Generalist MBA students who elect to do an MBA Thesis are ineligible to apply for an MBA Internship.

Additionally, to be eligible for the MBA Thesis, Generalist MBA 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 MBA STUDENTS

Generalist MBA students who are eligible for and interested in writing an MBA Thesis must contact an MBA 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 constitute 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.

ACCEPTANCE OF THE THESIS PROPOSAL AND REGISTRATION FOR THE MBA THESIS

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

THESIS REQUIREMENT FOR MBA STUDENTS COMPLETING A CONCENTRATION

MBA students are admitted to pursue a specific program option (Generalist, or International Finance concentration, or International Marketing concentration) right from the start. Those admitted to pursue one of the two concentrations **will be required to complete an MBA Thesis** in the chosen concentration, in the final stages of their program.

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 – each student will be assigned an MBA 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.

EVALUATION AND GRADING OF THE MBA THESIS

Upon completion, the MBA Thesis will be submitted to the Thesis Supervisor in duplicate. The Thesis Supervisor will evaluate the Thesis and arrange for a Second Faculty Reader (MBA 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 MBA Program Director's Office, and a second bound copy will be submitted to the university Library.

TIME LIMIT FOR COMPLETION OF THE MBA THESIS

An MBA 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 MBA 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 MBA PROGRAM

All MBA course work and other requirements must be completed not later than five calendar years from the date of initial admission to the MBA 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 MBA Thesis (plus the one-term extension, if applicable) will all be counted in determining adherence to this time limit. However, terms during which the student was registered in Foundation (non-600 level) courses will not be counted in this determination.



GRADUATION

The American University in Dubai holds its Commencement Exercises once a year following the Spring semester. In order to be eligible to participate, MBA 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 MBA 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, or International Marketing 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 MBA 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 2008-2009

FALL 2008

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

CORE MGMT 699
Strategic Management &
Policy (Capstone Course)

GEN/MKTG MKTG 611
Marketing Research
(Req. MKTG Conc.)

GEN/MKTG MKTG 631
International Marketing
(Req. MKTG Conc.)

GEN/FINA FINA 621
Investment Management
(Req. FINA Conc.)

GEN/FINA FINA 641
Financial Institutions
& Markets

SPRING 2009

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

CORE MGMT 699
Strategic Management &
Policy (Capstone Course)

GEN/MKTG MKTG 651
Marketing for Service
Organizations

GEN/MKTG MKTG 691
Strategic Marketing
(Req. MKTG Conc.)

GEN/FINA FINA 611
Financial Analysis Tools
& Techniques
(Req. FINA Conc.)

GEN/FINA FINA 631
International Financial
Management
(Req. FINA Conc.)

COURSE SCHEDULE 2009-2010

SUMMER I 2009

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

GEN/MKTG MKTG 631
Consumer Behavior

GEN/FINA FINA 622
Complex Financial
Instruments

SUMMER II 2009

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 2009

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

CORE MGMT 699
Strategic Management &
Policy (Capstone Course)

GEN/MKTG MKTG 611
Marketing Research
(Req. MKTG Conc.)

GEN/MKTG MKTG 631
International Marketing
(Req. MKTG Conc.)

GEN/FINA FINA 621
Investment Management
(Req. FINA Conc.)

GEN/FINA FINA 641
Financial Institutions
& Markets

SPRING 2010

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

CORE MGMT 699
Strategic Management &
Policy (Capstone Course)

GEN/MKTG MKTG 651
Marketing for Service
Organizations

GEN/MKTG MKTG 691
Strategic Marketing
(Req. MKTG Conc.)

GEN/FINA FINA 611
Financial Analysis Tools
& Techniques
(Req. FINA Conc.)

GEN/FINA FINA 631
International Financial
Management
(Req. FINA Conc.)

SUMMER I 2010

CORE ACCG 601
Accounting Info. &
Management Decisions

CORE ECON 601
Managerial Economics

CORE FINA 601
Corporate Finance

CORE MGMT 601
Managing Organizations
& Leading People

CORE MKTG 601
Marketing Management

CORE QUAN 601
Quantitative Methods for
Business Decisions

GEN/MKTG MKTG 641
New Product Development

GEN/FINA FINA 632
International Trade &
Finance

SUMMER II 2009

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 MBA 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 MBA 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 MBA 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****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.

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
MBA INTERNSHIP

For a description of the MBA Internship, eligibility and procedure for application, see the section on Internships on p.17 of this *Catalog*.

THES 699
MBA THESIS

For a description of the MBA Thesis and the rules, procedures and academic policies applicable to Generalist and concentration students, see the relevant sections on pp.19 and 20 of this *Catalog*.



