



مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT



GRADUATE ACADEMIC CATALOG

2017 - 2018



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His Highness Sheikh Mohammed bin Rashid Al Maktoum
Vice President and Prime Minister of the United Arab Emirates and
Ruler of Dubai

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Welcome Message from the Executive President



With increased access to vast amounts of knowledge, and with the cultural openness and technological advancements of the twenty-first century, the world has become a small village where the politics and economies of states affect one another. Dubai is no exception with the city's name becoming synonymous with globalization. It is with this in mind that Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. By preparing, qualifying and empowering tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world, our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process.

Since its establishment in 2005 under the name Dubai School of Government, the School has proved its importance as a unique role model for academic institutions. The School works in close partnership with UAE government departments, combining applied research, training and education programs, and provides a platform for knowledge exchange.

Collaborative efforts have enabled MBRSG to become the first research and teaching institution focused on governance and public policy in the Arab world. In this context, the School has taken on the task of disseminating the UAE's exceptional experience in governance and implementing the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

It gives me great pleasure to invite and welcome you to familiarize yourselves with the School's diverse portfolio of knowledge sharing sessions and academic programs. As prospective students, the School will endeavor to provide you with career relevant qualifications and to support and encourage you to develop the knowledge and skills necessary to enable you, and the School, to strive to build a brighter future for the UAE and the Arab region.

H.E. Dr. Ali Sebaa Al Marri
Executive President
Mohammed Bin Rashid School of Government

Board of Trustees



HE Humaid Mohammed Obaid Al Qatami, (Chairman)
Chairman of the Board and Director General of the Dubai
Health Authority



HE Ahmed Bin Byat, (Vice-Chairman)
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Creative Clusters Authority



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Secretary General of the Executive Council of Dubai



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Authority for Government
Human Resources (FAHR)



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Mohammed Bin Rashid Al Maktoum



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MBRSG Administration

Office of the Executive President

Dr. Ali Sebaa Al Marri
Executive President

Rasha Sleiman,
Manager- Executive
President's Office

Houreya Almarzooqi
Administration Officer
Executive President
Office

Department of Institutional Effectiveness

Aisha Al Ali
Director of Institutional
Effectiveness

Asma Al Hosani
Institutional
Effectiveness Specialist

Strategy and Development

Maryam Abdulrab
Coordinator Strategy
and Development

Planning and Project Management

To be advised

Public Relations Officer

Masood Hilal
Public Relations
Officer

Dean

Professor Raed
Awamleh
Dean

Roqaya Faramarzy
Dean's Office
Coordinator

Academic Affairs

Dr Racquel Warner
Acting Director of
Academic Affairs and
Assistant Professor of
Education Policy.

Faculty Affairs and Registrar

Dr. Guy Burton
Assistant Professor in
Politics and
International Relations

Dr. Mona Mostafa El
Sholkamy
Assistant Professor in
Public Policy and
Administration

Dr. Scott Fargher
Associate Professor in
Economics

Dr. Immanuel Azaad
Moonesar R.D.
Assistant Professor in
Health Services
Leadership.

Dr. Mohammad
Habibur Rahman
Associate Professor in
Public Administration.

Nawal Akram
Admissions and
Programs Relations
Manager

Kieran Ross
Registrar

Student Affairs

Hayathem Shukri
Manager of Student
Affairs

Library

Hamid Saeed
Library Manager

Research and Advisory

Fadi Salem
Director Research and
Advisory

Tara Fischbach
Associate Researcher

Mohamed Alansari
Associate Researcher

Lama Zakzak
Associate Researcher

Sarah Shaer
Research Officer

Engy Osman
Research Assistant

Amal Anwar Elsis
Research Officer

**Executive
Education
Programs**

Aisha Al Shamsi
Director of Executive
Education Programs

Kaltham Al Falasi
Executive Education
Programs Officer

Maryam Al Falahi
Executive Education
Programs Officer

Amani Mohamed
Executive Education
Coordinator

Muhammad Hussain
Executive Education
Officer

**Business
Development
Department**

Nadeya Kamali
Director of Business
Development

Sarah Talib
Strategic Alliances and
Business Development
Manager

Dana Mahmoud
Coordinator Business
Development

**Corporate
Communications**

Mohammed Al Khatib
Director of Public
Relations & Marketing

Saleha Bu- Kattara
Communications and
E-Marketing Manager

Yusra Alagha
Corporate
Communication
Coordinator

Priyanka Barua
Events Coordinator

Marouen Ghezal
Multimedia Officer

Marwah Alantali
Publication Officer

Shuaib Kunnoth
Programmer

**Corporate Support
Services**

Mazna Ahmad Hafiz
Director of Corporate
Support Services

Financial Affairs

Esam Dukhan
Senior Financial
Controller

Ahsan Ali Akhter
Senior
Accountant\Acting
Operations Manager

Salman Mehdi
Accountant

Ahmad Abu Amarah
Accountant

Human Resources

Dalya Faroug
HR Coordinator

**Information
Technology**

Anthony Bartolo
IT Officer

Khursheeda Khattak
IT Officer

**Administrative
Affairs**

Mohammed Al Badi
Administrative Affairs
Coordinator

Khadeeja Bawazeer
Front Office
Administrator

Saleh Ladad
Service Assistance

Derick Pereira
Office Assistant

Gir Bahadur Aryal
Office Support

Bhim Kumar Adhikari
Security

Bhawan Basnet
Security

Dhan Bahadur
Security

Ngana Raj Pande
Security

Mohammed Shahzad
Driver

**Emirates Centre
for Government
Knowledge**

Amani Zeidan
Consultant

Wissam Dabit
Consultant

MBRSG Directory

Department	Telephone	E-Mail
Administrative Affairs	(+971 4) 3175 569	mohammed.albadi@mbrsg.ac.ae
Admissions and Program Relations	(+971 4) 3175 548	nawal.akram@mbrsg.ac.ae
Financial Affairs	(+971 4) 3175 515	esam.dukhan@mbrsg.ac.ae
Information Technology	(+971 4) 3175 648	anthony.bartolo@mbrsg.ac.ae
Institutional Effectiveness	(+971 4) 3175 516	aisha.alali@mbrsg.ac.ae
Library	(+971 4) 3175 546	hamid.saeed@mbrsg.ac.ae
Reception	(+971 4) 3175 500	khadeeja.bawazeer@mbrsg.ac.ae
Registrar	(+971 4) 3175 612	kieran.ross@mbrsg.ac.ae
Student Affairs	(+971 4) 3175 645	hayathem.shukri@mbrsg.ac.ae
Security	(+971 4) 3175 514	

Disclaimer

The Mohammed Bin Rashid School of Government has taken due care and diligence to ensure all information provided in the Graduate Academic Catalogue 2017/18 is correct at the time of publication. The Mohammed Bin Rashid School of Government regularly reviews **all** of its policies, procedures and services; therefore, the information contained in this Graduate Academic Catalogue 2017/18 is subject to change without notice. Please refer to the Mohammed Bin Rashid School of Government website at: www.mbrsg.ae for further information.

Students are responsible for adherence to the most up-to-date policies, procedures and academic regulations. It is important to iterate that Graduation Completion Requirements may change during the period of your study; based on requirements and/or approvals related to Licensure and Accreditation with the Commission for Academic Accreditation under the auspices of the Ministry of Education in the United Arab Emirates. Please seek clarification from the Registrar or Director of Academic Affairs in order to clarify any academic related issues you may have.

Academic Calendar 2017-2018: Fall Semester 2017

MBRSG Graduate Programmes*

SEMESTER 1 – FALL 2017		
August 2017	Sunday 20 th – Wednesday 30 th	Registration Period (commences)
	Friday 25 th – Wednesday 30 th	Returning to Learning Program & Foundation Course for Research Methods in Public Policy (<i>Exact Dates & Times to be Confirmed</i>)
	Thursday 31 st	Arafat Day*
September 2017	Friday 1 st - Monday 4 th	Eid Al Adha Holidays**
	Tuesday 5 th – Wednesday 13 th	Registration Period (continued)
	Thursday 14 th – Saturday 16 th	Returning to Learning Program (<i>All New Students -Times to be Confirmed</i>)
	Sunday 17 th – Wednesday 27 th	Registration Period (continued)
	Thursday 21 st	Al Hijri - Islamic New Year Holiday**
	Thursday 28 th – Saturday 30 th	Fall Semester Commences for EMPA (1503 & 1504) and MIM (712 & 714) students. First Day of Classes, First Day to Add/Drop Modules
	October 2017	Sunday 1 st
Thursday 5 th – Saturday 7 th		Intensive Teaching - EMPA (1502 & 1505) and MIM (711) students.
Thursday 12 th – Saturday 14 th		Intensive Teaching - EMPA (1501 & 1507) and MIM (713) students. Foundation Course in Research Methods for Public Policy – (MIM)
Sunday 15 th		Last Day to Add/Drop Modules for All Programs (without financial penalty) – Except EMPA1506
Thursday 12 th – Saturday 14 th		Intensive Teaching - EMPA1506 students.
Sunday 22 nd		Last Day to Add/Drop EMPA1506 (without financial penalty)
Sunday 22 nd – Thursday 26 th		Program Review Week – (New Students Survey)
November 2017	Thursday 16 th	Deadline to withdraw from a Module without a Grade Penalty (4:30pm)
	Friday 17 th – Saturday 18 th	Intensive Teaching - EMPA (1503 & 1504) and MIM (712 & 714) students.
	Friday 24 th – Saturday 25 th	Intensive Teaching - EMPA (1501 & 1505) and MIM (711) students.
	Thursday 30 th	Commemoration Day and Prophet Mohammad's Birthday Holiday**
December 2017	Saturday 02 nd – Sunday 03 rd	UAE National Day Holiday
	Friday 8 th – Saturday 9 th	Intensive Teaching - EMPA (1502 & 1507) and MIM (713) students. Foundation Course in Research Methods for Public Policy – (MIM)
	Sunday 10 th – Thursday 14 th	Module Review Week - (Student Survey)
	Friday 15 th – Saturday 16 th	Intensive Teaching - EMPA1506 students.
	Thursday 21 st	Last day of Classes for MPA and MPP Programs ∞
	Sunday 24 th - Sunday 31 st	Independent Study Week (<i>All Programs</i>)
January 2018	Monday 01 st	Gregorian Calendar New Year's Holiday
	Monday 01 st - Thursday 4 th	Independent Study Week (<i>All Programs</i>)
	Saturday 06 th - Saturday 13 th	Examination Period (<i>All Programs</i>)
	Sunday 14 th	Commencement of Semester Break (Students)
	Sunday 21 st	Exam Board, Progression Board and Award Board Meetings
	Monday 22 nd	Declaration of Grades & Awards (Graduates) – Fall Semester
	Tuesday 23 rd	Declaration of Progression Board Decisions – Fall Semester
February 2018	Saturday 3 rd – Saturday 10 th	RESIT/DEFERRAL Examination Period (<i>All Programs</i>)
	Thursday 15 th	Reassessment – Coursework Submission Due – Fall Semester
	Thursday 22 nd	Exam Board, Progression Board and Award Board Meetings (Resits)
	Sunday 25 th	Declaration of Reassessment Grades, Awards & Progression Results – Fall Semester

Independent Study Week	**	<i>Islamic Holidays are subject to confirmation</i>
	∞	<i>Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.</i>
		<i>Period when formal classes cease. Students undertake directed independent learning</i>

* For students undertaking study in the 2017/2018 Academic Year.

Academic Calendar 2017-2018: Spring Semester 2018

MBRSG Graduate Programmes*

SEMESTER 2 – SPRING 2018		
February 2018	Sunday 4 th – Wednesday 28 th	Registration Period (commences) New & Continuing Students
	Friday 16 th – Wednesday 28 th	Returning to Learning Program & Foundation Course for Research Methods in Public Policy (<i>Exact Dates & Times to be Confirmed</i>)
March 2018	Thursday 1 st - Saturday 3 rd	Spring Semester Commences for EMPA (1501 & 1504 and Dissertation) and MIM (711 & 714) students. First Day of Classes, First Day to Add/Drop Modules
	Sunday 4 th	Spring Semester Commences for MPA and MPP students – First Day of Classes, First Day to Add/Drop Modules
	Thursday 8 th - Saturday 10 th	Intensive Teaching - EMPA (1502 & 1505) and MIM (712 & 715) students.
	Thursday 15 th - Saturday 17 th	Intensive Teaching - EMPA (1503 & 1506) and MIM (713 & 716) students.
	Sunday 18 th	Last Day to Add/Drop Modules for All Programs (without financial penalty)
	Sunday 25 th - Thursday 29 th	Program Review Week – (New Students Survey)
April 2018	Friday 13 th	Isra Wal Meraj Holiday**
	Thursday 19 th	Deadline to withdraw from a Module without a Grade Penalty (4:30pm)
	Friday 20 th - Saturday 21 st	Intensive Teaching - EMPA (1501 & 1504) and MIM (711 & 714) students.
	Friday 27 th - Saturday 28 th	Intensive Teaching - EMPA (1502 & 1505) and MIM (712 & 715) students.
May 2018	Friday 4 th - Saturday 5 th	Intensive Teaching - EMPA (1503 & 1506) and MIM (713 & 716) students.
	Sunday 13 th - Thursday 17 th	Module Review Week - (Student Survey)
	Thursday 24 th	Last day of Classes for MPA and MPP Programs ∞
	Sunday 27 th – Thursday 31 st	Independent Study Week (<i>All Programs</i>)
June 2018	Saturday 02 nd – Saturday 09 th	Examination Period (<i>All Programs</i>)
	Sunday 10 th	Commencement of Semester Break (Students)
	Wednesday 13 th – Monday 18 th	Eid Al Fitr Holidays**
	Sunday 24 th	Exam Board, Progression Board and Award Board Meetings
	Monday 25 th	Declaration of Grades, Awards (Graduates) & Progression Results – Spring Semester
July 2018	Saturday 07 th – Saturday 14 th	RESIT/DEFERRAL Examination Period (<i>All Programs</i>)
	Thursday 19 th	Reassessment – Coursework Submission Due – Spring Semester
	Wednesday 25 th	Exam Board, Progression Board and Award Board Meetings
	Thursday 26 th	Declaration of Reassessment Grades, Awards (Graduates) & Progression Results – Spring Semester
Independent Study Week	**	<i>Islamic Holidays are subject to confirmation</i>
	∞	<i>Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.</i>
		<i>Period when formal classes cease. Students undertake directed independent learning</i>

* For students undertaking study in the 2017/2018 Academic Year.

Section 1 Welcome to the MBRSG

MBRSG History and Profile

The Mohammed Bin Rashid School of Government (MBRSG) was established in 2005 as Dubai School of Government under Decree No.(6) of 2005 superseded by Law No.(3) of 2012 repealing all other legislations contrary with said Law. On 11 August 2013, the School's name, Dubai School of Government was changed to Mohammed Bin Rashid School of Government by Law No.(6) of 2013 issued by Dubai Government.

Under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai; the School was the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and build future leaders through an integrated system offering education and training programs, as well as research and studies.

More than 200 students have undertaken a graduate program of study with the Mohammed Bin Rashid School of Government and over 110 students have graduated. Our Graduates have secured employment and promotion across various government departments and within the private sector also.

Graduate Program(s)

The MBRSG suite of accredited graduate program(s) of study are noted below:

- Executive Master of Public Administration (English)
- Executive Master of Public Administration (Arabic)
- Master of Innovation Management
- Master of Public Administration (MPA)
- Master of Public Policy
- Master of Public Policy (Social Policy)
- Master of Public Policy (Education)
- Master of Public Policy (Health)
- Master of Public Policy (Sustainable Development)
- Master of Public Policy (Science and Technology Policy)
- Postgraduate Diploma in Public Administration
- Postgraduate Diploma in Public Administration (Arabic)
- Postgraduate Diploma in Innovation Management
- Postgraduate Diploma in Public Policy
- Postgraduate Diploma in Public Policy (Social Policy)
- Postgraduate Diploma in Public Policy (Education)
- Postgraduate Diploma in Public Policy (Health)
- Postgraduate Diploma in Public Policy (Sustainable Development)
- Postgraduate Diploma in Public Policy (Science and Technology Policy)

Faculty Profile

Faculty employed with Mohammed Bin Rashid School of Government have a mix of local and international teaching experience, well-respected research profiles, business and/or industry experience and excellent teaching skills. MBRSG Faculty foster an excellent teaching and learning environment to enable students to receive a quality learning experience during their studies at the Mohammed Bin Rashid School of Government.

Please refer to the School website at <http://www.mbrsg.ae/HOME/ABOUT-US/Faculty-Researchers.aspx> for more information concerning our faculty or to Section 7 of this Catalog for a listing of faculty and their terminal qualification.

MBRSG Vision, Mission, Goals and Guiding Principles

The Mohammad Bin Rashid School of Government (MBRSG) has clearly articulated Vision and Mission statements; which guide the future development of the School. MBRSG's strategic planning documents clearly outline relevant goals and objectives in specific and measurable terms for the strategic planning period up to 2018.

As noted in the Executive President's Welcome Message, to this Graduate Academic Catalog, H.E. Dr. Ali Sebaa Al Marri clearly sets the context within which the development of the MBRSG strategic plan takes place:

“The Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. By preparing, qualifying and empowering tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world, our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process.”

MBRSG has therefore developed an integrated system of strategic plans to develop and promote education, research and training programs aligned with the vision of the UAE's leaders (i.e. UAE Vision 2021 and Dubai Plan 2021).

MBRSG adopts a Balanced Scorecard approach to measure performance (in respect of the customer, process, financial and learning and growth) against desired goals and outcomes across three (3) strategic themes for the period 2014-2018. These themes being; (1) Students and Trainees, (2) Government Entities and (3) Society.

The Strategy Map, on the following page, encapsulates the MBRSG approach to achieving its mission and vision, through focusing on the three (3) strategic themes to promote learning and growth in the UAE and the Arab World, consistent with the School's espoused values.

The key tenets underlying the Mohammed Bin Rashid School of Government strategic plans can be highlighted as follows:

Vision

The Vision for Mohammed Bin Rashid School of Government is to become a
“World pioneer in applied knowledge of government administration”

Mission

The Mission for Mohammed Bin Rashid School of Government is to develop and provide a

“Knowledge platform for producing applied research, disseminating best practice and empowering leaders & policy makers”



Focus: Strategic Themes

THEME ONE:

STUDENT AND TRAINEES: Shape the future of public services by educating potential leaders.

THEME TWO:

ENTITIES: Invest in regional capabilities to deliver intelligent services and enhance knowledge sharing.

THEME THREE:

SOCIETY: Equip the Government decision makers with knowledge to lead socio-economic development through research.

Outcomes:

The Mohammed Bin Rashid School of Government will measure the success of its strategic planning initiatives across four (4) key areas, which focus on; the Customer, the Process, Financial and Learning and Growth. Significant achievements in respect of graduate students, research publications, events and training are anticipated.

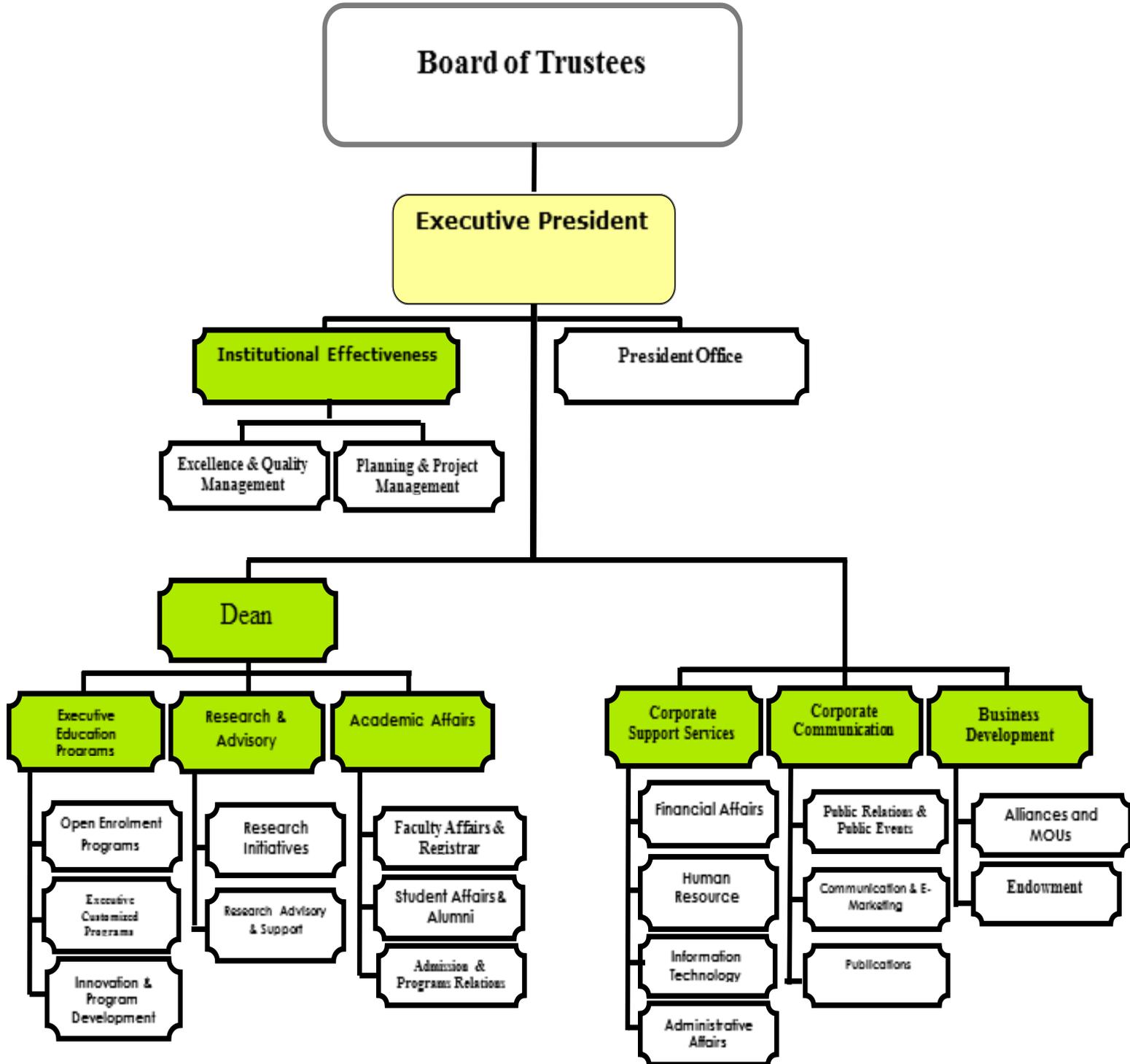
Values

The way in which the Mohammed Bin Rashid School of Government conducts its operations are reflected in its espoused values. The core values underpinning all staff interactions with our key stakeholders include:

- Integrity – demonstrated by ownership, honesty, commitment and fairness
- Teamwork – demonstrated by collaboration, support, responding and breaking barriers
- Professionalism – demonstrated by development, result-oriented, taking responsibility and respect
- Performance Excellence – demonstrated by clear vision, quality and efficiency, satisfaction and positive energy and creativity.
- Transparency – demonstrated by clear communication, openness, engagement and knowledge sharing
- Successful Partnership – as demonstrated by connectivity, clear expectation and consideration
- Contribution to Society – demonstrated by social engagement, supporting good governance, serving decision-makers and awareness.

The Mohammed Bin Rashid School of Government is committed to achieving its vision and mission and we look forward to you, our prospective students, joining us and being an integral part of and contributor to the future success of the School going forward.

MBRSG Organisational Chart



Community Engagement and Cooperative Relationships

The Mohammed Bin Rashid School of Government (MBRSG), as a research and teaching institution, has a primary focus on governance and public policy development in the Arab world. Due to the school's non-traditional structure and enviable position, MBRSG is well placed to exploit and develop close ties with Dubai Government entities and other key stakeholder groups including multinational organization and influential employers in both the public and private sectors.

The Mohammed Bin Rashid School of Government continues to develop and maintain a range of long-term strategic partnerships with other public policy relevant educational institutions and think tanks not only regionally but also globally. Such strategic partnerships with key policy actors formalises alliances between the enterprises and supports strategic, knowledge based and financial support to the research initiatives of the School.

MBRSG strategic partnerships evolve around the following key relationships: International Affiliations, Academic Affiliations, Knowledge Partners and Sponsors

International Affiliations

These agreements serve to facilitate the exchange of faculty and students, creating internship opportunities, enhance joint research, promote conferences and stimulate a creative learning environment with an international perspective aimed at sharing progress and developing knowledge.

Academic Affiliations

Are formal relationships which centre on the development and delivery of joint programs and shared curricula.

Knowledge Partners

Here the school strives to collaborate with internationally respected and received institutions with whom MBRSG can jointly develops new and customized program, research topics and share speakers and experts in the field.

Key components of the MBRSG Community Engagement and Employer Engagement plans include, our External Advisory Board and the Community Engagement Committee. Our internal departments such as Business Development and Strategic Alliances and Corporate Communications contribute significantly to the development and implementation of such plans. Academic Affairs, and Student Affairs lead such efforts with active participation from other stakeholders including faculty and employer networks and our Alumni. Such relationships inform research, the teaching and learning process, the development of curriculum and new graduate programs.

MBRSG's position as a government institution gives it unique access to government and industry partners across various sectors. MBRSG's business operations involve collaboration with several government entities for research purposes and executive education training programs. Key entities including the Prime Minister's Office, Dubai

Executive Council, Dubai Municipality, Dubai Health Authority, Dubai Government Human Resources Department, Police, Road and Transport Authority, and Dubai Electricity and Water Authority are amongst our top level stakeholders. We also have significant relationships and understandings with several local and international firms including; CISCO, SAP, and Du. We regularly provide our stakeholders with training, consulting, and research services. This results in the school building long-term sustainable relationships with vital entities in the public and private sector.

In terms of emphasizing community and employer engagement from our graduate students perspective, opportunities for engagement are demonstrated in the following areas:

Innovation Week

The MBRSG will host an “Innovation Week” with the support of our school’s faculty and research members. The school will encourage students to work on current challenges within the employer’s organization. Industry associates will be invited to our campus and discuss with our students the details and complexity of the challenges and students will then work in groups on innovative solutions to these problems and present them on the last day of the week to the employer.

Employers and MBRSG faculty will assess the project and provide the students with feedback on their creativity and problem solving skills.

Career Fair

The MBRSG will be inviting employers, students and alumni to an annual MBRSG career fair which will be held on campus. This initiative will actively engage employers with our students and they will be able to explore our school’s talents.

Workshops/seminars will be held prior to the career fair for students with sessions focused on CV writing, interview skills, and wider career/employability trends.

Field Trips

Field visits to industries within both the public and private sectors (may also include international destinations) will be organized for our students and alumni. They will be granted the opportunity to visit selected firms to observe and learn from best practice.

Dissertation Presentations

Dissertations are an integral part of all of our Master programs. Our unique programs along with the fact that the large majority of our students are employed, there exists an opportunity to make all dissertations focused of real life problems/challenges that are experienced by employers. Involving employers with these projects from day one is a joint responsibility of students and school. The school will invite employers and industry specialists to attend a yearly event organized by the academic team to showcase students’ dissertations. Students will be provided with feedback and insight from professionals on their work.

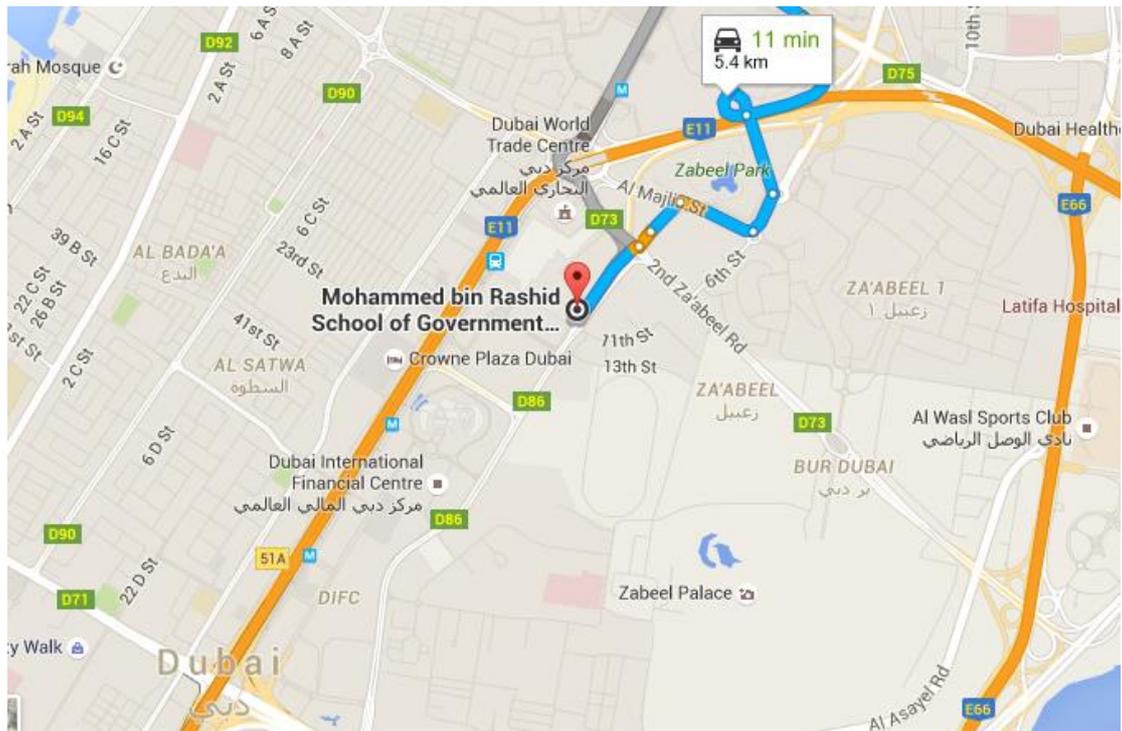
MBRSG Accreditation and Licensure Statement

The Mohammed Bin Rashid School of Government, located in the Emirate of Dubai, has officially been licensed by the Ministry of Education, of the United Arab Emirates, to award degree/qualifications in higher education, since 2005.

Section 2 MBRSG Campus Life

Campus Location

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 and Resources

The Mohammed Bin Rashid School of Government provides students with access to various facilities, services and resources whilst studying at MBRSG. These facilities, services and resources are in addition to those available to students and members of the public that are provided in the Dubai World Trade Centre Complex itself.

The Mohammed Bin Rashid School of Government provides the following facilities and resources which are available to students on the 7th and 13th floors of the Convention Tower.

Facilities - 7th Floor	Facilities - 13th Floor
Main Lecture Rooms	Executive Conference Room
Library	Main Auditorium
Student Development Lounge	Breakout Rooms (3)
Male, Female and Special Needs Restrooms	Male, Female and Special Needs Restrooms
Faculty and Research Offices	Majilis
Printing & photocopying	Multipurpose Room
Female Prayer Room	Administrative Offices
	Staff and Faculty Pantry

Seventh (7th) Floor

- Main Lecture Rooms
- Library
- Student Development Lounge
- Male, Female and Handicapped Restrooms
- Faculty and Research Offices
- Printing Facility
- Office of the Dean
- Academic Affairs Department
- Office of Student Affairs and Alumni
- Office of Admissions and Program Relations
- Office of Faculty Affairs and Registrar
- Administrative and Research Advisory Offices
- Staff and Student Pantry

Thirteenth (13th) Floor

- Office of the Executive President
- 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 Student Pantry

A brief description of the key facilities are provided as follows:

Main Auditorium

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

Three breakout rooms are equipped with High Definition Screens that enable 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 equipment.

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

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

- Audio-visual Equipment in Break-out Rooms

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 equipment.

Conference Room

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 in Conference Room

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.

Majilis

The ambience of the Majilis 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.

Lecture Rooms

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

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. More information regarding the Library can be found in this Catalog under the Student Educational Services Section and on the MBRSG website at <http://www.mbrsg.ae/HOME/Library/Library.aspx>

IT Support

The Information Technology Department provides a safe, secure and reliable suite of IT services that supports teaching and learning, research and library services to enable students to study effectively. More information regarding the IT Support available can be found in this Catalog under the Student Educational Services Section or by contacting the IT Department on (+971 4) 3175 648.

Student Educational Services

The Mohammed Bin Rashid School of Government is committed to providing an excellent education infrastructure and support services to enable students to study and learn effectively.

In this Section key educational services available to students in respect of Information Technology Services, Library Services, Student Affairs, Admissions and Program Relations, Faculty Affairs and Registrar and Student Affairs and Alumni.

Information Technology Services

The Information Technology (IT) Team will provide services to enable students to access and use MBRSG's electronic resources and services. The IT Team is responsible for maintaining all applications, software (i.e. SPSS), systems, networks, and technical capabilities across the School. This includes access to Wi Fi, video-conferencing conferencing, telephone services and voicemail. They will ensure internal data systems security and provide technical expertise to effectively manage the MBRSG website and its design and contents. The IT Team will provide technical support for the needs of students, faculty and employees. Support will also be provided for the Blackboard system (online learning) and offer technical support to develop educational material and solve computer problems.

New students upon enrolling in their graduate program of study should contact the IT Team to enable laptop access to 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. The Information Technology Team will be available to assist students with any technology related issues by contacting them on (+971 4) 3175 648.

Library

The Library is situated on the Seventh (7th) Floor and provides a range of resources and services to help students undertake effective research and develop their information literacy skills. The Manager of the Library is responsible for providing digital services, research support, borrowing and lending privileges and library membership for students enrolled in a graduate degree program.

The Library makes available to students access to various electronic subscriptions (databases and journal articles) for printing and downloading (subject to copyright provisions).

The Librarian is responsible for the development of the library collection (hard copy and electronic resources) to support our graduate program(s). Student requests to acquire books and recommendations for subscription to academic journals are welcomed and will be assessed accordingly.

Students currently have access to over 6000 books in the Library collection. The collection is focused on key subject areas related to public policy and public administration. Some of the main subject areas are:

- Public Policy
- Public Administration
- Electronic Government
- Public Finance & Economics
- Ethics in Public administration
- Research Methods
- Political Science
- Leadership
- Human Resource Management
- Organizational Behavior
- Knowledge Management
- Middle Eastern Studies

Online Access to Journals and Databases

Access to the School Library databases is based on IP authentication. All MBRSG registered library users have unlimited access on the campus network including the wi-fi. Students should contact the librarian for individual user ID and Passwords to access these resources remotely or through your mobile devices.

Library Services:

The Library provides the following services for enrolled students studying at MBRSG:

Open Learning Resources

The library is equipped with latest computers providing access to the Internet, Microsoft Applications, and Statistical Databases. These computers are connected to the central printing services.

Reference and Lending Services

Library provides active reference and lending services during operating hours. Readers are encouraged to consult the librarian to locate the desired material and lending books.

Inter-Library Cooperation

If a particular article or research paper is not found in our subscribed databases, the library can acquire it through its inter-library lending network. Please forward your inquiries on document delivery services to the librarian. Your request will be responded to within 24 hours.

