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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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I. Welcome Message from the Executive President

By preparing, qualifying and empowering the leaders of the future, and by strengthening government capacity in the UAE and the Arab world, the Mohammed Bin Rashid School of Government 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, consulting and academic programs. The school is a multidisciplinary think tank that provides a platform for knowledge creation and dissemination.

Collaborative efforts and the resilience in the face of crisis and challenges 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 skills, knowledge and applied expertise to enable you, and the School, to strive to build a brighter future for the UAE and the wider Arab region.

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

I. Board of Trustees

The MBRSG management underwent a major change in 2016 with the new composition of the Board of Trustees. HH Sheikh Hamdan bin Mohammed bin Rashid al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council issued Executive Council Resolution No. (41) of 2018 on the formation of the Board of Trustees of the MBRSG. Most recently in the Board of Trustees Meeting, nb (3) for 2020, held on the 21st of September, the membership of the Board was updated. The Board, is chaired by HE Humaid Mohammed al Qatami, Director-General of the Dubai Health Authority, and comprises of prominent public officials:

HE Humaid Mohammed Al Qatami (Chairman)
Director General of the Dubai Health Authority

H.E. Abdullah Ali Bin Zayed Al Falasi (Vice Chair)
Director General- Dubai Government Human Resources Department

HE Tarish Eid Al Mansouri
Director General of Dubai Courts

HE Dr. Abdulrahman Al Awar
Director General at Federal Government Human Resource Authority (FAHR)

Dr. Khaled Mohammed Al Khazraji
Chairman of Al Kawthar Investment LLC

HE Dr. Tayeb Amanullah Mohammed Kamali
Director General for Education & Training Development - Ministry of Interior

Dr. Abdul Salam Al Madani
Chairman of INDEX Holding

HE Aisha Miran
Assistant Secretary-General, Strategy Management and Governance Sector, Dubai Executive Council

III. 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 Planning & Institutional Effectiveness

Aisha Zayed Al Ali
Director of Planning & Institutional Effectiveness

Maryam Abdulrab
Coordinator Strategy and Development

Institutional Effectiveness

Shalini Ajayan
Institutional Effectiveness Specialist

Planning and Project Management

Maha Mohammad

Planning and Project Manager

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Professor Raed Awamleh
Dean

Roqaya Faramarzy
Dean's Office Coordinator

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Dr. Mohammad Habibur Rahman Professor in Public Administration.

Professor Melodena Stephens Professor in Innovation Management

Dr. Yousif Al Ghalayini
Associate Professor in EMPA

Dr. Racquel Warner
Assistant Professor
Public Administration

Dr. Mona Mostafa ElSholkamy
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Dr. Scott Fargher
Associate Professor in Economics

Dr. Mohammed Saleh Almosa Associate Professor in Political Science and Public Policy

Dr. Camila Vammalle
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Dr. Aboubakr Zade
Assistant Professor

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

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Registrar

Abdul Khaliq Abdul Jabbar
Registrar's Officier

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Admissions and Programs Relations Manager

Alunood Abdulrahman
Front Office Administrator

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Manager of Student Affairs and Alumni

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Library Manager

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Kaltham Al Falasi Senior Executive Education Programs Officer

Jawaher Ahmad Executive Education Programs Officer

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Muhammad Hussain Executive Education Officer

Marketing & Corporate Communication

Mazna Hafiz Director of Public Relations & Marketing

Salha 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

Khadeeja Bawazeer Event Administration

Support Services

Mohammed Al Khatib Director of Corporate Communications 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

Khalid Essa AlMarri HR & IT Manager

Dalya Faroug Senior HR Officer

Malak Doria Raad Coordinator

Information Technology

Anthony Bartolo IT Officer

Khursheeda Khattak IT Officer

Brayan Teofil IT Officer

Administrative Affairs

Mohammed Al Badi Administrative Affairs Coordinator

Maryam Nasser Alhaj Receptionist

Masood Hilal Public Relations Officer

Saleh Ladad Service Assistance

Gir Bahadur Aryal Office Support

Bhim Kumar Adhikari Security

Bhawan Basnet Security

Dhan Bahadur Security

Ngana Raj Pande Security

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V. Disclaimer

The Mohammed Bin Rashid School of Government has taken due care and diligence to ensure all information provided in the Graduate Academic Catalogue 2020/2021 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 2020/2021 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 Dean of Academic Affairs in order to clarify any academic related issues you may have.

