



# MASTER OF PUBLIC ADMINISTRATION

Academic Catalog

MPA

2014-2015

Every effort has been made to ensure that the information presented in this catalog is accurate as of the date of publication. However, this information is subject to change by appropriate action of the Mohammed Bin Rashid School of Government.

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# 1. Introduction



## Vision

World pioneer in applied knowledge of government administration

## Mission

Mohammed Bin Rashid School of Government is committed to the advancement of good public governance in Dubai, UAE and the Arab world by serving as a knowledge platform for producing applied research, disseminating best practice and empowering leaders and policy makers.

## About MBRSG

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, the Mohammed Bin Rashid School of Government is a premier research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support ongoing efforts for governmental excellence in the UAE and the Arab world. We empower leaders to build the future through an integrated system offering education and training programs, as well as research and policy studies.

The School's operations are founded on global best practices developed in collaboration with the Harvard Kennedy School. It is considered a unique model for academic institutions for its focus on the practical side of governance. As part of its priority to build synergy with relevant stakeholders, the School collaborates with several government and private institutions both regionally and internationally. The School's overall design and implementation of training programs are built on the foundation of scientific thought, inspired by the reality of Arab public administration and with a view to addressing possible shortcomings and helping future leaders meet the challenges that face public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the fruitful exchange of ideas and knowledge between the Arab region and the world.

# 2. THE MASTER

## OF PUBLIC ADMINISTRATION

The Mohammed Bin Rashid School of Government MPA program empowers aspiring leaders from across the Arab world to successfully address the challenges and maximize the opportunities they face as public sector professionals. The program provides rigorous academic training with an emphasis on the real-world practical application of theory. In addition to functional and regional specializations, participants will gain a deep understanding of the development of public administration internationally and within the region. MBRSG's focus is to provide a Master's program that meets the highest international standards of quality.

Successful candidates for the MPA program will be selected from among promising mid-career, in-service professionals with three or more years of progressive experience. Applicants should have held positions of responsibility for supervision of staff, budget preparation, and organizational control of public agencies, or executive responsibility for policy analysis and planning. In line with the Mohammed Bin Rashid School of Government mission, the program aims to attract a diverse group of students from the Arab region and other parts of the world.

### THE PROGRAM

The program begins with core courses, followed by electives and the Public Administration Capstone Exercise (PACE) which involves working with an organization on a specific issue and providing recommendations for improvement. The program requires 36 credits for the degree, and students are expected to complete it in just over a full academic year if they enroll on a full-time basis. Alternatively, they can opt for part-time study that should be completed in a minimum of twenty months or within a three year period. The curriculum focuses on the training required for modern management of the public sector. The core curriculum emphasizes leadership and human resource management, the theory and practice of public policy, analytical skills, research methods, and finance in the public sector.

### LINKING THEORY TO PRACTICE

The MPA program prepares students for a career in the public sector or nonprofit management. Students research and examine how governmental policies are developed and implemented to enhance performance in a given society. The program will instruct participants how to advance management and policies in order that governmental agencies function and public programs are managed to benefit societies. Students will also examine topics related to government decision making; policy analysis; human resource management in the public sector; micro/macro economics; budgeting on the state and federal level; all of which will develop skills and techniques to prepare them to become public administrators functioning at all levels of government. Since linking theory to practice is at the core of the curriculum, students will benefit from regular interactions with regional and international experts in public policy through the following programs:

#### Guest Lectures

Practitioners (regional and international) are invited to interact with students and share their experiences.

#### Policy Debates

Students are invited to exchange views in structured debates on current issues of public policy, moderated by guest media and public sector personalities.

#### Colloquia

Faculty members team up with practitioners from think tanks and the public and non-profit sector to discuss topics that include recent developments in public administration theory and research, public and non-profit sector behavior, and public policy.

#### Case Studies

Case studies are an important addition to the spectrum of teaching methodology in public administration. Students will examine as well as develop cases that are relevant to governance in the United Arab Emirates and the Arab region.



# 3. ADMISSION

## REQUIREMENTS

The Mohammed Bin Rashid School of Government seeks candidates for the MPA program who are committed to the ideals of public service. They should be highly motivated, outward looking, open to new ideas, and able to share insights from their own work experience. Applicants are evaluated on the basis of their academic preparation and the depth and quality of experience, as demonstrated by work history, references, and the applicant's written analysis of past employment experience.

- Earned four-year bachelor's degree from an accredited university or college with a minimum GPA of 3.0 (on a 4.0 scale)
- Minimum General International TOEFL score of 550 or equivalent (computer-based score of 213, Internet-based score of 79 - 80), or Academic IELTS score of 6.0
- Minimum of three years of relevant work experience

Candidates wishing to apply for the MPA program should submit the following documents:

- Completed application form for admission
- All attested official university and college degrees and transcripts
- Official standardized test scores (TOEFL or IELTS)
- Curriculum Vita
- An essay to show interest in the program (see MPA application form)
- Two individual, sealed reference letters (see MPA application form)
- Passport copy with two passport-size photos
- Application fee of AED 350 (non-refundable)



# 4. DEGREE

## PROGRAM COMPLETION

THE MASTER OF PUBLIC ADMINISTRATION IS OFFERED AS A ONE-YEAR, FULL TIME OR TWENTY-MONTH, MAXIMUM THREE-YEAR, PART-TIME DEGREE PROGRAM. THIRTY-SIX CREDIT HOURS ARE REQUIRED TO FULFILL REQUIREMENTS FOR THE DEGREE.