Information Literacy Skills Enhancement Program

Library has an active information literacy skills enhancement program. The program enables students to improve their information literacy skills for lifelong learning. It helps them find, evaluate, and use the needed information effectively. The Manager of Library Services facilitates the Information Literacy Skills Enhancement Program and can be contacted via e-mail at hamid.saeed@mbrsg.ac.ae for further information and assistance

Lending Privileges

Students may borrow a total of six (6) books at any time for a maximum loan period of two (2) weeks each.

Lending Rules

- Users must produce a valid MBRSG ID card to borrow books
- Periodicals, current and back issues, are not to be issued
- Reference books cannot be borrowed and taken out of the library
- A user may renew a book if it is not requested by any other user
- A fine of 1.00 AED per day will be imposed if an item is not returned by the due date.
- Lost or damaged material will have to be paid by the user

General Library Rules

- All users are expected to observe silence and keep their mobiles in silent mode so that other readers do not feel distracted.
- Copyright laws will be strictly observed in respect to students making photocopies of any materials.

Student Affairs and Alumni

The Manager of Student Affairs offers services to current students of MBRSG and our graduates (Alumni). The remit of the Manager of Student Affairs concerning current students is essentially a pastoral care role. Should students need any support they should contact the Manager of Student Affairs for either direct assistance or referral assistance particularly in respect of health, counseling, study support or careers services.

The Manager of Student Affairs will help organize and encourage student involvement in curricular and non-curricular related activities. This may include involving students in community service, field trips, and experimental education opportunities, which link their learning with community related services to enhance their skills and enrich their educational experience.

The Manager of Student Affairs will also provide help to international students to adapt culturally and academically to life in the UAE and to their graduate studies. This will normally occur as part of the Return to Learning (Orientation) Program and evaluated in the New Student Experience (enrolment) Survey.

Once a student has graduated from the Mohammed Bin Rashid School of Government, they become our Alumni and are considered Ambassadors to build and promote the reputation and graduate programs of MBRSG. The Manager of Student Affairs is responsible for leveraging and developing our Alumni Association to provide services concerned with seminars, conferences and professional support to facilitate networking and career development opportunities.

Admissions and Program Relations

The first point of contact a prospective student is likely to have with the Mohammed Bin Rashid School of Government is with the Manager of Admissions and Program Relations. The Manager of Admissions and Program Relations provides all relevant services and support to enable a student to find information in relation to a graduate program of study and then guide them through the Admission Process.

The key responsibilities of the Manager of Admissions and Program Relations include

- Managing all aspects of students' admission
- Evaluating the admission credentials of each graduate applicant and determine the admission eligibility furthermore to inform the students of their admission status.
- Ensuring that all new students meet the admissions requirements of MBRSG in accordance with those stipulated by the CAA standards.
- Create, managing and securing the student file (hard and electronic) with all relevant documentation necessary to make an accurate admission determination.
- Liaising with various government departments and other sectors to promote and market MBRSG academic programs
- Disseminating information and responding to prospective students queries about the academic programs and about the admission requirements.
- Accurately publishing official information about graduate programs offered at MBRSG.
- Attracting international students, to enrich students' experience and to enhance the School reputation globally.

Faculty Affairs and Registrar

Once you have accepted an Offer Letter of Admission by completing the online Acceptance Form to secure your place in a graduate program of study at the Mohammed Bin Rashid School of Government; your next point of contact for support will be with the Registrar.

The Registrar will guide you through the online process of enrolment during the enrolment (registration) period each semester. The Registrar will confirm that you have:

- (a) been enrolled in a specific Module or Modules of study in the upcoming academic semester, and
- (b) paid the relevant tuition fees.

Students may not attend class until they have formally enrolled in their Module(s)

Throughout your studies, the Registrar will assist you with any queries or concerns you have in regard to any non-classroom related queries you have in regard to your graduate program of study. This will include clarification of the application of relevant policies or procedures and your rights and responsibilities in relation to such policies. In regard to academic issues a graduate students first point of contact is likely to be their Module Leader or their Academic Advisor.

The services that the Registrar can provide graduate students with include, but are not limited to:

- Providing academic information and internal awareness in accordance with the established procedures and policies.
- Updating and collecting relevant data from faculty and/or the relevant Board's in relation to Module Handbooks, grading rubric's, student grades and Module files.
- Ensuring that the educational process and the delivery of lectures are conducted according to the approved academic schedule, and to issue and publish academic timetables.
- Managing, updating and maintaining students' official records in accordance with all regulatory requirements
- Updating and reviewing students' records, grades and related academic decisions and ascertain eligibility to continue or to graduate.
- Issuing transcripts and letters of permission.
- Verifying academic standing and follow up the completion of studies.
- Arranging graduation. (i.e. follow up on graduation procedures, final grades and certificates, and graduation robes etc.).
- Preparing, publishing, and updating the Student Handbook detailing all degree requirements and School regulations.
- Providing formal written confirmation and notification to students (either in hard copy and/or electronic format) in relation to academic performance (grades, progression, achievement of awards), academic integrity or misconduct, student appeals based on academic grievance or mitigating circumstances, or any other such student related issue based on direction from the Executive President, the Dean, the Director of Academic Affairs and/or relevant School Board, Committee or Council.

Student Experience

The Mohammed Bin Rashid School of Government (MBRSG) is committed to providing excellence in research, teaching and learning across all graduate program(s) of study. Our graduates are our ambassadors, upon which we build our academic reputation, and many, do and will, lead and actively contribute to the development of public policy in Dubai and the UAE over the years to come. To this end, MBRSG has instituted a comprehensive framework of 'action and review' to provide an excellent and holistic student study experience. The student experience is governed in accordance with a comprehensive set of policies and procedures.

These are available to all students, to ensure transparency and consistency in the decision-making processes within the School.

The Department of Institutional Effectiveness collects and reports on relevant statistical data to measure student satisfaction and to guide continuous improvement in the School's core teaching and service provision activities.

MBRSG has developed numerous activities to ensure students admitted to a graduate program of study have every opportunity to reach their potential and successfully complete their studies.

MBRSG recognizes that many graduate applicants may have had a significant break between completing their undergraduate studies and enrolling in a graduate program. The MBRSG Return to Learning (Orientation) program, together with an optional series of educational enrichment workshops and the Foundation Course for Research Methods in Public Policy (ASM001) have been developed to enable students to successfully integrate into graduate level studies.

Academic Advisors and our Student Support Services will help graduate students plan their program of study and address any academic and/or non academic issues students are facing during their program of study.

MBRSG collects a wide variety of statistical information for internal and regulatory purposes; which provide an indication as to student performance, achievement and satisfaction and therefore their graduate student experience. From an academic perspective, MBRSG is continuously looking to drive best practices to enhance; student retention, progression, overall average grades, pass and graduation rates year on year. MBRSG undertakes numerous student surveys each year, throughout and after a students program of study to assess student satisfaction. Such surveys include the Return to Learning Survey, Program Survey, Module Survey, Student Experience Survey, Graduate Survey and Alumni Survey. Opportunities also exist for students to address any immediate academic or non-academic issues they may be experiencing either by contacting the Manager of Admissions and Program Relations, Registrar, Manager of Student Affairs, their Academic Advisor, their Module Leader, their Program Leader, the Director of Academic Affairs or the Dean.

As a School focused on graduate level tuition, MBRSG realises that the majority of our students are likely to be working professionals endeavouring to balance work, study and family commitments. To this end, MBRSG does provide like-minded students the opportunity to form Clubs or Groups to enhance their overall graduate study experience. Information regarding the development of such Clubs or Groups can be obtained from the Manager of Student Affairs.

MBRSG understands that the core focus for a superior graduate student experience is the delivery and participation in a challenging and engaging teaching and learning environment. To this end, MBRSG has experienced and qualified faculty and provides a comfortable and technology enabled facilities and learning environment to enable all students to achieve their goals.

At MBRSG we look forward to working with you to provide an excellent student experience throughout your graduate program of study.

Section 3 Academic Policies, Procedures and Regulations

The Mohammed Bin Rashid School of Government has developed relevant policies and procedures to enable students studying in graduate programs to be admitted to, enrolled in and graduate from their chosen program of study.

All policies and procedures relevant to the operations of the Mohammed Bin Rashid School of Government are documented in the IE Policies and Procedures Manual. This Manual is maintained by the Department of Institutional Effectiveness. Academic relevant policies and procedures will be made available to students on the Student Management System, on Blackboard (virtual learning environment) from the Manager of Admissions and Program Relations or from the Registrar.

For the purposes of this Graduate Academic Catalog for the 2017/018 Academic year, specific policies and procedures in relation to Admissions, Tuition and Fees, Enrolment, Academic Integrity and Misconduct, Module Grades and Academic Standing, Student Appeals, Graduation and Program Completion will be outlined.

Section 4 General Information for Prospective and Current Graduate Students

Admission to Graduate Studies at MBRSG

The Mohammed Bin Rashid School of Government, in accordance with its mission and vision, seeks to develop and offer a range of graduate programs in order to prepare, qualify and empower tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world. Our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process. You will be advised, guided and taught by highly qualified faculty from across the world. We therefore invite you to familiarise yourself with our graduate program(s) and the admission process.

Graduate Programs of Study available at MBRSG

The Mohammed Bin Rashid School of Government currently offers graduate programs of study at the Masters level and various Postgraduate Diploma (Exit) awards. More detailed information in respect of each Master program and Postgraduate Diploma (Exit) awards are explained in Section 5 of this Catalog. The program and award titles and completion information are noted below:

Executive Master of Public Administration (EMPA) - English

To be awarded an Executive Master of Public Administration degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Administration (PgD)

The MBRSG Executive Master of Public Administration (EMPA) – English program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Administration (PgD) (Exit) award, which requires the completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Executive Master of Public Administration (EMPA) - Arabic

To be awarded an Executive Master of Public Administration (Arabic) degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Administration (PgD) - Arabic

The MBRSG Executive Master of Public Administration (EMPA) – Arabic program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Administration (PgD) (Exit) award, which requires the completion

of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Administration (MPA)

To be awarded a Master of Public Administration degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Administration (PgD)

No Postgraduate Diploma in Administration is offered as an Exit award from the Master of Public Administration degree program.

Master of Innovation Management (MIM)

To be awarded a Master of Innovation Management degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Innovation Management (PgD)

The MBRSG Master of Innovation Management program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Innovation Management (PgD) (Exit) award, which requires the completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (MPP)

To be awarded a Master of Public Policy degree, the program requires the successful completion of six (6) Modules (four core and two electives) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (PgD)

The MBRSG Master of Public Policy program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (PgD) (Exit) award, which requires the completion of six (6) Modules (four core and two electives) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (Social Policy)

To be awarded a Master of Public Policy (Social Policy) degree, the program requires the successful completion of six (6) Modules (four core and two concentration modules) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (Social Policy)

The MBRSG Master of Public Policy (Social Policy) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (Social Policy) (Exit) award, which requires the completion of six (6) Modules (four core and two concentration modules) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (Education)

To be awarded a Master of Public Policy (Education) degree, the program requires the successful completion of six (6) Modules (four core and two concentration modules) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (Social Policy)

The MBRSG Master of Public Policy (Education) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (Education) (Exit) award, which requires the completion of six (6) Modules (four core and two concentration modules) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (Health)

To be awarded a Master of Public Policy (Health) degree, the program requires the successful completion of six (6) Modules (four core and two concentration modules) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (Health)

The MBRSG Master of Public Policy (Health) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (Health) (Exit) award, which requires the completion of six (6) Modules (four core and two concentration modules) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (Sustainable Development)

To be awarded a Master of Public Policy (Sustainable Development) degree, the program requires the successful completion of six (6) Modules (four core and two concentration modules) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (Sustainable Development)

The MBRSG Master of Public Policy (Sustainable Development) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (Sustainable Development) (Exit) award, which requires the completion of six (6) Modules (four core and two concentration modules) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

Master of Public Policy (Science and Technology Policy)

To be awarded a Master of Public Policy (Science and Technology Policy) degree, the program requires the successful completion of six (6) Modules (four core and two concentration modules) and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

Postgraduate Diploma in Public Policy (Science and Technology Policy)

The MBRSG Master of Public Policy (Science and Technology Policy) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (Science and Technology Policy) (Exit) award, which requires the completion of six (6) Modules (four core and two concentration modules) totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

More comprehensive information for each graduate program is provided at Section 5 “Graduate Program Information” of this Academic Catalog.

Application for Admission Process

Contact Details for Admission

Admission to a graduate program of study at the Mohammed Bin Rashid School of Government is facilitated by the Manager of Admissions and Program Relations. Applicants should address all enquiries to:

Mohammed Bin Rashid School of Government
Admissions and Program Relations Office
Convention Tower, Level 7
P.O. Box 72229
Dubai, United Arab Emirates
Tel: +971-4-329-3290 / + 971-4-317-5548/ +971-4-317-5645
Fax: +971-4-329-3291
E:Mail: admissions@mbrsg.ac.ae

Admission Process

All applicants seeking admission to a graduate program of study must submit an Online Application for Admission using the MBRSG website at www.mbrsg.ae . The Apply Online Tab, relevant to the specific Academic Program of study the applicant wishes to apply to, details the terms and conditions of Admission, the documents required to be submitted as part of the Admission process and a (full or part-time) link to the Student Gateway (Quercus Student Management System). This link will enable an applicant to commence and complete the Online Application Process.

The application process for candidates wishing to apply for post-graduate programs at MBRSG will include, but not limited to, the following:

- Completion of the online Graduate Study Application Form using the link to the Student Management System.
- Provision of attested official university and college degrees and transcripts
- Provision of an Official standardized test score(s) documents for TOEFL or IELTS (*Not required for Executive Masters in Public Administration (Arabic) program*)
- Provision of their Curriculum Vitae
- Provision of an essay to demonstrate your reason for wanting to study in the program (see the Online Application Form for further details)

- Provision of two (2) individual, sealed reference letters (see Online Application Form)
- Confirmation that the relevant work experience requirement has been satisfied (minimum of three (3) years for MPA, MIM and MPP programs and a minimum of five (5) years for EMPA (English or Arabic) programs).
- Provision of a Passport copy with two passport-size photos.

Applicants must satisfy both the general MBRSG requirements for graduate admission and/or any graduate program-specific admission criteria. The Manager of Admissions and Program Relations, or if circumstances require, the Director of Academic Affairs, will determine if the applicant meets the School requirements for graduate admission. The Manager of Admissions and Program Relations will notify the applicant of the School's decision as to whether to admit the applicant to a graduate program of study or not and the reason(s) for the decision.

Applications for Admission Timeframes and Deadlines

Applicants should submit the required documents and complete the online Application for Admission process by the due date in order to be eligible to for Admission to a graduate program of study for the upcoming semester. Deadline date(s) for Admission each semester are detailed on the Academic Program pages specific to each graduate program which are published on the School website: www.mbrsg.ae

Deadlines for Applications for Admission at MBRSG for the 2017/2018 Academic Year:

- **Fall Semester 2017/2018**
September 27th 2017.
- **Spring Semester 2017/2018**
February 28th 2018.

Acceptance of late applications for admission to a graduate program of study at MBRSG will be determined at the discretion of the Director of Academic Affairs.

International students are advised to contact the Manager Admission and Program Relations to check on any additional requirements.

Acceptance of late applications for admission to a graduate program of study at the Mohammed Bin Rashid School of Government will be determined at the discretion of the Director of Academic Affairs.

International Student Applications or Applicants with International Qualifications

International applicants (students living outside the UAE), and students who are graduates from higher education institutions located outside the UAE, as part of their application for admission process, are required to complete the online Application for Admission Form and provide all supporting documents to the Manager of Admissions and Program Relations by the following dates:

- **Fall Semester 2017/2018**
September 1st 2017.
- **Spring Semester 2017/2018**
February 1st 2018.

Acceptance of late applications for admission to a graduate program of study at the Mohammed Bin Rashid School of Government will be determined at the discretion of the Director of Academic Affairs.

International applicants and applicants with degree certificates from higher education institutions outside the UAE, are required to present an equivalency of their degree certificates from the UAE Ministry of Education located in Abu Dhabi, UAE. This necessitates that applicants prepare and attest all the required documents before leaving their home country or the country they have graduated from.

For details on the attestation and equivalency processes, contact the Manager of Admissions and Program Relations. Admitted international students who need visas for the UAE should submit the visa application form (available upon request from the Manager of Admissions and Program Relations) at least two months prior to commencement of classes.

MBRSG Requirements for Graduate Admission

MBRSG seeks candidates who are highly motivated, outward looking, open to new ideas, and able to share insights from their own work experience. Applicants will be evaluated on academic preparation and the depth and quality of experience, as demonstrated by work history, references, and the applicant's essays.

Full Admission

As specified in the Graduate Admissions Criteria Policy (P-REG-101), applicants should satisfy the following general admissions criteria for full admission to a Graduate program of study at MBRSG. Potential applicants are advised to refer to the work experience requirements for the specific graduate program they wish to apply to.

General Admission Requirements:

1. Completion of a four-year Bachelor's degree from an institution recognized by the Ministry of Education with an overall GPA of at least 3.00 (on a 4.0 scale) or its established equivalent.
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Education.
3. Attained a Minimum TOEFL Score of 550 on the paper-based test or an equivalent score on the Internet-based Test of 79-80 or an equivalent score on the computer-based Test of 213 or an Academic IELTS examination score of 6.0.
4. Meet the Work Experience Requirement for the relevant graduate program as detailed in the following Table:

Program	Work Experience
Executive Master of Public Administration (English)	Minimum of five years of experience
Executive Master of Public Administration (Arabic)	Minimum of five years of experience
Master of Public Policy	Minimum of three years of experience
Master of Innovation Management	Minimum of three years of experience
Master in Public Administration	Minimum of three years of experience
Additional Requirements:	
<ul style="list-style-type: none"> • The work experience is in addition to the general admission requirements detailed in the Graduate Admissions Criteria Policy (P REG 101). • No English Proficiency is required for EMPA (Arabic) program. • MIM and MPP students must also demonstrate proficiency in basic statistics and research methods 	

Conditional Admission

As specified in the Graduate Admissions Criteria Policy (P REG 101), applicants should satisfy the following admissions criteria for conditional admission to a Graduate program. Conditional Admission may be granted based on a GPA grade and/or English Language proficiency requirement.

General Conditional Admission Requirements – Low GPA

To be considered for conditional admission under the low GPA provisions an applicant must have:

1. Completion of a four-year Bachelor's degree in a relevant field of study, from an institution recognized by the UAE Ministry of Education with an overall GPA between 2.35 and 2.99 on a 4.0 scale or its established equivalent.
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Education.
3. Applicants must have attained a Minimum TOEFL Score of 550 on the paper-based test or an equivalent score on the Internet-based Test of 79-80 or an equivalent score on the computer-based Test of 213 or an Academic IELTS examination score of 6.0.
4. Met the relevant work experience requirements (see Table above).

Conditional Admission – English Language Proficiency Requirements

To be considered for conditional admission under the English Language Proficiency provisions an applicant:

1. Must have completed a four-year Bachelor's degree from an institution recognized by the Ministry of Higher Education and Scientific Research with an overall GPA of at least 3.00 (on a 4.0 scale) or its established equivalent.
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Education.
3. Applicants will be expected to have a minimum of three (3) years of relevant work experience (five years for Executive MPA (English) program), but an individual may be accepted with less government experience since the award of a relevant first degree earned with a GPA of at least 3.50.
4. Have a TOEFL score of 530 (197 CBT, 71 iBT) or an IELTS (Academic) score of 5.5 or its equivalent on another standardized test approved by the Commission.

Students granted conditional admission under the English Language Proficiency provisions must achieve a minimum score of 550 on the TOEFL Test or 6.0 on the IELTS test before the end of the first semester of enrolment. This must be verified by submitting official attested documents (transcripts) before the end of the first semester of enrolment.

Conditional Admission Requirements – Additional Requirements

Students applying for conditional entry admission may be interviewed by the Admissions Committee. The Committee will then provide an explanation of their reasons for recommending or not recommending an applicant. The recommendation will be kept in the student admission file.

Students granted conditional admission may also be required to participate in a preparatory and/or Foundation course. Students applying for conditional admission to a graduate program of study, on the basis of not having demonstrated proficiency in basic statistics and research methods in their prior tertiary studies (i.e. passing an undergraduate university level subject in statistics and/or research methods), will be required to take the “Foundation Course for Research Methods in Public Policy” (ASM001) during their first semester of academic study.

Conditional Admission Requirements – Enrolment Restrictions

Students admitted on conditional basis to a graduate program of study may take no more than one (1) Module (20 CATS credits) of coursework in the first semester. The student must achieve an average grade of at least (B) Pass with Merit. Upon achievement of this provision, and confirmation by the Progression Board, the student's admission status will no longer be considered as conditional. If the student does not obtain the minimum average grade of at least (B) Pass with Merit, he or she may be dismissed from the program. This will be determined by the Progression Board.

The Chair of the Progression Board may use their discretion to determine whether students, who achieve a grade within three (3) marks, of a grade (B) Pass with Merit can continue in their program of study.

The Chair of the Progression Board may use their discretion to determine whether students, who achieve a grade (D) Pass but do not achieve a grade (B) Pass with Merit, may be given the opportunity to repeat the Module (once).

The progress of conditional students will be monitored by the Director of Academic Affairs, who will lead a review of the performance of each conditional entry student as part of Progression Board Meetings.

Students will not be allowed to progress to the second semester subject to satisfying the provisional conditions as noted in Graduate Admissions Criteria Policy (P-REG-101).

The Registrar will notify students, in writing, at the end of the first semester of study of their admission status. This will occur within seven (7) days of official grades being released by the Examination Board and of decisions made by the Progression Board. Student file records will be updated to reflect the decision.

Restricted Enrolment based on Proficiency in Basic Statistics and Research Methods

Students admitted to a graduate program of study but have not demonstrated proficiency in basic statistics and research methods in their prior tertiary studies (i.e. passing an undergraduate university level subject in statistics and/or research methods), will be required to take the *Foundation Course for Research Methods in Public Policy* during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one (1) Module (a maximum of twenty (20 CATS) credits) in addition to the Foundation Course for Research Methods in Public Policy (ASM001), in their first academic semester.

Preparatory Courses: Returning to Learning (Orientation)

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. All new postgraduate students are required to attend.

The Return to Learning Program Structure and Schedule is provided in the following Table:

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MPA, MPP and MIM students). Commences 23rd September 2017 for (EMPA-Arabic students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MPA, MPP and MIM students). Commences 24th February 2018 for (EMPA-Arabic students).

Visa

The Mohammed Bin Rashid School of Government has a Student Visa Issuance Policy (P-REG-104) outlining the provisions for prospective students to obtain a visa for study purposes. In order to apply for a student visa, the graduate student must be enrolled in a full time program of study.

The Visa application process can only commence once a student has submitted all relevant forms, paid appropriate fees and accepted an unconditional offer of admission to commence studies in their nominated program. Student visa applications are subject to approval by the UAE's Immigration Department. Students who have a visa application rejected will not be able to undertake their graduate program of study with MBRSG.

Visa Compliance and Cancellation

Students studying under an MBRSG visa must comply with all relevant School policies and procedures. Failure to do so may lead to cancellation of the visa. A student visa may be cancelled under the following provisions as specified in the Student Visa Issuance Policy (P-REG-104), including, but not limited to;

- When a student wishes to terminate his/her studies prior to the expiry of the visa
- Graduating students' visas will be cancelled following the Graduation committee's confirmation of the students' eligibility to graduate.
- Failure to maintain the relevant study load in any given session for the program for which the student is enrolled.
- Failure to maintain the attendance requirements as outlined in the Student Attendance Policy (P-REG-107);
- A student has outstanding fees or late payment charges as per the Student Payment Guide (P-ACD-126).
- A student who fails to meet the minimum rate of progress requirements as per the Student Academic Progress Policy (P-REG-105) for the program for which they are enrolled;
- A student has been expelled or excluded from MBRSG for either academic or non-academic reasons;
- A student has been convicted of a criminal offence where the MBRSG deems expulsion from the School is warranted;
- A student is found to be violating the Visa Sponsorship policy and / or not abiding by the MBRSG rules and regulations;
- A student does not apply for a Leave of Absence before taking a semester off.
- A student fails to respond to requests to contact the Visa Officer regarding any issues relating to a student's visa status.
- A student visa may be cancelled under any other circumstance (not covered above) that MBRSG, at its discretion, deems appropriate.

Health Insurance

All visa sponsored students must have valid medical insurance which is either private or through MBRSG's preferred provider. Health insurance will become valid following the medical examination and final stamping of a student's visa. Students will be required to renew either their private or MBRSG's health insurance prior to the expiry date of their visa and/or the process for the extension of the visa.

Transfer of Credits and Advanced Standing

The Mohammed Bin Rashid School of Government (MBRSG) does not currently allow students seeking admission to a graduate program of study the ability to transfer credits, have prior learning recognized or provide for advanced standing to be counted towards CATS Credits in the graduate program of study they are applying for.

All students applying for admission to a graduate program of study will therefore be required to complete the full program requirements of 180 CATS credits. Students seeking Re-Admission to a graduate program of study at MBRSG may have previous credits recognized in accordance with the Graduate Re-Admission Criteria Policy (P-REG-102).

Re-Admission to a Graduate Program of Study at MBRSG

The Mohammed Bin Rashid School of Government has provisions in place, as per the Graduate Re-Admission Criteria Policy (P-REG-102) to readmit students to a graduate program of Study. A student can only be readmitted once to the same degree program.

Readmission will only apply to previously admitted and enrolled students who:

- a. have voluntarily withdrawn from a graduate degree program, who were in good academic standard and good financial standing with the School at the time of their voluntary withdrawal.

To be eligible for re-admission the following criteria must be met and/or followed:

- A student can only be readmitted once to the same degree program.
- The student needs to include a letter with the readmission application stating how their circumstances have changed and why they now seek re-admission to the graduate program of study that they had previously withdrawn from. This letter will be taken into consideration by the Director of Academic Affairs for their formal confirmation.
- The student will have to follow the program structure and fulfill the module requirements of the program as they are at the time of readmission not as they were when s/he first joined this School.
- The fees for the program of study will be as they are at the time of readmission not as they were when s/he first joined the School. The fees can be reduced by a percentage proportional to the weight of the modules transferred relative to the total number of credits of the program, i.e. including the dissertation. An additional new registration/administration fee may be charged upon readmission. A student readmitted to this School under this policy is not eligible for any scholarship support through this School.
- Re-admitted students must complete their graduate program of study within the timeframe provisions detailed in the Graduate Program Duration Policy (P-REG-116).
- The program duration timeframe for a re-admitted student will be calculated as follows:
 - the length of the period from the start of the semester, in which the student initially enrolled in a course/module of study, until the start of the semester, in which withdrawal from the School was approved, **will be added to**
 - the length of the period from the start of the semester, upon re-admission, in which the student enrolled in a module of study up until the end of the semester in which they complete their graduate program of study requirements.
- Any cases that are not covered by the items above will be referred to the Director of Academic Affairs for their consideration and approval. Such decision(s) will thereafter become part of this policy on readmission.

Offer of Admission Letter and Acceptance of Offer

Students applying for admission to a graduate program of study with the Mohammed Bin Rashid School of Government will be issued with either an Offer Letter either confirming full, conditional or re –admission to a graduate program of study or with a Rejection Letter to advise them that their application to a graduate program of study was unsuccessful. An Offer Letter of Admission is valid only for the academic year specified in the Offer Letter.

Students who wish to accept their Letter of Offer for admission to a graduate program of study must do so on line using the Quercus Student Management System accessible via the Student Gateway on the MBRSG website (www.mbrsg.ac).

Deferment Request and Conditions

If an applicant has accepted an offer letter of admission and for some reason cannot join the School in the academic semester that admission was granted for, then a student can elect to defer their studies. In order to request a deferral, the student should submit a written request to the Registrar not later than two weeks after the commencement of semester. The School may permit deferment of admission for up to one year (two academic semesters). This must be noted and acknowledged by the Registrar and/or the Director of Academic Affairs. Admission for the following semester/year will depend on the availability of places and be determined by the Registrar and/or the Director of Academic Affairs. The School reserves the right to request further documentation at the end of the deferment period in accordance with the Graduate Admissions Criteria Policy (P-REG-101).

Falsified and Fraudulent Admission Documents

The Mohammed Bin Rashid School of Government reserves the right to take disciplinary action up to and including the revocation of admission or permanent dismissal if the School determines that information has been misrepresented or falsified documents have been submitted in support of an application for admission.

Tuition and Fees

The Mohammed Bin Rashid School of Government (MBRSG) has a Tuition Fee Policy (P-ACD-113) and a Student Payment Guide (P-ACD-126) which clearly state and establish the principles applicable to the payment of tuition fees for postgraduate study at MBRSG. Tuition fee rates apply to all accredited programs of study at MBRSG. The Student Payment Guide (P-ACD-126) details fee payment amounts and payment options across all MBRSG graduate programs of study.

The payment of fees is the responsibility of the student and, in the event of a student's sponsoring authority (if any) failing to make payment, the student will be held personally liable for payment.

MBRSG recognises that students have a variety of personal and financial circumstances, and sets and collects Fees and Charges with this in mind.

The MBRSG School Council sets the Tuition Fees payable for each and all graduate programs of study at the commencement of each academic year (Semester 1 – Fall).

Students must be in good financial standing with MBRSG throughout their period of study. 'Good financial standing' means not owing MBRSG money (tuition and/or other fees due and payable) other than with the written consent of the MBRSG.

The MBRSG Finance Team is responsible for the collection of any and all fees and charges payable by students.

Responsibility for Tuition and Fee Payment

Enrolment as a Postgraduate student at MBRSG is conditional upon all tuition fees being paid in advance of the academic year, or stage of the program for which the fees are due except:

- where the student has produced written evidence satisfactory to MBRSG that he/she is the holder of an award, scholarship or sponsorship which includes payment of fees
- in the case of self-financing students, where fees are being paid by approved instalments
- where the MBRSG Finance Team has exceptionally granted permission for payment to be delayed.

Students withdrawing from MBRSG, temporarily or permanently, or otherwise failing for any reason to complete a program of study, are required to contact the Registrar for further information about their fees liability.

MBRSG shall not be under any obligation to disregard any part of the fees due, or to return any sums paid by, or on behalf, of the student.

Students who are admitted to any MBRSG Master or Executive Master program but exit with an award of Postgraduate Diploma, are liable to pay the full tuition fee appropriate to six (6) taught Modules as detailed in the Student Payment Guide (P-ACD-126).

Students who are not in good financial standing may be subject to action by MBRSG, including withholding of MBRSG services, possible termination of enrolment being prevented from using MBRSG resources and being stopped from entering MBRSG buildings. Students whose studies are terminated are not permitted to finish their program of study, receive award certification or attend their graduation ceremony unless the debt is cleared in full and in a timely fashion. The debt they owe to the MBRSG remains outstanding irrespective of their Student status until cleared by the Student.

Program Tuition Fees 2017/2018 Academic Year

The Student Payment Guide (P-ACD-126) clearly explains the Tuition Fee payments due for each graduate program of study at MBRSG. The Student Payment Guide is available on the MBRSG website at:

<http://www.mbrsg.ae/HOME/PROGRAMS/Fees-and-Grants.aspx>

The Program fees for each graduate program at MBRSG in the 2017/2018 Academic year are provided in the Table below:

Academic Program	Fees Payable
Master of Public Administration (MPA)	120,000 AED
Master of Innovation Management (MIM)	120,000 AED
Master of Public Policy (MPP)	120,000 AED
Executive Master of Public Administration (Arabic) - (EMPA-	140,000 AED

Grant Availability towards Payment of Tuition Fees for 2017/2018

For the 2017/2018 Academic Year, the Mohammed Bin Rashid School of Government provides opportunities for students to receive three types of grants. If applicable, the grant amount(s) will be deducted from the total tuition fees payable for all postgraduate programs offered. Each grant is worth 10,000AED and are detailed as follows:

- Emirati National Grant: AED10,000 grant (deducted from total fees) to be offered to all Emirati Nationals who enroll.
- Working in Government Grant: AED10,000 grant (deducted from total fees) offered to all students who work in government full time. This includes all federal and local governments in the UAE.
- Institutional Grants: AED10,000 grant (deducted from total fees) offered to any student coming from an institution that sponsors five or more students.

The maximum total of grants that a student may be eligible for is 30,000AED for a graduate program of study.

Program Tuition Fees Payable Per Semester for Each Module based on Grant Entitlement.

Academic Program	Fees Payable Per Semester – Full Fee-Paying Student			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Innovation Management	13,334 AED	26,666 AED	40,000 AED	40,000 AED
Master of Public Policy	13,334 AED	26,666 AED	40,000 AED	40,000 AED
Executive Master of Public Administration	15,555 AED	31,111 AED	46,667 AED	46,667 AED

Academic Program	Fees Payable Per Semester – if Receive 10,000 AED Grant			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Innovation Management	12,222 AED	24,444 AED	36,666 AED	36,667 AED
Master of Public Policy	12,222 AED	24,444 AED	36,666 AED	36,667 AED
Executive Master of Public Administration	14,444 AED	28,888 AED	43,333 AED	43,334 AED

Academic Program	Fees Payable Per Semester – if Receive 20,000 AED Grant			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Innovation Management	11,111 AED	22,222 AED	33,333 AED	33,334 AED
Master of Public Policy	11,111 AED	22,222 AED	33,333 AED	33,334 AED
Executive Master of Public Administration	13,334 AED	26,666 AED	40,000 AED	40,000 AED

Academic Program	Fees Payable Per Semester – if Receive 30,000 AED Grant			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Innovation Management	10,000 AED	20,000 AED	30,000 AED	30,000 AED
Master of Public Policy	10,000 AED	20,000 AED	30,000 AED	30,000 AED
Executive Master of Public Administration	12,222 AED	24,444 AED	36,666 AED	36,667 AED

Tuition Fee Payment Installment Options

MBRSG expects all students to pay their full tuition fee payments, based on Modules enrolled in, prior to the commencement of each semester. MBRSG recognizes that in some instances this is not possible, therefore students may ask MBRSG for permission to pay Fees by installments. Where permission is granted, MBRSG will set up an authorized payment arrangement.

Authorised payment arrangements must be formalised by an agreement signed at enrolment or such later date as may be agreed by the Finance Team.

MBRSG will normally agree to a request to pay by installments through no more than six installments. Three installments is usually the preferred plan for instalments.

Authorised installment payment arrangements must be completed before the start of the relevant final academic assessment period in the academic year of the program of study.

MBRSG will not approve authorised installment payment arrangements for students who have not previously been in good financial standing.

For students who have an authorised three (3) payment Instalment Plan, the instalment plan is noted in the Table below:

MBRSG Tuition Fee Payment Installment Plan	
Prior to Start of Academic Semester	33% of Semester Tuition Fees payable
End of Week 6 of Academic Semester	33% of Semester Tuition Fees payable
End of Week 11 of Academic Semester	34% of Semester Tuition Fees payable

Late Payment Fee

MBRSG will charge a late payment fee of AED 500 on all tuition fees that are not paid by the due date. This includes those students who elect to pay their tuition fees by Installments; but do not make the payment before the due date of the relevant installment as determined by the Installment Plan.