VI. Academic Calendar 2020-2021: Fall 2020

*MBRSG Graduate Programmes**

SEMESTER 1 – FALL 2020		
AUGUST 2020	Sunday 2nd	Eid Al Adha Holidays***
	Monday 3rd – Wednesday 26th	Registration Period
	Sunday 23rd	Al Hijra – Islamic New Year Holiday***
	Monday 24th	Dissertation Induction Workshop – MPA,MIM and MPP students 4pm-5:30pm (online)
SEPTEMBER 2020	Thursday 3rd – Saturday 5th	Returning to Learning Program (Orientation for New Students - online) (*MIM,MPP & MPA: 4pm –8pm on Thursday 3rd September and from 8am – 4pm on 4th & 5th September*) (EMPA 8am-5pm Saturday 5th September - online).
	Friday 11th – Saturday 12th	Fall Semester Commences: EMPA1501 & EMPA1504 (Batch 1), EMPA1507 (Batch 2), MIM (711 & 714) & MPP704 students. Online Timings 9am-12pm and 2pm-5pm each day
	Sunday 13th	Fall Semester Commences for MPA, MPP students
	Friday 18th – Saturday 19th	Fall Semester Commences: EMPA1502 & EMPA1505 (Batch 2), EMPA1507 (Batch 1) and MIM712 & MIM715 students. Online Timings 9am-12pm and 2pm-5pm each day
	Friday 25th – Saturday 26th	Fall Semester Commences: EMPA1503 & EMPA1504 (Batch 2), EMPA1505 (Batch 1) and MIM713 & MIM716 and MPP711 students. Online Timings 9am-12pm and 2pm-5pm each day
	Sunday September 27th	Last Day to Add/Drop Modules for All Programs (NO financial penalty)
OCTOBER 2020	Thursday 1st – Saturday 3rd	Foundation Course in Research Methods for Public Policy: (Compulsory for all NEW MIM, MPP & MPA students) Online Timings 9am-12pm and 2pm-5pm each day
	Friday 9th – Saturday 10th	Fall Semester Commences: EMPA1501 & EMPA1504 (Batch 1), EMPA1507 (Batch 2), MIM (711 & 714) & MPP704 students. Online Timings 9am-12pm and 2pm-5pm each day
	Friday 16th – Saturday 17th	Fall Semester Commences: EMPA1502 & EMPA1505 (Batch 2), EMPA1507 (Batch 1) and MIM712 & MIM715 students. Online Timings 9am-12pm and 2pm-5pm each day
	Sunday 18th – Thursday 22nd	Program (Enrolment) Review Week (Survey) - New Students
	Thursday 22nd	Deadline to withdraw from a Module without a Grade Penalty (4:30pm). MPA,MIM, MPP and EMPA students
	Friday 23rd – Saturday 24th	Fall Semester Commences: EMPA1503 & EMPA1504 (Batch 2), EMPA1505 (Batch 1) and MIM713 & MIM716 and MPP711 students. Online Timings 9am-12pm and 2pm-5pm each day
	Thursday 29th	***Prophet Mohammad's Birthday (*May no longer be a holiday*)
NOVEMBER 2020	Monday 2nd – Tuesday 3rd	OECD NSG conference. ***MPA and MPP Classes to be rescheduled*
	Thursday 5th	MPP & MPP Make-Up classes postponed from Monday 2nd November
	Friday 13th – Saturday 14th	Fall Semester Commences: EMPA1501 & EMPA1504 (Batch 1), EMPA1507 (Batch 2), MIM (711 & 714) & MPP704 students. Online Timings 9am-12pm and 2pm-5pm each day
	Thursday 19gh	MPP & MPP Make-Up classes postponed from Tuesday 3rd November
	Friday 20th – Saturday 21st	Fall Semester Commences: EMPA1502 & EMPA1505 (Batch 2), EMPA1507 (Batch 1) and MIM712 & MIM715 students. Online Timings 9am-12pm and 2pm-5pm each day
	Friday 27th – Saturday 28th	Fall Semester Commences: EMPA1503 & EMPA1504 (Batch 2), EMPA1505 (Batch 1) and MIM713 & MIM716 and MPP711 students. Online Timings 9am-12pm and 2pm-5pm each day
	Sunday 29th – Monday 30th	Independent Study Week (*All Programs*)

DECEMBER 2020	Tuesday 1st - Thursday 3rd	Independent Study Week (*All Programs*)
	Tuesday 1st - Thursday 3rd	Commemoration (Martyr's) Day Holiday and UAE National Day Holiday
	Sunday 6th – Saturday 19th	Module Review Evaluation Survey - (Student Survey) continued
	Thursday 10th	Last day of Classes for MPA and MPP Programs ∞
	Friday 11th – Saturday 19th	Final Assessment Period (Exams, Projects, Presentations etc.) *if required.*
	Sunday 20th – Wednesday 23rd	EMPA901 Dissertation Viva Voce (Oral Defense Presentations for EMPA901 Cohorts
	Thursday 24th	Commencement of Semester Break (All Students)
JANUARY 2021	Friday 1st	Gregorian Calendar New Year's Holiday
	Thursday 7th-Saturday 9th	**Foundation Course in Research Methods for Public Policy:** (Compulsory for EMPA (Batch 1) students commencing Dissertation in Spring 2021
	Sunday 10th	Exam Board, Progression Board and Award Board Meetings
	Monday 11th - Tuesday 12th	Declaration of Grades, Progression and Awards Decisions (*MPA, MIM, MPP and EMPA students)*
	Thursday 14th-Saturday 16th	**Foundation Course in Research Methods for Public Policy:** (Compulsory for EMPA (Batch 2) students commencing Dissertation in Spring)
	Friday 22nd – Saturday 23rd	RESIT/DEFERRAL Examination Period (*MPA, MIM, MPP & EMPA students)*
	Thursday 28th	RESIT/DEFERRAL – Coursework Submission Due – Fall Semester (*MPA, MIM, MPP and EMPA students)*
FEBRUARY 2021	Tuesday 2nd	Exam Board, Progression Board and Award Board Meetings (Resits) (*MPA, MIM, MPP and EMPA students).*
	Thursday 4th	Declaration of Reassessment Grades, Awards & Progression Decisions (Resits) (*MPA, MIM, MPP and EMPA students)*
	***	*Islamic Holidays are subject to confirmation*
	∞	*Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.*
Independent Study Week		*Students undertake directed independent learning. No classes.*

*** For students undertaking study in the 2020/2021 Academic Year.**

VII. Academic Calendar 2020-2021: Spring 2021

*MBRSG Graduate Programmes**

SEMESTER 2 – SPRING 2021		
JANUARY 2021	Friday 1st	Gregorian Calendar New Year's Holiday
	Sunday 3rd – Sunday 31st	Registration Period (commences) New & Continuing Students
FEBRUARY 2021	Thursday 4th – Saturday 6th	Returning to Learning Program (Orientation for New Students) (*MIM,MPP & MPA: 9am –4pm 4th–6th Feb*) (EMPA 8am-5pm on 6th Feb
	Thursday 11th – Saturday 13th	**Spring Semester Commences** - EMPA (1501 & 1505) and MIM (711 & 714) and MPP704 students.
	Sunday 14th	**Spring Semester Commences** for MPA and MPP students and ALL Dissertation Students
	Thursday 18th – Saturday 20th	**Spring Semester Classes Commences** for EMPA (1502 & 1504) and MIM (712 & 715) students.
	Thursday 25th - Saturday 27th	**Spring Semester Classes Commences** for EMPA (1503 & 1507) and MIM (713) & 716) students.
	Sunday 28th	Last Day to Add/Drop Modules for All Programs (NO financial penalty)
MARCH 2021	Thursday 4th – Saturday 6th	**Foundation Course in Research Methods for Public Policy:** (Compulsory for all NEW MIM, MPP & MPA students)
	Sunday 7th – Thursday 11th	Program (Enrolment) Review Week (Survey) - New Students
	Thursday 11th	Isra Wal Meraj (*No longer a public holiday*)
	Friday 12th – Saturday 20th	International Field Trip (Geneva) – (To Be Confirmed)
	Saturday 13th - Saturday 20th	International Field Trip (To Be Confirmed)
	Sunday 14th – Thursday 18th	Independent Study Week (*All Programs*) - (To Be Confirmed)
	Thursday 25th	Deadline to withdraw from a Module without a Grade Penalty (4:30pm)
	Friday 26th – Saturday 27th	**Spring Semester Continues** - EMPA (1501 & 1505) and MIM (711 & 714) and MPP704 students.
APRIL 2021	Friday 2nd – Saturday 3rd	**Spring Semester Classes Continues** for EMPA (1502 & 1504) and MIM (712 & 715) students.
	Friday 9th– Saturday 10th	**Spring Semester Classes Commences** for EMPA (1503 & 1507) and MIM (713) & 716) students.
MAY 2021	Sunday 2nd – Thursday 20th	Module Review Evaluation Survey (ALL Programs) - (Student Survey)
	Sunday 9th – Thursday 13th	Independent Study Week (*All Programs*)
	Thursday 13th – Saturday 15th	Eid Al Fitr Holidays***
	Sunday 16th – Wednesday 26th	EMPA901 Dissertation Viva Voce (Oral Defense Presentations for EMPA901 Cohorts)
	Thursday 20th	Last day of Classes for MPA and MPP Programs ∞
	Friday 21st – Saturday 29th	Final Assessment Period (Exams, Projects, Presentations etc) *if required.*
	Sunday 30th	Commencement of Semester Break (All Students)
JUNE 2021	Friday 4th – Sunday 6th	**Foundation Course in Research Methods for Public Policy:** (Compulsory for all EMPA students commencing Dissertation in Fall 2021).
	Tuesday 8th June	Exam Board, Progression Board and Award Board Meetings
	Thursday 10th June	Declaration of Grades, Progression and Awards Decisions (*MPA, MIM, MPP and EMPA students)*
	Saturday 19th – 26th June	RESIT/DEFERRAL Examination Period (*All Programs*)