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The following policies, provisions and procedures explained in the *AUD 2008- 2009 Undergraduate Catalog* apply to **all** AUD students. MBA candidates are invited to consult as needed the *Undergraduate Catalog*, available at the office of the **Registrar or online (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
on Student Conduct | Transfer of Credit from AUD to other
Colleges and Universities |
| Government Regulations | University Policy and Program Changes |
| Grade Appeal | Unlawful Harassment |
| Graduation/Diploma | Withdrawal from the University |

UNIVERSITY ACADEMIC CALENDAR 2008-2009

FALL SEMESTER | 2008

August 26	Meeting: Committee on Academic Standing
August 28	Arrival of Dorm Students
August 30-31	Final Days for Advising and Registration
August 31	Student Orientation
September 1	Classes Begin
September 1-4	Drop/Add
October 30	Last Day for Withdrawal from classes
October 1-2	Eid Al Fitr Holiday
December 10	Last Day of Classes
December 11	Study or Make-up Day
December 14	Final Exams Begin
December 18	Semester Ends

SPRING SEMESTER | 2009

January 4	Meeting: Committee on Academic Standing
January 8	Arrival of Dorm Students
January 10-11	Final Days for Advising and Registration
January 11	Student Orientation
January 12	Classes Begin
January 12-15	Drop/Add
March 10	Last Day for Withdrawal from classes
March 11-12	Spring Break
April 21	Last Day of Classes
April 22-23	Study or Make-up Days
April 26	Final Exams Begin
April 30	Semester Ends

SUMMER I SESSION | 2009

May 7	Meeting: Committee on Academic Standing
May 7	Arrival of Dorm Students
May 7	Final Day for Advising and Registration
May 10	Classes Begin
May 10-12	Drop/Add
May 13	(Tentative) Commencement
June 4	Last Day for Withdrawal from classes
June 22	Last Day of Classes
June 23	Final Exams Begin
June 25	Session Ends

SUMMER II SESSION | 2009

July 1	Meeting: Committee on Academic Standing
July 2	Arrival of Dorm Students
July 2	Final Day for Advising and Registration
July 5	Classes Begin
July 5-7	Drop/Add
July 30	Last Day for Withdrawal from classes
August 17	Last Day of Classes
August 18	Final Exams Begin
August 20	Session Ends

UNIVERSITY ACADEMIC CALENDAR 2009-2010

FALL SEMESTER | 2009

August 25	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
August 31 - September 3	Drop/Add
September 21-22	Eid Al Fitr Holiday
October 29	Last Day for Withdrawal from classes
December 8	Last Day of Classes
December 9-10	Study or Make-up Days
December 13	Final Exams Begin
December 18	Semester Ends

SPRING SEMESTER | 2010

January 3	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
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 (TBA)	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

June 30	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 29	Last Day for Withdrawal from classes
August 16	Last Day of Classes
August 17	Final Exams Begin
August 19	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).]

GRADUATE PROGRAM (MBA)

Tuition (3 credit hours) | AED 8,100
 Tuition (6 credit hours) | AED 16,200
 Tuition (9 credit hours) | AED 24,300

EXPLANATION OF FEES AND EXPENSES

Application Processing Fee:

A non-refundable application processing fee of AED 180 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. IELP students are eligible for housing only on a semester basis. 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
Fall, 2008	June 1, 2008
Spring, 2009	November 16, 2008
Summer I, 2009	March 26, 2009
Summer II, 2009	May 27, 2009
Fall, 2009	May 29, 2009

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, bank drafts and valid credit cards in the Finance Office (a handling fee of about 1.5 % will be added to payments with credit cards). Tuition and fees may also be paid by bank transfer and credit card via written authorization.

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:

.....

.....

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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 5,000 which is non-refundable.

** Sunday-Thursday

*** 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: Legal residents of the U.S. State of Georgia are entitled to refunds per the more favorable of either the AUD Institutional Policy or Georgia's Minimum Standards. Consult the Finance Office for details.

FORMS

MBA APPLICATION
REFERENCE FORMS
CHECKLIST
DISCLOSURE FORM



THE AMERICAN UNIVERSITY IN DUBAI
Application for Graduate Admission (MBA) | School of Business Administration

Application for Enrollment in Year:

Application for Enrollment in Year: [] Fall (September) [] Spring (January) [] Summer I (May)

Program of Choice: [] Full-Time [] Part-Time

Program Option: [] Generalist MBA [] MBA-Finance Concentration [] Special Student [] MBA-Marketing 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 MBA. 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):



THE AMERICAN UNIVERSITY IN DUBAI

MBA Reference Form

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 MBA 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 MBA 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 MBA 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:

Admissions Office, 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



THE AMERICAN UNIVERSITY IN DUBAI

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	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>
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<i>Written Communication</i>

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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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THE AMERICAN UNIVERSITY IN DUBAI

MBA Checklist

Thank you for applying to the MBA 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 ()**
MBA 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 MBA Reference Forms found at the end of the *MBA 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**
- 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.
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:



For enquiries | admissions@aud.edu

Other matters | info@aud.edu

P.O. Box | 28282, Dubai, United Arab Emirates

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Fax | +971 4 399 5585

www.aud.edu