Withdrawal and Refund of Tuition Fees

The Table below specifies the percentage of tuition fee refund payable to a student who withdraws from a Module of study during the academic semester. The refund percentage is based on the week during which a student withdraws.

Semester Week	Percentage Refund
Weeks 1 and 2 (Add / drop period)	100%
Week 3	75%
Week 4	50%
Week 5	25%
Week 6 and Beyond	0%

Please Note: For those students who formally withdraw from a Module as at the commencement of the eighth (8th) week of classes, or later, a grade of 'F' will be recorded on the academic transcript. Students are encouraged to speak with their Academic Advisor prior to withdrawing from a Module.

Sponsored Students

Students may ask the MBRSG to invoice external sponsors, such as employers or organisations directly. Students must provide, at or before the time of enrolment, an original letter (on official letterhead) from the sponsor confirming the amount and/or proportion of the Fees and charges being guaranteed by the sponsor. Any student who is unable to provide a letter from their sponsor will be liable for payment of their Fees

at the time of enrolment. In the event that a letter from a sponsor is provided at a later date, then any amount which has been paid by the student will be refunded to the extent that the Fees are to be paid by the sponsor.

Financial Hardship - Deferment of Payment of Tuition and Fees

Students admitted to and enrolled on a graduate program of study, should advise the Senior Financial Controller immediately, should any issues of financial hardship arise due to a change in circumstances. Individual cases of financial hardship will be assessed on their merits. The provision of documentary evidence to support claims of financial hardship will be required to be provided to enable a decision as to, whether or not, it is possible to defer payment of tuition and/or other outstanding fees. Decisions in regard to granting of financial hardship will be at the discretion of the MBRSG School Council. Students will be advised in writing of the decision.

Consequences of Failing to Pay Tuition Fees and Charges

In the event that a student misses a payment date for Fees, the student will be considered to be not in good financial standing, and may be subject to further action by MBRSG, including possible termination of enrolment.

Students who have defaulted upon an authorised payment arrangement will become immediately liable for full payment of the balance of their Fees and shall not normally be permitted to establish a new authorised payment arrangement.

Students whose enrolment is terminated will not be permitted to continue their program of study, receive an award certification or attend their graduation ceremony.

In cases of students experiencing unexpected and significant hardship, the Director of Corporate Support Services has the discretion to consider and agree special or exceptional payment arrangements.

MBRSG takes seriously any attempt to pay through illegal means and cases of fraud, use of counterfeit credit cards or other false payments may be reported to the police or other authorities.

Fee Schedule for Resit Referrals and Service Requests.

MBRSG will charge the following fees for services requested or provided as detailed in the below.

Service Request	Fee Payable
Each Resit Assessment or Referral granted	250AED
Letter from MBRSG (i.e. confirming enrollment and/or Exams etc.)	25AED
*Academic Transcript & Letter	75AED
**Replacement Testamur (Degree Certificate) (i.e. lost/destroyed)	250AED

*Students will be provided with one original Academic Transcript and Testamur (Degree Certificate), based on approval by the Exam Board and if awarded by the Award Board at the completion of their degree. Additional requests will incur a fee.

** MBRSG will only issue a ‘replacement’ Testamur (Degree Certificates) in English and/or Arabic if the original has been lost or destroyed. In such cases the student would need to sign a Declaration to this effect before a replacement can be issued. MBRSG would then be required to notify the Ministry of Education accordingly.

Fee Payments – Finance Team Contact Details

All tuition fee payments and installment inquiries should be directed to the MBRSG Finance Team. Their contact details are provided in the Table below:

Senior Financial Controller	Senior Accountant	Accountant
Mr. Esam Dukhan	Mr. Ahsan Akhter	Mr. Ahmad Abu Amarah
Phone: +9714-3175515	Phone: +9714-3175650	Phone: +9714-3175540
E-Mail: esam.dukhan@mbrsg.ac.ae	E-Mail: ahsan.akhter@mbrsg.ac.ae	E-Mail: ahmad.abuamarah@mbrsg.ac.ae
Mohammed Bin Rashid School of Government	Mohammed Bin Rashid School of Government	Mohammed Bin Rashid School of Government
Level 13, Convention Tower	Level 13, Convention Tower	Level 13, Convention Tower
P.O. Box 72229, Dubai, UAE.	P.O. Box 72229, Dubai, UAE.	P.O. Box 72229, Dubai, UAE.

Methods of Payment

- Cash
- *Cheques (returned check policy)
- **Bank Transfer
- Bank Draft

Cheque Payments

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

Bank Transfer

If you wish to pay fees via a bank transfer, please note the following bank details,

Beneficiary	Mohammed Bin Rashid School of Government
Bank Name	Mashreq Bank
Branch	Al Riqqa
Account #	03 - 93 - 10031 – 6
IBAN #	AE89 0330 0000 1039 3100 316
SWIFT#	BOMLAEAD

Fee Payment Enquiries

Students who have a concern about the accuracy of the Fees they are being charged, may present relevant evidence to support their concerns to the Registrar. The Registrar who will liaise with the Director of Corporate Support Services to review the students claims. The Registrar will advise the student, in writing, of the decision after review.

Scholarships and Financial Aid

Currently, the Mohammed Bin Rashid School of Government does not apply a formal Scholarship Policy in regard to providing scholarships for graduate students.

As noted at the Grant Availability Section above, MBRSG does provide grants for tuition fees depending upon the circumstances of admitted students to a graduate program of study.

Applicants may indicate when completing their online ‘Application for Admission’ Form their interest in financial aid and/or financial assistance. These prospective students, who have previously demonstrated exceptional academic ability and/or professional distinction, as determined by the Dean, will be considered for financial aid or a scholarship award. Scholarships and financial aid awards will be automatically deducted from the overall tuition costs for students who receive them; based on the discretion of the Dean.

Enrolment and Program Information

Upon confirmation of acceptance of an Offer of Admission to a graduate program of study at the Mohammed Bin Rashid School of Government, students must then formally enrol or register online, using the Student Gateway, in specific Module(s) within their program each academic semester.

Students should seek to confirm their enrolment with the Registrar, prior to the start of each academic semester. Students are able to formally enroll in Module(s) up to and including the end of Week 2 of semester.

Enrolment Deadlines for 2017/2018 Academic Year

The deadlines for enrolment during the 2017/2018 Academic year are as follows:

- Fall Semester 2017 – Sunday 22nd October 2017.
- Spring Semester 2017 – Sunday 18th March 2018.

Enrolment (Registration) Process

All new, continuing and returning students will need to complete an online Enrolment Form to select the Module(s) they wish to study in the upcoming academic semester. Students will be required to submit the online Enrolment Form using the Quercus Student Management System.

Students will be required to upload a Letter from their employer if they are employed (to confirm grant eligibility) and provide a Letter from their sponsor (if their sponsor will be paying their student tuition fees).

The Registrar will check the student enrolment details and e-mail the student to confirm enrolment in specific Modules for the relevant semester of study.

All students are encouraged to meet with their Academic Advisor prior to enrolment to confirm their program study plan. Students must be aware of their academic and financial standing prior to Enrolment. Enrolment may be restricted or not allowed based on decisions made by the Progression Board and whether all required tuition fees and other charges have been paid.

The Academic Timetable for the upcoming semester will be published online prior to the commencement of the Enrolment period. It will be available at the following link on the MBRSG website:

http://www.mbrsg.ae/HOME/PROGRAMS/MBRSG_Academic_Timetable_2017_2018.pdf

Students must register in a Module(s) prior to attending classes. It is the responsibility of the individual student to monitor his/her registration status, which must be confirmed by the Registrar.

New students are reminded that all documents required for finalizing their admission, particularly those indicated in the Offer Letter of Admission and Confirmation Form, are submitted to the Admissions Office before enrolment can commence.

Registration on behalf of another student or in proxy is not permitted.

Module Load

It is expected that full-time students will enrol in three (3) Modules per academic semester and that part-time students will enrol in two (2) Module each academic semester. Conditionally admitted students will be restricted to studying in one (1) Module in their first semester of study until the condition(s) is/are satisfied.

In order to enroll in three (3) Modules per academic semester; new students must have been offered full admission status and for current/existing students they must be in good academic standing.

Students under academic probation will be subject to restricted enrolment until they return to good academic standing.

Restricted Enrolment based on Conditional Admission

Conditionally admitted students are eligible to enrol in one (1) Module (a maximum of twenty (20 CATS) credits) in their first semester of study. These students may also enroll in the (not for credit) Foundation Course in Research Methods in Public Policy (ASM001).

Conditionally admitted students, should achieve a minimum of a B Grade (Pass with Merit) in their first Module/Semester of graduate study, and satisfy any other conditional admission requirements (i.e. English proficiency) to achieve Full Admission status. If the student does not obtain the minimum grade of (Pass with Merit) in their first Module of graduate study, or satisfy any other conditional admission requirements (i.e. English proficiency) the Progression Board may recommend their dismissal from the graduate program.

Restricted Enrolment based on Proficiency in Basic Statistics and Research Methods

Students admitted to a graduate program of study but have not demonstrated proficiency in basic statistics and research methods in their prior tertiary studies (i.e. passing an undergraduate university level subject in statistics and/or research methods), will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one (1) Module (a maximum of twenty (20 CATS) credits) in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester.

Good Academic Standing

The Module load for a full-time graduate student in good academic standing is two (3) Modules (60 CATS credits in total) per semester. The Director of Academic Affairs must, at their discretion, approve a student in good standing to enroll in three (3) Modules (60 CATS credits in total) per semester.

Academic Probation

Students who fail to maintain an overall average a B Grade (Pass with Merit), under the CATS credit system, in each semester of study, will be placed on probation, on the determination of the Progression Board, in accordance with the Student Academic Progress Policy (P-REG-105).

Students who are subject to academic probation under the provisions of the Student Academic Progress Policy are restricted to enrolling in one (1) Module (a maximum of twenty (20 CATS) credits) in a semester of study.

Students are generally only allowed to incur one academic probation status during their program of study. Students placed on academic probation may be allowed an extension of up to two semesters to improve their overall average grade with approval of the MBRSG Progression Board. The student will be removed from academic probation if and when the student's overall average grade (for the graduate program of study) meets a minimum of a B Grade (Pass with Merit), under the CATS credit system. If a student fails to meet the minimum overall grade of B (Pass with Merit) after a period of study under the Academic Probation restrictions, the Progression Board will determine that the student should be dismissed from their graduate program of study. The Registrar will notify the student, in writing, of the decision(s) of the Progression Board.

Return to Learning (Orientation) Program

Each new student admitted to a graduate program of study at MBRSG should attend the Return to Learning (Orientation) Program which is offered prior to the commencement of each academic semester.

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. All new postgraduate students are required to attend.

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MPA, MPP and MIM students). Commences 23rd September 2017 for (EMPA-Arabic students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MPA, MPP and MIM students). Commences 24th February 2018 for

(EMPA-Arabic students).

Add and Drop Module(s)

Students may be allowed to Add and/or Drop Module(s), subject to their academic status, at the beginning of every semester. The ‘add and drop’ period begins on the first day of class each semester. The duration of the ‘add and drop’ period is for the first two (2) weeks of the academic semester only, and the actual dates are published in the Academic Calendar for each semester/term, which is available on the MBRSG website at:

http://www.mbrsg.ae/HOME/PROGRAMS/MBRSG_Academic_Calendar_2017_2018.pdf

Module(s) dropped during the ‘add and drop’ period are not recorded on a student’s transcript. The semester tuition fee is recalculated in accordance with the provisions of the Student Payment Guide (P-ACD-126). Students interested in adding and/or dropping courses should first consult with their Academic Advisor, prior to notifying the Registrar.

Academic Advisor - Allocation

Academic Advising is an essential element of the educational process at the Mohammed Bin Rashid School of Government.

MBRSG mandates that all students will be allocated an Academic Advisor and that all students should meet with their Academic Advisor at least once each semester. Students are assigned academic advisors who help them in planning their program of study. However, students are responsible for selecting their Modules, meeting Module prerequisites and adhering to all current School policies, procedures and regulations. The Academic Advisor will provide guidance for the student in interpreting and fulfilling the requirements as specified in the School policies and procedures. Students are required to consult with their advisor on issues regarding degree requirements and prior to the commencement of the Dissertation Module.

More details in regards to Academic Advising is available in the Student Advisement Policy (P-SA-103) and at Section 4 below in this Academic Catalog.

Attendance and Lateness

Student attendance and participation in all scheduled classes is expected as it is essential to teaching and learning and academic success in a graduate program of study at MBRSG. Student Attendance requirements are stipulated in the Student Attendance Policy (P-REG-107) and specific attendance requirements relevant to each Module are clearly stated in each Module Handbook. Student Attendance is monitored and failure to abide by the attendance requirements may lead to warning letter(s) and/or administrative withdrawal from the Module(s).

Module Withdrawal

Students may withdraw from Module(s) without grade penalty by notifying the Registrar by e-mail. Students intending to withdraw from a Module must meet with their Academic Advisor prior to withdrawal being approved and confirmed.

Withdrawal from Modules(s) should occur no later than the end of the second (2nd) week of classes. If a student withdraws after the end of the second (2nd) week of classes up until the end of the seventh (7th) week of classes a grade of ‘W’ will be recorded on the transcript for the course from which the student has withdrawn. A ‘W’ grade does not impact the student’s overall average grade calculation. The semester tuition is not recalculated following Module withdrawal.

As of the commencement of the eighth (8th) week of classes a grade of ‘F’ will be recorded for those who withdraw from a Module. The student will receive 0% grade points (F grade) for the Module and this grade will be used in calculating the student’s cumulative average grade.

Students who do not drop or withdraw from Modules, for which they have enrolled, may be administratively withdrawn (as per the Student Attendance Policy (P-REG-107) or Tuition Fee Policy (P-ACD-113), which may render them ineligible for a tuition refund and may result in a grade of F being recorded on their Academic Transcript, once approved by the Exam Board.

If a student with a documented medical condition (e.g., operation, hospital stay, serious illness, etc.) is withdrawn from a Module after the established withdrawal deadline, the student may appeal the decision by completing and submitting the Special Circumstances Form to the Registrar with the appropriate original medical documents. The Registrar will verify the claims and seek approval from the Exam Board to approve the change of status from an ‘F’ to a ‘W’.

A student may not withdraw from a Module in which an allegation of a violation of academic integrity or misconduct has been made until the case has been reviewed and a decision has been made by the Board of Studies.

Students are fully responsible for dropping or withdrawing from Module(s) they are not attending prior to withdrawal by the School. In addition, the refund schedule outlined in the Student Payment Guide (P-ACD-126) and noted in the table below will apply.

Semester – Week	Percentage Refund
Weeks 1 and 2 (Add / drop period)	100%
Week 3	75%
Week 4	50%
Week 5	25%
Week 6 and Beyond	0%

Withdrawal from a Graduate Program of Study

Students seeking to withdraw from a graduate program of study at the Mohammed Bin Rashid School of Government must notify the Registrar by e-mail or in writing. Students intending to withdraw from their graduate program of study must meet with their Academic Advisor prior to withdrawal being approved and confirmed.

If complete withdrawal occurs during the ‘add and drop’ period (weeks one and two of an academic semester), the Module(s) are dropped and are not recorded in the student’s transcript. If withdrawal occurs after the end of the second (2nd) week of classes up until the end of the seventh (7th) week of classes a grade of ‘W’ will be recorded on the transcript for the Module(s) from which the student has withdrawn. A ‘W’ grade does not impact the student’s overall average grade calculation. As of the commencement of the eighth (8th) week of classes a grade of ‘F’ will be recorded for those who withdraw from a program of study. The student will receive 0% grade points (F grade) for each Module they were enrolled in and this will be used in calculating the student’s overall average grade.

In addition, the refund schedule outlined in the table below will apply.

Semester – Week	Percentage Refund
Weeks 1 and 2 (Add / drop period)	100%
Week 3	75%
Week 4	50%
Week 5	25%
Week 6 and Beyond	0%

Leave of Absence

Students are expected to maintain continuous enrollment (fall and spring semesters) until they complete their graduate program of study. However, in certain circumstances students may wish to apply for a Leave of Absence from their program of study in accordance with the provisions of the Deferral, Leave of Absence and Withdrawal Policy provisions detailed in the Enrolment Policy (P-REG-110).

Leave of Absence: Up to Two Semesters

A graduate student may take up to two semesters off for a Deferral (prior to commencing a program of study) or for a Leave of Absence (during a program of study) from graduate studies as per the provisions detailed in the Enrolment Policy (P-REG-110).

Students must apply in writing for a Deferral or Leave of Absence to the Registrar. The Director of Academic Affairs will determine whether such requests are granted or not.

Reactivation of the student’s record is automatic; however, students must submit an online Form to the Registrar one month prior to registration in the upcoming semester for which they intend to resume their program of study.

Graduate students who were on probation prior to interrupting their program of study must have their online application for re-enrolment approved by the Director of Academic Affairs.

Leave of Absence: Longer than Two Semesters

Graduate students who were granted a Deferral or Leave of Absence from their graduate program of study but are absent for more than two consecutive semesters will be withdrawn from their program of study. Such students, must submit a new application for admission to the Admissions Office as per the provisions detailed in the Graduate Re-Admissions Criteria Policy (P-REG-102).

Students who were previously on probation, or who were academically dismissed and who have been away longer than two consecutive semesters, must seek approval from the Director of Academic Affairs for a determination as to whether or not readmission will be allowed.

Leave of Absence: National Service

In accordance with the Graduate Program Completion Policy (P-REG-116), for the purposes of calculating program duration timeframes, periods of leave of absence for National Service or Military Service are not to be included. Leave of absence for National Service and Military Service, therefore, may be granted for more than two (2) academic semesters.

Module Information

Module Code

Every Module in each graduate program of study offered by the School is represented by a three or four -letter prefix followed by a three or four-digit number indicating the level of the Module content.

Program and Module Credits

MBRSG has made a strategic decision to use the widely accepted Credit Accumulation and Transfer Scheme (CATS) to specify each of its Graduate programs. With the wider acceptability and ability to transfer credit(s), CATS provides an advantage to students who may wish to undertake further study either in the UAE or abroad. All graduate programs and the associated Modules are valued in CATS credits and are detailed in the Module and Academic Credit Points Policy (P-ACD-128). A Master Degree requires successful completion of 180 CATS Credits, where as a Postgraduate Diploma requires successful completion of 120 CATS Credits. Each taught Module within a graduate program of study is worth 20 CATS Credits. The Dissertation Module is worth 60 CATS Credits.

Each CATS Credit represents a workload expectation in order to achieve the required teaching and learning outcomes and successfully complete a graduate degree program. The Table below highlights the expected notional hours of study allocated for each Cats Credit across a Master's program of study. For each CATS credit, ten hours of study is expected. This includes actual teaching contact hours, directed study hours and independent study hours.

CATS Credits (Notional Hours)				
CATS Credit	180 CATS Credits	Teaching Contact and Directed Study 900	Independent Study 900	Total Study Hours 1800
		900	900	1800

Module Descriptions and Module Handbooks

Program Information specific to each graduate program of study offered at the Mohammed Bin Rashid School of Government (MBRSG) are detailed in Section 5 of this Academic Catalog and on the School website at www.mbrsg.ae

Individual Module Descriptions for each Module, within a graduate program of study offered at MBRSG, are listed at Section 5 of this Academic Catalog and on the university website at www.mbrsg.ae

Module Handbooks are produced for each Module on offer each academic semester. The Module Handbook provides information including; Module title and Module code; prerequisites (if any) and co-requisites (if any); name, contact information and office hours of the instructor; Module description; Module teaching and learning outcomes; Module schedule; all assessments and due dates; assessment methods and the weights assigned to them, reading material and Module textbooks and recommended reading materials. Module Handbooks will be uploaded to the Blackboard (virtual learning environment).

Module Prerequisites and Co-requisites

During a graduate program of study, specific Modules may require a minimum background of knowledge; as indicated by prerequisite Modules (which must be studied first). In some instances specific Modules may be able to be studied together and these Modules are indicated as co-requisite Modules. Prerequisite and co-requisite Modules will be cited in individual Module descriptions.

Modules for which a grade below B (Merit) was awarded may not satisfy prerequisite requirements and therefore may adversely impact a student's progression throughout a graduate program of study.

Module Offerings and the Academic Timetable

Modules are offered at the discretion of the Director of Academic Affairs, who is responsible for managing all graduate programs at the Mohammed Bin Rashid School of Government. Students should check with the Registrar and their Academic Advisor as to when (which academic semester) Module(s) will likely be offered as this will impact the student's individual program study plan.

To accommodate graduate student work schedules, some graduate programs may schedule teaching over the weekend. For details on Module offerings please refer to the Academic Timetable which will be released prior to the start of each academic semester and available from the Registrar and also on the School website at: http://www.mbrsg.ae/HOME/PROGRAMS/MBRSG_Academic_Timetable_2017_20



[18.pdf](#)

Academic Advising

MBRSG is fully committed to ensuring that its students successfully complete their chosen program of study and wherever possible do not leave prematurely without obtaining an appropriate qualification. To ensure that students have a positive experience at MBRSG, academic advice and support is available throughout their program.

Academic advising is recognized as a crucial and valuable activity within the School, with the core tenet being to provide the best advice possible to graduate students. Such advice should, as noted above, enhance student retention, progression and achievement.

Advising is primarily directed towards the academic program of the student. However, some advising can include non-academic recommendations, such as referrals to other services according to the needs of the student. Some aspects of academic advice also involve various administrative tasks. All academic advice must comply with MBRSG policies and procedures.

At the commencement of the first semester of study, each new student is required to attend the Return to Learning (orientation) program at MBRSG. The Return to Learning Program details the expectations of student study, and provides a clear introduction to each of the modules of study, along with a library introduction, and enables the meeting all members of faculty and representatives of the management team.

Early in the first semester of enrolment, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and counsel students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. For more specific advice, the student affairs manager will attempt to deal with the matter in the first instance, however, if the issue is not able to be resolved in this way, it will be passed to the Director of Academic Affairs. The advisors who are directly involved with student support and performance are:

- Personal Faculty mentor
- Module Leader
- Dissertation/Project Supervisor
- Director of Academic Affairs

MBRSG recognizes that attendance and participation at and during class timings is important to successfully completing a program of graduate study. Students who do not make the requisite attendances to classes are reminded by email. This is precautionary, and ensures that the students are able to retrieve the situation without penalty. The Academic Advisor will also meet with students in these circumstances to reduce the possibility of students, failing to meet the attendance requirements, of being reported to the Board of Studies. Any cessations of studies due to non-attendance is reported to the Exam Board for a decision on the grade to be awarded.

The main aims of MBRSG advising services are to:

- Enable students to become more dependent on themselves in solving their own problems efficiently, helping them develop their own personal skills
- Follow up on students who exhibit low levels of achievement in order to identify causes and raise student motivation to learn, improve achievement and overcome problems.

In accordance with the abovementioned aims, MBRSG academic advisors, will provide comprehensive and accurate advice to students in accordance with the following tenets;

- *collaborative* (advice will be given in a respectful manner and relevant consultation will be sought to ensure completeness of information and advice),
- *consistent* (advice will be in accordance with relevant policies and regulations and be equitable and fair across all students),
- *communicative* (advisors will provide timely, complete and understandable advice), accessible (advisors will be available at convenient and appropriate times to facilitate advice),
- *representative* (advisors will be experienced, engaged and active in the student experience during their program of studies) and
- *student-centred* (advisors will provide information in the best interests of students to enable them to become independent and resourceful learners).

Student Records

The Mohammad Bin Rashid School of Government, as an educational services provider, has relevant policies and procedures in place to record, maintain and secure data and information provided by applicants, current students and past students. In recording and maintaining this information, the School will adopt appropriate standards with regard to information security and confidentiality accordingly.

Custody of Records

Admission and Program Affairs staff and Faculty Affairs and Registration staff are responsible for creating and maintaining the accuracy and currency of the student records in physical form and digitally through the Academic Record Management System (ARMS). MBRSG is currently implementing a new (Cloud-Based) Student Management System known as Quercus. Data Migration from the ARMS system to the Quercus system will occur during the Fall Semester 2017. In addition to the retention, archiving and destruction of administrative records related to the student in accordance with school approved procedures.

All students are responsible for providing and maintaining accurate personal information and details of his/her sponsor to the school. The student must also provide written consent for his/her personal and academic information to be released thought-out the duration of his/her enrollment in the School to any sponsor, person or organization with whom the student has contractual or legal obligation or where the student is authorizing someone on his/her behalf to collect information.

All transcripts and other documents students submit from other institutions at the time of admission or later are the property of the Mohammad Bin Rashid School of Government, and, as such, are part of the student record that is under the custody of the School.

Student Privacy - Rights

The School protects students' rights and privacy and will not release any educational records or any other information personally identifying student without the student's signed dated written permission. However, in circumstances within the extent of UAE federal and local laws, the School may be required to provide student information to the relevant authority. MBRSG will apply with such laws and requests accordingly.

All students have the right to inspect, review and be provided with copies of his/her academic information. Students also have the right to rectify personal and academic information where he/she believes that to be inaccurate.

For further information on students' records, please check with the Registrar and/or refer to the Student Records Policy (P-REG-111).

Academic Transcripts

The Registrar maintains and updates the academic records of all students who are enrolled at the Mohammed Bin Rashid School of Government. The permanent record reflecting the academic grades of each student throughout his/her entire study period at the School is referred to as the academic transcript.

At the end of every semester, after the Exam Board, Progression Board and Award Board have met, the Registrar updates the academic transcripts of the students who were enrolled in Module(s) within a graduate program of study for that semester. Students will be notified in writing of their academic performance for the relevant academic semester and by accessing the (online) Student Management System.

Those students who are not in good academic standing as per the Student Academic Progress Policy (P-REG-105), will be notified in writing by the Registrar. For further details on academic standing, please refer to Academic Standing Section of this Academic Catalog

Students may request a copy of his /her unofficial Academic transcript at any time from the Registrar. An Official transcript will be provided once a written (or electronic) request signed by the student has been received. No official transcript may be issued or handed over to any party other than concerned student without his/her signed assent. All official transcripts will be signed by the Registrar and the appropriate designee of the school. Such signatures will be registered with the Commission for Academic Accreditation in the UAE. This will ensure that academic transcripts will be recognized outside the School, before being released to the student or to the third party authorized by student to receive the document. A nominal fee applies for Transcript requests. The School will only issue complete transcripts, not parts of the student record. An explanation of the School's grading system is included in the Grades and Academic Standing Section within this Academic Catalog.

Records on Academic Integrity and Misconduct Violations

The Mohammed Bin Rashid School of Government takes cases relating to academic integrity and misconduct very seriously. The Board of Studies is responsible for determining any penalties which should be applied for such cases in accordance with the Academic Integrity and Misconduct Policy (P-ACD-118).

MBRSG will record violations of academic integrity and misconduct will be maintained by the Registrar and kept on the student file in hard copy and/or in electronic copy on the MBRSG Student Management System. The retention of records on academic integrity and misconduct policy violations are governed by the Students Records Policy (P-REG-111). In instances where the student graduates, the paper records on the student file will be destroyed one (1) year after graduation whilst the Electronic copy will be kept on the MBRSG Student Management System. In instances where the student is dismissed, withdraws or does not return from leave of absence, the paper records on the student file will be destroyed after two (2) years from the date of dismissal, withdrawal or from the leave of absence expected return date, whilst the Electronic copy will be kept on the MBRSG Student Management System.

Records on Student Academic Integrity and Misconduct Policy (P-ACD-118) violations maintained by the Registrar are subject to regulations stipulated in the Students Record Policy (P-ACD-135) with regard to confidentiality of student records. Upon written request to the Registrar, students have the right to inspect their records related to violations of the integrity code.

Academic Integrity and Misconduct

The Mohammed Bin Rashid School of Government (MBRSG) is committed to upholding the tenets of academic integrity and honesty across all of its faculty and student body. This is clearly stipulated in the Academic Integrity and Misconduct Policy (P-ACD-118) which is available, upon request from the Registrar.

Academic integrity is the commitment to behave ethically with honesty, fairness, trust, respect and responsibility in all aspects of your academic work, research or study. These values underlie acceptable conduct and are expected standards of behavior at MBRSG. Academic integrity is expected not only in formal coursework and examination situations, but in all School relationships and interactions connected to the educational process, including the use of School resources and when undertaking research. Faculty and students assume the responsibility of maintaining and furthering these values.

Student's submission of work for academic credit, indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, MBRSG students have a right to expect academic integrity from each of their peers. Misunderstanding of appropriate academic integrity or conduct will not be accepted as an excuse for academic misconduct. If a faculty member or student is in doubt about appropriate academic conduct in a particular situation, he or she should consult with the Director of Academic Affairs to avoid the serious charge of academic misconduct.

Types of Academic Misconduct

MBRSG considers breaches of academic integrity and misconduct to include, but are not limited to:

Piracy

The deliberate exploitation of the ideas from others without proper acknowledgement;

Plagiarism

The appropriation of another person's ideas, processes, results, or words without giving appropriate credit. This includes the copying of language, structure, or ideas of another and attributing (explicitly or implicitly) the work to one's own efforts. (See Section 4.1 below for more information)

Misrepresentation

Any deliberate attempt to represent falsely or unfairly facts or the ideas or work of others, whether or not for personal gain or enhancement.

Facilitating academic dishonesty

Assisting another in violating the Academic Integrity and Misconduct Policy (P-ACD-118), such as taking an exam for another student or providing coursework for another student to turn in as his or her own effort.

Fraud

Deliberate deception, which may include the invention, or fabrication, of data. Fraud may also include the engagement of another person to complete or contribute to an assessment or examination in place of the student, whether or not for payment, or accepting such an engagement from another student.

Fabrication

Making up data or results and recording or reporting them, including laboratory or field research results. In the context of student academic integrity, this also includes falsifying academic or university documents and providing false information or testimony in connection with any investigation or hearing under this policy.

Recycling

Recycling is considered as the resubmission of an assignment that is the same, or substantially the same, as work previously submitted for assessment in the same or in a different module of study (except in the case of legitimate resubmission with the approval of the Faculty for purposes of improvement).

Failure to follow Protocols

Failure to follow established protocols (e.g. research, ethics or examinations, etc.)

- If the failure to follow research protocols results in unreasonable risk or harm to humans, other sentient creatures generally recognised in this context, or the environment, and facilitating of misconduct in research by collusion in, or concealment of, such actions by others.
- Removal or damage – intentional, unauthorised removal of or damage to research-related property of another including apparatus, materials, writings, data, hardware or software or any other substances or devices used in or produced by the conduct of research.
- Failure to follow Examination protocols as per the Examination Conduct and Invigilation Policy (P-ACD-129).

Unauthorized collaboration

Working with others without the specific permission of the instructor on assignments that will be submitted for a grade. This applies to in-class or take-home tests, papers, labs, or homework assignments. Students may not collaborate without faculty authorization.

Collusion

Collusion is the presentation of an assessment as his or her own work, which is in fact the result in whole or in part of unauthorized collaboration with another person or persons.

Collusion may involve the cooperation of two or more students in plagiarism or other forms of academic misconduct.

Interference or sabotage

Damaging, removing, or otherwise harming another student's work or University materials and systems to affect the academic performance of others.

Retaliation

Retaliation of any kind against a person who reported or provided information about suspected or alleged misconduct and who has not acted in bad faith.

Detecting Academic Misconduct – Safe Assign

In order to detect instances of possible plagiarism and/or collusion; where practicable MBRSG expects all faculty research and student assessments to be submitted via Safe Assign. For students, each Module Handbook will outline which assessments will be required to be submitted via Safe Assign.

MBRSG uses the Safe Assign software tool which identifies text-matching (overlap) between submitted assessments. The tool is used to assess whether or not submitted work has acknowledged and cited the work of others correctly and/or completely. It gives an indication as to the extent to which the author has directly cited and/or paraphrased the work of others and to the extent the work submitted represents the independent thoughts and/or original contribution of the author.

For the purpose of the Academic Integrity and Misconduct Policy (P-ACD-118), MBRSG has developed a category known as Negligent Plagiarism. Negligent Plagiarism, is the most serious form of plagiarism, and refers to recklessly or carelessly presenting another person's work or one's own previously acknowledged work as one's original work without any attempt to acknowledge the source. (i.e. via in-text citation or in the Reference List).

Detecting Academic Misconduct – Examinations

MBRSG conducts various forms of examinations including online and in-class examinations. Students are responsible for understanding the conditions under which an examination will be held and meeting the requirements as per the Examination Policy (P-ACD-116).

The following actions, albeit not an exhaustive list, represent academic misconduct under examination conditions;

- Taking an examination for another student.
- Bringing into an examination forbidden material such as textbooks, notes, calculators or computers;
- Communication, whether by speaking or some other means, to other candidates during an examination;

- Attempting to read other student's work during an examination;
- Writing an examination or test paper, or consulting with another person about the examination or test, outside the confines of the examination room without permission;
- Copying from other students during examinations;
- Inappropriate use of electronic devices to access information during examinations.
- Failing to use the appropriate software (i.e. such as Lockdown Browser), as directed, in online examinations, to ensure that students complete exams in a secure browser environment.

Faculty, staff (e.g. invigilators) and/or students upon discovering an alleged violation of academic integrity or misconduct should report the matter to the faculty member in charge of the Module and/or to the Director of Academic Affairs for investigation.

Penalties for breaching Academic Integrity and Misconduct

The Board of Studies is responsible for determining any penalties to be applied and/or any actions which require to be taken on the basis of the recommendations made by the Director of Academic Affairs in regard to allegations of breaches of Academic Integrity and Misconduct

Penalties that the Board of Studies has at its discretion, based on the severity of the violation of academic integrity or misconduct, may include

- a formal written warning letter,
- a fail grade (0%) for the assessment (with referral opportunity),
- a fail grade for the Module, (with resit opportunity)
- a period of suspension,
- dismissal
- a graduate award being revoked.

A student or faculty member can only be given one (1) warning for a violation of academic integrity or misconduct. A subsequent violation will result in a dismissal.

Notification of Penalties for breaches of Academic Integrity and Misconduct

The Board of Studies will advise the Director of Academic Affairs and the Registrar of the decision in regard to allegations of academic misconduct.

The Registrar will notify the student in writing of the findings and, if applicable, the assigned penalty awarded by the Board of Studies. Rights of appeal will also be included in the notification.

All documents pertaining to the decision and notification of a breach of academic integrity and misconduct will be kept on the student file in accordance with the Student Records Policy (P-REG-111).

Appeal of Penalties applied for breaches of Academic Integrity and Misconduct

A student may submit an appeal in relation to decisions made by the Board of Studies under the Academic Integrity and Misconduct Policy (P-ACD-118) in accordance with the provisions of the Student Academic Grievance Policy (P-ACD-117). The School Council will decide on appeals lodged in these circumstances.

Grades and Academic Progression

Assessment

The Mohammed Bin Rashid School of Government Assessment Policy (P-ACD-123) clearly states and establishes the principles on which assessment and grading will be developed and undertaken within all graduate programs of study at MBRSG.