JULY 2021	Thursday 1st	RESIT/DEFERRAL – Coursework Submission Due – Spring Semester
	Wednesday 7th	Exam Board, Progression Board and Award Board Meetings (RESITS)
	Thursday 8th	Declaration of RESIT Grades, Progression and Awards Decisions (*MPA, MIM, MPP and EMPA students)*
		Spring Semester 2020 Closed
	**	*Islamic Holidays are subject to confirmation*
	∞	*Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.*
Independent Study Week		*Period when formal classes cease. Students undertake directed independent learning*

*** For students undertaking study in the 2020/2021 Academic Year.**

Section 1 Welcome to the MBRSG

1.1 MBRSG History and Profile

The school was established in 2005 as the Dubai School of Government under Decree No. (6) of 2005, which was superseded by Law No. (3) of 2012. 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 500 students have or are currently undertaken a graduate program of study with the MBRSG and over 220 students have graduated. Our Graduates have secured employment and promotion across various government departments and in the private sector.

1.1.1 MBRSG Graduate Programs

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

- Master of Public Administration (MPA)
- Executive Master of Public Administration (English)
- Executive Master of Public Administration (Arabic)
- Master of Innovation Management
- 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 (English) – *Exit Award Only*
- Postgraduate Diploma in Public Administration (Arabic) – *Exit Award Only*
- Postgraduate Diploma in Innovation Management – *Exit Award Only*
- Postgraduate Diploma in Public Policy -– *Exit Award Only*
- Postgraduate Diploma in Public Policy (Social Policy) – *Exit Award Only*
- Postgraduate Diploma in Public Policy (Education) – *Exit Award Only*
- Postgraduate Diploma in Public Policy (Health) – *Exit Award Only*
- Postgraduate Diploma in Public Policy (Sustainable Development) – *Exit Award Only*

- Postgraduate Diploma in Public Policy (Science and Technology Policy) – *Exit Award Only*

** No Postgraduate Diploma in Public Administration Award is possible an Exit Award from the Master of Public Administration program.*

1.1.2 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.

1.2 MBRSG Vision, Mission, Goals and Guiding Principles

MBRSG has clearly articulated its Vision and Mission statements, which guide the future development of the School. MBRSG's strategic plan outlines our relevant goals and objectives in specific and measurable terms for the period up to 2021.

Dr. Ali Sebaa Al Marri, The Executive President 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. Our School aims to develop the administrative system of Dubai, the UAE, and the Arab region, empowering future leaders and preparing them for the next stage – achieving sustainable administrative development, fostering knowledge, exchanging views and applied research, and collaborating with the public and private sectors as a gateway to managerial excellence."*

MBRSG has developed an integrated system of strategic planning to develop and promote high quality education, research and training programs aligned with the vision of the UAE's leaders in the UAE Vision 2021 and Dubai Plan 2021.

1.2.1 MBRSG Vision

The School **Vision** is for MBRSG to become:

> *"Internationally renowned as the 1st leadership and public policy institution in the Arab World."*

1.2.2 MBRSG Mission

The School **Mission:**

> *"We are an innovative platform that produces knowledge and empowers government leaders and policy makers through graduate level Education, Executive Training, Research and Advisory."*

The Vision and Mission of MBRSG are underpinned by the following **core values:**

> "Integrity, Teamwork, Professionalism, Performance Excellence, Innovation and Successful Partnership."

The Vision, Mission and Values of MBRSG are pictured in Figure 1below:

Figure 1: MBRSG Vision, Mission and Values 2017-2021

1.2.3 MBRSG Strategic Themes

MBRSG has developed three Strategic Themes, which we trust they reflect the Core Business of our organization (Academic Affairs, Research and Advisory and Executive Education Programs) to run the way we work.

- THEME ONE BRAND: Trusted elite name.
- THEME TWO CONTENT: Valuable knowledge producer and facilitator.
- THEME THREE DELIVERY: Capacity developer in government leadership.

1.2.4 MBRSG 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:

Figure 2: MBRSG Values

Integrity	Teamwork	Professionalism
Ownership Commitment Taking responsibility	Collaboration Respond Breaking barriers	Development Clear communication Respect

Performance Excellence	Innovation	Successful Partnership
Clear vision Quality and efficiency Knowledge sharing	Positive energy and happiness Engagement Smart	Connectivity Clear expectation 3 ways win

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.

1.3 Community Engagement and Cooperative Relationships

MBRSG is a research and teaching institution that 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.

MBRSG continues to develop and maintains close links with strategic partnerships with other educational institutions and public policy think tanks regionally and globally. These strategic partnerships support the teaching and research initiatives of the School.

1.3.1 MBRSG Affiliations

- **International Affiliations**
  These agreements support the exchange of faculty and students, creating opportunities for joint international research and best practice conferences contributing to a creative learning environment.

- **Academic Affiliations**
  These formal relationships center on the development and delivery of joint programs and shared curricula. In order to ensure that our students have a world class learning experience.