**FULL-TIME** STATUS ALLOWS STUDENTS TO TAKE A CAREER BREAK AND FOCUS INTENSIVELY, WITHOUT INTERRUPTION ON THEIR ACADEMIC DEVELOPMENT. IT AIMS TO STRENGTHEN EMPLOYMENT AND ALLOWS STUDENTS TO COMPLETE THE PROGRAM AND RETURN TO WORK IN THE SHORTEST TIME POSSIBLE. (12 MONTHS)

SEMESTER I	(12 CREDIT HOURS)
SEMESTER II	(12 CREDIT HOURS)
SEMESTER III	(12 CREDIT HOURS) Including the PACE *

\* The PACE project will be completed during the following semester.

**PART-TIME** STATUS IS AN EFFICIENT AND FLEXIBLE WAY OF NURTURING THE SKILLS OF EXISTING LEADERS WHO WISH TO IMPROVE THEIR JOB PERFORMANCE AND PROSPECTS AND AT THE SAME TIME MAINTAIN THEIR PERSONAL COMMITMENTS. (20 MONTHS)

SEMESTER I	TWO CORE COURSES (6 CREDIT HOURS)
SEMESTER II	TWO CORE COURSES (6 CREDIT HOURS)
SEMESTER III	TWO ELECTIVE COURSES (6 CREDIT HOURS)
SEMESTER IV	TWO CORE COURSES (6 CREDIT HOURS)
SEMESTER V	TWO ELECTIVE COURSES (6 CREDIT HOURS)
SEMESTER VI	The PACE PROJECT (6 CREDIT HOURS)

### CORE COURSES (18 CREDIT HOURS)

Core curriculum courses emphasize leadership and teamwork, policy making theory and practice, analytical skills, strategic planning, systems thinking, and an interdisciplinary approach to problem solving.

MPA 501 PUBLIC ADMINISTRATION AND GOVERNANCE	3
MPA 502 PUBLIC POLICY ANALYSIS	3
MPA 503 PUBLIC SECTOR FINANCE	3
MPA 504 ORGANIZATIONAL BEHAVIOR AND LEADERSHIP IN THE PUBLIC SECTOR	3
MPA 505 RESEARCH METHODS	3
MPA 506 ECONOMIC FOUNDATION OF POLICY ANALYSIS	3

### Elective Courses (12 CREDIT HOURS)

Students are required to take four electives from among a diverse range of courses that broadly cover areas of public management, policy and public affairs, depending on their personal interests and career aspirations, in consultation with their academic advisor).

CODE	CODE	CREDIT HOURS
MPA 601	ADVANCED RESEARCH METHODS	3
MPA 602	STRATEGIC MANAGEMENT AND LEADERSHIP DYNAMICS IN THE PUBLIC SECTOR	3
MPA 603	STATE-MARKET RELATIONS IN A GLOBALIZED MARKET	3
MPA 604	SOCIO-ECONOMIC POLICY WITH REFERENCE TO GLOBAL POLICIES	3
MPA 605	INFORMATION STRATEGY AND KNOWLEDGE MANAGEMENT IN THE PUBLIC SECTOR	3
MPA 606	TOTAL QUALITY MANAGEMENT AND EXCELLENCE IN PUBLIC SERVICE	3
MPA 607	HUMAN RESOURCES AND PERFORMANCE MANAGEMENT IN GOVERNMENT ORGANIZATIONS	3
MPA 608	ISLAMIC PUBLIC ADMINISTRATION AND GOVERNANCE	3

### PUBLIC ADMINISTRATION CAPSTONE EXERCISE (6 CREDIT HOURS)

The Public Administration Capstone Exercise (PACE) is designed as an exercise that uses and integrates skills that students have acquired through their course work. Students are expected to work on a public management or public policy issue and to provide recommendations for improvements based on analytical approaches.

CODE	CODE	CREDIT HOURS
MPA 701	PUBLIC ADMINISTRATION CAPSTONE EXERCISE	6

## 5. PROGRAM OUTCOMES

Students completing the MBRSG MPA will demonstrate regional and international knowledge in the following:

- Ethical and cultural dimensions of policy making and management in the public sector
- Organizational and management theory, process, structure and systems in the public sector
- The purposes, design, functions, and character of government organizations, markets, and civil society in the Middle East and their interactions
- External and domestic factors, and drivers that determine the policy space
- The role of global political and economic institutions and events that drive local outcomes
- Laws, norms and practices that affect the efficiency of public institutions

Students completing the MBRSG MPA will demonstrate the following skills:

- Critical and analytical capacity for policy and organizational analysis
- Use of qualitative and quantitative techniques
- Effective written and oral communication
- Teamwork and effective leadership qualities

# 6. COURSE

## DESCRIPTIONS

Details on each course, including learning outcomes and assessment methods will be provided in course syllabi. The short course descriptions below are included to indicate the topics and coverage.

### **MPA 501      Public Administration and Governance (3 Credits)**

As the first core course, this opening set of themes and topics introduces students to the broad issues of Public Administration, Governance and Ethics in comparative perspective on a global, regional and national level. It explores evolving administrative theories and the major shifts in administrative practice and processes, underlining the importance of the context in which they operate. It also develops a critical awareness of the approaches of different political regimes to public administration and public sector management while creating theoretical and practical understanding of the impact of globalization and de-territorialization of governance. An embedded element is the nature and application of ethics as a part of understanding 'good' governance in public services delivery. The course introduces the challenges of governance reform as well as some of the key issues and problems confronting public sector management, such as globalization, modernization, accountability, ethical action, public engagement, decentralization, results-based policy delivery and public-private partnerships. Many of these issues are then explored in more detail in other MPA courses that follow.

### **MPA 502      Public Policy Analysis (3 Credits)**

This course should be seen as an academic and theoretical continuation of MPA501. As such, there is deliberate synergy of aims and topics. This should not be seen as a repetition of some aspects, but as a reinforcement of core elements to enable understanding of the way in which the public sector works. The course aims to explore the different traditions and theories of policy analysis and the importance of using such theoretical frameworks for the analysis and understanding of human endeavor, governance and progress. It also aims to further explore what is meant by the term, 'the public sector', and the way in which policy making within the public sector is necessarily different from the approaches adopted in private sector organizations. The course will seek to examine how complex structures and institutions can be explained in ways which are meaningful and have an academic and practitioner currency beyond the borders of the state where they are located.