Assessment and Grading Principles

The following principles outline the MBRSG approach to assessment and grading.

- Assessment will be developed at a graduate level that is designed to enable module learning outcomes, program outcomes and graduate attributes to be achieved.
- Assessment and grading in all modules will be criterion-based and aligned to specific learning outcomes including the generic skills, knowledge and aspects of competence they incorporate.
- Assessment will link to and align with specified learning outcomes at the module level.
- Assessment at MBRSG is used to guide and support student learning, encourage effective study habits and patterns of study.
- Assessment arrangements will ensure that student and staff workloads are considered.
- Assessment criteria and grading rubrics will be published with the details of each assessment task in each Module Handbook.
- Assessment will be balanced to enable timely and useful formative feedback, as well as summative judgments about academic performance.
- Assessment will use a variety of assessment instruments. Assessment will be transparent, fair, equitable, inclusive, objective and auditable and meet the needs of MBRSG programs.
- Grading is designed to record and report whether or not students have demonstrated an overall level of performance that signifies successful completion of an assessment task and to allow achievement of the learning outcomes to be recognised and rewarded.

- Assessment practices will ensure that reliable and consistent judgments about student performance are made.
- All summative assessments will be subject to internal moderation, and post application ‘double marking’ to ensure fairness and equity in the grading process (see Assessment Procedure (PRO-ACD-100)).
- Examinations will be double marked anonymously to ensure fairness and equity in the grading process.
- Student achievement in individual subjects will be graded in accordance with the MBRSG Grading Scheme Procedure.
- External Examiners will be used to assure the appropriateness, level and quality of assessment and grading processes across all programs of study at MBRSG in accordance with the External Examiner Policy (P-ACD-130).

Exam Board

The Exam Board will confirm whether or not students have met the completion requirements of a Module within a program of study as stipulated per the MBRSG regulations and policies (including the Assessment Policy (P-ACD-123), Module and Academic Credit Point Policy (P-ACD-128) and Grading Scheme Procedure (PRO-ACD-104)) and therefore their eligibility to be awarded credits as part of a program of study offered by MBRSG.

The Exam Board will ensure that the status and/or outcome of all (pending) decisions made in regard to Academic Integrity, Mitigating Circumstances and Student Academic Grievance(s) and Student Attendance are recorded and considered before confirming assessment and Module grades and awarding credit points each academic semester.

Results confirmed by the Exam Board will be provided to the Registrar who will inform students, in writing, of their assessment and final grades for each Module in accordance with the dates specified in the Academic Calendar. Grades will also be made available online on the Student Management System.

Grading Scheme

The Grading Scheme adopted by the Mohammed Bin Rashid School of Government is detailed in the Grading Scheme Procedure (PRO-ACD-104).

The MBRSG Grading Scheme changed as at the commencement of the Summer Semester (May) 2016 as a result a shift from the American Credit Hours system to the European Credit Accumulation Transfer Scheme (CATS) Credits system.

Grading and Assessment

Grade Point Average

Prior to the commencement of Summer Semester (May) 2016, the DSG and MBRSG grading system provided two grade point averages: the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA). Post Summer Semester 2016 MBRSG changed from the American Credit Hours System to the European Credit Accumulation Transfer Scheme (CATS) Credits system. MBRSG, post Summer 2016, adopted an Overall Average Grade calculation based on a grade percentage. An Award may only be granted if a student's CGPA is at least 3.0/4.0 (American Credit Hours) or an Overall Average Grade of B (Pass with Merit) or above equivalent (CATS Credits).

Calculating Overall Average Grade

Overall Average Grade - Semester

The overall average grade earned in a specific semester is calculated by summing the Final Module Grade Percentage (%) awarded for each Module and dividing this amount by the number of Module taken in the Semester. To be in good academic standing, the calculated overall average grade should be a Pass with Merit (B) or above.

Overall Average Grade - Program

The overall average grade earned at a particular time during a graduate program of study is calculated by summing the Final Module Grade Percentage (%) awarded for each Module taken and dividing this amount by the number of Modules taken in the graduate program of study. To be in good academic standing, the calculated overall average grade should be Pass with Merit (B) or above.

Should a student's overall average grade be less than (Pass with Merit) action will be taken in accordance with the provisions in the Student Academic Progress Policy (P-REG-105) to endeavor to enhance future academic performance. This will be determined by the Progression Board and communicated to students by the Registrar.

Grading Scale – All Programs

Pre-Summer Semester (May) 2016 Master of Public Administration			Post Summer Semester (May) 2016 Master of Public Administration	Post Spring Semester 2017 All Master and Postgraduate Diploma Awards in Innovation Management, Public Policy and Executive Public Administration (English or Arabic)
Marks	Grade	GPA	Description	Description
95 and above	A	4.0	Pass with Distinction A	Pass with Distinction A
90- 94.99	A-	3.70		
85- 89.99	B+	3.30		
80- 84.99	B	3.00		
75- 79.99	B-	2.70		
70- 74.99	C+	2.30	Pass with Merit B	
65- 69.99	C	2.00	Pass with Credit C	Pass with Merit B
60- 64.99	F (Fail)	0.00		Pass with Credit B
50- 59.99		0.00	Pass D	Pass with Credit C
40- 49.99		0.00	Fail (Resit Component) E	Pass D
0-39.99		0.00	Fail Resit (Module) F	Fail (Resit Component) F
I (Incomplete)				
W (Withdrawn)				

Incomplete Grades

All summative assessments including examinations for each Module within a program of study must be completed according to the deadlines as noted in the relevant Module Handbooks and as published in the Academic Calendar (with respect to the Examination period).

In situations where a student has applied for mitigating circumstances and has been granted a referral or deferral assessment, as approved by the Exam Board, a student may need to complete an assessment in the reassessment period, or at another time as specified by the Exam Board, in the following semester. In such instances, a grade of I (incomplete) will be assigned for the Module by the Exam Board. Failure to complete the referred or deferred assessment by the due deadline may result in the

grade being recorded as F, based on the discretion of the Exam Board.

Repeating Modules

In accordance with the transition to the European Credit Accumulation Transfer Scheme (CATS) Credits system, and as per the Student Academic Progress Policy (P-REG-105), a student may be able to repeat a Module within a graduate program of study at MBRSG. Such decisions will be determined by the Progression Board.

Progression Board

The Progression Board monitors each students progression towards the successful completion of their degree program on a semesterly basis. The Progression Board checks to ensure that any offer conditions have been satisfied, comment on the likely completion timeframe and that overall grade performance (GPA) is being met. The Progression Board will make decisions in respect of the Module(s) a student should study in the following semester, whether a student should be placed on academic probation and whether formal academic advising is recommended to improve overall performance in the following semester(s). Decisions of the Progression Board will be provided to the Registrar who will inform students, in writing.

Student Academic Progression Decisions

The Student Academic Progression Policy (P-REG-105), ensures that students are given every opportunity and assistance in order to successfully complete the requirements of their chosen degree program in accordance with the relevant award. The Progression Board reviews student performance, via the application of the Student Academic Progress Policy (P-REG-105), to enable corrective action to be implemented in time to rectify and improve a student's academic performance.

Failure to meet the minimum acceptable rate of progress requirements, that is to maintain a 'Good Academic Standing', leads to a student's academic status being affected and therefore the rate at which they can progress through their program of study. Ultimately, failure, by the student, to rectify or improve their performance (and academic status) can lead to dismissal from the degree program and the school.

Students are reminded that they must meet the minimum and maximum timeframes for completion of a graduate program of study and the required cumulative grade point average in order to be eligible for an Award. These requirements are clearly specified in the Graduate Completion Policy (P-REG-115).

Academic Standing

A student's academic standing depends upon academic performance (grades) during his/her program of study. Students must maintain an overall average grade of B (Pass with Merit) or above, under the European Credit Accumulation Transfer Scheme

(CATS) Credits system. This is equivalent to a CGPA of 3.0/4.0 using the American Credit Hours system.

In accordance with MBRSG's Student Academic Progress Policy (P-REG-105), a student's academic standing can be classified as follows:

Good Academic Standing:

These are students who meet the minimum rate of progress requirements by achieving an overall average grade of at least (Pass with Merit) (B) under the European Credit Accumulation Transfer Scheme (CATS) Credits system in each semester and are deemed to be in good academic standing. A student must be in Good Academic Standing in order to be eligible to enroll in the Dissertation component of their program of study.

Academic Probation:

Students who fail to maintain an overall average grade of at least (Pass with Merit) (B) under the European Credit Accumulation Transfer Scheme (CATS) Credits system or better in each semester will be placed on probation in accordance with the Graduate Admissions Criteria Policy (P-REG-101). Students are allowed to incur one academic probation status during their program of study. The student will be removed from academic probation if and when the student's overall average grade increases to (Pass with Merit) (B) or above. Students placed on Probation may be allowed an extension of up to two semesters to improve their overall average grade with approval of the MBRSG School Council. A student on Academic Probation may not register (enroll) in their Dissertation.

Academic Dismissal

Students who fail to achieve an overall average grade of at least a Pass with Merit or receive a failing (F) grade (after having been given the opportunity to repeat a Module) are eligible for academic dismissal from the program. The Progression Board will determine whether a student should be dismissed or not based on academic performance. The dismissed student has the right to appeal the decision of the Progression Board to the MBRSG School Council as per the Student Academic Grievance Policy (P-ACD-117) provisions.

Unsatisfactory Progress

Students who are not making satisfactory progress toward the completion of their graduate program are subject to termination from their program of study. This will require approval of the Progression Board and ratification by the Board of Studies. A student will be notified of any formal termination by the School's Registrar.

Appeal of Academic Dismissal

A Student who is dismissed from the School may appeal that decision in writing, to the MBRSG School Council, under the provisions of the Student Academic Grievance Policy (P-ACD-117). The letter and relevant Academic Grievance Form must be, via submitted to the Registrar. Students must complete the Academic Grievance Form and submit to the Registrar within 5 working days of the date of the

notification of their Dismissal. Appeals will be considered in exceptional cases only. Students will be notified in writing, by the Registrar, informing them of the decision regarding the appeal as determined by the MBRSG School Council.

Readmission to the School after Dismissal

A student excluded from the School under the provisions of the Student Academic Progress Policy (P-REG-105) may not apply for readmission to the same program. Readmission to the School is not automatic and students must meet the relevant re-admission criteria as specified in the Graduate Re-Admissions Criteria Policy (P-REG-102).

Students who have been dismissed from the school for a specified period, or have had their admission or enrolment withdrawn, may apply for recommencement of study after the specified period of dismissal has lapsed (one academic semester).

Students reapplying to the School are required to provide a written letter (with any supporting documents) outlining why they should be readmitted and must explain why the causes of previous poor performance have now been removed.

In cases where an application for readmission has been declined, the applicant may request a review of that decision by the MBRSG School Council.

Student Appeals and Academic Grievances

The Mohammed Bin Rashid School of Government (MBRSG) recognizes the need to provide a policy for students with academic grievances and appeals during their time of study at the School. The Student Academic Grievance Policy (P-ACD-117) outlines the circumstances in which students may appeal a decision or lodge a grievance.

Student Responsibility to maintain documentary evidence

All official MBRSG communications are distributed via the Student Management System or to the students e-mail address. These e-mail messages are considered official and sufficient notification. Students are responsible to check their details on the MBRSG Student Management System and act on messages in a timely manner.

Students must keep their own copies or other records of transactions with MBRSG. Documents to be kept should include registration schedules, forms, grade reports, payment records and course syllabi. Copies of tests, reports or other in-course assessments should also be kept for at least one year following posting of a final grade.

Petitions and Appeals

Students may petition for exceptions to academic policies by submitting such requests to the Registrar. Such exception requests will be reviewed by the Director of Academic Affairs, who will grant or deny such petitions consistent with MBRSG School policies, the requirements of the CAA Standards 2011, and the best interests of both the student and the best interests of MBRSG.

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 Director of Academic Affairs, who may request additional information or documentation, but will generally render a decision within a week.

The Director of Academic Affairs may refer matters relating to students, faculty or the institution to the MBRSG School Council for consideration.

Students are entitled to a fair and objective evaluation of their work as shown in the MBRSG Internal Moderation of Assessment Instruments Procedure (PRO-ACD-106). An individual student who believes his or her work was subject to a procedural error may appeal the grading decision to the Director of Academic Affairs within five working days of the release of the confirmed grade by the Examination Board. Students may appeal against procedural errors, but may not appeal against academic judgment.

Students may also lodge an appeal, under the Student Academic Grievance Policy (P-ACD-117), based on a decision made by a specific Board or Committee. In these instances the appeal will be heard by the relevant authority, as stipulated in the applicable Terms of Reference, for that Board or Committee.

Graduation

Award Board

The Award Board is responsible for conferring degrees to students who have satisfied the requirements of the Graduate Completion Policy (P-ACD-134). The Award Board meets each semester after the Exam Board. Awards confirmed by the Award Board will be provided to the Registrar who will inform students, in writing, of their Awards. Students must also be in good financial standing and have received clearance from the IT Office and the Library to be eligible to have an award conferred.

Graduation Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-REG-115). As noted above, the graduate award will only be conferred upon the approval of the Award Board.

The primary graduate completion criterion are summarised below for each graduate program. Students should, however, refer to the Graduate Completions Policy (P-REG-115) and/or discuss with the Registrar and/or Director of Academic Affairs any issues in relating to their eligibility to graduate.

Master Degree (MPA, MIM and MPP)

For those students who are admitted to, enrolled and commenced study in a Master Program in and post the Summer Semester (May 2016) of the 2015/2016 Academic Year; the following requirements must be satisfied to be awarded a Master Degree:

- To earn a Master Degree a student must complete 180 (CATS) credits of coursework as follows:
 - I. 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - II. Students must achieve an overall grade average of Merit (B) on the Grading Scale to graduate from the Master Degree program.
- Students must complete their Master Degree within the stipulated duration timeframe in order to meet the graduate award requirements. The duration timeframes for a student undertaking a full-time Master's program will be a minimum of one academic year (twelve (12) months) and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time Master's program will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months).

- Students must also satisfy relevant administrative requirements. These include financial and non-financial obligations to MBRSG. The Director of Academic Affairs must verify that all tuition bills, fees or fines have been paid based on confirmation from the Financial Affairs Department, and that all MBRSG materials such as library books and IT equipment have been returned and any fines or damage have been paid and/or rectified upon confirmation from the Librarian and IT Manager. Students must satisfy these administrative requirements to be awarded a Master Degree.

Executive Master Degree (EMPA –English or Arabic)

- To earn an Executive Master Degree (English or Arabic) a student must complete 180 (CATS) credits of coursework as follows:
 - I. 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - II. Students must achieve an overall grade average of Merit (B) on the Grading Scale to graduate from the Executive Master Degree program.
- Students must complete their Executive Master Degree within the stipulated duration timeframe in order to meet the graduate award requirements. The duration timeframes for a student undertaking a full-time Executive Master's program will be a minimum of one academic year (twelve (12) months) and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time Executive Master's program will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months).
- Students must also satisfy relevant administrative requirements. These include financial and non-financial obligations to MBRSG. The Director of Academic Affairs must verify that all tuition bills, fees or fines have been paid based on confirmation from the Financial Affairs Department, and that all MBRSG materials such as library books and IT equipment have been returned and any fines or damage have been paid and/or rectified upon confirmation from the Librarian and IT Manager. Students must satisfy these administrative requirements to be awarded an Executive Master Degree.

Postgraduate Diploma (Exit) Award

MBRSG may award a Postgraduate Diploma to students, who exit from a Master or an Executive Master Degree program of study.

As from the commencement of the Spring Semester 2017, MBRSG has received initial accreditation status to award the following Postgraduate Diploma's:

- Postgraduate Diploma in Public Administration (relevant to Exit from Executive Master of Public Administration program only).
- Postgraduate Diploma in Public Administration (Arabic)
- Postgraduate Diploma in Innovation Management
- Postgraduate Diploma in Public Policy
- Postgraduate Diploma in Public Policy (Social Policy)
- Postgraduate Diploma in Public Policy (Education)
- Postgraduate Diploma in Public Policy (Health)
- Postgraduate Diploma in Public Policy (Sustainable Development)
- Postgraduate Diploma in Public Policy (Science and Technology Policy)

To be eligible for a Postgraduate Diploma award, the following requirements must be met.

- a student must complete 120 (CATS) credits of coursework as follows:
 - a) 120 (CATS) Credits in six (6) Modules
 - b) Students must achieve an overall grade average of Pass with Merit (B) on the Grading Scale to graduate with a Postgraduate Diploma.
- Students must complete a Postgraduate Diploma within the stipulated duration timeframe in order to meet the graduate award requirements. The relevant duration timeframes to be eligible for a Postgraduate Diploma, if studying full-time, are a minimum of one academic year (twelve (12) months) and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time study will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months).
- Students must also satisfy relevant administrative requirements. These include financial and non-financial obligations to MBRSG. The Director of Academic Affairs must verify that all tuition bills, fees or fines have been paid based on confirmation from the Financial Affairs Department, and that all MBRSG materials such as library books and IT equipment have been returned and any fines or damage have been paid and/or rectified upon confirmation from the Librarian and IT Manager. Students must satisfy these administrative requirements to be awarded a Postgraduate Diploma.

Conferral of Awards

Conferral of a Master Degree Award

A student who has completed the Master Degree requirements, as detailed in the Graduate Completions Policy (P-REG-115), will then be considered as a candidate and may be admitted to the degree of master, appropriate to the discipline or specialty studied, with the award title listed upon approval by the Award Board pursuant to MBRSG By-Laws and regulations.

Conferral of an Executive Master Degree Award

A student who has completed the Executive Master Degree requirements, as detailed in the Graduate Completions Policy (P-REG-115), will then be considered as a candidate and may be admitted to the degree of Executive Master, appropriate to the discipline or specialty studied, with the award title listed upon approval by the Award Board pursuant to MBRSG By-Laws and regulations.

Conferral of a Postgraduate Diploma Award

A student who has completed the Postgraduate Diploma requirements, as detailed in the Graduate Completions Policy (P-REG-115), will then be considered as a candidate and may be admitted to the award of Postgraduate Diploma, appropriate to the discipline studied, upon approval by the Award Board pursuant to MBRSG By-Laws and regulations.

Once a student has exited from a Master program with a postgraduate diploma re-admission to the same program to achieve a Master Degree is not possible.

Application for Graduation

Students who have received notification from the Registrar that they have been confirmed as a graduation candidate by the Award Board must then complete the “Application for Graduation Form”, available from the Registrar, confirming their attendance at the graduation ceremony and specific information for preparation of the Testamur. The “Application for Graduation Form” must be returned to the Registrar by the deadline date, which will be detailed on the School website and notified to the student accordingly.

Students who do not wish to participate in the graduation must complete the Absentia Form, which is available from the Registrar. Absentia graduates are not eligible to participate in a future graduation ceremony.

Graduation Ceremony

The Mohammad Bin Rashid School of Government will hold one graduation ceremony each year; this will usually be in November or December. Details will be published on the School website accordingly.

Only those students who have successfully completed all requirements of their program of study and have been confirmed by the Award Board will be eligible to attend the graduation ceremony. Students who have been confirmed by the Award Board, will be notified in writing by the Registrar.

Graduate students will then be required to Apply for Graduation (as noted above).

Name on Testamur

For preparation of the Testamur, the full name which appears on the Testamur, will be spelled and printed in English and/or Arabic exactly as it appears on the students passport or identity card, which has been provided to the Registrar. If a name on a passport or an identity card does not appear in English, then the spelling of the name will be printed according to the personal preference of the student.

Attestation of Testamurs and Transcripts

The Registrar, upon request, will provide relevant information to graduates as to how they can get their testamurs and transcripts attested with the UAE Ministry of Education.

Section 5 Graduate Program Information

Welcome from the Dean

Welcome to the Mohammed Bin Rashid School of Government

It is with great please that I welcome all students to the Mohammed Bin Rashid School of Government (MBRSG). The School provides a vibrant and engaging academic environment and a positive student experience which will enable our students to develop and fulfill their learning potential. MBRSG is in a unique position, given its close ties with government, to support the vision of the UAE and its leaders. Together, we will endeavor to prepare, inspire, qualify and empower our graduates to become tomorrow's leaders and to strengthen government capacity in the UAE and the Arab world.

Since 2005, graduate study has been an integral part of MBRSG. We are committed to the success of our students. We attest that the analytical and research skills developed and enhanced during graduate study are critical for career success within various professional, and specifically governmental, settings.

Success in graduate study at MBRSG requires students to be passionate about and committed to their program of study. Students must be responsible and take an active role throughout their studies. With the assistance of an Academic Advisor and experienced and qualified faculty a pathway to success will be forged. The pathway ahead may seem challenging, but at MBRSG, and with the support of your fellow graduate students, you will be provided with and have access to the people, support, and resources to help you succeed and enjoy your graduate study experience.

We look forward to our graduates becoming future leaders, who drive development and growth, efficiency and effectiveness and inspire innovation within the government of the UAE and across the Arab world.

Once again, welcome to the Mohammed Bin Rashid School of Government, and I wish you great success throughout your graduate studies and in your professional career ahead.

Professor Raed Awamleh
Dean
Mohammed Bin Rashid School of Government

Welcome from the Director of Academic Affairs

Welcome to the Mohammed Bin Rashid School of Government where our motto of empowering leaders and shaping the future harmonizes all that we do. You are entering an exclusive academic community that is exceptionally placed within the Government of Dubai to inform, inspire and influence public policy and public administration through the delivery of unique and challenging suite of future government programs.

As Acting Director of Academic Affairs, I believe that the civic duty of Mohammed Bin Rashid School of Government is to create generations of lifelong long learners and leaders by engendering excellence, equality and equity in the delivery of our programs. I encourage you to take every opportunity to explore the learning environment that we offer by cultivating a legacy of service to the UAE through collaboration with peers and faculty, by being fully committed to your academic pursuits and nurturing lasting interpersonal relationships,. All our activities are designed to be student- centered in order to support your career and personal aspirations. We have established multiple external alliances with relevant private and public entities, which add value to the student experience at Mohammed Bin Rashid School of Government.

Our professional and dedicated faculty, are constantly innovating and exploring ways to activate learner competencies through engagement strategies inside and outside the classroom. Through their teaching, research and academic counselling, they will support you throughout your program of study, and beyond. We welcome your decision to study at Mohamed Bin Rashid School of Government. Your journey with us will be a rewarding one as you respond to the call for a generation of future leaders who can navigate global trends with localized relevance. I wish you every success in your studies as you rise to the challenge.

"The leaders of tomorrow are our focus and the foundation of the future. Our duty is to advance their skills and knowledge to continually enhance the quality of public administration." HH Sheikh Mohammed Bin Rashid Al Maktoum

Dr Racquel Warner
Acting Director of Academic Affairs
Mohammed Bin Rashid School of Government

Executive Master of Public Administration (English or Arabic)

Introduction

The introduction of an Executive Master of Public Administration (EMPA), in English or Arabic, program will provide students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, in order to implement successful cost-effective programs. The ‘executive’ element of the proposed EMPA program is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students’ schedules. The EMPA program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time. Because module schedules are preset at the beginning of the program, the EMPA will not seek to use elective modules in its initial cohorts, however, as the market evolves this may be reconsidered.

The Executive MPA is taught within a truly global context and requires students to complete modules in a step-lock method, synchronously attending modules with the same classmates for the duration of the program.

The delivery of the EMPA, separately, in both Arabic and English supports the UAE government mission to emphasize the importance of the Arabic language. The high level of interdependence among nations necessitates the delivery in English language as a universal language; however, the ability to deliver the EMPA in Arabic brings a competitive advantage to MBRSG, and fills a significant gap in the service delivery of such bespoke higher education provision. The Executive MPA has been designed to meet the needs of currently employed, high-achieving professionals from the public sector; it would be unusual for students with less than 5 years of work experience; and who have demonstrated their leadership potential to be admitted to the program

Program Mission

The Executive Master of Public Administration (EMPA), in English or Arabic, is specifically tailored to meet the professional challenges and time constraints of midcareer professionals in the public, private and nonprofit sectors. The program consists of block teaching direct contact sessions held on weekends every four to six weeks, as well as directed independent learning (DIL) that takes place between weekend sessions. The Executive MPA program tackles challenges of governance and management in a unique forum for exchange, learning, and professional development. The flexible program can be completed full-time in one year or over a period of two years while working.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self- access and field trips are some of the learning activities that will add value to the student experience in the EMPA. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The EMPA program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

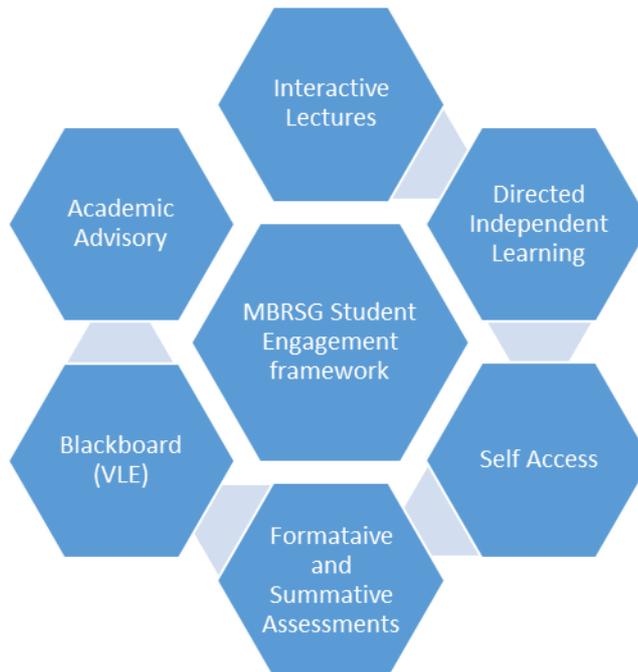


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Each day comprises of a minimum of six hours direct contact. Following the intensive teaching sessions, the students are assigned Directed Independent Learning (DIL) tasks which will reinforce and extend the taught content. Students are also expected to include self-access study time for critical analysis and reflection on content, before resuming for a final two-day period. For the duration of the program students will be working on assignments that measures their applied and analytical skills.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

Special Features of the Teaching and Learning Experience

- Professional Development sessions running throughout the year which are supported by MBRSG Executive Education
- Executive MPA Networking Events which are established through MBRSG Business Development.
- MENA specific case analysis

What makes the MBRSG EMPA distinctive is the concept of learning through action, which shapes the entire program design, and its focus on both personal development and government development. The proposed program will offer the opportunity for a study visit for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance and Administration by encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of shared understanding within the field.

Program Content

The six (6) Executive Master of Public Administration (EMPA), core modules have each been designed to extend the students' knowledge of the variety of public administration functions, processes and strategies, in a context that will engage new ideas and concepts. The addition of an elective module 'Global Governance' (EMPA 1507) will enable Executive MPA students to complete their studies entirely within the UAE or to participate in an enhanced international context.

Students wishing to study EMPA1507 are able to do so as an alternative to EMPA 1506. The Executive MPA modules will challenge existing practices, and the student's personal management style. The EMPA proposes to enhance strategic thinking skills and the capacity to reflect critically on what works, and why.

Within the Executive MPA, students will experience fresh perspectives from their fellow students, faculty member and guest lecturers, as well as gaining an international perspective on public sector issues. The debate and discussion, both in the classroom and in subsequent online debate, will provide a powerful test-bed for ideas and potentially also a valuable source of professional advice.

The Executive MPA has synergies with both the UAE Vision 2021, and the Dubai Strategic Plan 2021 where priority areas are encouraged to be engaged in Government Excellence.

Program Objectives and Outcomes

Students successfully completing the Executive Master of Public Administration (EMPA), in English, or Arabic program will be able to:

- Critically analyse and evaluate the ethical and cultural dimensions of policy making and management in the public sector
- Determine and evaluate organizational and management theory, process, structure and systems in the public sector.
- Synthesize the purposes, design, functions, and character of government organizations, market, and civil society and the interactions among them
- Utilise advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine the policy space
- Appraise and assess the role of global political and economic institutions and events in driving local outcomes
- Decide on effective leadership and teamwork skills to solve complex/advanced public organizational problems and communicate policy decisions.

Admission Requirements

To be admitted to the Executive Master of Public Administration (EMPA), in English or Arabic, program(s) applicants will need to provide evidence that they have five (5) years of work experience. This is in addition to the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in this Graduate Academic Catalog above.

Proficiency Requirements

Prior to enrolling in an Executive Master of Public Administration (EMPA), in English or Arabic, program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods.

Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation course for Research Methods in Public Policy, in their first academic semester as part of their Executive Master of Public Administration (EMPA), in English, program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled 'Returning to Learning'. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Academic Workload

An Executive Master of Public Administration (EMPA), in English or Arabic, program full-time student may enroll in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll as part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current EMPA studies.

Program Requirements

Executive Master of Public Administration (EMPA) - English

To be awarded an Executive Master of Public Administration degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

The Executive Master of Public Administration (EMPA) program learning outcomes have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Postgraduate Diploma in Public Administration (PgD)

The MBRSG Executive Master of Public Administration (EMPA) – English program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Administration (PgD) (Exit) award, which requires the completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above.

The Postgraduate Diploma program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

Executive Master of Public Administration (EMPA) - Arabic

To be awarded an Executive Master of Public Administration (Arabic) degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above.

The Executive Master of Public Administration (EMPA) program learning outcomes have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Postgraduate Diploma in Public Administration (PgD) - Arabic

The MBRSG Executive Master of Public Administration (EMPA) – Arabic program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Administration (PgD) (Exit) award, which requires the completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above in accordance with the Graduate Completion Policy (P-ACD-134).

The Postgraduate Diploma program learning outcomes have been developed and aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

Program Structure

Executive Master of Public Administration (EMPA) – English or Arabic

Developing an effective leadership role is not limited to policy formulation and implementation. It extends to innovation as well. In addition, policy makers face tremendous challenges and pressures in dealing with high paced changing environment which requires continuous learning. In order to cope with these challenges, policy makers must acquire new skills that enable them to apply innovation and leadership to their policy formulation. In addition, policy makers must blend theory with application to tackle the complex issues they face. The design of the EMPA at MBRSG recognizes the fundamental inter-play between public policy analysis and leadership with the following core and elective module(s).

Students admitted to the Executive Master of Public Administration (English or Arabic) graduate program of study at MBRSG, will study the prescribed study plan as follows:

Program Structure for the Executive Master of Public Administration (English or Arabic) program

Semester	Full Time		Part Time		Part Time - Conditional	
1	EMPA1501	20 credits	EMPA1501	20 credits	ASM001	0 credits
	EMPA1502	20 credits	EMPA1502	20 credits	EMPA1501	20 credits
	EMPA1503	20 credits				
2	EMPA1504	20 credits	EMPA1503	20 credits	EMPA1502	20 credits
	EMPA1505	20 credits	EMPA1504	20 credits	EMPA1503	20 credits
	EMPA1506 OR EMPA1507	20 credits				
3	Dissertation	60 credits	EMPA1505	20 credits	EMPA1504	20 credits
			EMPA1506 OR EMPA1507	20 credits	EMPA1505	20 credits
4			Dissertation	60 credits	EMPA1506 OR EMPA1507	20 credits
5			Dissertation	60 credits	Dissertation	60 credits
6					Dissertation	60 credits
Total	180 credits		180 credits		180 credits	

Table 2: EMPA Modules

Please note that the Dissertation may take up to two (2) Semesters to complete.

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

Program Design

The design of the EMPA at MBRSG recognizes the fundamental inter-play between public policy analysis and leadership with the following core modules.

During the first sixty credits, students enroll in the following modules:

- EMPA 1501 Comparative Public Administration and Governance
- EMPA 1502 Human Resources and Performance Management in Government Organizations
- EMPA 1503 Public Finance and Government Funding

During the second sixty credits, students enroll in EMPA 1504, 1505 and 1506 **OR** EMPA 1504,1505 and 1507:

- EMPA 1504 Public Policy Analysis
- EMPA 1505 Administrative Leadership and Institutional Performance Management
- EMPA 1506 Leadership in Conflict Resolution and Negotiation.
- EMPA 1507 Global Governance

During the final sixty credits, students enroll in:

- MPP 901 Dissertation

Before enrolling in core modules, students enroll in three days non-credit module. This module equips students with the research, quantitative and qualitative skills needed for the program. The MPP901 Dissertation is a common framework module with the MBRSG suite of Master (Executive Master) degree programs.

Moving from the taught elements of the core to the dissertation requires that all taught elements are satisfactorily completed. Results for each module are considered separately at the Examination board, and results are moderated. Students who fail a module, or who do not wish to proceed to the dissertation for any reason, will be eligible for an exit award for which they have the required number of credits.

Elective Modules

There are no formal Elective Modules in the Executive Master of Public Administration (MPA) (English) degree program.

However, students must study EMPA 1504, 1505 and 1506 **OR** EMPA 1504,1505 and 1507

- EMPA 1504 Design Thinking and Public Project Management
- EMPA 1505 Administrative Leadership and Institutional Performance Management
- EMPA 1506 Leadership in Conflict Resolution and Negotiation. OR
- EMPA 1507 Global Governance

Pre-Requisite and/or Co-Requisite Modules

The Executive Master of Public Administration (EMPA) (English) program of study has the following pre-requisite requirements.

- EMPA 1501, EMPA1502 and EMPA1503 are prerequisite for EMPA1504, EMPA1505, EMPA1506 and/or EMPA1507.

Dissertation

The research dissertation is a very important part of a student's Master's degree. It is an opportunity for the student to acquire and apply transferable researching and academic writing skills. It is the part of the program where students can apply the analytical and problem-solving techniques they have acquired during their studies to explore a specialist interest in greater depth. Although demanding, students often find the dissertation one of the most rewarding aspects of their Master's experience.

The requirements to undertake and complete the Dissertation Module within the Executive Master of Public Administration program are clearly specified in the Dissertation Handbook. Students undertaking the Dissertation will prepare and successfully defend their Dissertation presenting results from their independent research performed under the direct supervision of a School faculty member.

The Dissertation Module Handbook details a series of stages that must be completed in order to successfully complete the Dissertation requirements of the EMPA program.

Students embarking on their dissertations will initially meet over two-days to attend an induction session, academic skills workshops and a proposal writing workshop. Students will have the opportunity to engage with faculty and discuss their individual topics.

The submission of proposals will be in week 3 and students will defend their proposals at the end of that week. They will be assigned and meet with their supervisor and arrange supervisory meetings for the remainder of the semester; the recommended minimum is four meetings per semester as detailed in the dissertation handbook.

The submission of proposals will be in week 3 and students will defend their proposals at the end of that week.

They will be assigned and meet with their supervisor and arrange supervisory meetings for the remainder of the semester; the recommended minimum is four meetings per semester as detailed in the dissertation handbook.

For full-time students a progress report will be due in weeks 3 & 11; the submission of the dissertation is in week 12 and the defence in week 13.

Part-time students a progress report will be due in weeks 3, 9, 15 & 21; the submission of the dissertation is in week 25 and the defence in week 26.