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

The MBRSG Community Engagement and Employer Engagement plans align are supported by the work of the External Advisory Board. Our internal departments within MBRSG contribute significantly to the development and implementation of such plans, through the development of strategic alliances and Memorandums of Understanding. 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 Government Human Resources Department, Dubai Health Authority, Police, Road and Transport Authority, and Dubai Electric 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:

1.3.2 Innovation Week

MBRSG intends to 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.

1.3.3 Career Fair

The MBRSG will seek to invite 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.

1.3.4 Field Trips (International and Domestic)

Domestic and International Field visits to industries, within both the public and private sectors, 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 both domestically and internationally. In 2020/2021, it is anticipated that, students will have the opportunity to attend an international field trip(s) to Geneva (which has a focus on global governance) or Frankfurt in Germany (which has a focus on sustainable development).

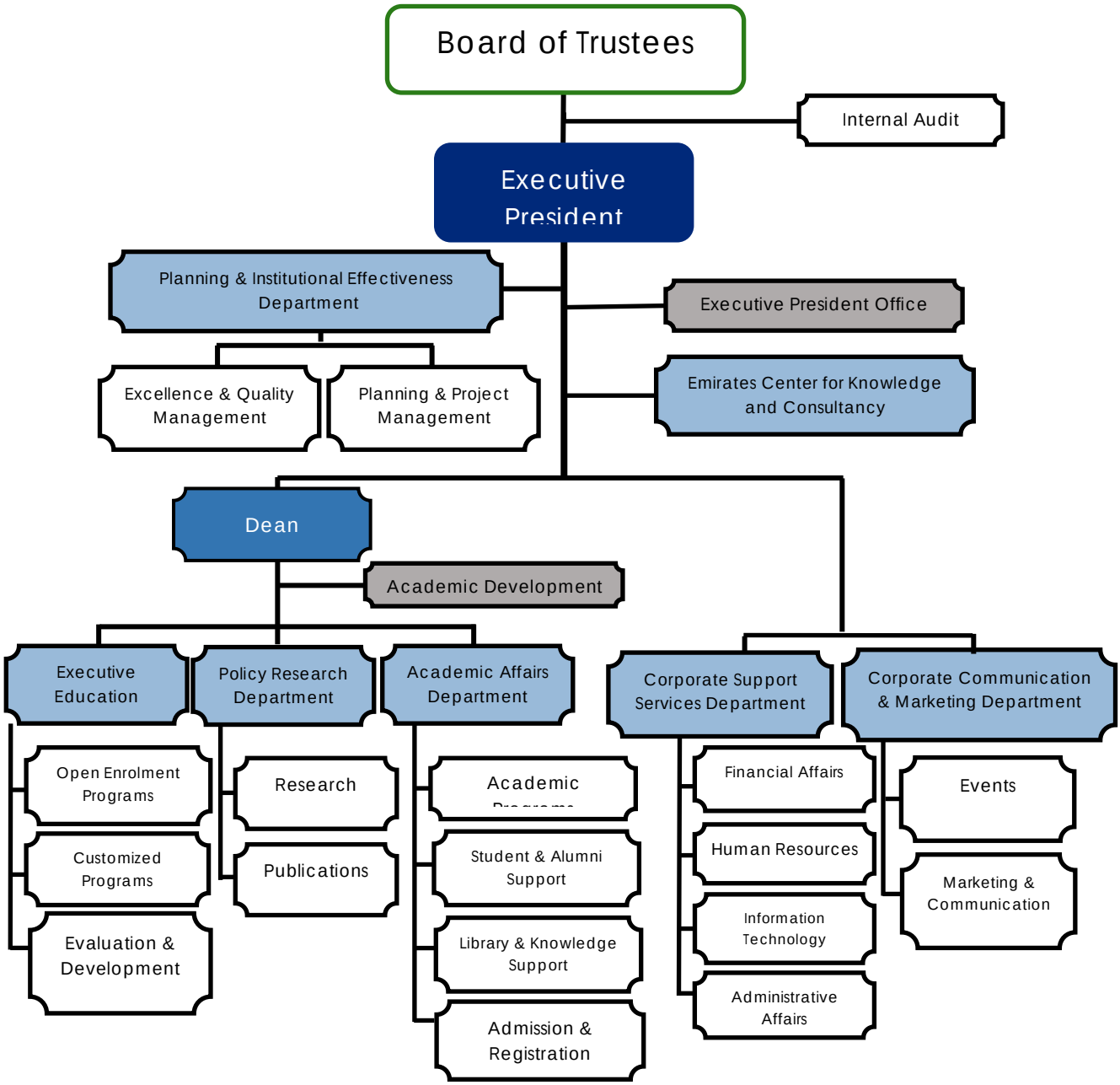
1.3.5 Dissertation Presentations

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, provide an opportunity to make all dissertations focused on real life problems/challenges that are experienced by employers. Involving employers with these projects from day one, is a joint responsibility of students and the 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.

1.4 MBRSG Accreditation and Licensure Statement

MBRSG has been licensed by the UAE Ministry of Education to award degree qualifications in higher education since 2005.