### **MPA 503      Public Sector Finance (3 Credits)**

This course provides an introduction to public financial management and is intended to give students a working knowledge of the key concepts, theories and structures of fiscal administration. It explores the sources of public funds and mechanisms used to collect them as well as the impact of decisions about how government raises revenue. The course develops an understanding of public sector budgeting and other methods for financial management and control using an exploration of contemporary public finance issues. Also explored are the political, historical, institutional and cultural dynamics that influence public finance decisions in the context of the Gulf region.

This course requires students to develop a 'hands-on' familiarity with financial management techniques through the use of practical exercises in budgeting, cost-benefit analysis, project evaluation, proposal preparation, etc.

#### **MPA 504      Organizational Behavior and Leadership in the Public Sector (3 Credits)**

This course introduces students to theories of organizational behavior and culture before considering how these principles influence the practice of administrative leadership in public sector organizations. The way in which administrative leaders undertake their duties influences organizational performance and in turn the ability of employees to achieve organizational goals and objectives. Conversely, public sector leaders are themselves influenced by norms, values, and other cultural considerations prevalent in the organization. Thus, this course considers the interrelationship between organizational behavior and leadership in government. Administrative leadership theories and models are examined in order to underline the characteristics of effective public leaders and to distinguish the notion of public leadership from other similar concepts. The impact of organizational culture on leadership styles and dynamics will be studied to determine how different organizational norms, attitudes, and values reflect in the practice of leadership in public organizations. Class discussions and activities will focus on the analysis of administrative leadership and organizational culture in the context of the UAE as well as comparing this experience with leadership in other nations. Case studies will help students to understand organizational cultures in public organizations and apply best practices in addition to underscoring the pitfalls of ineffective administrative leadership.

#### **MPA 505      Research Methods (3 Credits)**

This course is designed to give students an understanding of the qualitative and quantitative research tools needed by public administrators. Course topics include program evaluation, data collection and measurement in public administration, descriptive statistics, hypothesis testing, processes for selecting statistical tests and assessment of statistical assumptions. Students are introduced to the skill of evaluating published research and learn how to use research methods in their own original work to answer public policy questions. Students learn to design surveys, how to systematically conduct qualitative research such as structured interviewing, how to operationalize variables, and how to formulate research questions. The course also considers measurement issues, how to increase research reliability and validity as well as other issues regarding bias in results. The course essentially serves as an introduction to research methods needed by public administrators to evaluate and analyze public policy and administrative questions. It also prepares students for the Public Administration Capstone Exercise (PACE) and research projects in other courses. Students get extensive, hands-on statistical experience through the use of Excel and SPSS.

#### **MPA 506      Economic Foundations of Policy Analysis (3 Credits)**

This course examines the economic foundations of policy analysis by introducing basic microeconomic principles and tools required to understand the role of government in the economy. It explores the rationale for government intervention, the goals of the intervention (achieving allocative efficiency, redistribution and stabilization), and the prospect of government failure at making those



interventions succeed. More specifically, the course provides an overview of the assumptions of perfect competition and considers a variety of situations in which the ideal of a perfect market breaks down, including the cases of public goods, externalities, market power, natural monopolies and asymmetric information. It uses actual policy problems to demonstrate applications of the theoretical framework to areas of education, health, environment, social security and others. It also provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making. This course serves as preparation for more specific discussions of state-market interaction in MPA 603, including the role of non-state actors and impacts of globalization.

### **MPA 601      Advanced Research Methods (3 Credits)**

This practical course is designed to help students to further develop their research skills using qualitative methods. The course builds upon the generic research methods introduction provided by MPA 505. Relevant qualitative techniques to analyze public administration and policy processes will be re-emphasized and discussed in detail. That includes: case study analysis, participant observation, focus groups, content analysis, and narrative inquiry. A hands-on approach will be followed where students are asked to design a research strategy and collect relevant material using documentary analysis, questionnaires and interviews. Students will be required to increasingly detail the definition of a specific research problem and ultimately provide a full research proposal with clearly identified and justified research methodology. Participants will also be exposed to analytical qualitative software packages such as SPSS, NVivo and SNA to help them organize and analyze the material collected from different sources. Developing such knowledge and understanding of core qualitative research methods in public administration and policy as well as the way in which such methods could be applied to investigate and propose solutions to real administrative and policy problems is a prerequisite for the successful completion of the Capstone project.

### **MPA 602      Strategic Management and Leadership Dynamics in the Public Sector (3 Credits)**

“A goal without a plan is just a wish” Antoine de Saint-Exupéry. This is particularly true in managerial and administrative practices. For public organizations to reach their goals, there should be a clear road map to identify the strategic orientation of the organization. This road map is known as organizational strategy. This course introduces students to the process of strategy making and implementation in government organizations. Conceptual differences between strategy, strategic planning, and strategic management will be explained to enable students to recognize the relationships among these three organizational components. Additionally, relationships between organizational resources, goals, objectives and means will be fully considered in an attempt to find out how public organizations deploy these resources in order to achieve their missions and visions. The role of administrative leadership in defining organizational processes, goals, objectives and shaping the overall strategic orientation of the organization will be discussed to highlight the dynamic interactions between different organizational levels and team works. Tactics, models and techniques for analyzing and evaluation internal and external organizational environment as well as implementing strategic management in public sector organizations will be systematically examined

to help students' rethinking about the ways they undertake their tasks and activities and enable them to think strategically. The course also addresses the question why it is difficult to adopt strategic management in public organizations and how to deal with the problems of implementation. A case study approach will be adopted through course discussions in order to link theory with practice.