Dissertation Module Milestones

Module Milestones: Full-time Students (Part-time students)			
Week	Requirement	Assessment	
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.		
2 - 3	Submission (beginning of week) & Presentation of Proposal	Assessment 1	10%
12 (25)	Submission of Dissertation	Assessment 2	70%
13 (26)	Oral defense (Viva Voce) of Dissertation	Assessment 3	20%

Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105) explained in this Graduate Academic Catalog at Section 4 above, students studying in the Executive Master's in Public Administration (EMPA), English or Arabic, program(s) must maintain a 'Good Academic Standing' to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the Executive Master's in Public Administration (EMPA), English or Arabic, program(s) must maintain an overall average grade of B (Merit) or above under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve. The Progression Board will decide on such issues.

Program Duration

The minimum and maximum timeframes for completion of the Executive Master's in Public Administration (EMPA), English or Arabic, degree program(s) are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below:

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Program Study Plan

The Executive Master's in Public Administration (EMPA) program study plan for full and/or part-time student's degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below. Note that the table covers 15 weeks given the staggered start of different modules.

Executive Master of Public Administration – Full Time -Program Study Plan (*Unconditional Admitted Students Only*)

The Executive Master of Public Administration (EMPA), English or Arabic, program(s) study plan for full time students is summarised in the Table(s) below.

Table 1: EMPA Modular Study Plan Full Time Students – Fall 2017 – Semester 1 - New Students

<i>Semester 1 – Fall 2017- (September 28 2017– 13 January 2018)</i>													
Module	Week 1 28/29/30 September	2 05/06/07 October	3 12/13/14 October	4 20/10	5 27/10	6 03/11	7 10/11	8 17/18 November	9 24/25 November	10 01/12	11 08/09 December	12-14 10 December - 5 January 18	15 -16 6 th -13 th January 18
EMPA 1501 <i>Sessions</i>			Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study					Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study			Exam Period
EMPA 1502 <i>Sessions</i>		Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study							Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study	Exam Period	
EMPA 1503 <i>Sessions</i>	Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study						Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study			Exam Period	
Classes	3 days	3 days	3 days					2 days	2 days		2 days		Exams

Executive Master of Public Administration- Full Time Program Study Plan (Unconditional Admitted Students *Only*)

Table 2: EMPA English or Arabic, program(s) Modular Study Plan Full Time Student–Spring 2018 – Continuing Students 2nd Semester

Semester 2 – Spring Semester 2018 (March 1st – June 9th 2018)													
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 22/23/24 March	5 – 7 29 th March to 13 th April	8 20/21 April	9 27/28 April	10 04/05 May	11 11/12 May	12 18/05	13 25/05	14 02/06	15 09/06
EMPA 1504 <i>Sessions</i>	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
EMPA 1505 <i>Sessions</i>		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations			
EMPA 1506 <i>Sessions</i>			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Exam Period		
OR													
EMPA 1507 <i>Sessions</i>			Thu & Fri & Sat 8-12 & 1-5 per day <i>Field Trip Debrief</i>	Directed and Independent Study Field Trip will also occur for 1 week during this period (Date to be Confirmed)				Fri/Sat Field Trip Debrief (TBC)	Independent Study		Student Presentations		
Classes	3 days	3 days	3 days					2 days	2 days	2 days	2 days		

Executive Master of Public Administration- Full Time Program Study Plan (Unconditional Admitted Students *Only*)

Table 3: EMPA English or Arabic program(s) Modular Study Plan Full Time Student–Fall 2018 – Continuing Students 3rd Semester

<i>Semester 3 – Fall 2018 (September 2018 - January 2019)</i>								
Module	Week 1	2	3	4-6	7	8-11	12	13
MPP 901	Fri/Sat	Supervised Independent Study	Proposal Defence & Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	2 days		1 day		1 day			1 day

Executive Master of Public Administration – Part Time Program Study Plan

The Executive Master of Public Administration (EMPA), English or Arabic, program(s) study plan for part-time students is summarised in the Table below.

Table 4: EMPA Modular Study Plan Part Time Students – Fall 2017 - Semester 1 - New Students

Semester 1 – Fall 2017- September 28 2017– 13 January 2018													
Module	Week 1 28/29/30 September	2 05/06/07 October	3 12/13/14 October	4 20/10	5 27/10	6 03/11	7 10/11	8 17/18 November	9 24/25 November	10 01/12	11 08/09 December	12-14 10 December - 5 January 18	15 -16 6 th -13 th January 18
EMPA 1501 <i>Sessions</i>			Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study					Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study			Exam Period
EMPA 1502 <i>Sessions</i>		Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study								Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study	Exam Period
Classes		3 days	3 days						2 days		2 days		Exams

Executive Master of Public Administration – Part Time Program Study Plan

The Executive Master of Public Administration (EMPA) English or Arabic, program(s) study plan for part-time students is summarised in the Table(s) below.

Table 5: EMPA Modular Study Plan Part Time Students – Spring 2018 – Semester 2

Semester 2 – Spring Semester 2018 (March 1st – June 9th 2018)													
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 22/23/24 March	5 – 7 29 th March to 13 th April	8 20/21 April	9 27/28 April	10 04/05 May	11 11/12 May	12 18 May	13 25 May	14 02 June	15 09 June
EMPA 1503 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri & Sat 9-12 & 1-4 per day	Independent Study		Exam Period		
EMPA 1504 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1- 4 per day	Independent Study		Project & Presentations				
Classes	3 days		3 days			2 days		2 days					

Executive Master of Public Administration – Part-Time Program Study Plan

The Executive Master of Public Administration (EMPA) English or Arabic, program(s) study plan for part-time students is summarised in the Table below.

Table 6: EMPA Modular Study Plan Part Time Students – Fall 2018 – Semester 3 (September 2018 – January 2019) – Dates TBA

Semester 3 – Fall Semester 2018 (September 2018 – January 2019)													
Module	Week 1	2	3	4	5-7	8	9	10	11	12	13	14	15
EMPA 1505 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study	Project & Presentations				
EMPA 1506 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study	Exam Period			
OR													
EMPA 1507 Sessions			Thu & Fri & Sat 8-12 & 1-5 per day Field Trip Debrief	Directed and Independent Study Field Trip will also occur for 1 week during this period (Date to be Confirmed)				Fri/Sat Field Trip Debrief (TBC)	Independent Study	Student Presentations			
Classes		3 days	3 days					2 days	2 days	2 days			

Executive Master of Public Administration – Part Time Program Study Plan

The Executive Master of Public Administration (EMPA) English or Arabic, program(s) study plan for part-time students is summarised in the Table(s) below.

Table 7: EMPA Modular Study Plan Part Time Students: Spring 2019 - Fall 2019 (Dates To Be Advised)

<i>Semesters 4-5 (Fall 2018 & Spring 2019 Academic Calendar – TBC)</i>												
Module	Week 1	2	3	4 - 8	9	10 - 14	15	16 – 20	21	22 – 24	25	26
MPP 901	Sat/Sun		Proposal Defence	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	2 days		1 day		1 day		1 day		1 day			1 day

Program Study Plan - Dissertation

For Delivery of the dissertation module, students will be advised of the blocks of teaching for this module, well in advance.

The study plan provides students with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Delivery Mode

Each taught Executive Master of Public Administration (EMPA), English or Arabic, program module will be delivered as integrated units over two (extended) weekends each semester. In each of the first three (3) full-day sessions there will be two 4-hour units each day, which will incorporate lecture and seminar elements. In each of the second two (2) full-day sessions there will be two 3-hour units each day, which will incorporate lecture and seminar elements. Thus each EMPA taught Module will have 36 hours of face-to face teaching hours.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions.

Sessions will be delivered between 8am and 5pm on each of the first three (3) days and between 9am and 4pm on each of the second two (2) day session. Following the first intensive teaching session, the students are given time for independent study and critical analysis and reflection, before resuming for a final two-day period. During that time the students will be working on an assignment that measures their analytical skills.

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the Executive Master of Public Administration (EMPA) Program, each student is allocated a personal advisor who is a member of faculty.

Faculty mentors advise and council students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103) available from the Registrar and/or Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded an Executive Master of Public Administration (EMPA) Program degree, the following requirements must be satisfied:

- a student must complete 180 (CATS) credits of module work as follows:
 - I. 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - II. Students must achieve an overall grade average of Merit (60%) on the Grading Scale to graduate from the Executive Master Degree program.

To be awarded a Postgraduate Diploma in Public Administration the following must be satisfied:

- a student must complete 120 (CATS) credits of module work as follows:
 - a) 120 (CATS) Credits in six (6) Modules
 - b) Students must achieve an overall grade average of Merit (60%) on the Grading Scale to graduate with Postgraduate Diploma Innovation in Public Administration

Careers and Employability

The transformational nature of the Executive MPA equips graduates with transferable skills and knowledge which will enhance their career prospects and open up options in the area of public policy. MBRSG Executive MPA alumni will occupy positions in the public and private sectors, international organizations and think tanks around the world.

Graduate Module Descriptions

Executive Master of Public Administration (EMPA) (English or Arabic)

EMPA1501 Comparative Public Administration and Governance (20 CATS Credits)

This module aims to provide students with the knowledge and theoretical foundations of the comparative of public administration and governance systems that regulate the work of administrative bodies in the Arab countries and Gulf States. The module 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 .In this regard the module covers different topics including the concept of comparative public administration and a review of the most important global and regional models in management developments. Students also study the impact of the global environment on administrative reform experiments in the Arab countries and the Gulf States. The module also distinguishes the impact of the political, legal and social environments on the design and the work of administrative bodies in the Arab countries. This module enables the student to gain an overall picture of the most important trends of administrative reform and development globally, regionally and locally using a comparative approach. The Comparative approach also helps students to identify similarities and differences in the administrative systems and governance models under study. Accordingly, students can decide on how to benefit from the experiences of other countries in the field of administrative reform of the governance system at the regional and local levels.

EMPA1502 Human Resources and Performance Management in Government Organizations (20 CATS Credits)

This dynamic and interactive module is designed to help students improve their understanding of the importance of the human capital in government organizations. The module 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 module 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.

EMPA1503 Public Finance and Government Funding (20 CATS Credits)

Public finance issues are central to economic and political landscapes worldwide, as one of the primary functions of government is to generate resources from its people, and in return to spend the money to improve their lives. However, while the concept of “money from the people, for the people” is quite simple conceptually, there is little agreement on how best to raise and spend public funds in practice. The module covers: the role and size of the public sector, including the rationale for public sector interventions such as market failure and distributional concerns; key factors determining a nation’s fiscal architecture; public resource mobilization via user charges and taxation, including the economics of taxation, taxation of income (personal and corporate income tax), wealth (property tax), and consumption (sales, excise, and value added taxes), tax incentives, tax compliance and enforcement, and tax reform; public expenditure policy, including assessment of government social protection programs, megaprojects, public sector efficiency and effectiveness, and the role of the private sector in the production and provision of public goods and services; fiscal balance and deficit financing; and fiscal decentralization and intergovernmental fiscal relations. The module will also explore public finance challenges for both national and subnational governments in coping with the impact of the recent global economic crisis.

EMPA1504 Public Policy Analysis (20 CATS Credits)

The module explores the different traditions and theories of public policy analysis and the importance of using such theoretical frameworks for the analysis and understanding of governance and development. Its focal aim is to explore various analytical approaches and tools in the way in which policymaking and policy evaluation within the public sector are necessarily different to the approaches adopted in private sector and third sector organizations. The module also seeks to examine how complex structures and institutions can be explained in ways which are meaningful and have an academic and practitioner interest in the UAE, MENA and beyond the Arab region.

EMPA1505 Administrative Leadership and Institutional Performance Management (20 CATS Credits)

This module introduces students to theories and practice of administrative leadership in public sector organizations and the impact they make on institutional performance management. 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. Thus, this module considers the interrelationship between organizational performance and leadership in government. The module discusses resolving strategy paradoxes to create competitive advantage. The impact of leadership styles and dynamics on organizational performance will be studied to determine how different leadership practices affect organizational performance in public organizations. Class discussions and activities will focus on the analysis of administrative leadership and organizational performance in the context of the GCC as well as comparing this experience with other nations. Case studies will help students to underscoring the pitfalls of ineffective administrative leadership and how weak and poor leaders may hamper the efforts for achieving organizational and institutional goals

EMPA1506 Leadership in Conflict Resolution and Negotiation (20 CATS Credits)

This module develops paradigm of leadership within conflict and negotiation. It facilitates the students' understanding of the nature of various types of conflicts in public and private sectors and how good negotiations could mitigate their effects on work morale. The module proposes to enable students to address the causes and appreciate the consequences of conflict as well as to offer them the conflict resolution skills and strategies in public sector organizations. The module also develops the concept of Game Theory within areas of conflict and cooperation and competing interests, and discusses complex adaptive systems in the context of global macroeconomic networks.

EMPA 1507 Global Governance (20 CATS Credits)

This module will investigate diverse policy issues and the equally diverse structures of governance and diplomacy regulating them at the international, transnational, state and sub-state levels. The program will equip students to understand, explain and practice governance and diplomacy in the contemporary global era. Inter-Governmental Organizations provide important channels of communication between states and mechanisms for galvanizing international action on issues of global concern. They are also important actors in global governance

The module will include a study visit for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of global understanding within the field.

The module will address three key 'gaps' that are referred to in global governance discussions:

1. The jurisdictional gap, between the increasing need for global governance in many areas - such as health - and the lack of an authority with the power, or jurisdiction, to take action.
2. The incentive gap, between the need for international cooperation and the motivation to undertake it. The incentive gap is said to be closing as globalization provides increasing impetus for countries to cooperate. However, there are concerns that, as a Country lags further behind economically, its influence on global governance processes will diminish.
3. The participation gap, which refers to the fact that international cooperation, remains primarily the affair of governments, leaving civil society groups on the fringes of policy-making. On the other hand, globalization of communication is facilitating the development of global civil society movements

MPP901 Dissertation (60 CATS Credits)

The Dissertation is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their module work. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior module-work. To this end, candidates will conduct substantive original research on a public administration, public management or contemporary policy issue of importance to the region. The outcome will be the development and presentation of the research results and recommendations.

Master of Innovation Management

The Master of Innovation Management (MIM) program has been developed in such a way as to provide students with the practical skills, mental models and theoretical background to attain or undertake a professional role in their organization. Teaching on the MIM program will use a pedagogical approach that enables students to reflect on innovation management activities in a real world context. It will provide an essential overview of the key concepts of innovation management, by utilizing both theoretical and practical perspectives on the current realities of innovation management techniques in a variety of contemporary organizational settings. This program has been developed for current and future managers and leaders in national and international public and private sector organisations. It is particularly relevant in the current climate of governance and Government, and will be of interest to those who want to keep ahead of these activities.

Program Mission

The MIM program is designed specifically for students wishing to develop their skills and understanding of the management activities undertaken within the context of the evolving and complex world of innovation management. Primarily the student cohort will be individual students selected and supported by Dubai Government as part of the Government training and development initiatives. The MIM will support the 2015 UAE Innovation Strategy, as it has been designed to help students improve their ability to analyse and solve problems in the context of contemporary innovation management scenarios. This module is the ideal for students seeking a career where innovation, entrepreneurship and creativity are defining key features. These roles can be found in public and private sector organisations, in small to medium-sized enterprises (SMEs) and in start-up businesses.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self-access and field trips are some of the learning activities that will add value to the student experience in the MIM. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The MIM program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

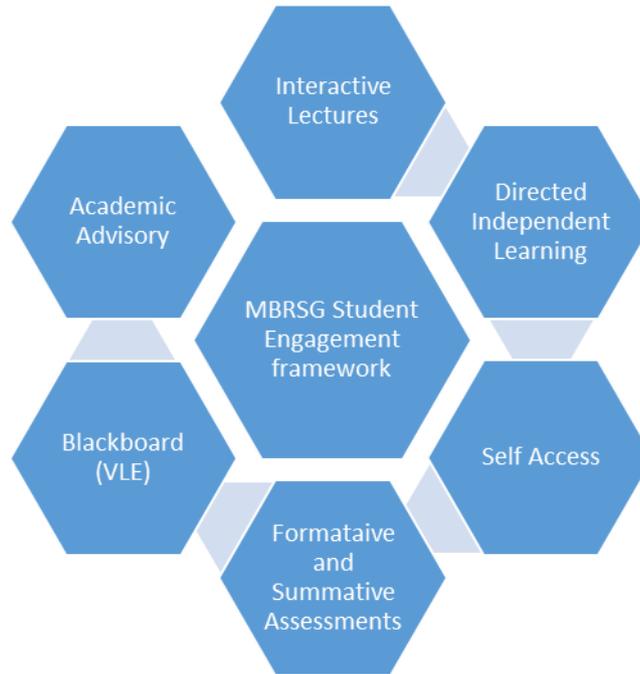


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Each day comprises of a minimum of six hours direct contact. Following the intensive teaching sessions, the students are assigned Directed Independent Learning (DIL) tasks which will reinforce and extend the taught content. Students are also expected to include self-access study time for critical analysis and reflection on content, before resuming for a final two-day period. For the duration of the program students will be working on assignments that measures their applied and analytical skills.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

Special Features of the Teaching and Learning Experience

- Block delivery of modules
- Guest lectures from Industry Specialists
- Use of MENA specific case studies
- Directed Independent learning task to support students between blocks of teaching
- Use of Blackboard as an online learning platform for discussions and extension tasks

Program Content

The program consists of six core modules in the first year; these are all worth 20 credits each

First Year modules – Semester 1 and 2

- MIM 711 Frontiers of Innovation
- MIM 712 Public Sector innovation
- MIM 713 Service Innovation
- MIM 714 Microeconomics of Competitiveness
- MIM 715 Research Methods
- MIM 716 Strategic Management and Leadership Dynamics

After successful completion of 6 core modules, students will then be eligible to commence *Dissertation Module MPP901* to complete their program, provided they have satisfied the overall average grade requirement of grade B (Pass with Merit) or higher.

Program Objectives

The overall design aims of the Master of Innovation Management (MIM) program are to:

- Provide an underpinning of both the knowledge and skills needed by managers in the field of innovation management, so that students can contribute to and improve the achievement of their organization's strategic objectives;
- Provide an analytical and multi-perspective framework, to enable students to recognize, identify and evaluate key management issues which critically impact on organizational performance and strategic direction in the context of innovation management;
- Encourage holistic thinking within the areas of innovation management
- Motivate and equip students to play a leading role in innovation management, engage effectively in improving the process through which innovation is managed.

Program Objectives and Outcomes

The Master of Innovation Management (MIM) program will enable successful graduates to be able to

- Critically analyse and evaluate the ethical and cultural dimensions of innovation management in the public and private sectors
- Understand and apply innovation theory, process, structure and systems
- Synthesize the purpose, design, functions, and character of innovation management
- Utilise advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine innovation management
- Appraise and assess the role of innovation management driving local outcomes
- Decide on effective leadership and teamwork skills to solve complex innovation management problems and communicate decisions to relevant audiences.

The Master of Innovation Management (MIM) program learning outcomes are at a level commensurate with the award of a Master degree and have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Admission Requirements

No additional admission requirements are required for entry into the Master of Innovation Management program to those stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in this Graduate Academic Catalog above.

Proficiency Requirements

Prior to enrolling in a Master of Innovation Management (MIM) program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester as part of their Master of Innovation Management (MIM) program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled 'Returning to Learning'. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MIM students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MIM students).

Academic Workload

A Master of Innovation Management (MIM) full-time student may enroll in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll part-time in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current MIM studies.

Program Requirements

Master of Innovation Management (MIM)

To be awarded a Master of Innovation Management (MIM) degree, the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

Postgraduate Diploma in Innovation Management (PgD)

The MBRSG Master of Innovation Management (MIM) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Innovation Management (PgD).

The Postgraduate Diploma program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

To be awarded a Postgraduate Diploma in Innovation Management, the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

Program Structure

Students admitted to the Master of Innovation Management graduate program of study at MBRSG, will study the prescribed study plan as follows:

Semester	Full Time		Part Time		Part Time - Conditional	
1	MIM 711	20 credits	MIM 711	20 credits	ASM001	0 credits
	MIM 712	20 credits	MIM 712	20 credits	MIM 711	20 credits
	MIM 713	20 credits				
2	MIM 714	20 credits	MIM 713	20 credits	MIM 712	20 credits
	MIM 715	20 credits	MIM 714	20 credits	MIM 713	20 credits
	MIM 716	20 credits				
3	Dissertation	60 credits	MIM 715	20 credits	MIM 714	20 credits
			MIM 716	20 credits	MIM 715	20 credits
4			Dissertation	60 credits	MIM 716	20 credits
5			Dissertation	60 credits	Dissertation	60 credits
6					Dissertation	60 credits
Total	180 credits		180 credits		180 credits	

Please note that the Dissertation may take up to two (2) Semesters to complete.

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

Program Modules

The Master of Innovation Management (MIM) and Postgraduate Diploma Modules are shown in the Table below:

Module code	Module Title
MIM 711*	Frontiers of Innovation
MIM 712*	Public Sector innovation
MIM 713	Service Innovation
MIM 714	Microeconomics of Competitiveness
MIM 715	Research Methods
MIM 716	Strategic Management and Leadership Dynamics
Postgraduate Diploma Exit Point, completion of the MIM requires the Dissertation	
MPP 901 **	Dissertation

Note:

- *MIM 711 *Frontiers of Innovation* and MIM 712 *Public Sector Innovation* will generally be taught together (part-time students take 2 subjects per semester) and we have hence assigned them as co-requisites.
- **All Modules MIM711-MIM716 must be successfully completed, and an overall average grade of B (Merit) or above achieved, prior to progression to the Dissertation Module. This will be confirmed by the Progression Board.

Elective Modules

No Elective Modules currently exist in the Master of Innovation Management (MIM) degree program as from the commencement of the 2017/2018 academic year.

Pre-Requisite and/or Co-Requisite Modules

The Master of Innovation Management degree program has specific co-requisite Modules.

- *MIM 711 *Frontiers of Innovation* and MIM 712 *Public Sector Innovation* will generally be taught together (part-time students take 2 subjects per semester) and we have hence assigned them as co-requisites.

All Modules MIM711-MIM716 must be successfully completed, and an overall average grade of B (Merit) or above achieved, prior to progression to the Dissertation Module. This will be confirmed by the Progression Board.

Dissertation

The research dissertation is a very important part of a student's Master's degree. It is an opportunity for the student to acquire and apply transferable researching and academic writing skills. It is the part of the program where students can apply the analytical and problem-solving techniques they have acquired during their studies to explore a specialist interest in greater depth. Although demanding, students often find the dissertation one of the most rewarding aspects of their Master's experience.

The requirements to undertake and complete the Dissertation Module within the Master of Innovation Management program are clearly specified in the Dissertation Handbook. Students undertaking the Dissertation will prepare and successfully defend their Dissertation presenting results from their independent research performed under the direct supervision of a School faculty member.

The Dissertation Module Handbook details a series of stages that must be completed in order to successfully complete the Dissertation requirements of the MIM program.

Students embarking on their dissertations will initially meet over two-days to attend an induction session, academic skills workshops and a proposal writing workshop. Students will have the opportunity to engage with faculty and discuss their individual topics.

The submission of proposals will be in week 3 and students will defend their proposals at the end of that week.

They will be assigned and meet with their supervisor and arrange supervisory meetings for the remainder of the semester; the recommended minimum is four meetings per semester as detailed in the dissertation handbook.

For full-time students a progress report will be due in weeks 3 & 11; the submission of the dissertation is in week 12 and the defence in week 13.

Part-time students a progress report will be due in weeks 3, 9, 15 & 21; the submission of the dissertation is in week 25 and the defence in week 26.

Progression and Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105) explained in this Catalog at Section 4 above, students studying in the Master of Innovation Management (MIM) program must maintain a ‘Good Academic Standing’ to progress through their program of study in order to successfully meet the graduation completion requirements.

Student’s studying in the MIM program must maintain an overall average grade of 60% (Merit) under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student’s progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

Program Duration

The minimum and maximum timeframes for completion of the Master of Innovation Management (MIM) degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below::

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Program Study Plan

The study plan for full and part time students in the MIM program are detailed in Tables 1 – 7 below. This provides students with an indicative path-way on their academic journey throughout their studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Master of Innovation Management – Full Time Program Study Plan – (For Unconditional Admitted Students Only)

The Master of Innovation Management (MIM) program study plan for full-time students is summarised in the Tables below.

Table 1: MIM Modular Study Plan Full Time Students – Fall Semester 2017 - New Students

Semester 1 – Fall Semester 2017 (September 2017 – January 2018)														
Module	Week 1 28/29/30 September	2 5/6/7 October	3 12/13/14 October	4 20 Oct.	5 27 Oct.	6 13 Nov.	7 10 Nov.	8 17/18 Nov	9 24/25 Nov	10 01 Dec	11 8/9 Dec	12 – 14 15 Dec – 29 Dec	15 6 th Jan 2018	16 13 th Jan 18
MIM 712 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
MIM 711 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
MIM 713 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study		Exam Period	
Classes	3 days	3 days	3 days					2 days	2 days		2 days			

Master of Innovation Management – Full Time Program Study Plan – (For Unconditional Admitted Students Only)

The Master of Innovation Management (MIM) program study plan for full-time students is summarised in the Table below.

Table 2: MIM Modular Study Plan Full Time Students –Spring 2018 – Semester 2

Semester 2 – Spring Semester 2018 (March – June 2018)															
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 23 Mar	5 30 Mar	6 6 Apr	7 13 Apr	8 20/21 April	9 27/28 April	10 4/5 May	11 11 May	12 18 May	13 25 May	14 2 nd June	15 9 th June
MIM 714 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
MIM 715 Sessions		Thu & Fri & Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
MIM 716 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/sat 9-12 & 1-4 per day	Independent Study			Exam Period		
Classes	3 days	3 days	3 days					2 days	2 days	2 days					

Master of Innovation Management – Full Time Program Study Plan – (For Unconditional Admitted Students Only)

The Master of Innovation Management (MIM) program study plan for full-time students is summarised in the Table below.

Table 3: MIM Modular Study Plan Full Time Students –Fall 2018 – Semester 3

<i>Semester 3 – Fall 2018 (September 2018 - January 2019)</i>								
Module	Week 1	2	3	4-6	7	8-11	12	13
MPP 901	Fri/Sat	Supervised Independent Study	Proposal Defence & Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	2 days		1 day		1 day			1 day

Master of Innovation Management – Part Time Program Study Plan

The Master of Innovation Management (MIM) program study plan for part-time students is summarised in the Table below.

Table 4: MIM Modular Study Plan Part Time Students – Fall 2017 - New Students

Semester 1 – Fall 2017 (September 2017 – January 2018)														
Module	Week 1 28/29/30 September	2 5/6/7 October	3 12/13/14 October	4 20 Oct.	5 27 Oct.	6 13 Nov.	7 10 Nov.	8 17/18 Nov	9 24/25 Nov	10 01 Dec	11 8/9 Dec	12 – 14 15 Dec – 29 Dec	15 6 th Jan 2018	16 13 th Jan 18
MIM 712 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
MIM 711 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
Classes	3 days	3 days						2 days	2 days					

Master of Innovation Management – Part Time Program Study Plan

The Master of Innovation Management (MIM) program study plan for part-time students is summarised in the Table below.

Table 5: MIM Modular Study Plan Part Time Students – Spring 2018 - Semester 2

Semester 2 – Spring Semester 2018 (March – June 2018)															
Module	Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1/2/3 March	8/9/10 March	15/16/17 March	23 Mar	30 Mar	6 Apr	13 Apr	20/21 April	27 April	4/5 May	11 May	18 May	25 May	2 nd June	9 th June
MIM 713 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study			Exam Period	
MIM 714 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study			Project & Presentations			
Classes	3 days		3 days					2 days		2 days					

Master of Innovation Management – Part Time Program Study Plan

The Master of Innovation Management (MIM) program study plan for part-time students is summarised in the Table below.

Table 6: MIM Modular Study Plan Full Time Students – Fall 2018 – Semester 3 (September 2018 – January 2019) Dates TBA

Semester 3 – Fall Semester 2018 (September 2018 – January 2019)																
Module	Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
MIM 715 Sessions		Thu & Fri & Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study	Project & Presentations					
MIM 716 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/sat 9-12 & 1-4 per day	Independent Study	Exam Period				
Classes	3 days	3 days	3 days					2 days	2 days	2 days						

Master of Innovation Management – Part Time Program Study Plan

The Master of Innovation Management (MIM) program study plan for part-time students is summarised in the Table below.

Table 7: MIM Modular Study Plan Part Time Students –Spring 2019 & Fall2019 – Semesters 4/5 (Dates TBA)

Semesters 4-5 (Spring Semester 2019 & Fall Semester 2019 Academic Calendar – TBC)												
Module	Week 1	2	3	4 – 8	9	10 – 14	15	16 - 20	21	22 - 24	25	26
MPP 901	Sat/Sun		Proposal Defence	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	2 days		1 day		1 day		1 day		1 day			1 day

Delivery Mode

Each taught Master of Innovation (MIM) module will be delivered as integrated units over two (extended) weekends each semester. In each of the first three (3) full-day sessions there will be two 4-hour units each day, which will incorporate lecture and seminar elements. In each of the second two (2) full-day sessions there will be two 3-hour units each day, which will incorporate lecture and seminar elements. Thus each MIM taught Module will have 36 hours of face-to face teaching hours.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions.

Sessions will be delivered between 8am and 5pm on each of the first three (3) days and between 9am and 4pm on each of the second two (2) day session. Following the first intensive teaching session, the students are given time for independent study and critical analysis and reflection, before resuming for a final two-day period. During that time the students will be working on an assignment that measures their analytical skills.

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the Master of Innovation Management (MIM) Program, each student is allocated an academic advisor who is a member of faculty. Faculty mentors advise and council students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester.

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103), available from the Registrar and/or Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded a Master of Innovation Management (MIM) degree, the following requirements must be satisfied:

- a student must complete 180 (CATS) credits of coursework as follows:
 - I. 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - II. Students must achieve an overall grade average of B (Merit) or above on the Grading Scale to graduate from the Master Degree program.

To be awarded a Postgraduate Diploma Innovation Management the following must be satisfied:

- a student must complete 120 (CATS) credits of coursework as follows:
 - a) 120 (CATS) Credits in six (6) Modules
 - b) Students must achieve an overall grade average of B (Merit) or above on the Grading Scale to graduate with Postgraduate Diploma Innovation Management.

Careers and Employability

An increasing number of public and private sector entities are becoming aware of the imperative to innovate in order to remain viable in the 21st Century. The creative process of generating ideas for new products, services and new business models is a human skill and the future for innovation leaders looks bright. Master of Innovation Management (MIM) graduates will find themselves working in a range of public and private sector organisations in areas of new business development, innovation project management and innovation consultancy. They will work in product and service contexts across a variety of industries. Their daily jobs will involve supporting development teams when new products are being developed, and they devise and initiate new products and services themselves, becoming new business developers. They also act as consultants to small and medium-sized enterprises, advising on organizing businesses for innovation.

Graduate Module Descriptions

Master of Innovation Management (MIM)

MIM711: Frontiers of Innovation (20 CATS Credits)

Organizations that are consistently successful at managing innovation out perform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, as this module will demonstrate, innovation is not easy to develop within any organization and requires an approach that is quite different from that offered by standard management tools. The strategic management of innovation requires more than just adding it to the functions of an organization. Instead it needs an integrated approach that deals with interactions between changes in technology, organizations and markets. This module will explore the different elements that develop and sustain innovation within various organizations and, given the strategic imperative within the UAE to develop a more innovative economy, will also explore the importance of innovation within a national context. It will therefore provide learners with opportunities to explore experiences of innovation and entrepreneurship in action and reflect in a structured manner on these experiences and the lessons that emerge from them. It will also introduce concepts that provide the basis for understanding innovation, how it can be managed and enable the student to experiment with these conceptual models to help make sense of managing innovation.

MIM712: Public Sector Innovation (20 CATS Credits)

Public sector innovation - where new ideas create value for society - is not new although more recently there has been a more concerted effort to try and develop a systematic approach to creating innovative solutions that can address societal challenges. This module will examine the key issues in terms of public sector innovation which, as a result of changing political agendas and a desire for action during the last four decades, has led to continuous organizational change becoming common in many parts of the public sector. More recently, the global financial crisis has accelerated this trend as governments seek to reform, restructure and reorganize their public sector activities in order to deliver more efficient and effective services. In addition, citizens' expectations of higher value service innovations are increasing despite fiscal pressures, especially in terms of greater choice and quality. Other important issues such as demographics (an ageing population), technology (e-government) and climate change (strategies for sustainability). Some would argue that many public sector organizations are not up to the job of developing and implementing solutions to deal with these challenges. Many focus too much on the short-term needs of politicians; are too bureaucratic and hierarchical to deal with change; have an aversion to failure that restricts new ideas; do not place citizens at the heart of their policymaking; cannot scale new solutions sufficiently; and have few formal methods for promoting innovation.

MIM713: Service Innovation (20 CATS Credits)

With the service sector creating most of the wealth and employment within developed and emerging economies, ensuring that the sector continues to innovate presents a number of challenges. This does not only include the service innovation process itself but the adoption of practices that will enhance and improve it. This module will not only examine some of the key issues from academic research and management practice on services innovation but will enable the learner to build the skills and capabilities necessary to better design services, especially in new ways in which service innovation takes place.

MIM714: Microeconomics of Competitiveness (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation's or region's productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transition and advanced countries where microeconomic agendas are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the module is that competitiveness and economic development is affected by policies at all these levels.

The module is also concerned with government policy but also with the roles of business, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The module explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the module underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction).

MIM715: Research Methods (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed by public administrators. Module topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy; methods and data collection tools. Students will be introduced with a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The module will enhance students' skill in evaluating published research and learn how to use research methods in their own research, in order to grasp and analyses issues related to public administration and public policy. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MIM716: Strategic Management and Leadership (20 CATS Credits)

This module facilitates students' understanding of the process of strategic thinking, planning and implementation to facilitate a culture innovation in government organizations. The 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 visions and missions and to advance innovative public services. The role of leadership in defining organizational processes, goals, objectives and shaping the overall strategic orientation of the organization will be discussed to highlight how dynamic interactions between different organizational levels and teams could achieve innovation. The module also addresses the difficulty of adopting strategic management in public sector innovation and considers how to deal with the problems of implementation of innovative strategies. A case study approach will be adopted to link theory with practice and help students apply their knowledge in the UAE and the MENA region.

MPP901: Dissertation (60 CATS Credits)

The Dissertation in Public Policy is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their program. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior course-work. To this end, candidates will conduct substantive original research on a strategic management, innovation management or service innovation issue of importance to the region. The outcome will be the development and presentation of the research results and recommendations that can inform innovation management in the UAE and beyond.

Master of Public Administration

The Master of Public Administration (MPA) degree is considered as the core professional degree for students seeking a career in public service or nonprofit management. At MBRSG our bespoke MPA program will guide you to develop the skills and techniques used to implement policies, and programs that resolve important problems within the UAE Government and our society, by placing increased emphasis on management and implementation techniques. The MBRSG MPA program provides you with an opportunity to study key management and policy issues that are relevant to the UAE and the Region. The program aims to develop your critical thinking, analytical skills, ensuring a sensitivity to the ethical and value concerns that are central to the traditions of the field of public administration. MBRSG graduates are well-equipped for careers throughout all levels of government, across the nonprofit sector and in the private sector. The MBRSG MPA can be completed by students attending either in part-time or full-time study mode.