1.5 MBRSG Organizational Chart



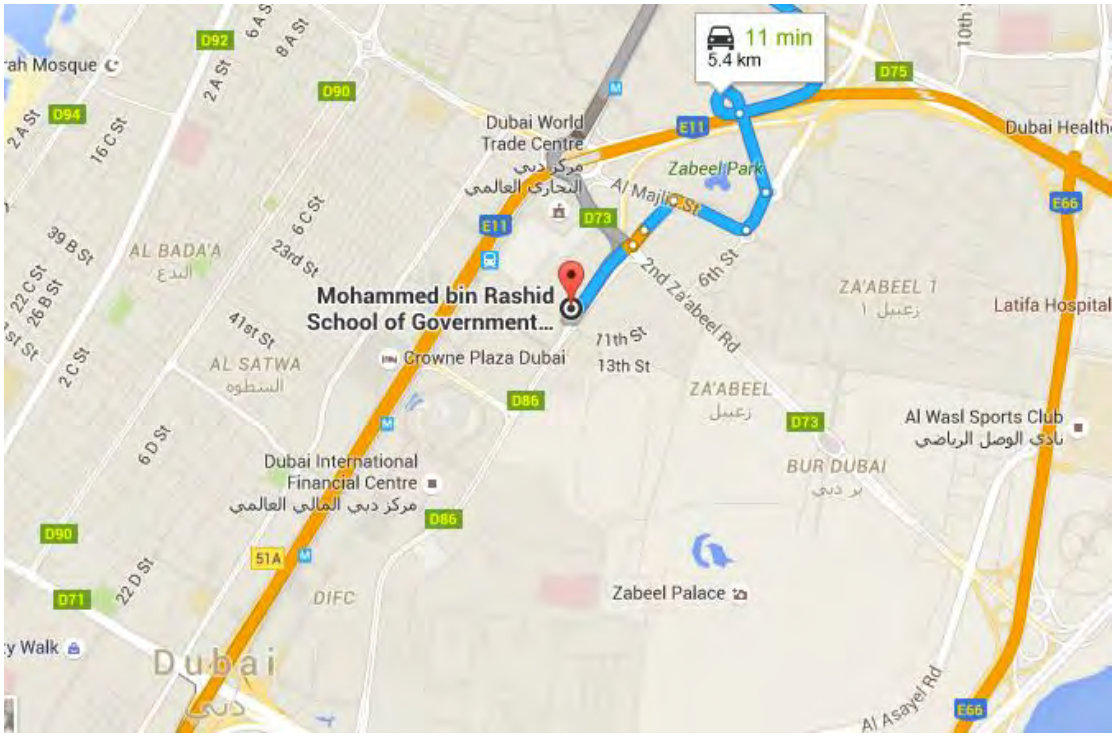
Section 2 MBRSG Campus Life

2.1 Campus Location

Located in the vibrant city of Dubai, students have an excellent opportunity to benefit from MBRSG's 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, MBRSG 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.

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.

Figure 3: Campus Location



2.2 Parking

Car parking is available in and around the Mohammed Bin Rashid School of Government and Dubai World Trade Centre area. Most car parking will be paid parking. Please see the attached website provided by the Dubai World Trade Centre in regard to parking availability : https://ae.parkopedia.com/parking/trade_center_1_dubai/?arriving=201810261530&leaving=201810261730

The Mohammed Bin Rashid School of Government is located in the Convention Tower on the 7th and 13th Floors and is identified (by an **X**) in the following map provided by the Dubai World Trade Centre.

Figure 4: MBRSG Parking Map (Convention Centre)

2.3 MBRSG Campus: Facilities and Community 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.

Table 1: MBRSG Campus Facilities

Facilities – 7th Floor	**Facilities 13th Floor**
Main Lecture Rooms	Executive Conference Room
Student Hub • Admissions & Program Relations • Registrar • Student Affairs & Alumni • Library • Finance - Accountant • Printing & Photocopying • Student Meeting Room	Main Auditorium
Dean & (Associate) Dean Offices	Microsoft Hub
Faculty and Research Offices	Breakout Rooms (2)
Deans Office Coordinator and Coordinator to (Associate) Dean	Multipurpose Room
Male, Female and Special Needs Restrooms	Majlis
Faculty and Research Offices	Prayer Room
Male Prayer Room	Male, Female and Special Needs Restrooms
Female Prayer Room	Administrative Offices
Pantry Facilities	Staff and Faculty Pantry

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

2.3.1 Main Auditorium

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

2.3.2 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.

2.3.3 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.

2.3.4 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.

2.3.5 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.

2.3.5.1 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.

2.3.6 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.

2.3.6.1 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.

2.3.7 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.

2.3.8 Majilis

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

2.3.9 Prayer Rooms

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

2.3.10 Lecture Rooms

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

2.3.11 Library Facilities

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 is situated in the Student Hub on the 7th Floor, 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 (See Section 2.4 below) and on the MBRSG website at http://www.mbrsg.ae/HOME/Library/Library.aspx

2.3.12 IT Support Facilities

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 (See Section 2.4 below) or by contacting the IT Department on (+971 4) 3175 648.

2.4 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.

2.4.1 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.

2.4.2 Library

The Library is situated in the Student Hub 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.

MBRSG has a fully resourced library containing over 7000 books in print and over 150,000 titles in electronic format. 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

2.4.2.1 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.

The MBRSG Library provides access to electronic databases including:

- EBSCO Business Source Premier
- EBSCO Arab World Research Database
- EBSCO EDS
- Proquest ABI/Inform Global
- Proquest Ebrary
- Emerald Insight
- JSTOR
- E-Marefa (Arabic)
- Al-Manhal (Arabic)
- ARADO (Arabic

2.4.2.2 Library Services:

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

2.4.2.2.1 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.

2.4.2.2.2 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.

2.4.2.2.3 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.

2.4.2.2.4 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 vie e-mail at hamid.saeed@mbrsg.ac.ae for further information and assistance

2.4.2.3 Lending Privileges

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

2.4.2.3.1 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

2.4.2.4 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.

2.4.2 Student Affairs and Alumni

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

The Manager of Student Affairs and Alumni 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 and Alumni 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 and Alumni 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.

2.4.3.1 Student Affairs Committee

MBRSG makes available the opportunity for students to be part of the Student Affairs Committee. This Committee provides a forum for students and is responsible for ensuring that all matters relating to students, their education, facilities, disciplinary concerns, grievances and appeals are addressed and enhanced. The members of this committee will include an IT officer, facilities officer, faculty representative, library representative, three student representatives, Manager of Student Affairs and Alumni and the (Associate) Dean of Academic Affairs.

Student interested in arranging an activity need to contact their representatives on the Student Affairs Committee to have it approved.

2.4.3.2 Student Associations

MBRSG students may, through a letter addressed to the Manager of Student Affairs and Alumni, request to establish student associations that are consistent with the learning outcomes, vision and mission of the program and institution. Approval for such associations will be determined by the Dean.

2.4.3.3 Alumni Association

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

2.4.3.4 Career Counselling Services

MBRSG provides students access to professional career counselling via a service agreement contract. Should students wish to avail themselves of the career counselling services, they should contact the Manager of Student Affairs and Alumni who will arrange a career counselling session appointment.

2.4.3.5 Professional Counselling Services

MBRSG provides students access to professional (psychological) counselling via a service agreement contract. Should students wish to avail themselves of the professional (psychological) counselling services, they should contact the Manager of Student Affairs and Alumni who will arrange an appointment.

2.4.4 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.

2.4.5 Faculty Affairs and Registrar's Office

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's Office

2.4.5.1 Online Enrolment and Tuition Fees Information

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

(a) been enrolled in a specific Module or Modules for study in the upcoming academic semester, and
(b) the applicable tuition fees payable (based on number of Module(s) enrolled in).

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

Throughout your studies, the Registrar's Office 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 student's first point of contact is likely to be their Module Leader or their Academic Advisor.