### **MPA 603      State-Market Relations in a Globalized Market (3 Credits)**

State-market relationships, in terms of the way in which public authority is exercised and influenced by non-state actors, come at the heart of policy analysis and administrative studies. In a globalized world, the role of the state in the society has changed and so has the web of interactions and relationships between state and non-state actors. This course introduces participants to theoretical and practical models of state-market relationships with special focus on state-business relations in the region. The course converses changes in global governance and how these changes have reflected in the ways in which national governments manage markets in region's economies. The notion of nation states vs. globalization and global markets will be systematically examined in an attempt to discover the real impact of globalization on the power of the state and national governments compared to private business and corporations. Additionally, the role of hierarchies, markets, and networks in organizing economic interactions and state-market relations will be fully considered in order to detect how to unpack, examine, and comprehend interactions between state apparatus and businesses. Furthermore, the core political economy of state-market relations in the region will be discussed by focusing on selected case studies in order to underline changes in the contours of state-business relationships. Major policy initiatives such as liberalization, privatization, in addition to the introduction of market mechanisms and competition in public sector organizations will be analyzed as major manifestations of the changing role of governments in the region.

### **MPA 604      Socioeconomic Policy with Reference to Global Policies (3 Credits)**

This course introduces students to contemporary political economy of the region from comparative, global, and multilevel governance perspectives. The course focuses primarily on social and economic policies in the region in an attempt to highlight the relationship between socio-economic policies and development in the region. Understanding the overall social and economic contexts in the region is quite important for the contextualization of theoretical and empirical discussions of policy-making and implementation provided by other modules on this course. The region's demographic characteristics in addition to employment and urbanization issues will be discussed. The course also converses economic patterns and models in the region with reference to their ability to achieve the desired social and economic goals. A special attention will be given to the legacy of Islamic institutions and the oil economies as two main features of political economy of the region. Examples from current social and economic policy reforms in a number of oil-based economies will be examined to show how those countries prepare themselves for the after-oil era. The role of global governance in shaping reform processes at social and economic levels will be investigated in order to underscore the interplay dynamics between the politics of reform at regional and global levels.

**MPA 605      Information Strategy and Knowledge Management In the Public Sector  
(3 Credits)**

Organizational knowledge is a strategic asset for all types of organizations, particularly governmental and public agencies. These types of organizations normally have the largest numbers of employees and are regarded as a main repository of information. This course is designed to introduce students to the principles and practices of Knowledge Management (KM) and information strategies in public organizations. The concepts of information strategies and KM will be thoroughly examined in relation to other elements of organizational theory and development. Taking into account the significant and unique features of public organizations, course discussions and activities will exclusively focus on KM applications and practices in government. A wide range of implementation tools and techniques will be investigated alongside the core components of KM systems and processes including: collecting, organizing, processing and communicating organizational knowledge and information. The relationship between KM and E-governance as well as the potential impacts for applying KM and information strategies in public organizations will be analyzed. Additionally, major application challenges will be identified based on the analysis of cases and examples from public organizations in order to underline good/poor practices in addition to the critical factors for the success or failure of KM application processes.

**MPA 606      Total Quality Management & Excellence in Public Service (3 Credits)**

This course focuses on the introduction of Total Quality Management (TQM) techniques as a method to improve the processes of public service delivery and the overall performance of public sector organizations. The conceptual, philosophical and theoretical underpinnings of TQM will be thoroughly explored as well as the different approaches for building up a quality-and-excellence organizational culture in public organizations. The course helps students develop a deep and comprehensive understanding of how to implement TQM approaches in their respective organizations and the ways in which the notion of 'continuous improvement' can be effectively incorporated in their everyday practices. Excellence models and programs including ISO 9001:2008, ISO 9004, ISO 14000 and EFQM will be discussed in order to identify the main components of these programmes and their potential impact on the performance of public sector management. Case studies of TQM applications in public organizations in the UAE and elsewhere will be examined in an attempt to underline the factors which may lead to the success or the failure of developing and implementing quality systems in governmental bodies.

**MPA 607      Human Resources and Performance Management in Government  
Organizations (3 Credits)**

This dynamic and interactive course is designed to help students improve their understanding of the importance of the human capital in government organizations. The course also helps participants to better design and run performance management systems for the employees in their organizations. Managerial practices with regard to human capital and performance management strategies and



techniques are brought into sharper focus in an attempt to explain how to recruit, motivate, manage and measure the performance of public employees. The course builds upon students' knowledge and understanding in the areas of organizational behavior and leadership, encouraging them to evaluate their own experiences and to discover the link between interpersonal skills, performance management, and organizational goals. The theoretical discussions of HR models and performance management will be accompanied by case study analysis and group discussions of genuine organizational problems. Combining the theoretical and practical aspects will enable students to develop general frameworks of understanding and apply these frameworks to solve organizational and performance issues in a wide range of administrative situations.

### **MPA 608      Islamic Public Administration and Governance (3 Credits)**

This course is designed to introduce students to the Islamic model of public administration and governance. It focuses on the principles of Islamic public administration and governance as reflected in the holy Qur'an and the teachings of Prophet Mohammad PBUH and his Rightly-Guided Caliphs. Taking this course will enable students to identify and examine the main features of public administration and governance in Islam and to develop a balanced knowledge and understanding of Islamic administrative practices given the great influence of western theories and models in this area of study. Islamic systems of government have provided a comprehensive account not only on how to organize and run state organizations but for managing the great Islamic empire as a whole. The holy Qur'an, the teachings of Prophet Mohammad PBUH, and the practices of the Rightly-Guided Caliphs and the Salaf have identified a clear set of criteria for choosing rulers 'Ulul-Amr' and public officials. A clearer set of rules and principles to guide public employees when undertaking their roles has even been developed. Decision-making processes were based on the principle of 'Shura' which represents another unique element in the Islamic mode of governance. Furthermore, the issue of accountability, which is still a major concern in western literature and debates, has been fully addressed as public officials were answering to the ruler regarding their decisions and general conduct. These unique aspects of Islamic public administration will be fully discussed and contrasted to modern models and practices of public administration and governance.