Program Mission

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 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 non-profit 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.

The Advantage of Studying at the Mohammed Bin Rashid School of Government

Located in the vibrant city of Dubai, students have an excellent opportunity to benefit from the Mohammed Bin Rashid School of Government specialized research programs, practical workshops and seminars. In addition, the School's library is rapidly becoming a knowledge resource center for the region on issues related to public policy and administration. Networked for Life Graduates will connect with MBRSG's extensive networks of distinguished Arab public policy and public administration leaders through lifelong membership in the MBRSG Alumni Association. Members will have opportunities for participation and exchange at the School, through online alumni communities, and at alumni gatherings held around the Arab world.

Program Objectives

The Master of Public Administration (MPA) program prepares students for a career in the public sector or non-profit 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.

Program Outcomes

The Master of Public Administration program will enable successful graduates to be able to

- Apply contemporary organizational and management theories to the analysis of institutional performance and the development of innovative structures, processes and systems in public organisations
- Compare how laws, norms and ethical principles influence the effectiveness of public organisations
- Differentiate the character of public organisations and the nature of their interaction with markets and with civil society
- Analyse public policy issues using applicable research principles and methods to formulate alternative solutions
- Evaluate the impact of global political and economic institutions, knowledge sharing and current trends on public governance
- Use effective leadership and teamwork skills to solve complex organizational problems and communicate policy decisions.
- Formulate a public service ethic grounded in Islamic principles of leadership.

The Master of Public Administration program learning outcomes are at a level commensurate with the award of a Master degree and have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Admission Requirements

No additional admission requirements are required for entry into the Master of Public Administration program to those stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in this Graduate Academic Catalog above.

Proficiency Requirements

Prior to enrolling in a Master of Public Administration (MPA) program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester as part of their Master of Public Administration (MPA) program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled 'Returning to Learning'. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MPA students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MPA students).

Academic Workload

A full-time Master of Public Administration (MPA) student may enroll in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll, part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current MPA studies.

Program Requirements

Master of Public Administration (MPA)

To be awarded a Master of Public Administration degree, the program requires the successful completion of six (6) Modules (20 CATS credit each) and a Dissertation (60 CATS credits) totaling 180 (CATS) credits with an overall average grade of (Pass with Merit) (B) or above.

Postgraduate Diploma in Public Administration (PgD)

No Postgraduate Diploma Exit Award is possible from the Master of Public Administration degree program.

Program Structure and Study Plan

Students admitted to the Master of Public Administration graduate program of study at MBRSG, will study the prescribed study plan as follows:

Semester	Full Time		Part Time		Part Time - Conditional	
1	MPA501	20 credits	MPA501	20 credits	ASM001	0 credits
	MPA502	20 credits	MPA505	20 credits	MPA501	20 credits
	MPA505	20 credits				
2	MPA503	20 credits	MPA502	20 credits	MPA502	20 credits
	MPA504	20 credits	MPA503	20 credits	MPA505	20 credits
	MPA506	20 credits				
3	Dissertation	60 credits	MPA504	20 credits	MPA503	20 credits
			MPA506	20 credits	MPA504	20 credits
4			Dissertation	60 credits	MPA506	20 credits
5			Dissertation	60 credits	Dissertation	60 credits
6					Dissertation	60 credits
Total	180 credits		180 credits		180 credits	

Please note that the Dissertation may take up to two (2) Semesters to complete.

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

The study plan provides you with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Program Modules

The Master of Public Administration Modules are shown in the Table below:

Module code	Module Title
MPA 501	Public Administration and Governance
MPA 502	Public Policy Analysis
MPA 503	Public Sector Finance
MPA 504	Organizational Behaviour and Leadership in the Public Sector
MPA 505	Research Methods
MPA 506	Economic Foundation of Policy Analysis
MPP 901	Dissertation

Elective Modules

No Elective Modules are offered in the Master of Public Administration (MPA) degree program.

Pre-Requisite and/or Co-Requisite Modules

In the Master of Public Administration (MPA) degree program no specific pre-requisite or co-requisite Modules exist. However, all Modules MPA501-MPA506 must be successfully completed, and a cumulative overall average grade of B (Pass with Merit) or above achieved, prior to progression to the Dissertation Module. This will be confirmed by the Progression Board.

Dissertation

The research dissertation is a very important part of a student's Master's degree. It is an opportunity for the student to acquire and apply transferable researching and academic writing skills. It is the part of the program where students can apply the analytical and problem-solving techniques they have acquired during their studies to explore a specialist interest in greater depth. Although demanding, students often find the dissertation one of the most rewarding aspects of their Master's experience.

The requirements to undertake and complete the Dissertation Module within the Master of Public Administration program are clearly specified in the Dissertation Handbook. Students undertaking the Dissertation will prepare and successfully defend their Dissertation presenting results from their independent research performed under the direct supervision of a School faculty member.

The Dissertation Module Handbook details a series of stages that must be completed in order to successfully complete the Dissertation requirements of the MPA program.

The following Table briefly summarises the key milestones during the Dissertation:

Dissertation Module Milestones:			
Week	Requirement	Assessment	
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.		
3	Submission of Proposal Pro-forma	Assessment 1	10%
4	Presentation of Proposal*	* Agree date for submission, Fall or Spring Semester	
12	Submission of Dissertation	Assessment 2	70%
13	Oral defense (Viva Voce) of Dissertation	Assessment 3	20%

Progression and Academic Standing

In accordance with the Student Academic Progression Policy explained in this Catalog at Section 4 above, students studying in the Master of Public Administration (MPA) program must maintain a ‘Good Academic Standing’ to progress through their program of study in order to successfully meet the graduation completion requirements.

Student’s studying in the MPA program must maintain an overall average grade of (Pass with Merit) (B) under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student’s progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve. This will be confirmed by the Progression Board.

Academic Advising

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the Master of Public Administration Program, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and council students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance.

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103) available from the Registrar.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded a Master of Public Administration degree, for those students who are admitted to, enrolled and commenced study in and post the Summer Semester (May 2016) of the 2015/2016 Academic Year; the following requirements must be satisfied to be awarded a Master Degree:

- To earn a Master Degree a student must complete 180 (CATS) credits of coursework as follows:
 - I. 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - II. Students must achieve an overall grade average of B (Pass with Merit) or above on the Grading Scale to graduate from the Master Degree program.

Graduate Module Descriptions

Master of Public Administration

MPA 501 Public Administration and Governance (20 CATS Credits)

In this Module the opening set of themes and topics introduces students to the broad issues of Public Administration, Governance and Ethics in a comparative context. The Module explores comparative administrative theories, practice and processes and emphasizes the importance of the context in which they operate. It develops a critical awareness of the approaches of different political regimes to public administration and public sector management and seeks to develop a Masters level practical and theoretical understanding of the impact of globalization and de-territorialisation of national and international governance. An embedded element is the nature and application of ethics as a part of understanding ‘good’ governance. The Module introduces some of the main issues and problems confronting public sector managers such as modernization, accountability in a complex age, ethical action, oversight, and audit and private-public partnerships. Many of these issues are then explored in more detail in the Modules that follow this one.

MPA 502 Public Policy Analysis (20 CATS Credits)

This Module is viewed as an academic and theoretical continuation of MPA 501, as such there is an overlap of aims. This is deliberate and should be seen not as a repetition of some aspects, but as a reinforcement of core elements of understanding the way in which the public sector works. The Module aims to explore the different traditions and theories of policy analysis and the importance of using theoretical frameworks for the analysis and understanding of human endeavour, 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 to the approaches adopted in private sector organizations. The Module 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 (20 CATS Credits)

This Module aims to provide a sound introduction, understanding and working knowledge of the key concepts, theories and structures of public sector finance. It explores the sources of public and private finance, the role of public, private and third sector (or non-governmental) institutions in the provision of public services. It aims to develop knowledge of public sector budgeting, and financial management and control using an exploration of contemporary public finance issues. It also explores the political, historical, institutional and cultural dynamics that influence policy design and delivery in the context of the region.

MPA 504 Organisational Behavior and Leadership in the Public Sector (20 CATS Credits)

Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes” Peter Drucker.

This Module is designed to introduce students to the theories and practices of administrative leadership and organizational dynamics in public sector organizations. The way in which administrative leaders in government undertake their duties influence employees’ performance and in turn the ability of public organization to achieve their goals and objectives. Consequently, this Module converses several issues related to how to manage and lead effectively in government. Administrative leadership theories and models will be thoroughly examined in order to underline the qualities of good public leaders and to distinguish the notion of public leadership from other similar concepts. The impact of leadership style on organizational dynamics and performance will be considered to figure out how different leadership styles may lead to different motivation schemes and systems as well as diverse techniques to manage human capital and diversity in public organizations. Class discussions and activities will focus on the analysis of administrative leadership in the UAE context as well as comparing this experience with other countries form the MENA region. The utilization of the case study approach will enable students to identify best practices and underscore the pitfalls of leadership.

MPA 505 Research Methods (20 CATS Credits)

This Module is designed to give students an understanding of the qualitative and quantitative research tools needed for public administrators and to utilize available research methods in their own research. In addition, students begin to learn the important skill of evaluating published research. Students learn how research methods help them answer public policy questions. Specifically, students get an overview of qualitative and quantitative methodologies. They learn how to design surveys, how to systematically conduct qualitative research such as structured interviewing, etc., how to operationalize variables, and how to formulate research questions. Students learn about measurement issues, how to increase research reliability and validity, and other issues regarding bias in results. Thus, the Module serves as an introduction to research methods needed by public administrators to evaluate problems of public policy and to prepare students adequately for the Capstone exercise and research projects in subsequent classes. Module 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 get extensive, hands-on statistical experience through the use of Excel and SPSS. In addition the Module provides an overview of research theory and methods, which serves as a further introduction to social research.

MPA 506 Economic Foundations of Policy Analysis (20 CATS Credits)

This Module 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 Module 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.

MPA 901 Dissertation (60 CATS Credits)

The Dissertation in Public Administration is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their Module work. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a public administration issue of importance to the region, or which has the potential to impact on the region. The outcome will be the development and presentation of the research results and recommendations. Emphasis will be placed on developing, planning, analytical and evaluation skills, the choice and utilization of research method. By the end of the dissertation students will have demonstrated their ability to conduct applied research, engaging the capacities and knowledge gained during the program. In essence, the dissertation will also serve as a program-level assessment of student performance.

Master of Public Policy

Master of Public Policy Degree Programs Available

MBRSG has received initial accreditation from the Commission for Academic Accreditation under the auspices of the Ministry of Education in the United Arab Emirates to offer the following Master of Public Policy degree programs, five of which offer specific concentrations:

Master of Public Policy (MPP)

Master of Public Policy (Social Policy)

Master of Public Policy (Education)

Master of Public Policy (Health)

Master of Public Policy (Sustainable Development)

Master of Public Policy (Science and Technology)

Program Overview

The Master of Public Policy (MPP) program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organisations. The MPP's scope includes providing students with the theoretical and practical knowledge to develop and apply the analytical tools necessary for high quality policy analysis and strategic development. This includes aspects of design, advocacy and evaluation of public policies and strategies. It will contribute to growth in program management capabilities within a dynamic economic and global context.

The MPP Program is also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS), which are:

- 1 Renewable Energy
- 2 Transportation
- 3 Education
- 4 Health
- 5 Technology
- 6 Water
- 7 Space

MBRSG offers six (6) Master of Public Policy Programs. There is a Master of Public Policy program and there are five Master of Public Policy programs each with a concentration.

The Master of Public Policy programs of offer are listed as follows:

- Master of Public Policy,
- Master of Public Policy (Social Policy),
- Master of Public Policy (Education),
- Master of Public Policy (Health),
- Master of Public Policy (Sustainable Development) and
- Master of Public Policy (Science and Technology).

These specialisations are the key focal points of the UAE Vision 2021 and the Dubai Strategic Plan 2021. Students who choose one of these specialisations these will benefit from academic and applied interaction with global policy specialists in these fields. Additionally, the five specialisations reflect the research capacity within MBRSG UAE Vision 2021, where researchers are active in public policy development that will inform these fields in the UAE. Students will have direct access to MBRSG researchers and to the work they produce.

Program Mission

The Master of Public Policy (MPP) program provides an opportunity for students to develop and demonstrate knowledge and understanding, intellectual and practical skills, aspects of competence and other attributes in the area of Public Policy. In the current context of the rapidly-evolving global socio-economic reality and technological spread, the policy making and delivery function of the State have now become more challenging than at any time in the past. Students who study the MPP at MBRSG can become specialized policymakers and policy analysts as well as the public governance leaders who facilitate creativity, skill and commitment in managing innovative and smart public policies,

MBRSG offers six (6) Master of Public Policy Programs. There is a Master of Public Policy program and there are five Master of Public Policy programs each with a specialisation. The following Sections briefly outline each of the MPP specialisations available.

Social Policy

As a student in the MPP with Social Policy specialization you will explore various social policy domains that require a coordinated response that promotes the sustainable improvement of all members of society, especially for those vulnerable children, elderly and marginalized adults. A particular focus of this specialization is policymaking and governance in the MENA region which presents a context of instability and uncertainty for policy makers. The social policy specialization combines analytic training with opportunities for applied research and real world experience.

Education

As a student in the MPP with Education specialization, you will explore a practice-focused curriculum grounded in social science research, and come to understand the broader social, economic, political, and historical context of contemporary education and education policy. You will participate both in the analysis of education policy and in broader political debates about the aims and structure of educational systems in the MENA region and how they compare with global education systems.

Health

As a student in MPP with Health specialization, you will develop an understanding of the complexities and challenges across a broad range of managerial processes that impact healthcare institutions as they strive to gain advantage in a globalized and competitive healthcare landscape. The program is structured to provide students with an understanding of health policy, which reflects authoritative decisions and the process of decision-making, carried out at the federal, state, and local levels, which affect personal health and access to and delivery of health services in the United Arab Emirates. You will be able to examine how to create strategies and solutions that efficiently utilize public health and healthcare resources.

Sustainable Development

As a student in MPP with Sustainable Development specialization the basic premise humans remain part of the natural world will underpin your studies. The program will explore the assumption that like all other species, we rely upon the resources of the planet to thrive, and we return our wastes to the same environment. Students will examine the impact of human activity on local areas and how exploitation of resources and discharge of waste can progressively reduce the well-being of the human species. The specialization in Sustainable Development provides students with an opportunity to study what is known scientifically about the impact of human economic activity on the earth's resources, and of alternative means to enhance human well-being through public measures designed to optimize resource use.

Science and Technology

As a student in MPP with Science and Technology specialization, you will explore the notion that Science and Technology provide the foundations of our understanding of the natural world and its relationship to human welfare. Additionally, students will examine limitations on what can be accomplished with the scarce natural resources since most public policies are grounded in the realities of the natural world and are advanced on the basis of constantly changing assumptions about our understandings of nature. Students will develop a firm understanding of how science and technology can inform sound public policy development. The broad scope of the program will expose students to the role of science and technology in policymaking on issues such as environmental imbalances, energy sources, human health, and national defense. This specialization considers MENA region policies toward science and technology itself and the roles that stakeholders such as scientists, engineers, and physicians play in the policy process.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self- access and field trips are some of the learning activities that will add value to the student experience in the MPP. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The MPP program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

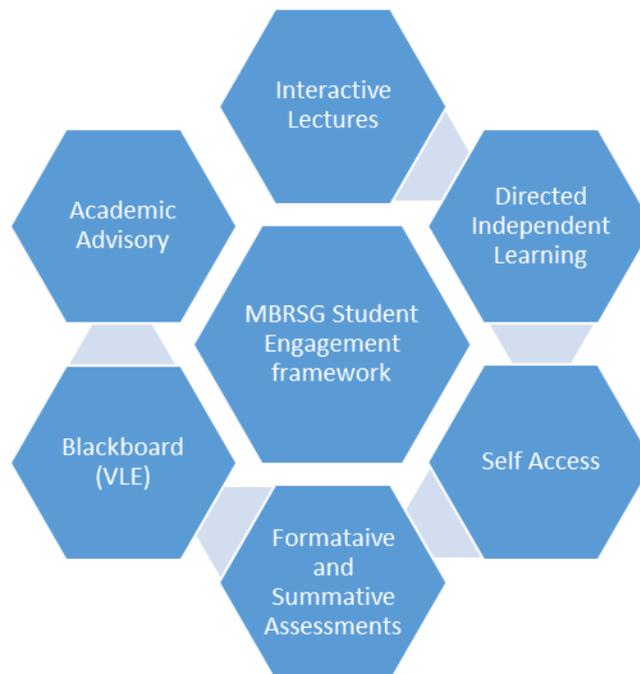


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

You will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any support you may need while studying at MBRSG

Special Features of the Teaching and Learning Experience

- High Impact Learning through the use of interactive lectures, seminars, case studies, guest lectures and field trips
- Use of online resources for e-learning and discussions
- Learner autonomy through Directed Independent Learning (DIL) tasks

Program Content

The Program consists of four core modules in the first year; these are all worth 20 credits each.

First Year Modules – Semester 1 and 2

MPP 701	Governance and Policy Process
MPP 702	Research Methods in Public Policy
MPP 703	Public Economics and Finance
MPP 704	Microeconomics of Competitiveness

Second Year Modules – Semester 3 and 4

In the second year student can choose Module (s) relevant to the MPP or one of the five (5) Master of Public Policy specialisations. Each module is worth 20 credits. Students can select any of the following modules as an elective depending on their interest to complete their taught module requirements for the MPP, this is the general pathway and leads to an MPP award without any specialisation.

For students studying the general pathway, the selection of electives must not be the same as the selection of modules which would comprise a specialism. Students will then be required to complete a Dissertation Module MPP 901 to complete their program.

Program Objectives and Outcomes

The overall design aims of the Master of Public Policy (MPP) programs are to:

1. Compare and contrast current governance and public policy theories and perspectives to the analysis of the relationship between structure of governance and policy performance and the development of innovative public governance systems and policy processes to face the future challenges in public service delivery.
2. Evaluate how various principles, tools and methods influence the effectiveness of public policy development, implementation and evaluation.
3. Measure the values of governance not only in terms of better performance, accountability and transparency but also how they engage citizens, markets and the third sector in participatory policymaking and policy change.
4. Analyze public policies in key sectors such as economic, social, education, health and sustainable environment using appropriate research principles and methods.
5. Appraise the impact of global political and economic institutions, knowledge sharing and current trends on governance and public policy.
6. Utilize effective leadership and teamwork skills to solve complex/ advanced public organizational problems and communicate policy decisions.

Each of the Master of Public Policy (MPP) programs learning outcomes are at a level commensurate with the award of a Master degree and have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Admission Requirements

No additional admission requirements are required for entry into the Master of Public Policy (MPP) program(s) to those stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in the Graduate Academic Catalog.

Proficiency Requirements

Prior to enrolling in a Master of Public Policy (MPP) program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester as part of their Master of Public Policy (MPP) program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled 'Returning to Learning'. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MPP students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MPP students).

Academic Workload

A full time Master of Public Policy (MPP) student may enroll in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll, part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current MPP studies.

Program Requirements

Master of Public Policy (MPP)

Awards Available:

- Master of Public Policy,
- Master of Public Policy (Social Policy),
- Master of Public Policy (Education),
- Master of Public Policy (Health),
- Master of Public Policy (Sustainable Development) and
- Master of Public Policy (Science and Technology).

To be awarded a Master of Public Policy (MPP) degree (as detailed above) the program requires the successful completion of six (6) Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

The Master of Public Policy program learning outcomes have been developed an aligned to meet the Level 9 requirements of Emirates Qualifications Framework.

Postgraduate Diploma in Public Policy (PgD)

Awards Available:

- Postgraduate Diploma in Public Policy,
- Postgraduate Diploma in Public Policy (Social Policy),
- Postgraduate Diploma in Public Policy (Education),
- Postgraduate Diploma in Public Policy (Health),
- Postgraduate Diploma in Public Policy (Sustainable Development) and
- Postgraduate Diploma in Public Policy (Science and Technology).

The MBRSG Master of Public Policy (MPP) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (PgD).

The Postgraduate Diploma in Public Policy program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

To be awarded a Postgraduate Diploma in Public Policy (as detailed above), the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

Program Structure and Study Plan

Students admitted to the Master of Public Policy graduate program of study at MBRSG, will study the prescribed study plan as follows:

Semester	Full Time		Part Time		Part Time - Conditional	
1	MPP 701	20 credits	MPP 701	20 credits	ASM001	0 credits
	MPP 702	20 credits	MPP 702	20 credits	MPP701	20 credits
	MPP 703	20 credits				
2	MPP 704	20 credits	MPP 703	20 credits	MPP702	20 credits
	Elective 1	20 credits	MPP 704	20 credits	MPP703	20 credits
	Elective 2	20 credits				
3	Dissertation	60 credits	Elective 1	20 credits	MPP704	20 credits
			Elective 2	20 credits	Elective 1	20 credits
4			Dissertation	60 credits	Elective 2	20 credits
5			Dissertation	60 credits	Dissertation	60 credits
6					Dissertation	60 credits
Total	180 credits		180 credits		180 credits	

Please Note that the Electives correspond to either:

- the concentration (specialisation) the student has been admitted to (e.g. Social Policy, Education, Health, Sustainable Development or Science and Technology) or
- for Master of Public Policy (General) students two modules from (MPP711,MPP713,MPP715,MPP717 or MPP719).

Please note that the Dissertation may take up to two (2) Semesters to complete.

The MPP program requires students to satisfactorily complete all the core modules before proceeding to the Specialisation or Elective Modules. Similarly, students will need to satisfactorily complete 120 credits before proceeding to the dissertation.

The study plan provides students with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Tables above.

Program Modules

The program modules for the Master of Public Policy (MPP) program(s) are shown below:

Module Code	Module Title	Credits
Core Modules		
MPP 701	Governance & Policy Process	20
MPP 702	Research Methods in Public Policy Analysis	20
MPP 703	Public Economics & Finance	20
MPP 704	Microeconomics of Competitiveness	20
Specialisation Modules: Students are required to take two modules from their selected specialisation		
Specialisation: MPP with Social Policy		
MPP 711	Social Policy	20
MPP 712	Global Governance	20

Module Code	Module Title	Credits
Specialisation: MPP with Education		
MPP 713	Education Policy and Development	20
MPP 714	Comparative Higher Education	20
Specialisation: MPP with Health		
MPP 715	Health Policy, Law & Ethics Management	20
MPP 716	Public Health Policy, Leadership & Systems	20
Specialisation: MPP with Sustainable Development		
MPP 717	Global Sustainable Development – the Challenge	20
MPP 718	Sustainable Development and Regional Policy in Practice	20
Specialisation: MPP with Science and Technology Policy		
MPP 719	The Political Economy of Science Policy	20
MPP 720	Science, Technology and Innovations: Markets, Firms and Policies	20
MPP (General,- no specialisation shown on degree certificate)		
	Elective 1 (MPP711,MPP713, MPP715, MPP717 or MPP719)	20
	Elective 2 ((MPP711,MPP713, MPP715, MPP717 or MPP719)	20
MPP 901	Dissertation	60
Total Credits		180

Table 2: MPP Study Plan for Full time and Part time students

Elective Modules

Students studying in the Master of Public Policy (MPP), without a specialisation, are required to take two (2) elective Modules as part of their degree program. Such students must select one (1) elective only from any two (2) of the five (5) available MPP specialisations. The Electives can only be selected from the following Modules in each of the specialisations (MPP711,MPP713, MPP715, MPP717 or MPP719).

Pre-Requisite and/or Co-Requisite Modules

There are no pre-requisite and/or c-requisite Module(s) for students studying in the Master of Public Policy Program. Students must however have completed all core and elective or specialisation Modules prior to being able to undertake the Dissertation Module.

Dissertation

The research dissertation is a very important part of a student's Master's degree. It is an opportunity for the student to acquire and apply transferable researching and academic writing skills. It is the part of the program where students can apply the analytical and problem-solving techniques they have acquired during their studies to explore a specialist interest in greater depth. Although demanding, students often find the dissertation one of the most rewarding aspects of their Master's experience.

The requirements to undertake and complete the Dissertation Module within the Master of Public Policy program are clearly specified in the Dissertation Handbook. Students undertaking the Dissertation will prepare and successfully defend their Dissertation presenting results from their independent research performed under the direct supervision of a School faculty member.

The Dissertation Module Handbook details a series of stages that must be completed in order to successfully complete the Dissertation requirements of the MPP program.

Students embarking on their dissertations will initially meet over two-days to attend an induction session, academic skills workshops and a proposal writing workshop.

Students will have the opportunity to engage with faculty and discuss their individual topics.

The submission of proposals will be in week 3 and students will defend their proposals at the end of that week.

They will be assigned and meet with their supervisor and arrange supervisory meetings for the remainder of the semester; the recommended minimum is four meetings per semester as detailed in the dissertation handbook.

For full-time students a progress report will be due in weeks 3 & 11; the submission of the dissertation is in week 12 and the defence in week 13.

Part-time students a progress report will be due in weeks 3, 9, 15 & 21; the submission of the dissertation is in week 25 and the defence in week 26.

Progression and Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105) explained in this Catalog at Section 4 above, students studying in a Master of Public Policy (MPP) program (including a specialisation) must maintain a 'Good Academic Standing' to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the MPP program must maintain an overall average grade of B (Merit) or above under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

Program Duration

The minimum and maximum timeframes for completion of the Master of Public Policy (MPP) degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below:

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in a Master of Public Policy (MPP) Program, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and council students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103), available from the Registrar and/or Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded a Master Public Policy (MPP) degree, including specialisation, the following requirements must be satisfied:

- a student must complete 180 (CATS) credits of coursework as follows:
 - i) 120 (CATS) Credits in six (6) Modules and 60 (CATS) Credits in a Dissertation
 - ii) Students must achieve an overall grade average of B (Merit) or above on the Grading Scale to graduate from the Master Degree program.

To be awarded a Postgraduate Diploma in Public Policy (PgD) including specialisation, the following must be satisfied:

- a student must complete 120 (CATS) credits of coursework as follows:
 - a) 120 (CATS) Credits in six (6) Modules
 - b) Students must achieve an overall grade average of B (Merit) or above on the Grading Scale to graduate with Postgraduate Diploma Innovation Management.

Careers and Employability

Our Master of Public Policy graduates will find themselves working in a range of public and private sector organizations. The MPP degree will equip graduates to operate effectively in an environment where public policy options have multiplied and where the boundaries between public and private entities have become increasingly blurred. Graduates can also be promoted into senior policy making and decision making roles with the public or private sector, because they now have a breath of applied knowledge related to the field of public policy. Graduates with the various specializations are further equipped to take up senior decision making, consultancy or advisory positions in their areas of specialisation.

Graduate Module Descriptions

Master of Public Policy (MPP)

Master of Public Policy (Social Policy)

Master of Public Policy (Education)

Master of Public Policy (Health)

Master of Public Policy (Sustainable Development)

Master of Public Policy (Science and Technology)

MPP701: Governance and Policy Process (Core) (20 CATS Credits)

This module facilitates the students' understanding of the theories of governance and public policy process as a critical step to analyze policies in the current context of globalization and governance. The aim of the module is to offer students the knowledge of key issues and processes in public policy to enable them to appreciate how globalization, technology, innovation, and other emerging challenges impact the various phases of policymaking as well as policy implementation and evaluation. Through local and international case studies, the module also provides a comparative perspective of different public policy paradigms in the contemporary world with a special reference to the UAE and MENA region. This module also explores the institutions and processes in public policy making, implementation and evaluation and how leadership plays a catalyst role in policy change and policy adaptation. Finally, it examines how future governments will adopt smart policies to shape the social, economic and environmental growth and sustainability in the UAE and Arab region.

MPP702: Research Methods for Public Policy Analysis (Core) (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed for public policy analysis. Module topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy; methods and data collection tools. Students will be introduced with a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The module will enhance students' skill in evaluating published research and learn how to use different research methods in their own research and studies in order to grasp and analyze issues related to public administration and public policy; including the evaluation of policy alternatives. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MPP703: Public Economic and Finance (Core) (20 CATS Credits)

This module examines the economic foundations of policy analysis and fiscal administration 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 intervention (achieving allocative efficiency, redistribution and stabilization), and the prospect of government failure in making such interventions succeed. More specifically, the module 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 public sector budgeting and other methods for financial management, regulation and control drawing on contemporary public finance issues. It also provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

MPP704: Microeconomics of Competitiveness (Core) (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation's or region's productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transition and advanced countries where microeconomic agendas are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the module is that competitiveness and economic development is affected by policies at all these levels.

The module is also concerned with government policy but also with the roles of business, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The module explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the module underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction).

MPP711: Social Policy (MPP with Social Policy specialization) (20 CATS Credits)

This module explains theories of public policy with a focus on social policies and current reform challenges in that. The overall aim of the module is to help the students understand the interplay between socio-economic context, social policy actors and institutions in a global, regional (MENA) and local (UAE) setting. The module highlights how social policies are analyzed and developed through this interplay. The role of global governance in shaping social policy reform processes is investigated in order to underscore the interplay dynamics. This module also introduces students to contemporary political economy of the MENA region - this includes the role of government, civil society, and private sector as well as the legacy of Islamic institutions and the oil economics. After this, it covers key social (and economic) policy sectors including health, education, public welfare, demography, labor markets & unemployment, elderly care, gender, and youth development.

MPP712: Global Governance (MPP with Social Policy specialization) (20 CATS Credits)

This module will investigate diverse policy issues and the equally diverse structures of governance and diplomacy regulating them at the international, transnational, state and sub-state levels. The program will equip students to understand, explain and practice governance and diplomacy in the contemporary global era. Inter-Governmental Organizations provide important channels of communication between states and mechanisms for galvanizing international action on issues of global concern. They are also important actors in global governance

The module will include a study visit for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of global understanding within the field.

The module will address three key 'gaps' that are referred to in global governance discussions:

1. The jurisdictional gap, between the increasing need for global governance in many areas - such as health - and the lack of an authority with the power, or jurisdiction, to take action.
2. The incentive gap, between the need for international cooperation and the motivation to undertake it. The incentive gap is said to be closing as globalization provides increasing impetus for countries to cooperate. However, there are concerns that, as a Country lags further behind economically, its influence on global governance processes will diminish.
3. The participation gap, which refers to the fact that international cooperation, remains primarily the affair of governments, leaving civil society groups on the fringes of policy-making. On the other hand, globalization of communication is facilitating the development of global civil society movements.

MPP713: Education Policy and Development (MPP with Education specialization) (20 CATS Credits)

Education is a significant area of public policy, the main aim of this module is to provide students with a holistic understanding of core debates in the area of education policy and a practical knowledge of how education policy is shaped. This module will use a comparative perspective to introduce students to education challenges in the MENA region, especially as they relate to educational access and equality of educational opportunities. It will then provide students with an overview of the process of education policy formation, analysis, and evaluation while paying special attention to the role of research in the policy making process. Finally, selected cases and research on education challenges and reforms in the MENA will be utilized to put into practice the knowledge and policy analysis skills gained earlier in the module.

MPP714: Comparative Higher Education (MPP with Education specialization) (20 CATS Credits)

This module will provide students with a broad knowledge of the major factors that shape global higher education policy and practice. It will utilize a comparative perspective to explore the global trends and challenges facing higher education providers and evaluate policy responses to these challenges. The primary focus will be on policy responses to higher education challenges in the UAE drawing on global best practice. Specifically, the module will examine issues such as the globalization of higher education, privatization of universities, branch campuses, higher education quality and access, global competition, ranking systems and the knowledge economy.

MPP715: Health Policy Law & Ethics Management (MPP with Health specialization) (20 CATS Credits)

This module provides an understanding of health policy, which reflects authoritative decisions and the process of decision-making, carried out at the federal, state, and local levels, which affect personal health and access to and delivery of health services in the United Arab Emirates. Students will gain knowledge of the levels within which health policy is carried out, the process for policy development and implementation, key stakeholders and interest groups involved in the health policy process, and how health policy changes over time within the United Arab Emirates and other countries such as the United States. The health policy management aspect of this module provides the student with an understanding of law, regulation, and court decisions that affect healthcare organizations, as well as ethical underpinnings and principles that healthcare organizations follow in the delivery of services. In addition, accreditation as a form of regulation will be addressed. Key ethical principles underpinning healthcare organizations will be considered, as will recent court decisions that impact healthcare organizations and management roles.

MPP716: Public Health Policy Leadership & Systems Thinking (MPP with Health specialization) (20 CATS Credits)

This module explores leadership models and theories, the core principles of public health leadership, and the application of systems thinking to public health. The students examine how to create strategies and solutions that efficiently utilize public health and healthcare resources. A system thinking process is a critical element that co-exists within leadership. The leaders of such organizations would employ systems thinking through the working of interdepartmental and interdependence responsibilities and roles. Students also discuss descriptive and prescriptive systems, focusing on the application of these processes to current public health issues and challenges at the organizational and community levels.

MPP717: Sustainable Development: The Challenge (MPP with Sustainable Development specialization) (20 CATS Credits)

This module develops the study of sustainable development through a focus on governance and policy. It considers the core Global and Regional challenges of sustainable development: the problem of balancing the economic, social and environmental costs and benefits of development, both for people now and for future generations. The module investigates who applies and implements sustainable development principles, and where and how these principles are applied and implemented. The module emphasizes that sustainable development is a political process, one that raises important ethical questions.

Students will analyze some of the different policies and approaches that have been formulated to implement sustainable development by governments, communities, and corporate sectors. In establishing the locus of sustainable development principles, the module will examine who the different actors are, and how sustainability is measured in different contexts including in developed and developing countries.

MPP718: Sustainable Development and Regional Policy in Practice (MPP with Sustainable Development specialization) (20 CATS Credits)

This module looks at the sustainable development policy process, and pays specific attention to the UAE and MENA regions: it considers:

1. How sustainable development related policy is conceived, including the role of different types of information and evidence;
2. How it is appraised against different criteria; and how it may be contested by different actors.
3. The effectiveness of sustainable development related policy over a period of time.

Using a variety of techniques, students will gain a broad understanding of sustainable development policy arenas, evaluating, analyzing and resolving real world sustainability problems. The module utilizes a balance of theoretical and empirically-based work with a strong emphasis on 'real-world' problems and solutions

MPP719: The Political Economy of Science Policy (MPP with Science and Technology specialization) (20 CATS Credits)

This module focuses on policy issues concerning the organization, funding and performance of research systems. These issues are at the heart of science and technology policy. They are also highly topical and international in scope. The module will encourage a greater depth of analysis and independent study by students of current theories, policies and practices in key areas of research policy. Investment in new production facilities is one of the main ways industry applies new technology. The economic, social and environmental consequences of industrial expansion depend heavily on how firms manage the technological aspects of investment projects. The concepts of Cyber security and Energy security are additionally developed within the module.