2.4.5.2 Registrar's Office Services and Support

The services that the Registrar's Office can provide to graduate students 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 Associate Dean of Academic Affairs and/or relevant School Board, Committee or Council.

2.5 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 (via a request to the Registrar's Office and/or available in the Graduate Student Handbook), to ensure transparency and consistency in the decision-making processes within the School.

The Department of Planning and 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 compulsory 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 student's 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 and Alumni, their Academic Advisor, their Module Leader, their Program Leader, the Associate Dean 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 endeavoring 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 and Alumni.

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 Planning and Institutional Effectiveness. Academic relevant policies and procedures will be made available to students on the Student Information 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 2019/2020 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

4.1 General Information on Graduate Programs of Study available 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 familiarse yourself with our graduate program(s) and the admission process.

4.2 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:

4.2.1 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 Pass with Merit or above.

4.2.1.1 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.

4.2.2 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 Pass with Merit or above.

4.2.2.1 Postgraduate Diploma in Public Administration (PgD) – (Arabic) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Administration (Arabic), the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above. This is an Exit Award only from the Executive Master of Public Administration (Arabic) degree.

4.2.3 Executive Master of Public Administration (EMPA) – English – (*Not Offered in 2020/2021*)

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

4.2.3.1 Postgraduate Diploma in Public Administration (PgD) – (English) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Administration (English), the program requires the successful completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above. This is an Exit Award only from the Executive Master of Public Administration (English) degree.

4.2.4 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 Pass with Merit or above.

4.2.4.1 Postgraduate Diploman in Innovation Management (PgD) - *Exit Award Only*

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 Pass with Merit or above. This is an Exit Award only from the Master of Innovation Management degree program.

4.2.5 Master of Public Policy (MPP)

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

4.2.5.1 Postgraduate Diploma in Public Policy (PgD) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy, the program requires the successful completion of four (4) Core Modules and two (2) Elective Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.6 Master of Public Policy (Education)

To be awarded a Master of Public Policy (Education) degree, the program requires the successful completion of four (4) Core Modules, two (2) Education Specialisation Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.6.1 Postgraduate Diploma in Public Policy (Education) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy (Education) degree, the program requires the successful completion of four (4) Core Modules and two (2) Education Specialisation Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.7 Master of Public Policy (Health)

To be awarded a Master of Public Policy (Health) degree, the program requires the successful completion of four (4) Core Modules, two (2) Health Specialisation Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.7.1 Postgraduate Diploma in Public Policy (Health) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy (Health) degree, the program requires the successful completion of four (4) Core Modules and two (2) Health Specialisation Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.8 Master of Public Policy (Social Policy)

To be awarded a Master of Public Policy (Social Policy) degree, the program requires the successful completion of four (4) Core Modules, two (2) Social Policy Specialisation Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.8.1 Postgraduate Diploma in Public Policy (Social Policy) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy (Social Policy) degree, the program requires the successful completion of four (4) Core Modules and two (2) Social Policy Specialisation Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.9 Master of Public Policy (Sustainable Development)

To be awarded a Master of Public Policy (Sustainable Development) degree, the program requires the successful completion of four (4) Core Modules, two (2) Sustainable Development Specialisation Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.9.1 Postgraduate Diploma in Public Policy (Sustainable Development) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy (Sustainable Development) degree, the program requires the successful completion of four (4) Core Modules and two (2) Sustainable Development Specialisation Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.10 Master of Public Policy (Science and Technology Policy)

To be awarded a Master of Public Policy degree, the program requires the successful completion of four (4) Core Modules, two (2) Science and Technology Policy Specialisation Modules and a Dissertation totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

4.2.10.1 Postgraduate Diploma in Public Policy (Science and Technology Policy) – *Exit Award Only*

To be awarded a Postgraduate Diploma in Public Policy (Science and Technology Policy), the program requires the successful completion of four (4) Core Modules and two (2) Science and Technology Policy Specialisation Modules totaling 120 (CATS) credits with an overall average grade of Pass with Merit or above.

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

4.3 Graduate Program Admission Information and Application Process

4.3.1 Information on Admission to Graduate Studies at MBRSG

Admission to a graduate program of study at MBRSG is through the Admissions and Program Relations Office. 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: degreeprograms@mbrsg.ac.ae

The Office of Admission and Program Relations (OAPR) is responsible for receiving inquiries and admitting students to MBRSG programs. Other tasks of this Office include developing the Graduate Academic Catalog, promoting MBRSG programs, maintaining students' personal and academic records, ensuring the security, privacy and confidentiality of these records and implementing the academic policies and regulations of the School concerning graduate admission. The OAPR is the only office authorized to admit students to a graduate program of study at MBRSG.

4.3.2 Information on Application Requirements

All applicants seeking admission to a graduate program of study must submit an Online Application for Admission using the MBRSG website at http://www.mbrsg.ae/home.aspx .

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 Portal (Quercus, Student Information System) which 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 are not limited, to the following:

- Completion of the online Graduate Study Application Form available on the Student Information System accessible via the link from the Academic Programs section of the MBRSG website.
- Provision of attested official university and college degrees and transcripts, from a recognized Bachelor's degree, earned in a discipline appropriate for the

prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 2.50 (on a 4.0 Scale).

- Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
- Provision of an original test certificate to satisfy the English Language Proficiency requirement:
    - Full Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
    - Conditional Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for an (i) EmSat score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.
    - Full Admission: Master Program taught in Arabic: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (950 or more) or (ii) a TOEFL score of 450 or more (139 CBT, 51 iBT) equivalent or IELTS (4.5 or more).
    - *A native speaker of English who has completed his/her undergraduate education in an English-medium institution may not be required to provide certification of English language proficiency.
- Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable)*)
- Provision of two passport-size photos.
- Provision of an Emirates ID card (if relevant)
- Provision of a Family Book (if relevant)
- Provision of their Curriculum Vitae
- Provision of a short essay to demonstrate your reasons for wanting to study in the program
- Provision of two individual, sealed reference letters.
- 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).
- An interview may also be required as part of the admission process.

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 (Associate) Dean 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.

4.3.3 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: http://www.mbrsg.ae/home/programs.aspx

4.3.3.1 Deadlines for Applications for Admission at MBRSG for the 2020/2021 Academic Year

- **Fall Semester 2020/2021**
  Wednesday 26th August 2020.
- **Spring Semester 2020/2021**
  Wednesday 10th February 2021.