### **MPA 701      Public Administration Capstone Exercise (6 Credits)**

The Public Administration Capstone Exercise or PACE is designed to enable MPA candidates to integrate and apply the knowledge and skills they have acquired throughout their MPA study. During the course of this project, candidates will analyze and present a real policy or administrative problem, in the form of empirical research meeting high academic standards. To this end, candidates will conduct original research on a policy or government institution in the region and then provide research results and recommendations.

# 7. ACADEMIC

## CALENDAR 2014

### Semester I 2014

January 5-9	Registration Period
January 8	New Student Orientation
January 12	First Day of Classes, first day to drop/add courses
January 19	Last day to add/drop courses
January 26	Last day to register a course Late fee payment applies
February 5	Last day to withdraw from a course
March 2-6	Mid-term Exam Period
April 17	Last Day of Class
April 20-24	Final Exam Period
April 27-May 1	Semester Break I

### Semester II 2014

April 27-May 1	
May 4	Registration Period
May 11	First Day of Classes, first day to drop/add courses
May 18	Last day to add/drop courses
May 28	Last day to register a course, late fee payment applies
June 22-26	Last day to withdraw from a course
June 30-July 3	Midterm Examination Period
August 7	Pre-registration for PACE* and Semester III 2014
August 10-14	Last Day of Classes
August 17-21	Final Exams period
	Semester Break II

### Semester III 2014

August 17-21	Registration Period
August 24	First day of classes
	First day to add/drop courses
	Last day to add/drop courses
August 31	Late fee payment applies
October 12-16	Mid-term Exam Period
October 14	Pace starting date for Full-time Students
November 16	Pace Research Ends for Full-time Students
November 20	Last Day of Class for Elective
November 23-27	Final Exam Period
December 4	Submission of Pace Project
December 8-9	Pace Presentations for Full-time Students
December 18	Commencement for Full-time Students

### Official Holidays \* \*

January 14	Birthday of Prophet Mohammed
May 27	Al Isra'Wal Miraaj
July 29-31	Eid Al Fitr
October 4	Arafat (Haj) Day
October 5-7	Eid Al Adha
October 25	Hijiri New Year's Day
December 2-3	National Day

\* PACE: Public Administration  
Capstone Exercise

\*\* Islamic holidays are subject to confirmation by the UAE Ministry of Justice, Awqaf and Islamic Affairs. Classes may be in session on these dates

# 8. ACADEMIC REGULATIONS

## Waiver Policy

In order to receive the MPA degree, all students should complete 36 credit hours. The transfer credit policy allows for up to 50% of the core courses to be transferred in based on an evaluation and approval from the Academic Affairs Department.

## Grading Scale

MBRSG uses the following grading scale:

Excellent	
A	Equals 4.00 grade point average
Good	
A-	Equals 3.70 grade point average
Average	
B+	Equals 3.30 grade point average
B	Equals 3.00 grade point average
Below Average	
B-	Equals 2.70 grade point average
C+	Equals 2.30 grade point average
C	Equals 2.00 grade point average
Incomplete	
I	Incomplete
Fail	
F	Equals 0.00 grade point average

## Grading Policy

Enrolled students must maintain a cumulative grade point average (CGPA) of at least 3.0 (B average) or better to remain in good academic standing. The following rules apply:

- A student is allowed to receive two C (C or C+) grades in courses throughout the MPA program. If the student receives a third C grade, his/her academic status will lead automatically to academic dismissal from the program.
- Students can repeat courses in which they receive below average grades. Each course may be repeated one time. A student who receives an F in any course is automatically dismissed from the program.
- Students may petition the Academic Council for readmission to the program. (See comments on Readmission.)

## Grade Point Average

The MBRSG grading system uses two grade point averages: the semester grade point average (SGPA) and the cumulative grade point average (CGPA).

### Semester Grade Point Average (SGPA)

The semester grade point average is the combined grade point average of all courses (including failed courses) attempted by a student in a particular semester. It is calculated by adding together the numerical value of the grade for each course multiplied by the number of credit hours, and dividing by the total number of credit hours taken during that semester.

### Cumulative Grade Point Average (CGPA)

The CGPA is the combined grade point average of all courses (including failed courses) attempted by a student at MBRSG in all semesters. The CGPA can be calculated by dividing the sum of all grade points earned in all semesters by the total credit hours attempted in all semesters at MBRSG.

## Non-completion

In extenuating circumstances, a student may be allowed to complete a course in the following semester after securing permission from the course instructor and approval from the Academic Council. A grade of 'I' (incomplete) will be assigned for the course. Students must complete the course requirements no later than the end of the following semester. Failure to meet the deadline will cause the student to receive a grade of 'F' for the course.

## Repeating courses

With the approval of the Academic Council, a student may be allowed to repeat any course in which a grade of C or below is received. Both the original and new grades will appear on the student's transcript, but only the new grade will be considered in GPA calculations.

## Probation

All MPA students must maintain a CGPA of 3.0 or better throughout the program. Failing to maintain a CGPA of 3.0 will lead to automatic academic probation. The student then has one semester to raise the CGPA back to 3.0. With the approval of the Academic Council, a student may be allowed an extension of one additional semester to improve his/her CGPA. MPA students are allowed to incur one academic probation status during the program. A second academic probation will lead to automatic dismissal from the program.