Topics to be covered include: changing rationales for the public funding of research; the US research system; the European research system; the Chinese research system; systems of research assessment; science and research indicators & metrics; foresight methods and tools; science diplomacy; responsible research and innovation; and the governance of emerging technologies.

MPP720: Science, Technology and Innovation: Markets, Firms and Policies (MPP with Science and Technology specialization) (20 CATS Credits)

Technical change has radically altered economic development in the industrialized world and it has become ever more important to understand the sources, nature and consequences of innovation. This module provides students a broad range of innovation management, technology policy and related issues. Themed discussions will include: innovation management in science and technology, managing intellectual property rights, information and communication technology and service innovations, environmental management, and innovation in large complex systems.

Governments that support research need to design policies for what science will become, not for what it once was. Companies managing international research laboratories need to foster scientific networks and effective communication. The realities and complexities of knowledge production lie behind the processes and structure of almost all scientific and technological institutions.

MPP901: Dissertation (60 CATS Credits)

The Dissertation in Public Policy is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their program. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a strategic management, innovation management or service innovation issue of importance to the region. The outcome will be the development and presentation of the research results and recommendations that can inform innovation management in the UAE and beyond.

Postgraduate Diploma in Public Administration (English or Arabic)

***(Exit) Award from Executive Master of Public Administration (English or Arabic) only**

The introduction of a Postgraduate Diploma (PgD) in Public Administration, in English or Arabic, program provides students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, in order to implement successful cost-effective programs. The Postgraduate Diploma (PgD) in Public Administration program (English or Arabic) is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules. The The Postgraduate Diploma (PgD) in Public Administration program (English or Arabic) program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time.

The The Postgraduate Diploma (PgD) in Public Administration program (English or Arabic) is taught within a truly global context and requires students to complete modules in a step-lock method, synchronously attending modules with the same classmates for the duration of the program.

The delivery of the Postgraduate Diploma in Public Administration, separately, in both Arabic and English supports the UAE government mission to emphasize the importance of the Arabic language. The high level of interdependence among nations necessitates the delivery in English language as a universal language; however, the ability to deliver the Postgraduate Diploma in Public Administration in Arabic brings a competitive advantage to MBRSG, and fills a significant gap in the service delivery of such bespoke higher education provision. The Postgraduate Diploma in Public Administration has been designed to meet the needs of currently employed, high-achieving professionals from the public sector; it would be unusual for students with less than 5 years of work experience; and who have demonstrated their leadership potential to be admitted to the program.

Program Mission

The PgD in Public Administration, in English or Arabic, is specifically tailored to meet the professional challenges and time constraints of midcareer professionals in the public, private and nonprofit sectors. The program consists of block teaching direct contact sessions held on weekends every six weeks or so, as well as directed independent learning (DIL) that takes place between weekend sessions. The PgD in Public Administration (English or Arabic) program tackles challenges of governance and management in a unique forum for exchange, learning, and professional development. The flexible program can be completed full-time in one year or over a period of two years while working.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self- access and field trips are some of the learning activities that will add value to the student experience in the PgD in Public Administration (English or Arabic). Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

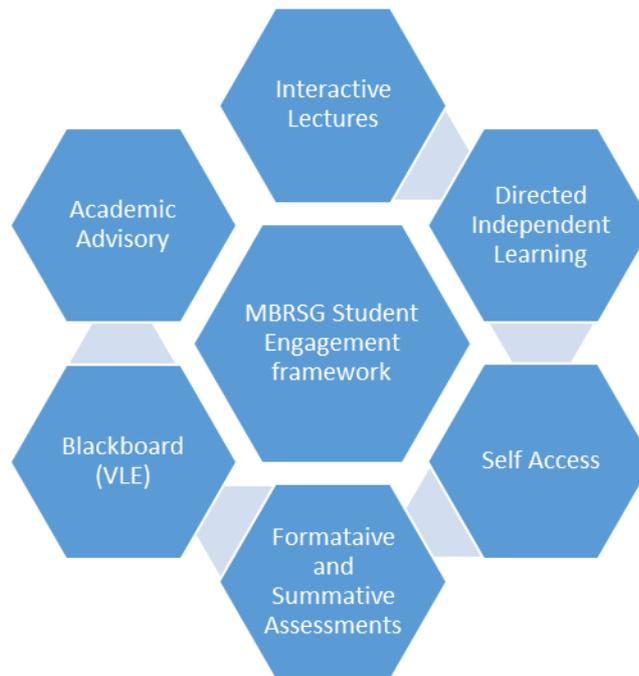


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

You will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any support you may need while studying at MBRSG

Special Features of the Teaching and Learning Experience

- Professional Development sessions running throughout the year which are supported by MBRSG Education
- PgD in Public Administration Networking Events which are established through MBRSG Business Development.
- MENA specific case analysis

What makes the MBRSG PgD in Public Administration (English or Arabic) distinctive is the concept of learning through action, which shapes the entire program design, and its focus on both personal development and government development. The proposed program will offer the opportunity for a study visit (EMPA1507) for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance and Administration by encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of shared understanding within the field.

Program Content

The six (6) PgD in Public Administration (English or Arabic) core modules have each been designed to extend the students' knowledge of the variety of public administration functions, processes and strategies, in a context that will engage new ideas and concepts. The addition of an elective module 'Global Governance' (EMPA1507) will enable PgD in Public Administration (English or Arabic) students to complete their studies entirely within the UAE or to participate in an enhanced international context.

The PgD in Public Administration (English or Arabic) modules will challenge existing practices, and the student's personal management style. The PgD in Public Administration (English or Arabic) proposes to enhance strategic thinking skills and the capacity to reflect critically on what works, and why.

Within the PgD in Public Administration (English or Arabic), students will experience fresh perspectives from their fellow students, faculty member and guest lecturers, as well as gaining an international perspective on public sector issues. The debate and discussion, both in the classroom and in subsequent online debate, will provide a powerful test-bed for ideas and potentially also a valuable source of professional advice.

The PgD in Public Administration (English or Arabic) program has synergies with both the UAE Vision 2021, and the Dubai Strategic Plan 2021 where priority areas are encouraged to be engaged in Government Excellence.

Program Objectives and Outcomes

Students successfully completing the PgD in Public Administration (English or Arabic) program(s) will be able to:

- Critically analyse and evaluate the ethical and cultural dimensions of policy making and management in the public sector
- Determine and evaluate organizational and management theory, process, structure and systems in the public sector.
- Synthesize the purposes, design, functions, and character of government organizations, market, and civil society and the interactions among them
- Utilise advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine the policy space
- Appraise and assess the role of global political and economic institutions and events in driving local outcomes
- Decide on effective leadership and teamwork skills to solve complex/advanced public organizational problems and communicate policy decisions.

Admission Requirements

To be admitted to the PgD in Public Administration, (English or Arabic) program(s) applicants will need to provide evidence that they have five (5) years of work experience. This is in addition to the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in this Graduate Academic Catalog above.

Proficiency Requirements

Prior to enrolling in an PgD in Public Administration (English or Arabic) program(s) students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods.

Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation course for Research Methods in Public Policy, in their first academic semester as part of their PgD in Public Administration (English or Arabic) program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled ‘Returning to Learning’. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Academic Workload

A student granted full admission to a PgD in Public Administration (English or Arabic) program may enroll, in a full-time mode, up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll, part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student’s request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current PgD in Public Administration studies.

Program Requirements

PgD in Public Administration (English or Arabic)

To be awarded an PgD in Public Administration (English or Arabic), degree, the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

The PgD in Public Administration (English or Arabic) program learning outcomes have been developed and aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

Program Structure

PgD in Public Administration (English or Arabic)

Developing an effective leadership role is not limited to policy formulation and implementation. It extends to innovation as well. In addition, policy makers face tremendous challenges and pressures in dealing with high paced changing environment which requires continuous learning. In order to cope with these challenges, policy makers must acquire new skills that enable them to apply innovation and leadership to their policy formulation. In addition, policy makers must blend theory with application to tackle the complex issues they face. The design of the PgD in Public Administration (English or Arabic) at MBRSG recognizes the fundamental inter-play between public policy analysis and leadership with the following core and elective module(s).

Program Structure for the Postgraduate Diploma in Public Administration (English or Arabic) program

Semester	Full Time		Part Time		Part Time - Conditional	
1	EMPA1501	20 credits	EMPA1501	20 credits	ASM001	0 credits
	EMPA1502	20 credits	EMPA1502	20 credits	EMPA1501	20 credits
	EMPA1503	20 credits				
2	EMPA1504	20 credits	EMPA1503	20 credits	EMPA1502	20 credits
	EMPA1505	20 credits	EMPA1504	20 credits	EMPA1503	20 credits
	EMPA1506 OR EMPA1507	20 credits				
3			EMPA1505	20 credits	EMPA1504	20 credits
			EMPA1506 OR EMPA1507	20 credits	EMPA1505	20 credits
4					EMPA1506 OR EMPA1507	20 credits
Total	120 credits		120 credits		120 credits	

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

Program Modules

During the first sixty credits, students enroll in the following modules:

- EMPA 1501 Comparative Public Administration and Governance
- EMPA 1502 Human Resources and Performance Management in Government Organizations
- EMPA 1503 Public Finance and Government Funding

During the second sixty credits, students enroll in EMPA 1504, 1505 and 1506 **OR** EMPA 1504,1505 and 1507:

- EMPA 1504 Public Policy Analysis
- EMPA 1505 Administrative Leadership and Institutional Performance Management
- EMPA 1506 Leadership in Conflict Resolution and Negotiation. OR
- EMPA 1507 Global Governance

Before enrolling in core modules, students enroll in three days' non-credit module. This module equips students with the research, quantitative and qualitative skills needed for the program. This is no dissertation in the PgD in Public Administration (English or Arabic) program.

Elective Modules

There are no formal Elective Modules in the PgD in Public Administration (English or Arabic) degree program.

However, students must study EMPA 1504, 1505 and 1506 **OR** EMPA 1504, 1505 and 1507

- EMPA 1504 Design Thinking and Public Project Management
- EMPA 1505 Administrative Leadership and Institutional Performance Management
- EMPA 1506 leadership in Conflict Resolution and Negotiation OR
- EMPA 1507 Global Governance

Pre-Requisite and/or Co-Requisite Modules

The PgD in Public Administration (English or Arabic) program(s) of study have the following pre-requisite requirements.

- EMPA 1501, EMPA1502 and EMPA1503 are prerequisite for EMPA1504, EMPA1505, EMPA1506 and/or EMPA1507

Progression and Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105) explained in this Catalog at Section 4 above, students studying in the PgD in Public Administration (English or Arabic) program must maintain a 'Good Academic Standing' to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the PgD in Public Administration (English or Arabic) program must maintain an overall average grade of 60% (Merit) (B) under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

Program Duration

The minimum and maximum timeframes for completion of the PgD in Public Administration (English or Arabic) degree program(s) are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below:

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Program Study Plan

The PgD in Public Administration (English or Arabic) degree program(s) study plan for full and/or part-time student's are summarised in the Tables below. Note that the table covers 15 weeks given the staggered start of different modules.

Postgraduate Diploma in Public Administration (English or Arabic) – Full Time -Program Study Plan (For Unconditional Admitted Students *Only*)

The PgD in Public Administration (English or Arabic) degree program(s) study plan for full time students is summarised in the Table(s) below.

Table 1: PgD in Public Administration (English or Arabic) degree program(s) Modular Study Plan Full Time Students – Fall 2017

Semester 1 – Fall 2017- September 28 2017– 13 January 2018													
Module	Week 1 28/29/30 September	2 05/06/07 October	3 12/13/14 October	4 20/10	5 27/10	6 03/11	7 10/11	8 17/18 November	9 24/25 November	10 01/12	11 08/09 December	12-14 10 December - 5 January 18	15 -16 6 th -13 th January 18
EMPA 1501 <i>Sessions</i>			Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study				Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study			Exam Period	
EMPA 1502 <i>Sessions</i>		Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study						Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study	Exam Period		
EMPA 1503 <i>Sessions</i>	Thu & Fri & Sat 8-12 & 1-5 <i>per day</i>	Directed and Independent Study					Fri & Sat 9-12 & 1-4 <i>per day</i>	Independent Study			Exam Period		
Classes	3 days	3 days	3 days					2 days	2 days		2 days		Exams

Postgraduate Diploma in Public Administration (English or Arabic) – Full Time -Program Study Plan (For Unconditional Admitted Students *Only*)

Table 2: PgD in Public Administration (English or Arabic) degree program(s) Modular Study Plan Full Time Student–Spring 2018

Semester 2 – Spring Semester 2018 (March 1st – June 9th 2018)													
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 22/23/24 March	5 – 7 29 th March to 13 th April	8 20/21 April	9 27/28 April	10 04/05 May	11 11/12 May	12 18/05	13 25/05	14 02/06	15 09/06
EMPA 1504 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
EMPA 1505 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations			
EMPA 1506 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study			Fri/Sat 9-12 & 1-4 per day	Independent Study		Exam Period			
OR													
EMPA 1507 Sessions			Thu & Fri & Sat 8-12 & 1-5 per day Field Trip Debrief	Directed and Independent Study Field Trip will also occur for 1 week during this period (Date to be Confirmed)				Fri/Sat Field Trip Debrief (TBC)	Independent Study		Student Presentations		
Classes	3 days	3 days	3 days				2 days	2 days	2 days	2 days			

Postgraduate Diploma in Public Administration (English or Arabic) – Part Time Program Study Plan

The PgD in Public Administration (English or Arabic) degree program(s) study plan for full time students is summarised in the Table(s) below.

Table 3: PgD in Public Administration (English or Arabic) degree program(s) Modular Study Plan Part Time Students – Fall 2017

Semester 1 – Fall 2017 (September 28 2017– 13 January 2018)													
Module	Week 1 28/29/30 September	2 05/06/07 October	3 12/13/14 October	4 20/10	5 27/10	6 03/11	7 10/11	8 17/18 November	9 24/25 November	10 01/12	11 08/09 December	12-14 10 December - 5 January 18	15 -16 6 th -13 th January 18
EMPA 1501 <i>Sessions</i>			Thu & Fri & Sat <i>8-12 & 1-5 per day</i>	Directed and Independent Study				Fri & Sat <i>9-12 & 1-4 per day</i>	Independent Study			Exam Period	
EMPA 1502 <i>Sessions</i>		Thu & Fri & Sat <i>8-12 & 1-5 per day</i>	Directed and Independent Study							Fri & Sat <i>9-12 & 1-4 per day</i>	Independent Study	Exam Period	
Classes		3 days	3 days						2 days		2 days		Exams

Postgraduate Diploma in Public Administration (English or Arabic) – Part Time Program Study Plan

The PgD in Public Administration (English or Arabic) degree program(s) study plan for full time students is summarised in the Table(s) below.

Table 4: PgD in Public Administration (English or Arabic) degree program(s) Modular Study Plan Part Time Students – Spring 2018

Semester 2 – Spring Semester 2018 (March 1st – June 9th 2018)													
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 22/23/24 March	5 – 7 29 th March to 13 th April	8 20/21 April	9 27/28 April	10 04/05 May	11 11/12 May	12 18 May	13 25 May	14 02 June	15 09 June
EMPA 1503 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study			Fri & Sat 9-12 & 1-4 per day	Independent Study			Exam Period		
EMPA 1504 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1- 4 per day	Independent Study		Project & Presentations				
Classes	3 days		3 days			2 days		2 days					

Postgraduate Diploma in Public Administration (English or Arabic) – Part Time Program Study Plan

The PgD in Public Administration (English or Arabic) degree program(s) study plan for full time students is summarised in the Table(s) below.

Table 5: PgD in Public Administration (English or Arabic) degree program(s) Modular Study Plan Part Time Students – Fall 2018 – Semester 3 (September 2018 – January 2019) – Dates TBA.

Semester 3 – Fall Semester 2018 (September 2018 – January 2019)													
Module	Week 1	2	3	4	5-7	8	9	10	11	12	13	14	15
EMPA 1505 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study	Project & Presentations				
EMPA 1506 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study				Fri/Sat 9-12 & 1-4 per day	Independent Study		Exam Period		
OR													
EMPA 1507 Sessions			Thu & Fri & Sat 8-12 & 1-5 per day Field Trip Debrief	Directed and Independent Study Field Trip will also occur for 1 week during this period (Date to be Confirmed)					Fri/Sat Field Trip Debrief (TBC)	Independent Study		Student Presentations	
Classes		3 days	3 days					2 days	2 days	2 days			

Study Plan Overview

The study plan provides students with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Program Delivery Mode

The PgD in Public Administration (English or Arabic) program module will be delivered as integrated units over two (extended) weekends each semester. In each of the first three (3) full-day sessions there will be two 4-hour units each day, which will incorporate lecture and seminar elements. In each of the second two (2) full-day sessions there will be two 3-hour units each day, which will incorporate lecture and seminar elements. Thus each PgD taught Module will have 36 hours of face-to face teaching hours.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Sessions will be delivered between 8am and 5pm on each of the first three (3) days and between 9am and 4pm on each of the second two (2) day session. Following the first intensive teaching session, the students are given time for independent study and critical analysis and reflection, before resuming for a final two-day period. During that time the students will be working on an assignment that measures their analytical skills.

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the Postgraduate Diploma (PgD) in Public Administration (English or Arabic) Program, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and counsel students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester.

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103) available from the Registrar and/or Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded an Postgraduate Diploma (PgD) in Public Administration (English or Arabic) Program degree, the following requirements must be satisfied:

- a student must complete 120 (CATS) credits of module work as follows:
 - I. 120 (CATS) Credits in six (6) Modules
 - II. Students must achieve an overall grade average of B (Merit) or above on the Grading Scale to graduate with Postgraduate Diploma in Public Administration.

Careers and Employability

The transformational nature of the Postgraduate Diploma (PgD) in Public Administration (English or Arabic) equips graduates with transferable skills and knowledge which will enhance their career prospects and open up options in the area of public policy. MBRSG Postgraduate Diploma (PgD) in Public Administration alumni will occupy positions in the public and private sectors, international organizations and think tanks around the world.

Graduate Module Descriptions

Postgraduate Diploma (PgD) in Public Administration (English or Arabic)

***(Exit) Award from Executive Master of Public Administration (English or Arabic) only**

EMPA1501 Comparative Public Administration and Governance (20 CATS Credits)

This module aims to provide students with the knowledge and theoretical foundations of the comparative of public administration and governance systems that regulate the work of administrative bodies in the Arab countries and Gulf States. The module 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 .In this regard the module covers different topics including the concept of comparative public administration and a review of the most important global and regional models in management developments. Students also study the impact of the global environment on administrative reform experiments in the Arab countries and the Gulf States. The module also distinguishes the impact of the political, legal and social environments on the design and the work of administrative bodies in the Arab countries. This module enables the student to gain an overall picture of the most important trends of administrative reform and development globally, regionally and locally using a comparative approach. The Comparative approach also helps students to identify similarities and differences in the administrative systems and governance models under study. Accordingly, students can decide on how to benefit from the experiences of other countries in the field of administrative reform of the governance system at the regional and local levels.

EMPA1502 Human Resources and Performance Management in Government Organizations (20 CATS Credits)

This dynamic and interactive module is designed to help students improve their understanding of the importance of the human capital in government organizations. The module 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 module 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.

EMPA1503 Public Finance and Government Funding (20 CATS Credits)

Public finance issues are central to economic and political landscape worldwide, as one of the primary functions of government is to generate resources from its people, and in return to spend the money to improve their lives. However, while the concept of “money from the people, for the people” is quite simple conceptually, there is little agreement on how best to raise and spend public funds in practice. The module covers: the role and size of the public sector, including the rationale for public sector interventions such as market failure and distributional concerns; key factors determining a nation’s fiscal architecture; public resource mobilization via user charges and taxation, including the economics of taxation, taxation of income (personal and corporate income tax), wealth (property tax), and consumption (sales, excise, and value added taxes), tax incentives, tax compliance and enforcement, and tax reform; public expenditure policy, including assessment of government social protection programs, megaprojects, public sector efficiency and effectiveness, and the role of the private sector in the production and provision of public goods and services; fiscal balance and deficit financing; and fiscal decentralization and intergovernmental fiscal relations. The module will also explore public finance challenges for both national and subnational governments in coping with the impact of the recent global economic crisis.

EMPA1504 Public Policy Analysis (20 CATS Credits)

The module explores the different traditions and theories of public policy analysis and the importance of using such theoretical frameworks for the analysis and understanding of governance and development. Its focal aim is to explore various analytical approaches and tools in the way in which policymaking and policy evaluation within the public sector are necessarily different to the approaches adopted in private sector and third sector organizations. The module also seeks to examine how complex structures and institutions can be explained in ways which are meaningful and have an academic and practitioner interest in the UAE, MENA and beyond the Arab region.

EMPA1505 Administrative Leadership and Institutional Performance Management (20 CATS Credits)

This module introduces students to theories and practice of administrative leadership in public sector organizations and the impact they make on institutional performance management. 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. Thus, this module considers the interrelationship between organizational performance and leadership in government. The module discusses resolving strategy paradoxes to create competitive advantage. The impact of leadership styles and dynamics on organizational performance will be studied to determine how different leadership practices affect organizational performance in public organizations. Class discussions and activities will focus on the analysis of administrative leadership and organizational performance in the context of the GCC as well as comparing this experience with other nations. Case studies will help students to underscoring the pitfalls of ineffective administrative leadership and how weak and poor leaders may hamper the efforts for achieving organizational and institutional goals

EMPA1506 Leadership in Conflict Resolution and Negotiation (20 CATS Credits)

This module develops paradigm of leadership within conflict and negotiation. It facilitates the students' understanding of the nature of various types of conflicts in public and private sectors and how good negotiations could mitigate their effects on work morale. The module proposes to enable students to address the causes and appreciate the consequences of conflict as well as to offer them the conflict resolution skills and strategies in public sector organizations. The module also develops the concept of Game Theory within areas of conflict and cooperation and competing interests, and discusses complex adaptive systems in the context of global macroeconomic networks.

EMPA 1507 Global Governance (20 CATS Credits)

This module will investigate diverse policy issues and the equally diverse structures of governance and diplomacy regulating them at the international, transnational, state and sub-state levels. The program will equip students to understand, explain and practice governance and diplomacy in the contemporary global era. Inter-Governmental Organizations provide important channels of communication between states and mechanisms for galvanizing international action on issues of global concern. They are also important actors in global governance

The module will include a study visit for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of global understanding within the field.

The module will address three key 'gaps' that are referred to in global governance discussions:

1. The jurisdictional gap, between the increasing need for global governance in many areas - such as health - and the lack of an authority with the power, or jurisdiction, to take action.
2. The incentive gap, between the need for international cooperation and the motivation to undertake it. The incentive gap is said to be closing as globalization provides increasing impetus for countries to cooperate. However, there are concerns that, as a Country lags further behind economically, its influence on global governance processes will diminish.
3. The participation gap, which refers to the fact that international cooperation, remains primarily the affair of governments, leaving civil society groups on the fringes of policy-making. On the other hand, globalization of communication is facilitating the development of global civil society movements.

Postgraduate Diploma in Innovation Management

***(Exit) Award from Master of Innovation Management**

Program Overview

The Postgraduate Diploma (PgD) in Innovation Management program has been developed in such a way as to provide students with the practical skills, mental models and theoretical background to attain or undertake a professional role in their organization. In the PgD in Innovation Management program students will undertake six taught modules in an applied mode. This pedagogical approach will enable students to reflect on innovation management activities in a real world context. It provides an essential overview of the key concepts of innovation management, by utilizing both theoretical and practical perspectives on the current realities of innovation management techniques in a variety of contemporary organizational settings. This program has been developed for current and future managers and leaders in national and international public and private sector organizations. It is particularly relevant in the current climate of governance and Government, and will be of interest to those who want to keep ahead of these activities.

Program Mission

The PgD in Innovation Management program is designed specifically for students wishing to develop their skills and understanding of the management activities undertaken within the context of the evolving and complex world of innovation management. Primarily the student cohort will be individual students selected and supported by Dubai Government as part of the Government training and development initiatives. The PgD in Innovation Management will support the 2015 UAE Innovation Strategy, as it has been designed to help students improve their ability to analyse and solve problems in the context of contemporary innovation management scenarios. This module is the ideal for students seeking a career where innovation, entrepreneurship and creativity are defining key features. These roles can be found in public and private sector organizations, in small to medium-sized enterprises (SMEs) and in start-up businesses.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self- access and field trips are some of the learning activities that will add value to the student experience in the PgD in Innovation Management. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The PgD in Innovation Management program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

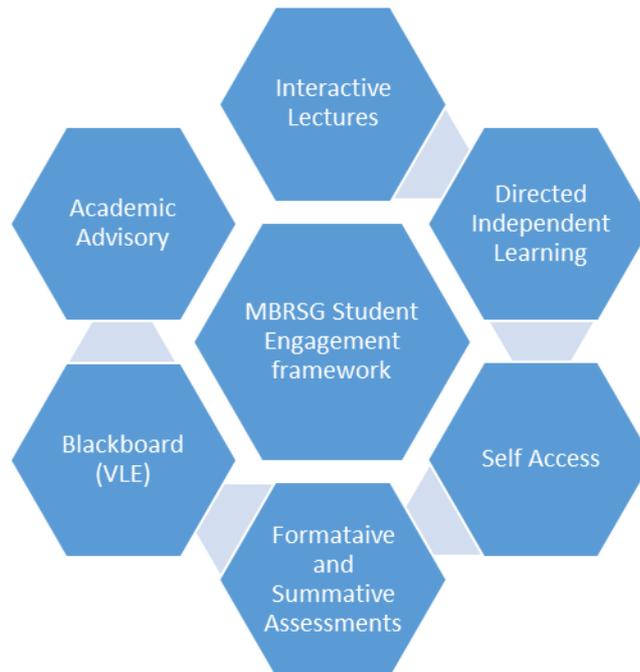


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Each day comprises of a minimum of six hours direct contact. Following the intensive teaching sessions, the students are assigned Directed Independent Learning (DIL) tasks which will reinforce and extend the taught content. Students are also expected to include self -access study time for critical analysis and reflection on content, before resuming for a final two-day period. For the duration of the program students will be working on assignments that measures their applied and analytical skills.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

Special Features of the Teaching and Learning Experience

- Block delivery of modules
- Guest lectures from Industry Specialists
- Use of MENA specific case studies
- Directed Independent learning task to support students between blocks of teaching
- Use of Blackboard as an online learning platform for discussions and extension tasks

Program Content

The program consists of six core modules in the first year; these are all worth 20 credits each

First Year modules – Semester 1 and 2

- MIM 711* Frontiers of Innovation
- MIM 712* Public Sector innovation
- MIM 713 Service Innovation
- MIM 714 Microeconomics of Competitiveness
- MIM 715 Research Methods
- MIM 716 Strategic Management and Leadership Dynamics

The overall design aims of the PgD in Innovation Management program are to:

- Provide an underpinning of both the knowledge and skills needed by managers in the field of innovation management, so that students can contribute to and improve the achievement of their organization's strategic objectives;
- Provide an analytical and multi-perspective framework, to enable students to recognize, identify and evaluate key management issues which critically impact on organizational performance and strategic direction in the context of innovation management;
- Encourage holistic thinking within the areas of innovation management
- Motivate and equip students to play a leading role in innovation management, engage effectively in improving the process through which innovation is managed.

Program Outcomes

The PgD in Innovation Management program will enable successful graduates to be able to

- Critically analyze and evaluate the ethical and cultural dimensions of innovation management in the public and private sectors
- Understand and apply innovation theory, process, structure and systems
- Synthesize the purpose, design, functions, and character of innovation management
- Utilize advanced problem solving skills to utilize knowledge from the external and domestic factors and drivers that determine innovation management
- Appraise and assess the role of innovation management driving local outcomes
- Decide on effective leadership and teamwork skills to solve complex innovation management problems and communicate decisions to relevant audiences.

The PgD in Innovation Management program learning outcomes are at a level commensurate with the award of a postgraduate degree and have been developed and aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

Admission Requirements

No additional admission requirements are required for entry into the PgD in Innovation Management program to those stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in this Graduate Academic Catalog above.

Proficiency Requirements

Prior to enrolling in a PgD in Innovation Management program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester as part of their PgD in Innovation Management program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled 'Returning to Learning'. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MIM students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MIM students).

Academic Workload

A PgD in Innovation Management student may enroll, in a full-time mode, up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll, in a part-time mode, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current PgD in Innovation Management studies.

Program Requirements

Postgraduate Diploma in Innovation Management (PgD)

The MBRSG PgD in Innovation Management program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Innovation Management (PgD). The Postgraduate Diploma program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework (QF*Emirates*).

To be awarded a PgD in Innovation Management, the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) above, in accordance with the Graduate Completion Policy (P-ACD-134).

Program Structure

The Program Structure of the Postgraduate Diploma in Innovation Management program of study at MBRSG, is as follows:

Semester	Full Time		Part Time		Part Time - Conditional	
1	MIM 711	20 credits	MIM 711	20 credits	ASM001	0 credits
	MIM 712	20 credits	MIM 712	20 credits	MIM 711	20 credits
	MIM 713	20 credits				
2	MIM 714	20 credits	MIM 713	20 credits	MIM 712	20 credits
	MIM 715	20 credits	MIM 714	20 credits	MIM 713	20 credits
	MIM 716	20 credits				
3			MIM 715	20 credits	MIM 714	20 credits
			MIM 716	20 credits	MIM 715	20 credits
4					MIM716	20 credits
Total	120 credits		120 credits		120 credits	

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

Program Modules

The PgD in Innovation Management Modules are shown in the Table below:

Module code	Module Title (20 credits each)
MIM 711*	Frontiers of Innovation
MIM 712*	Public Sector innovation
MIM 713	Service Innovation
MIM 714	Microeconomics of Competitiveness
MIM 715	Research Methods
MIM 716	Strategic Management and Leadership Dynamics
Total Credits	120 credits

Note:

- *MIM 711 *Frontiers of Innovation* and MIM 712 *Public Sector Innovation* will generally be taught together (part-time students take 2 subjects per semester) and we have hence assigned them as co-requisites.
- **All Modules MIM 711-MIM716 must be successfully completed, and an overall average grade of B (Merit) or above achieved, prior to graduation and have this confirmed by the Progression Board and Award Board.

Elective Modules

No Elective Modules currently exist in the PgD in Innovation Management degree program in the 2017/2018 academic year.

Pre-Requisite and/or Co-Requisite Modules

The PgD in Innovation Management degree program has specific co-requisite Modules.

- *MIM 711 *Frontiers of Innovation* and MIM 712 *Public Sector Innovation* will generally be taught together (part-time students take 2 subjects per semester) and we have hence assigned them as co-requisites.

All Modules MIM 711-MIM 716 must be successfully completed, and an overall average grade of B (Merit) or above achieved, prior to graduation and can be confirmed by the Progression Board.

Progression and Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105) explained in this Catalog at Section 4 above, students studying in the PgD in Innovation Management program must maintain a 'Good Academic Standing' to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the PgD in Innovation Management program must maintain an overall average grade of B (Merit) or above, under the European Credit Accumulation Transfer Scheme (CATS) Credits system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

Program Duration

The minimum and maximum timeframes for completion of the PgD in Innovation Management degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below:

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Postgraduate Diploma in Innovation Management – Full Time Program Study Plan – (For Unconditional Admitted Students Only)

The Postgraduate Diploma in Innovation Management program study plan for full-time students is summarised in the Tables below.

Table 1: Postgraduate Diploma in Innovation Management Modular Study Plan Full Time Students – Fall 2017 – New Students

Semester 1 – Fall Semester 2017 (September 2017 – January 2018)														
Module	Week 1 28/29/30 September	2 5/6/7 October	3 12/13/14 October	4 20 Oct.	5 27 Oct.	6 13 Nov.	7 10 Nov.	8 17/18 Nov	9 24/25 Nov	10 01 Dec	11 8/9 Dec	12 – 14 15 Dec – 29 Dec	15 6 th Jan 2018	16 13 th Jan 18
MIM 712 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
MIM 711 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study			Exam Period		
MIM 713 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study	Exam Period		
Classes	3 days	3 days	3 days					2 days	2 days		2 days			

Postgraduate Diploma in Innovation Management – Full Time Program Study Plan – (For Unconditional Admitted Students Only)

The Postgraduate Diploma in Innovation Management program study plan for full-time students is summarised in the Tables below.

Table 2: Postgraduate Diploma in Innovation Management Modular Study Plan Full Time Students - Spring 2018

Semester 2 – Spring Semester 2018 (March – June 2018)															
Module	Week 1 1/2/3 March	2 8/9/10 March	3 15/16/17 March	4 23 Mar	5 30 Mar	6 6 Apr	7 13 Apr	8 20/21 April	9 27/28 April	10 4/5 May	11 11 May	12 18 May	13 25 May	14 2 nd June	15 9 th June
MIM 714 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
MIM 715 Sessions		Thu & Fri & Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study		Project & Presentations				
MIM 716 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/sat 9-12 & 1-4 per day	Independent Study			Exam Period		
Classes	3 days	3 days	3 days					2 days	2 days	2 days					

Postgraduate Diploma in Innovation Management – Part Time Program Study Plan

The Postgraduate Diploma in Innovation Management program study plan for part-time students is summarised in the Tables below.

Table 3: Postgraduate Diploma in Innovation Management Modular Study Plan Part Time Students – Fall 2017 - New Students

Semester 1 – Fall 2017 (September 2017 – January 2018)														
Module	Week 1 28/29/30 September	2 5/6/7 October	3 12/13/14 October	4 20 Oct.	5 27 Oct.	6 13 Nov.	7 10 Nov.	8 17/18 Nov	9 24/25 Nov	10 01 Dec	11 8/9 Dec	12 – 14 15 Dec – 29 Dec	15 6 th Jan 2018	16 13 th Jan 18
MIM 712 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
MIM 711 Sessions		Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study					Fri/Sat 9-12 & 1-4 per day	Independent Study				Exam Period	
Classes	3 days	3 days						2 days	2 days					

Postgraduate Diploma in Innovation Management – Part Time Program Study Plan

The Postgraduate Diploma in Innovation Management program study plan for part-time students is summarised in the Tables below.

Table 4: Postgraduate Diploma in Innovation Management Modular Study Plan Part Time Students - Spring 2018

Semester 2 – Spring Semester 2018 (March – June 2018)															
Module	Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1/2/3 March	8/9/10 March	15/16/17 March	23 Mar	30 Mar	6 Apr	13 Apr	20/21 April	27 April	4/5 May	11 May	18 May	25 May	2 nd June	9 th June
MIM 713 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study			Exam Period	
MIM 714 Sessions	Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study			Project & Presentations			
Classes	3 days		3 days					2 days		2 days					

Postgraduate Diploma in Innovation Management – Part Time Program Study Plan

The Postgraduate Diploma in Innovation Management program study plan for part-time students is summarised in the Tables below.