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

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

4.3.3.2 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 2020/2021**
  Wednesday 19th August 2020.
- **Spring Semester 2020/2021**
  Wednesday 3rd February 2021.

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 Associate Dean 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.

4.3.4 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.

4.3.4.1 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 Graduate programs at MBRSG. However, potential applicants are advised to refer to the work experience requirements for different programs.

4.3.4.1.1. General Admission Requirements for Full Admission

1. Completion of a Bachelor's degree from an institution recognized by the Ministry of Education, earned in a discipline appropriate for the prospective graduate degree, with an overall GPA of at least 2.50 (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. Provision of an original test certificate to satisfy the English Language Proficiency requirement:
    - <u>Full Admission: Master Program taught in English:</u> Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
    - <u>Full Admission: Master Program taught in Arabic:</u> Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (950 or more) or (ii) a TOEFL score of 450 or more (139 CBT, 51 iBT) equivalent or IELTS (4.5 or more).

- *A native speaker of English who has completed his/her undergraduate education in an English-medium institution may not be required to provide certification of English language proficiency.

4. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable))*
5. Provision of two passport-size photos.
6. Provision of an Emirates ID card (if relevant)
7. Provision of a Family Book (if relevant)
8. Provision of their Curriculum Vitae
9. Provision of a short essay to demonstrate your reasons for wanting to study in the program
10. Provision of two individual, sealed reference letters.
11. An interview may also be required as part of the admission process.
12. Meet the Work Experience Requirements for each graduate program: Please see Table 2 below.

Table 2: Work Experience Requirements for Program Admission

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

<u>Additional Requirements:</u>

The work experience is in addition to the general admission requirements detailed in the Graduate Admissions Criteria Policy (P REG 101).

MPA, MIM and MPP students must also demonstrate proficiency in basic statistics and research methods

4.3.4.2 Conditional Admission for Master Degrees taught in the English Language Only

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, that is taught in the English Language.

4.3.4.2.1 Conditional Admission – English Language Proficiency Requirements

To be considered for conditional admission under the English Language Proficiency provisions an applicant, to an English Language Master Program

1. Completion of a Bachelor's degree from an institution recognized by the Ministry of Education, earned in a discipline appropriate for the prospective graduate degree, with an overall GPA of at least 2.50 (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. Provision of an original test certificate to satisfy the English Language Proficiency requirement:
    - Conditional Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for an (i) EmSat score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.
4. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable))*
5. Provision of two passport-size photos.
6. Provision of an Emirates ID card (if relevant)
7. Provision of a Family Book (if relevant)
8. Provision of their Curriculum Vitae
9. Provision of a short essay to demonstrate your reasons for wanting to study in the program
10. Provision of two individual, sealed reference letters.
11. An interview may also be required as part of the admission process.
12. Confirmation that the relevant work experience requirement has been satisfied as per Table 2 on page 58 above.

4.3.4.2.2 Conditional Admission Requirements – Additional Requirements

Students applying for conditional entry admission may also be interviewed by the Program Coordinator of their intended degree program and/or the (Associate) Dean of Academic Affairs. They will then provide an explanation of their reasons for recommending or not recommending an applicant to be admitted. The recommendation will be kept in the student admission file.

Students granted conditional admission will also be required to take the (ASM001) "*Foundation Course for Research Methods in Public Policy*" during their first semester of academic study. It is a not for credit Module but will appear on the student's academic transcript.

4.3.4.2.3 Conditional Admission Requirements – Enrolment Restrictions

Students admitted on conditional basis to a graduate program of study may take no more than two (2) Module (20 CATS credits each) of coursework, thus a total of 40 CATS Credits, in the first semester of study.

4.3.4.3 Satisfying Conditional Admission Requirements – Timeframe

The progress of students granted Conditional Admission will be monitored by the (Associate) Dean of Academic Affairs (Chair of the Progression Board), who will lead a review of the performance of each conditional entry student as part of Progression Board Meetings held at the end of each semester.

Students granted conditional admission under the English Language Proficiency provisions must achieve a *minimum* (i) EmSat score of 1250, or (ii)TOEFL score of 550 or more (213 CBT, 79 iBT equivalent) or (iii) 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.

Students granted Conditional Admission must also achieve an overall average grade of at least "Pass with Merit" to continue into their second semester of study. Upon achievement of the English language Proficiency and Overall Average Grade provisions, 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 "Pass with Merit", he or she may be dismissed from the program.

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 "Pass with Merit" can continue in the program. If such a decision is made the student will be subject to *academic probation*.

Failure to meet the English Language Proficiency and Overall Average Grade requirements (Pass with Merit) criteria by the end of the first semester of study will lead to the student:

- Having to defer for the following semester (in order to meet the English proficiency requirement).
- Upon the decision of the discretion of the Chair of the Progression Board, who achieve a grade "Pass" or "Pass with Credit" but do not achieve a grade "Pass with Merit" may be given the opportunity to repeat the Module(s) (once).
- Having to withdraw from the program or study
- Having to seek special consideration from the Dean of Academic Affairs for an extension in which to satisfy the condition due to unforeseen or

extraordinary circumstances which would also require supporting documentation.

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 (in Letter or e-mail format), 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.

4.3.5 Preparatory Courses: 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. All new postgraduate students are required to attend.

The return to Learning Preparatory Course may be conducted in a (virtual) online mode using Blackboard Collaborate, in a “face-to-Face mode or a combination (blended) approach thereof.

A draft version of the Return to Learning Program Structure and Schedule is provided in Table 3 below:

Table 3: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for MPA, MPP and MIM students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

4.3.5.1 Return to Learning Program Dates 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MPA, MIM and MPP students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 for MPA, MIM and MPP students.

4.3.6 Foundation Course for Research Methods in Public Policy (ASM001)

4.3.6.1 Foundation Course for Research Methods in Public Policy (ASM001) – MPA, MIM and MPP students

Students admitted to a graduate program of study (in English) at MBRSG will be required to take the "*Foundation Course for Research Methods in Public Policy"* (ASM001) during their first semester of academic study. This is a "not for credit" Module. This Module will be included on their Academic Transcript and is a Pass/Fail Module only. The aim of this compulsory foundation Module is to ensure that all students have a minimum level of understanding in basic statistics and research methods, prior to studying a Research Methods Module at postgraduate level. Students who have demonstrate proficiency in basic statistics and research methods, by achieving a "good or B grade" equivalent in such Modules in prior study at Bachelor or Master level, as evidenced in their original academic transcripts, may be exempt from taking the ASM001 foundation course.