## Withdrawal

The Office of Student Affairs announces the withdrawal period for each semester; this period is posted

on the academic calendar. Students can withdraw from individual courses or from the program.

### **Withdrawal from specific courses**

Students can withdraw from specific courses before the withdrawal deadline set by the Office of Student Affairs. A student seeking a course withdrawal should fill out the Course Withdrawal Form and have it signed by his/her academic advisor. A grade of W will be marked on the transcript for these courses.

### **Withdrawal from the program**

Students who choose to withdraw from the whole program can do so before the withdrawal deadline set by the Office of Student Affairs. The student should fill the Complete Withdrawal Form and have it signed by his/her academic advisor. According to the status of the student, a grade of W will be marked on their transcripts for the registered courses of the particular semester in which they withdraw from the program.

### **Readmission**

After withdrawal from the program or academic dismissal, the student may be considered for readmission to the program after filling out the Readmission Form and having it approved by the Academic Council. This is not an automatic procedure. Decisions will be made on a case-by-case basis. Upon receiving a request for readmission, the Academic Council will review the student's documents. The Academic Council has the right to accept or reject the readmission request.

### **Interruption of Studies**

All students are expected to maintain continuous enrollment until they complete the MPA degree. For exceptional circumstances, and with the approval of the Academic Council, a student may take up to two semesters off from the program. The student must submit an Interruption of Study Form indicating an intention to do so to the Academic Council.

### **Program Time Limit**

Students are allowed a maximum of three years to complete the MPA program. Any exception to this policy must be approved by the Academic Council.

### **Graduation**

A minimum CGPA of 3.0 is required for all students to graduate and receive the MPA degree. All students must fill out the official application for graduation by the deadline that is announced by the Office of Student Affairs. Students who are deemed eligible for graduation will receive official notification from the Office of Student Affairs.

# 9. ACADEMIC

## CONDUCT

### Academic Violations

MBRSG is an academic and research institution with firm policies regarding academic integrity. A zero tolerance policy is therefore implemented to safeguard the work of both students and researchers. Academic violations include, but are not limited to, the following:

- **Plagiarism.** Plagiarism is using someone else's written work, ideas, words, or name without reference to the original source. In the academic field, plagiarism by students, professors, or researchers is a form of academic dishonesty. According to academic integrity policy, students are strictly prohibited from plagiarizing the work of others in all assignments and assessments.
- **Copyright.** Copyright infringement is defined as photocopying and/or making use of copyrighted printed materials, and images, using duplicated copies of computer software and /or unauthorized use of any kind of documents. The academic integrity policy strictly prohibits copyright infringement and requires observance to the laws of Dubai and the federal laws of the UAE.
- **Inappropriate Collaboration.** Inappropriate Collaboration is defined as getting someone's help or contribution in writing, revising, and/or developing any kind of material or take-home exam without acknowledging the involvement of that person. This kind of assistance is prohibited in any academic or research work. This does not include teamwork activities, or tutors authorized by the professor.
- **Dishonesty in Examinations and Coursework.** Dishonesty in examinations is defined as cheating during exams, giving assistance without permission from the professor, or illegal prior knowledge of exam questions ahead of examination period.
  1. Dishonesty in coursework includes multiple submissions of completed coursework to more than one course, unless the professor has approved use of a previous document.
  2. The School has a zero tolerance policy towards impersonators in examinations.

### Penalties

Academic violations will be handled by the faculty member concerned, with the exception of dishonesty in examinations which will be handled by the Academic Council. The Academic Council may ask for a hearing session for all involved. Student violations will be treated seriously, and will be documented on the student's permanent record.

Penalties for academic violations shall include one or more of the following:

- **Resubmission penalty:** resubmission of any academic work in question. This also includes submission of additional work for the course.
- **Grade penalty:** defined as lowering of the final grade. This also may include assigning a grade of F to the course in which the offence occurred.
- **Suspension or Dismissal penalty:** This includes the suspension of student for one or more academic terms, up to dismissal from the program (only the Academic Council may approve suspension or dismissal).

In all the penalties mentioned above, there will no refund of tuition fees.



## **Student Grievance / Appeal Policy and Procedures**

A student who wishes to file a grievance / petition should first attempt to resolve the issue by talking to the faculty or staff member involved. If no resolution is possible, the student may proceed and file a grievance at the Office of Student Affairs, which will then be raised to the Office of the Associate Dean for Academic Affairs for further consideration.

### **Appeal of a Grade**

A student with concerns about his/her grade should first speak with the professor. After receiving the final grade of a course, students who believe they have a reasonable and justifiable grievance may start the appeal process by consulting the Office of the Registrar. The student should fill out a Student Petition Request Form, and submit it within a period of one week after receiving the final grade.

Petitions will be reviewed by the Associate Dean for Academic Affairs who will grant or deny such petitions consistent with School policies, requirements of the CAA standards, the best interest of the student, and the best interests of MBRSG.

### **Appeal of Other Academic-Related Issues**

A student with concerns about a course, instructor or other academic issue must first approach the relevant faculty member in an attempt to resolve the issue. If the grievance or issue is not resolved the student should contact the Associate Dean for Academic Affairs, who may request additional information or documentation, but will generally render a decision within a week. The Associate Dean may refer matters which are of general importance for students, faculty or the institution to the Academic Council for consideration.

### **Academic Suspension**

The Academic Council is the authorized body to approve or cancel academic suspensions under the recommendation of a faculty member. Depending on the action in question, the suspension period may vary in length from one semester to one academic year. The reasons for suspension include, but are not limited to, failing to meet the course requirements, academic dishonesty and overall poor academic performance. A student facing a semester suspension may be allowed to resume his/her study upon the completion of the academic suspension period.