Table 5: Postgraduate Diploma in Innovation Management Modular Study Plan - Fall 2018 – Semester 3

Semester 3 – Fall Semester 2018 (September 2018 – January 2019)																
Module	Week 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
MIM 715 Sessions		Thu & Fri & Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/Sat 9-12 & 1-4 per day	Independent Study	Project & Presentations					
MIM 716 Sessions			Thu/Fri/Sat 8-12 & 1-5 per day	Directed and Independent Study						Fri/sat 9-12 & 1-4 per day	Independent Study	Exam Period				
Classes	3 days	3 days	3 days					2 days	2 days	2 days						

Study Plan Overview

The study plan provides students with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Delivery Mode

Each taught Module in the PgD in Innovation Management program will be delivered as integrated units over two (extended) weekends each semester. In each of the first three (3) full-day sessions there will be two 4-hour units each day, which will incorporate lecture and seminar elements. In each of the second two (2) full-day sessions there will be two 3-hour units each day, which will incorporate lecture and seminar elements. Thus each taught Module will have 36 hours of face-to-face teaching.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over staggered weekends, which allow time for reflection between delivery sessions. Sessions will be delivered between 8am and 5pm on each of the first three (3) days and between 9am and 4pm on each of the second two (2) day session. Following the first intensive teaching session, the students are given time for independent study and critical analysis and reflection, before resuming for a final two-day period. During that time the students will be working on an assignment that measures their analytical skills.

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the PgD in Innovation Management Program, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and counsel students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103), available from the Registrar and/or at Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded a PgD in Innovation Management degree, the following requirements must be satisfied:

- a student must complete 120 (CATS) credits of coursework as follows:
 - I. 120 (CATS) Credits in six (6) Modules
 - II. Students must achieve an overall grade average of B (Pass with Merit) or above on the MBRSG Grading Scale to graduate with Postgraduate Diploma in Innovation Management.

Careers and Employability

An increasing number of public and private sector entities are becoming aware of the imperative to innovate in order to remain viable in the 21st Century. The creative process of generating ideas for new products, services and new business models is a human skill and the future for innovation leaders looks bright. PgD in Innovation Management graduates will find themselves working in a range of public and private sector organizations in areas of new business development, innovation project management and innovation consultancy. They will work in product and service contexts across a variety of industries. Their daily jobs will involve supporting development teams when new products are being developed, and they devise and initiate new products and services themselves, becoming new business developers. They also act as consultants to small and medium-sized enterprises, advising on organizing businesses for innovation.

Graduate Module Descriptions

Postgraduate Diploma in Innovation Management

*(Exit) Award from Master of Innovation Management

MIM711: Frontiers of Innovation (20 CATS Credits)

Organizations that are consistently successful at managing innovation out perform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, as this module will demonstrate, innovation is not easy to develop within any organization and requires an approach that is quite different from that offered by standard management tools. The strategic management of innovation requires more than just adding it to the functions of an organization. Instead it needs an integrated approach that deals with interactions between changes in technology, organizations and markets. This module will explore the different elements that develop and sustain innovation within various organizations and, given the strategic imperative within the UAE to develop a more innovative economy, will also explore the importance of innovation within a national context. It will therefore provide learners with opportunities to explore experiences of innovation and entrepreneurship in action and reflect in a structured manner on these experiences and the lessons that emerge from them. It will also introduce concepts that provide the basis for understanding innovation, how it can be managed and enable the student to experiment with these conceptual models to help make sense of managing innovation.

MIM712: Public Sector Innovation (20 CATS Credits)

Public sector innovation - where new ideas create value for society - is not new although more recently there has been a more concerted effort to try and develop a systematic approach to creating innovative solutions that can address societal challenges. This module will examine the key issues in terms of public sector innovation which, as a result of changing political agendas and a desire for action during the last four decades, has led to continuous organizational change becoming common in many parts of the public sector. More recently, the global financial crisis has accelerated this trend as governments seek to reform, restructure and reorganize their public sector activities in order to deliver more efficient and effective services. In addition, citizens' expectations of higher value service innovations are increasing despite fiscal pressures, especially in terms of greater choice and quality. Other important issues such as demographics (an ageing population), technology (e-government) and climate change (strategies for sustainability). Some would argue that many public sector organizations are not up to the job of developing and implementing solutions to deal with these challenges. Many focus too much on the short-term needs of politicians; are too bureaucratic and hierarchical to deal with change; have an aversion to failure that restricts new ideas; do not place citizens at the heart of their

policymaking; cannot scale new solutions sufficiently; and have few formal methods for promoting innovation.

MIM713: Service Innovation (20 CATS Credits)

With the service sector creating most of the wealth and employment within developed and emerging economies, ensuring that the sector continues to innovate presents a number of challenges. This does not only include the service innovation process itself but the adoption of practices that will enhance and improve it. This module will not only examine some of the key issues from academic research and management practice on services innovation but will enable the learner to build the skills and capabilities necessary to better design services, especially in new ways in which service innovation takes place.

MIM714: Microeconomics of Competitiveness (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation's or region's productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transition and advanced countries where microeconomic agendas are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the module is that competitiveness and economic development is affected by policies at all these levels.

The module is also concerned with government policy but also with the roles of business, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The module explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the module underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction).

MIM715: Research Methods (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed by public administrators. Module topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy; methods and data collection tools. Students will be introduced with a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The module will enhance students' skill in evaluating published research and learn how to use research methods in their own research, in order to grasp and analyses issues related to public administration and public policy. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MIM716: Strategic Management and Leadership (20 CATS Credits)

This module facilitates students' understanding of the process of strategic thinking, planning and implementation to facilitate a culture innovation in government organizations. The 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 visions and missions and to advance innovative public services. The role of leadership in defining organizational processes, goals, objectives and shaping the overall strategic orientation of the organization will be discussed to highlight how dynamic interactions between different organizational levels and teams could achieve innovation. The module also addresses the difficulty of adopting strategic management in public sector innovation and considers how to deal with the problems of implementation of innovative strategies. A case study approach will be adopted to link theory with practice and help students apply their knowledge in the UAE and the MENA region.

Postgraduate Diploma in Public Policy

Postgraduate Diploma in Programs Available

***(Exit) Award from Master of Public Policy programs only**

MBRSG has received initial accreditation from the Commission for Academic Accreditation under the auspices of the Ministry of Education in the United Arab Emirates to offer the following Postgraduate Diploma in Public Policy programs, five of which offer specific concentrations. The Postgraduate Diploma award is an Exit Award from the corresponding Master of Public Policy Degree program

The Postgraduate Diploma in Public Policy program and awards are listed as follows:

- Postgraduate Diploma in Public Policy,
- Postgraduate Diploma in Public Policy (Social Policy),
- Postgraduate Diploma in Public Policy (Education),
- Postgraduate Diploma in Public Policy (Health),
- Postgraduate Diploma in Public Policy (Sustainable Development) and
- Postgraduate Diploma in Public Policy (Science and Technology).

Program Overview

The Postgraduate Diploma (PgD) in Public Policy program (s) are designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organizations. The PgD in Public Policy's scope includes providing students with the theoretical and practical knowledge to develop and apply the analytical tools necessary for high quality policy analysis and strategic development. This includes aspects of design, advocacy and evaluation of public policies and strategies. It will contribute to growth in program management capabilities within a dynamic economic and global context.

The PgD in Public Policy Programs are also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS), which are:

- Renewable Energy
- Transportation
- Education
- Health
- Technology
- Water

- Space

As noted above, MBRSG offers six (6) Postgraduate Diploma in Public Policy Programs. There is a Postgraduate Diploma in Public Policy program and there are five Postgraduate Diploma in Public Policy programs each with a specialization.

The Postgraduate Diploma in Public Policy programs of offer are listed as follows:

- Postgraduate Diploma in Public Policy,
- Postgraduate Diploma in Public Policy (Social Policy),
- Postgraduate Diploma in Public Policy (Education),
- Postgraduate Diploma in Public Policy (Health),
- Postgraduate Diploma in Public Policy (Sustainable Development) and
- Postgraduate Diploma in Public Policy (Science and Technology).

These specializations are the key focal points of the UAE Vision 2021 and the Dubai Strategic Plan 2021. Students who choose one of these specializations these will benefit from academic and applied interaction with global policy specialists in these fields. Additionally, the five specializations reflect the research capacity within MBRSG UAE Vision 2021, where researchers are active in public policy development that will inform these fields in the UAE. Students will have direct access to MBRSG researchers and to the work they produce.

Program Mission

The Postgraduate Diploma in Public Policy programs provide an opportunity for students to develop and demonstrate knowledge and understanding, intellectual and practical skills, aspects of competence and other attributes in the area of Public Policy. In the current context of the rapidly-evolving global socio-economic reality and technological spread, the policy making and delivery function of the State have now become more challenging than at any time in the past. Students who study the PgD in Public Policy at MBRSG can become specialized policymakers and policy analysts as well as the public governance leaders who facilitate creativity, skill and commitment in managing innovative and smart public policies,

MBRSG offers six (6) Postgraduate Diploma in Public Policy Programs. There is a Postgraduate Diploma in Public Policy program and there are five Postgraduate Diploma in Public Policy programs each with a specialization. The following Sections briefly outline each of the PgD in Public Policy specializations available.

Social Policy

As a student in the PgD in Public Policy with Social Policy specialization you will explore various social policy domains that require a coordinated response that promotes the sustainable improvement of all members of society, especially for those vulnerable children, elderly and marginalized adults. A particular focus of this specialization is policymaking and governance in the MENA region which presents a context of instability and uncertainty for

policy makers. The social policy specialization combines analytic training with opportunities for applied research and real world experience.

Education

As a student in the PgD in Public Policy with Education specialization, you will explore a practice-focused curriculum grounded in social science research, and come to understand the broader social, economic, political, and historical context of contemporary education and education policy. You will participate both in the analysis of education policy and in broader political debates about the aims and structure of educational systems in the MENA region and how they compare with global education systems.

Health

As a student in PgD in Public Policy with Health specialization, you will develop an understanding of the complexities and challenges across a broad range of managerial processes that impact healthcare institutions as they strive to gain advantage in a globalized and competitive healthcare landscape. The program is structured to provide students with an understanding of health policy, which reflects authoritative decisions and the process of decision-making, carried out at the federal, state, and local levels, which affect personal health and access to and delivery of health services in the United Arab Emirates. You will be able to examine how to create strategies and solutions that efficiently utilize public health and healthcare resources.

Sustainable Development

As a student in PgD in Public Policy with Sustainable Development specialization the basic premise humans remain part of the natural world will underpin your studies. The program will explore the assumption that like all other species, we rely upon the resources of the planet to thrive, and we return our wastes to the same environment. Students will examine the impact of human activity on local areas and how exploitation of resources and discharge of waste can progressively reduce the well-being of the human species. The specialization in Sustainable Development provides students with an opportunity to study what is known scientifically about the impact of human economic activity on the earth's resources, and of alternative means to enhance human well-being through public measures designed to optimize resource use.

Science and Technology

As a student in PgD in Public Policy with Science and Technology specialization, you will explore the notion that Science and Technology provide the foundations of our understanding of the natural world and its relationship to human welfare. Additionally, students will examine limitations on what can be accomplished with the scarce natural resources since most public policies are grounded in the realities of the natural world and are advanced on the basis of constantly changing assumptions about our understandings of nature. Students will develop a firm understanding of how science and technology can inform sound public policy development. The broad scope of the program will expose students to the role of science and technology in

policymaking on issues such as environmental imbalances, energy sources, human health, and national defense. This specialization considers MENA region policies toward science and technology itself and the roles that stakeholders such as scientists, engineers, and physicians play in the policy process.

Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (Fig 1). The learning, teaching and assessment approaches used throughout the program will encourage collaborative engagement among students. MBRSG aims to provide students with prompt feedback on their learning as well as reflective opportunities through which they can enhance their learning.

Students will be actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, tutorials, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self- access and field trips are some of the learning activities that will add value to the student experience in the PgD. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. The PgD program will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

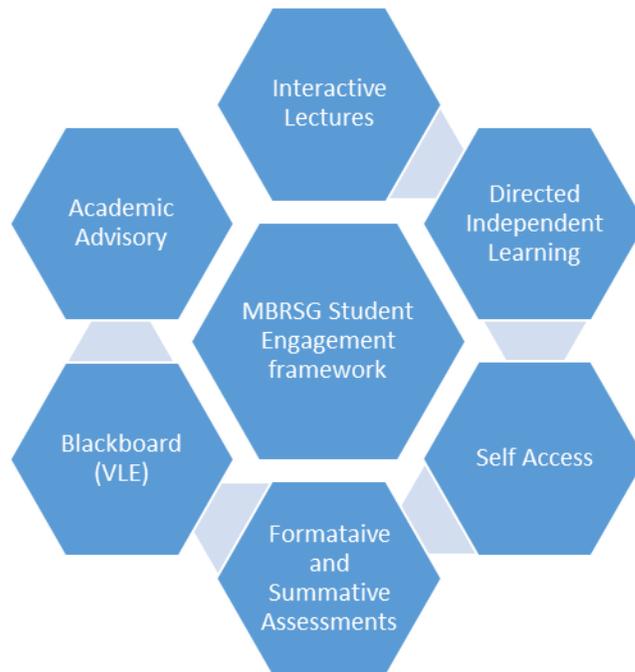


Figure 1: MBRSG Student Engagement Framework

In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

Students will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any required support to students studying at MBRSG.

You will receive detailed module handbooks each year with information on teaching and learning strategies, assessment methods and reading materials. The academic faculty, the Library, the IT Office and the Student Affairs teams will provide any support you may need while studying at MBRSG

Special Features of the Teaching and Learning Experience

- High Impact Learning through the use of interactive lectures, seminars, case studies, guest lectures and field trips
- Use of online resources for e-learning and discussions
- Learner autonomy through Directed Independent Learning (DIL) tasks

Program Content

The Program consists of four core modules in the first year; these are all worth 20 credits each.

First Year Modules – Semester 1 and 2

MPP 701	Governance and Policy Process
MPP 702	Research Methods in Public Policy
MPP 703	Public Economics and Finance
MPP 704	Microeconomics of Competitiveness

Second Year Modules – Semester 3 and 4

In the second year student can choose Module (s) relevant to the PgD in Public Policy or one of the five (5) Postgraduate Diploma in Public Policy specializations. Each module is worth 20 credits. Students then select two modules as elective(s) depending on their interest (or specialisation) to complete their taught module requirements for the PgD in Public Policy.

For the general pathway, the selection of electives must be two of (MPP711, MPP713, MPP715, MPP717 or MPP719). Students will not be required to complete a Dissertation Module MPP 901 when pursuing the PgD in Public Policy.

Program Objectives and Outcomes

The overall design aims of the Postgraduate Diploma in Public Policy programs are to:

- Compare and contrast current governance and public policy theories and perspectives to the analysis of the relationship between structure of governance and policy performance and the development of innovative public governance systems and policy processes to face the future challenges in public service delivery.
- Evaluate how various principles, tools and methods influence the effectiveness of public policy development, implementation and evaluation.
- Measure the values of governance not only in terms of better performance, accountability and transparency but also how they engage citizens, markets and the third sector in participatory policymaking and policy change.
- Analyze public policies in key sectors such as economic, social, education, health and sustainable environment using appropriate research principles and methods.
- Appraise the impact of global political and economic institutions, knowledge sharing and current trends on governance and public policy.
- Utilize effective leadership and teamwork skills to solve complex/ advanced public organizational problems and communicate policy decisions.

Each of the Postgraduate Diploma in Public Policy programs learning outcomes are at a level commensurate with the award of a postgraduate diploma degree and have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

Admission Requirements

No additional admission requirements are required for entry into the Postgraduate Diploma in Public Policy program(s) to those stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and detailed at Section 4 in the Graduate Academic Catalog.

Proficiency Requirements

Prior to enrolling in a Postgraduate Diploma in Public Policy program students must demonstrate proficiency in basic statistics and research methods. These requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. Students who have not demonstrated previous proficiency in basic statistics and research methods will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one Core Module, in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester as part of their Postgraduate Diploma in Public Policy program of study.

Preparatory Course: Returning to Learning

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study. All new postgraduate students are required to attend.

In support of students at the commencement of their graduate studies or at what may be a return to an academic environment after a period away from higher education, MBRSG requires that all new students admitted to a graduate program attend an Induction Course entitled ‘Returning to Learning’. The Induction course will be delivered over two weekends prior to the commencement of the first semester of study and all new postgraduate students are required to attend. The Returning to Learning Course includes activities to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. We propose that the Returning to Learning Course will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

Returning to Learning (Orientation) Program Structure 2017/2018

Timetable Day 1	9:00 – 10:15	Coffee Break	10:30- 10:45	10:45-12:15	Lunch & Prayer	1:15 - 2:00	2:00-3:00
Sessions	Introduction to MBRSG & The PG Journey at MBRSG Dr. Racquel Warner		Registration Process Student Affairs Team	Goal setting in a PG Program Dr. Immanuel Moonesar		MBRSG Support Service IT Presentations IT Support Team	MBRSG Support Service Library Presentation Hamid Saeed
Timetable Day 2							
Sessions	Academic Reading Skills for PG Dr. Racquel Warner		Research Methods Refresher Dr. Immanuel Moonesar			Research Methods (Cont'd) & Critical Thinking Dr. Immanuel Moonesar & Dr. Racquel Warner	
Timetable Day 3							
	Academic Writing Skills for PG Students Dr. Racquel Warner		Oral Presentation workshop Workshop Evaluation Dr. Immanuel Moonesar & Dr. Racquel Warner				

Return to Learning Program Schedule 2017/2018 Academic Year

The dates for the Return to Learning Program during the 2017/2018 Academic year are as follows:

- **In Fall Semester 2017** – Commences 14th September 2017 (for MPP students).
- **In Spring Semester 2018** – Commences 22nd February 2017 (for MPP students).

Academic Workload

A Postgraduate Diploma in Public Policy student may enroll, in full-time study mode, in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enroll in part-time study mode, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The Director of Academic Affairs may approve a student's request to enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade of A (Pass with Distinction) in their current PgD in Public Policy studies.

Program Requirements

Postgraduate Diploma in Public Policy (PgD)

Exit Awards Available:

- Postgraduate Diploma in Public Policy,
- Postgraduate Diploma in Public Policy (Social Policy),
- Postgraduate Diploma in Public Policy (Education),
- Postgraduate Diploma in Public Policy (Health),
- Postgraduate Diploma in Public Policy (Sustainable Development) and
- Postgraduate Diploma in Public Policy (Science and Technology).

The MBRSG Postgraduate Diploma in Public Policy program has also received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Policy (PgD).

The Postgraduate Diploma in Public Policy program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework (QF*Emirates*).

To be awarded a Postgraduate Diploma in Public Policy (as detailed above), the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of B (Merit) or above, in accordance with the Graduate Completion Policy (P-ACD-134).

Program Structure

Students admitted to the Master of Public Policy graduate program of study at MBRSG, but seeking to exit with a Postgraduate Diploma in Public Policy will study the prescribed study plan as follows:

Semester	Full Time		Part Time		Part Time - Conditional	
1	MPP 701	20 credits	MPP 701	20 credits	ASM001	0 credits
	MPP 702	20 credits	MPP 702	20 credits	MPP701	20 credits
	MPP 703	20 credits				
2	MPP 704	20 credits	MPP 703	20 credits	MPP702	20 credits
	Elective 1	20 credits	MPP 704	20 credits	MPP703	20 credits
	Elective 2	20 credits				
3			Elective 1	20 credits	MPP704	20 credits
			Elective 2	20 credits	Elective 1	20 credits
4					Elective 2	20 credits
Total	120 credits		120 credits		120 credits	

Please Note that the Electives correspond to either:

- the concentration (specialisation) the student has been admitted to (e.g. Social Policy, Education, Health, Sustainable Development or Science and Technology) or
- for Master of Public Policy (General) students two modules from (MPP711, MPP713, MPP715, MPP717 or MPP719).

The MPP program requires students to satisfactorily complete all the core modules before proceeding to the Specialisation or Elective Modules.

In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

The study plan provides students with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

Program Modules

The program modules for the Postgraduate Diploma in Public Policy program(s) are shown below:

Module Code	Module Title	Credits
Core Modules		
MPP 701	Governance & Policy Process	20
MPP 702	Research Methods in Public Policy Analysis	20
MPP 703	Public Economics & Finance	20
MPP 704	Microeconomics of Competitiveness	20
Specialisation Modules :Students are required to take two modules from their selected specialisation		
Specialisation: PgD in Public Policy with Social Policy		
MPP 711	Social Policy	20
MPP 712	Global Governance	20
Specialisation: PgD in Public Policy with Education		
MPP 713	Education Policy and Development	20
MPP 714	Comparative Higher Education	20
Specialisation: PgD in Public Policy with Health		
MPP 715	Health Policy, Law & Ethics Management	20
MPP 716	Public Health Policy, Leadership & Systems	20
Specialisation: PgD in Public Policy with Sustainable Development		
MPP 717	Global Sustainable Development – the Challenge	20
MPP 718	Sustainable Development and Regional Policy in Practice	20
Specialisation: PgD in Public Policy with Science and Technology Policy		
MPP 719	The Political Economy of Science Policy	20
MPP 720	Science, Technology and Innovations: Markets, Firms and Policies	20
PgD in Public Policy (General,- no specialisation shown on degree certificate)		

Module Code	Module Title	Credits
	Elective 1 (MPP,711, MPP,713, MPP715,MPP717 or MPP719)	20
	Elective 2 (MPP,711, MPP,713, MPP715,MPP717 or MPP719)	20
Total Credits		120

Figure 2: PgD in Public Policy Study Plan for Full time and Part time students

Elective Modules

Students studying in the Postgraduate Diploma in Public Policy, without a specialization, are required to take two (2) elective Modules as part of their degree program. Such students must select one (1) elective only from any two (2) of the five (5) available PgD in Public Policy specializations.

Pre-Requisite and/or Co-Requisite Modules

There are no pre-requisite and/or co-requisite Module(s) for students studying in the Postgraduate Diploma in Public Policy Program. Students must however have completed all core and elective Modules for the selected specialization prior to being able to graduate.

Progression and Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105) explained in this Catalog at Section 4 above, students studying in a Postgraduate Diploma in Public Policy program (including a specialization) must maintain a 'Good Academic Standing' to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the PgD in Public Policy program must maintain an overall average grade of B (Merit) or above, under the European Credit Accumulation Transfer Scheme (CATS) Credits system. Failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should performance not improve. The Progression Board will make a determination in such instances.

Program Duration

The minimum and maximum timeframes for completion of the Postgraduate Diploma in Public Policy degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table below:

Study mode	Minimum completion period	Maximum completion period
Full-time	12 months	36 months
Part-time	18 months	60 months

Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in a Postgraduate Diploma in Public Policy Program, each student is allocated a personal advisor who is a member of faculty. Faculty mentors advise and council students on a variety of matters, the majority on a walk-in basis. Faculty mentors may discuss special circumstances and personal issues affecting their students and offer guidance. Students are expected to meet with their academic advisor a minimum of two times per semester.

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy (P-SA-103) available from the Registrar and/or Section 4 of this Catalog in regard to Academic Advisors.

Completion Requirements

The graduation completion requirements to be eligible to have a postgraduate diploma graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134) and explained in this Academic Catalog at Section 4 above. A graduate award will only be conferred upon the approval of the Award Board.

To be awarded a Postgraduate Diploma in Public Policy (PgD) including specialization, the following must be satisfied:

- a student must complete 120 (CATS) credits of coursework as follows:
 - a) 120 (CATS) Credits in six (6) Modules
 - b) Students must achieve an overall grade average of B (Pass with Merit) on the Grading Scale to graduate with PgD in Public Policy (general or specialization).

Careers and Employability

Our Postgraduate Diploma in Public Policy graduates will find themselves working in a range of public and private sector organizations. The PgD in Public Policy award will equip graduates to operate effectively in an environment where public policy options have multiplied and where the boundaries between public and private entities have become increasingly blurred. Graduates can also be promoted into senior policy making and decision making roles with the public or private sector, because they now have a breath of applied knowledge related to the field of public policy. Graduates with the various specializations are further equipped to take up senior decision making, consultancy or advisory positions in their areas of specialization.

Graduate Module Descriptions

- *Postgraduate Diploma in Public Policy
- *Postgraduate Diploma in Public Policy (Social Policy)
- *Postgraduate Diploma in Public Policy (Education)
- *Postgraduate Diploma in Public Policy (Health)
- *Postgraduate Diploma in Public Policy (Sustainable Development)
- *Postgraduate Diploma in Public Policy (Science and Technology)

- *(Exit) Award from Master of Public Policy programs only

MPP701: Governance and Policy Process (Core) (20 CATS Credits)

This module facilitates the students' understanding of the theories of governance and public policy process as a critical step to analyze policies in the current context of globalization and governance. The aim of the module is to offer students the knowledge of key issues and processes in public policy to enable them to appreciate how globalization, technology, innovation, and other emerging challenges impact the various phases of policymaking as well as policy implementation and evaluation. Through local and international case studies, the module also provides a comparative perspective of different public policy paradigms in the contemporary world with a special reference to the UAE and MENA region. This module also explores the institutions and processes in public policy making, implementation and evaluation and how leadership plays a catalyst role in policy change and policy adaptation. Finally, it examines how future governments will adopt smart policies to shape the social, economic and environmental growth and sustainability in the UAE and Arab region.

MPP702: Research Methods for Public Policy Analysis (Core) (20 CATS Credits)

This module is designed to give students an understanding of the qualitative and quantitative research methods needed for public policy analysis. Module topics include research design (this includes defining research problems, formulating research questions and reviewing literature), research strategy; methods and data collection tools. Students will be introduced with a wide range of qualitative tools such as case studies, grounded theory and action research as well as quantitative tools moving from descriptive statistics to regression analysis. The module will enhance students' skill in evaluating published research and learn how to use different research methods in their own research and studies in order to grasp and analyze issues related to public administration and public policy; including the evaluation of policy alternatives. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables.

MPP703: Public Economic and Finance (Core) (20 CATS Credits)

This module examines the economic foundations of policy analysis and fiscal administration 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 intervention (achieving allocative efficiency, redistribution and stabilization), and the prospect of government failure in making such interventions succeed. More specifically, the module 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 public sector budgeting and other methods for financial management, regulation and control drawing on contemporary public finance issues. It also provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

MPP704: Microeconomics of Competitiveness (Core) (20 CATS Credits)

The module is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. While sound macroeconomic policies, stable legal and political systems, and the accumulation of factors of production affect the potential for competitiveness, wealth is created at the microeconomic level. The strategies of firms, the vitality of clusters, and quality of the business environment in which competition takes place are what ultimately determines a nation's or region's productivity and wealth. The content covers both developing and advanced economies. The focus is on emerging, transition and advanced countries where microeconomic agendas are critical to sustained success. Furthermore, the module addresses competitiveness at the level of nations, states or cities within nations, clusters, and groups of neighboring countries. A major theme of the module is that competitiveness and economic development is affected by policies at all these levels.

The module is also concerned with government policy but also with the roles of business, universities, and other institutions in competitiveness. In modern international competition, the roles of the constituencies have shifted and expanded, and the traditional separation between them works against successful economic development. Also, the ability to mount and sustain a competitiveness strategy for a nation or region is a daunting challenge. The module explores not only theory and policy, but also the nature of the organizational structure and institutions for sustained improvements in competitiveness. In addition to both macro and micro policy choices, the module underlines the role of history, i.e. the legacy of nations (such as language, culture and general institutions), and geography, i.e. the regional circumstances (such as the level of development among neighboring nations and the intensity in regional interaction).

MPP711: Social Policy (PgD in Public Policy with Social Policy specialization) (20 CATS Credits)

This module explains theories of public policy with a focus on social policies and current reform challenges in that. The overall aim of the module is to help the students understand the interplay between socio-economic context, social policy actors and institutions in a global, regional (MENA) and local (UAE) setting. The module highlights how social policies are analyzed and developed through this interplay. The role of global governance in shaping social policy reform processes is investigated in order to underscore the interplay dynamics. This module also introduces students to contemporary political economy of the MENA region - this includes the role of government, civil society, and private sector as well as the legacy of Islamic institutions and the oil economics. After this, it covers key social (and economic) policy sectors including health, education, public welfare, demography, labor markets & unemployment, elderly care, gender, and youth development.

MPP712: Global Governance (PgD in Public Policy with Social Policy specialization) (20 CATS Credits)

This module will investigate diverse policy issues and the equally diverse structures of governance and diplomacy regulating them at the international, transnational, state and sub-state levels. The program will equip students to understand, explain and practice governance and diplomacy in the contemporary global era. Inter-Governmental Organizations provide important channels of communication between states and mechanisms for galvanizing international action on issues of global concern. They are also important actors in global governance

The module will include a study visit for students that will reinforce classroom teaching by enabling MBRSG students to learn more about the subject of Global Governance encouraging intercultural competency and understanding, and developing knowledge of the international community, and a sense of global understanding within the field.

The module will address three key 'gaps' that are referred to in global governance discussions:

1. The jurisdictional gap, between the increasing need for global governance in many areas - such as health - and the lack of an authority with the power, or jurisdiction, to take action.
2. The incentive gap, between the need for international cooperation and the motivation to undertake it. The incentive gap is said to be closing as globalization provides increasing impetus for countries to cooperate. However, there are concerns that, as a Country lags further behind economically, its influence on global governance processes will diminish.
3. The participation gap, which refers to the fact that international cooperation, remains primarily the affair of governments, leaving civil society groups on the fringes of policy-making. On the other hand, globalization of communication is facilitating the development of global civil society movements

MPP713: Education Policy and Development (PgD in Public Policy with Education specialization) (20 CATS Credits)

Education is a significant area of public policy, the main aim of this module is to provide students with a holistic understanding of core debates in the area of education policy and a practical knowledge of how education policy is shaped. This module will use a comparative perspective to introduce students to education challenges in the MENA region, especially as they relate to educational access and equality of educational opportunities. It will then provide students with an overview of the process of education policy formation, analysis, and evaluation while paying special attention to the role of research in the policy making process. Finally, selected cases and research on education challenges and reforms in the MENA will be utilized to put into practice the knowledge and policy analysis skills gained earlier in the module.

MPP714: Comparative Higher Education (PgD in Public Policy with Education specialization) (20 CATS Credits)

This module will provide students with a broad knowledge of the major factors that shape global higher education policy and practice. It will utilize a comparative perspective to explore the global trends and challenges facing higher education providers and evaluate policy responses to these challenges. The primary focus will be on policy responses to higher education challenges in the UAE drawing on global best practice. Specifically, the module will examine issues such as the globalization of higher education, privatization of universities, branch campuses, higher education quality and access, global competition, ranking systems and the knowledge economy.

MPP715: Health Policy Law & Ethics Management (PgD in Public Policy with Health specialization) (20 CATS Credits)

This module provides an understanding of health policy, which reflects authoritative decisions and the process of decision-making, carried out at the federal, state, and local levels, which affect personal health and access to and delivery of health services in the United Arab Emirates. Students will gain knowledge of the levels within which health policy is carried out, the process for policy development and implementation, key stakeholders and interest groups involved in the health policy process, and how health policy changes over time within the United Arab Emirates and other countries such as the United States. The health policy management aspect of this module provides the student with an understanding of law, regulation, and court decisions that affect healthcare organizations, as well as ethical underpinnings and principles that healthcare organizations follow in the delivery of services. In addition, accreditation as a form of regulation will be addressed. Key ethical principles underpinning healthcare organizations will be considered, as will recent court decisions that impact healthcare organizations and management roles.

MPP716: Public Health Policy Leadership & Systems Thinking (PgD in Public Policy with Health specialization) (20 CATS Credits)

This module explores leadership models and theories, the core principles of public health leadership, and the application of systems thinking to public health. The students examine how to create strategies and solutions that efficiently utilize public health and healthcare resources. A system thinking process is a critical element that co-exists within leadership. The leaders of such organizations would employ systems thinking through the working of interdepartmental and interdependence responsibilities and roles. Students also discuss descriptive and prescriptive systems, focusing on the application of these processes to current public health issues and challenges at the organizational and community levels.

MPP717: Sustainable Development: The Challenge (PgD in Public Policy with Sustainable Development specialization) (20 CATS Credits)

This module develops the study of sustainable development through a focus on governance and policy. It considers the core Global and Regional challenges of sustainable development: the problem of balancing the economic, social and environmental costs and benefits of development, both for people now and for future generations. The module investigates who applies and implements sustainable development principles, and where and how these principles are applied and implemented. The module emphasizes that sustainable development is a political process, one that raises important ethical questions.

Students will analyze some of the different policies and approaches that have been formulated to implement sustainable development by governments, communities, and corporate sectors. In establishing the locus of sustainable development principles, the module will examine who the different actors are, and how sustainability is measured in different contexts including in developed and developing countries.

MPP718: Sustainable Development and Regional Policy in Practice (PgD in Public Policy with Sustainable Development specialization) (20 CATS Credits)

This module looks at the sustainable development policy process, and pays specific attention to the UAE and MENA regions: it considers:

1. How sustainable development related policy is conceived, including the role of different types of information and evidence;
2. How it is appraised against different criteria; and how it may be contested by different actors.
3. The effectiveness of sustainable development related policy over a period of time.

Using a variety of techniques, students will gain a broad understanding of sustainable development policy arenas, evaluating, analyzing and resolving real world sustainability problems. The module utilizes a balance of theoretical and empirically-based work with a strong emphasis on 'real-world' problems and solutions

MPP719: The Political Economy of Science Policy (PgD in Public Policy with Science and Technology specialization) (20 CATS Credits)

This module focuses on policy issues concerning the organization, funding and performance of research systems. These issues are at the heart of science and technology policy. They are also highly topical and international in scope. The module will encourage a greater depth of analysis and independent study by students of current theories, policies and practices in key areas of research policy. Investment in new production facilities is one of the main ways industry applies new technology. The economic, social and environmental consequences of industrial expansion depend heavily on how firms manage the technological aspects of investment projects. The concepts of Cyber security and Energy security are additionally developed within the module.

Topics to be covered include: changing rationales for the public funding of research; the US research system; the European research system; the Chinese research system; systems of research assessment; science and research indicators & metrics; foresight methods and tools; science diplomacy; responsible research and innovation; and the governance of emerging technologies.

MPP720: Science, Technology and Innovation: Markets, Firms and Policies (PgD in Public Policy with Science and Technology specialization) (20 CATS Credits)

Technical change has radically altered economic development in the industrialized world and it has become ever more important to understand the sources, nature and consequences of innovation. This module provides students a broad range of innovation management, technology policy and related issues. Themed discussions will include: innovation management in science and technology, managing intellectual property rights, information and communication technology and service innovations, environmental management, and innovation in large complex systems.

Governments that support research need to design policies for what science will become, not for what it once was. Companies managing international research laboratories need to foster scientific networks and effective communication. The realities and complexities of knowledge production lie behind the processes and structure of almost all scientific and technological institutions.

Section 6 Faculty

A

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CATALOG REVIEW

This Catalog will be reviewed not less than once every year from the date of creation or most recent review.

Approval and Review

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V.1 September 2013	New
V.2 2014	General update
V.3 2015	General update
V.4 2016	Added the new Accredited Academic Programs MIM, EMPA, MPP
V.5 08-11-2017	Updated the Academic Calendar

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