### **Academic Dismissal**

MPA students are allowed to incur one academic probation status during the program. A second academic probation will lead automatically to academic dismissal from the program. However, with the approval of the Academic Council, a student may be allowed to receive an extension of the probationary period to allow a maximum of two semesters to improve his/her CGPA.

# 10. TUITION, FEES,

## AND OTHER PROGRAM COSTS

The total tuition fees for the MPA program are AED 120,000. All tuition fees payments and installments inquiries should be directed to the Finance Department. Please contact:

**Mr. Lokesh Rao**

Accountant Tel: +971 4 317 5521

E-mail: rathnakar.rao@mbrsg.ac.ae

Mohammed Bin Rashid School of Government

Convention Tower – 13th floor Dubai, UAE

Checks should be made payable to The Mohammed Bin Rashid School of Government.

### Program Tuition Fees

- Total program tuition fees = AED 120,000
- Tuition fee per credit hour = AED 3,636

### Methods of Payment

- Cash
- Checks
- Bank Transfer
- Bank Deposits
- Bank Draft

### Payment Structure

- AED 350 application fee (non-refundable)
- AED 2,500 (non-refundable) confirmation fee to secure a seat for a particular semester. This amount will be deducted from the tuition fee of that semester.
- Tuition fees should be paid as per total registered credit hours for each semester.

### Payment Schedule

For full-time students, the tuition fees are payable in three installments throughout the duration of study. For part-time students who are taking 9 credits per semester, tuition fees are payable in four installments. For part-time students who are taking 6 credits per semester, tuition fees are payable in 6 installments. The payment for each semester should be deposited with the School in advance before the first day of classes. Checks may be postdated according to the tuition payment schedule. All checks must be deposited with MBRSG before the beginning of the semester.

### Refund Policy

Semester	Percentage of Refund
First week (add and drop period)	100%
Second week	75%
Third week	50%
Fourth week	25%
After fourth week	0%



# 11. STUDENT SERVICES

## Academic Advising

Faculty members will serve as academic advisors and provide academic and professional advice to all students. They will assist students with their course selection in accordance with their academic progress and career aspirations. In addition, faculty advisors will consult with the department of academic affairs to refer students to professional counseling.

## Health Services

All students should indicate on their application form whether or not they have health insurance. In the event that a student is not covered under a health policy, MBRSG can provide coverage at competitive market rates. In case of emergency, students should immediately contact a MBRSG staff or faculty member, who will then contact the health center at the Dubai World Trade Center complex. This health center is fully equipped with all necessary first aid equipment and emergency response.

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# 12. STUDENT

## RIGHTS AND RESPONSIBILITIES

MBRSG students are expected to conduct themselves in a manner appropriate to the accepted cultural standards at all times. The following actions will be deemed unacceptable and will result in disciplinary sanctions against the student:

- Engaging in criminal behavior as defined by the laws of the United Arab Emirates;
- Using or selling illegal substances or materials;
- The use of tobacco products on campus or in the entire Convention Tower;
- Gaining access to or downloading data from inappropriate sites on the Internet;
- Downloading pornographic material from the Internet; viewing or sharing pornographic material on campus;
- Engaging in disruptive behavior in or out of class;
- Falsifying documents, or using falsified documents for any purpose connected with the Mohammed Bin Rashid School of Government;
- Borrowing or taking someone else's property without prior and express permission;
- Abusing the use of campus e-mail;
- Giving money or gifts of substantial value to a MBRSG employee or receiving substantial gifts from the same;
- Engaging in any behavior that damages the reputation of MBRSG, whether on campus or at a MBRSG-sponsored event off campus.

Disciplinary measures may include any sanction seen befitting the misdemeanor by the Student Affairs Committee.

### Student Associations

MBRSG students may, through a letter application to Office of Student Affairs, establish student associations that reflect the learning outcomes, vision and mission of the program and institution.

### Alumni Association

MBRSG graduates have the opportunity to become members of the Alumni Association which serves as a platform for connecting with MBRSG's extensive networks of distinguished Arab public policy and public administration leaders. Members will have opportunities for participation and exchange at the School, through online alumni communities, and at alumni gatherings held around the Arab world.

### Student Publications

Students may contribute to Research by submitting their proposal / research to the Director of Research for approval and publication in the relevant form. Any other announcements may be posted on the Campus-wide integrated learning management system. Students may not publish an official newsletter or other publication using MBRSG logo and name. Students may, through a letter application to the Department of Academic Affairs, request to form electronic associations, e.g. listservs or online social networking groups such as on Facebook.

## 13. STUDENT ROLE IN GOVERNANCE

Three MBRSG students serve as student representatives on the Student Affairs Committee. Students may volunteer for these roles. If there are more than three candidates, students may proceed to elect their representatives by the second week of the first semester.

# 14. STATEMENT ON

## FACILITIES AND FINANCIAL RESOURCES

The Mohammed Bin Rashid School of Government is a non-profit institution funded by the Government of Dubai. It is situated on the seventh and thirteenth floors of the Convention Tower, Dubai World Trade Centre, P.O. Box 72229, Dubai, UAE.

### Facilities

#### 13th Floor

- Executive Conference Room
- Main Auditorium
- Breakout Rooms (3)
- Multipurpose Room
- Majlis
- Male and Female Prayer Rooms
- Male, Female and Handicapped Restrooms
- Administrative Offices
- Staff and Faculty Pantry

#### 7th Floor

- Main Lecture Rooms
- Library
- Student Development Lounge
- Male, Female and Handicapped Restrooms
- Faculty and Research Offices
- Printing Facility
- Administrative Offices
- Academic Affairs
- Student Affairs
- Staff and Student Pantry

### Main Auditorium

#### Seating

The Main Auditorium has been designed to promote effective instruction, classroom discussion and conferencing. It can comfortably seat more than 60 students.

#### Audio-Visual System

The setup of the room allows for effective interactivity among the faculty and students. The auditorium features an integrated amplification system, DVD/VCR, projector and computer for enhancing the quality of the training presentation.

#### Translation services

A mobile wireless system is available for translation. It is programmed to ensure that, at any stage, more than two active languages can be translated and communicated through wireless headphones.

#### Video-Conferencing

This facility is also equipped with a video-conferencing system, allowing School groups to link up with other organizations elsewhere in the world.

### **Breakout and Multipurpose Rooms**

#### **Seating**

MBRSG has several breakout rooms, some of which can be rearranged to host groups of different sizes. The multipurpose room can seat up to 100 people.

#### **Audio-visual Equipment**

Three breakout rooms are equipped with an intelligent board which facilitates computer-based applications. In addition, each room has a flip chart, suspended projector, built-in computer, terminals for laptops, an audio/video system, and a built-in VCR and DVD. The multipurpose room is equipped with state of the art multimedia equipments.

### **Conference Room**

#### **Seating**

This U-shaped conference room can seat up to 34 students in an interactive environment, and this room has all the necessary audio-visual equipment associated with discussion and lecture teaching methods.

#### **Audio-visual System**

The facilities in the room are geared towards enhancing meaningful interaction between faculty and students. With adequate amplification, the room has its own smart board, DVD/VCR, projector and computer for enhancing the quality of the teaching session.

#### **Translation Services**

For simultaneous translation services, this facility has a desk system in place and this is programmed to ensure that at any stage more than two active languages can be translated and communicated from a soundproof booth and through wired headphones.

### **Majlis**

The ambience of the Majlis serves as a useful area for entertaining high-profile dignitaries and guests.

### **Prayer Rooms**

Separate prayer rooms are available for both ladies and gentlemen on the premises.

### **Library**

The mission of the Mohammed Bin Rashid School of Government library is to support teaching, research and lifelong learning by utilizing the best possible resources and latest information technologies. The library aims to be a knowledge resource center for the region on issues related to public policy and administration.

### **Lecture Rooms**

#### **Seating**

The Lecture Rooms located on the seventh floor have been set up to promote effective classroom learning and interaction.



### Audio-visual System

The facilities in the rooms are geared towards enhancing meaningful interaction between faculty and students. With adequate amplification, the rooms have their own smart board, DVD/VCR, projector and computer.

### IT Support

Student laptops will be programmed to readily access the Internet through the School's secure wireless network, which will provide students with immediate access to research materials and online journals. Wireless networking is available throughout both floors of the School. The service is available to all staff and students of the Mohammed Bin Rashid School of Government, using a MBRSG academic password or, alternately, a MBRSG administrative password. Other categories of users are welcome to use the wireless network.

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# 15. MANAGEMENT,

## ADMINISTRATIVE STAFF, FACULTY AND RESEARCHERS

### Administration

#### Office of the Executive President

**Dr. Ali Sebaa AlMarri**, Executive President

**Rasha Sleiman**, Executive Assistant

**Dr. Bassem Mohammed Younes**, Director, Strategic Alliance

### Academic Affairs

**Dr. Rob Bateman**, Associate Dean for Academic Affairs

**Dr. Wayne F. James**, Director of Student Affairs

**Dr. Mohammad Habibur Rahman**, Associate Professor

**Dr. Aziza Zemrani**, Associate Professor

**Dr. Ahmed Badran**, Assistant Professor

**Dr. Saskia Van Genugten**, Assistant Professor

**Hamid Saeed**, Library Manager and Acting Registrar

**Nawal Mohammed**, Admissions Officer

**Immanuel Azaad Moonesar**, Research Coordinator

### Executive Education

**Aisha Al Shamsi**, Acting Director, Executive Education Programs

**Hana Al Kash**, Open Enrollment Programs Manager

**Amal Anwar Elsis**, Executive Education Programs Officer

**Houreya Mohamed**, Executive Education Officer

**Kaltham Al Falasi**, Executive Education Programs Officer

### Corporate Communications

**Mohammed Al Khatib**, Director of Public Relations and Marketing

**Aisha Thani**, Senior Manager, Public Affairs and Events

**Heba Shaaban**, Acting Publications Manager

**Salha Juma Bu-Kattara**, E-marketing and communication

**Priyanka Barua**, Events Coordinator

### Support Services

**Esam Dukhan**, Senior Financial Controller

**Ahsan Ali Akhter**, Senior Accountant and Acting Operations Manager

**Lokesh Rao**, Senior Accountant

**Khadeeja Bawazeer**, Front Office Administrator

**Rodel Pabico**, Lead ICT Officer

**Jay April Sajul**, IT System Administrator (Blackboard)

**Dalya Farouq**, HR Coordinator

**Masood Hilal**, Public Relations Officer

### Strategy and Development

**Aisha Zayed**, Director of Strategy and Development

**Asma Khalifa Al Hosani**, Institutional Effectiveness Specialist

**Alaa Atallah Othman**, Strategy Specialist

### Research and Advisory

**Fadi Salem**, Director of the Governance and Innovation Program and Fellow

**Ghalia Gargani**, Acting Director of the Gender and Public Policy Program

**Mhamed Biygautane**, Researcher, The Public Management Program

**Racha Mourtada**, Research Associate, The Governance and Innovation Program

**Sarah Raouf Shaer**, Research Officer, The Governance and Innovation Program



# 16. BOARD OF TRUSTEES

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**HE Dr. Anwar Mohammed Gargash (Chairman of the Board of Trustees)**  
Minister of State for Foreign Affairs and Federal National Council Affairs

**Members of the Board of Trustees**  
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Minister of Economy

**HE Sheikha Lubna Al Qasimi**  
Minister of Development and International Cooperation

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Shaping the Future**



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SCHOOL OF GOVERNMENT