4.3.6.2 Foundation Course for Research Methods in Public Policy (ASM001) – EMPA (Arabic) students

All Students admitted to a graduate program of study (in Arabic) at MBRSG will be required to take the "*Foundation Course for Research Methods in Public Policy"* (ASM001) during the semester prior to being eligible to enter their EMPA901Dissertation. This is a "not for credit" Module. Students who successfully pass the Module will have this Module included on their Academic Transcript.

The aim of this compulsory foundation Module is to ensure that all students have a minimum level of understanding in basic statistics and research methods, prior to undertaking their Dissertation at postgraduate level.

4.3.7 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).

4.3.8 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 Information System accessible via the Student Gateway on the MBRSG website (www.mbrsg.ac).

4.3.9 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 Associate Dean 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 Associate Dean 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).

4.3.10 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.

4.3.10.1 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.

4.3.11 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.

4.3.12 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 Associate Dean 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 Associate Dean of Academic Affairs for their consideration and approval. Such decision(s) will thereafter become part of this policy on readmission.

4.3.13 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.

Section 5 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.

5.1 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's Office 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.

5.2 Program Tuition Fees 2020/2021 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 2019/2020 Academic year are provided in the Table 4 below:

Table 4: Fees Payable per Academic Program

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

5.2.1 Fee Payment Enquiries

All tuition fee payments and installment inquiries should be directed to the Finance Department. Please see the Finance Department contact details in Table 5 below:

Table 5: Finance Department Contact Details

Senior Financial	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.

5.3 Grants towards Payment of Tuition Fees – EMPA, MPA, MIM and MPP Students

For the 2020/2021 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 these postgraduate programs. 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.

5.4 Scholarships

Mohammed Bin Rashid School of Government (MBRSG) offers merit based Academic Scholarships to students who have achieved a minimum GPA of 3.0 and the passion and commitment to maintain a high standard of academic excellence.

Academic Scholarships shall be awarded to candidates with proven outstanding academic and professional achievements and are subject to the student maintaining a high level of academic excellence. Academic Scholarships are available to prospective students of MBRSG and are awarded on the basis of a competitive application process. Academic Scholarships may be awarded for 25%, 50%, 75% and up to 100% of program tuition fees only.

The MBRSG Scholarship Committee may also offer a Scholarship to people of determination. The Scholarship Committee will decide on such Scholarships on a case by case basis.

Notification of Scholarships being offered will be advertised by MBRSG on an annual basis. Applications will not be considered unless the Scholarship Application Form and supporting documents are completed and received by the Submission date deadlines.

5.4.1 Scholarship Application Date Deadlines 2020/2021 Academic Year

For the 2020/21 Academic Year the Scholarship date deadlines are:

- **1st July 2020** for candidates applying for the **Fall Semester 2020**
- **1st November 2020** for candidates applying for the **Spring Semester 2021**.

Academic Scholarships will be awarded on the basis of:

- the assessment by MBRSG Scholarship Committee of the candidate's Scholarship Application Form and all supporting documents submitted with the application
- the results of verbal and non-verbal communication with the candidate; and
- an interview with the MBRSG Scholarships Committee (optional)

More information on Scholarships offered by MBRS are available on the website at: http://www.mbrsg.ae/home/programs/scholarships-terms.aspx and the MBRSG Merit-Based Scholarship Application Form is available at: https://www.mbrsg.ae/home/programs/mbrsg_scholarship_application_form.pdf

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

The Program fees for the MBRSG Executive (Master) programs at MBRSG are payable on a semesterly basis based on the number of Modules (or Dissertation) that a student is registered in. Further details are provided in the Student Payment Guide (P-ACD-126) Please also see the Tables 6-9 below:

Table 6: Master Program Fees: Module and Dissertation per Semester 2020-2021 – Full Fee Paying Student

Academic Program	Fees Payable Per Semester – Full Fee-Paying Student			
	1 Module	2 Modules	3 Modules	**Dissertation
Master of Public Administration	13,334 AED	26,666 AED	40,000 AED	**40,000
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

***Students have 2 semesters to complete Dissertation.*

Table 7: Master Program Fees: Module and Dissertation per Semester 2020-2021 with Eligibility for *10,000AED Grant

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

**Grant Eligibility:* 10,000AED if you are an Emirati National OR employed by a UAE Government Department/Ministry.

**Students have 2 semesters to complete Dissertation.

Table 8: Master Program Fees: Module and Dissertation per Semester 2020-2021 with Eligibility for *20,000AED Grant

Academic Program	Fees Payable Per Semester – if Receive 20,000 AED Grant			
	1 Module	2 Modules	3 Modules	**Dissertation
Master of Public Administration	11,111AED	22,222AED	33,333 AED	**33,334
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

**Grant Eligibility:* 20,000AED if you are an Emirati National AND employed by a UAE Government Department/Ministry.

**Students have 2 semesters to complete Dissertation.

Table 9: Master Program Fees: Module and Dissertation per Semester 2020-2021 with Eligibility for *30,000AED Grant

Academic Program	Fees Payable Per Semester – if Receive 30,000 AED Grant			
	1 Module	2 Modules	3 Modules	**Dissertation
Master of Public Administration	10,000AED	20,000AED	30,000 AED	30,000 AED
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

Grant Eligibility: 30,000AED if you are an Emirati National AND employed by a UAE Government Department/Ministry AND 5 or more applicants from your Organisation. commence study in a specific semester.

**Students have 2 semesters to complete Dissertation.

5.5.1 Enrolment in a Third (3rd) and Subsequent Semesters of the Dissertation Module – Tuition Fees Payable

The Dissertation Fees, as noted in Section 10.4, Tables 11 to14 on above, represent tuition fees payable for a maximum of two (2) semesters in which to complete the Dissertation Module.

Should a student be required to enroll in a third (3rd) semester, and in each subsequent semester, of a Dissertation Module, a tuition fee will be payable representing half (1/2) of the Dissertation fees noted in the applicable Section 10.4, Table (11 to14) on above for each semester thereafter, relevant to the program of study

5.6 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 Department. An additional administration charge may also be applied to authorised payment arrangements.

MBRSG will normally agree to a request to pay by installments through no more than six installments. Three installments are 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 10 below:

Table 10: MBRSG Tuition Fees Payment Installment Plan

MBRSG Tuition Fee Payment Installment Plan	
Fall Semester 2020	**Amount Payable**
First Installment Due: 13 September 2020	33% of Semester Tuition Fees payable
Second Installment Due: 08 October 2020	33% of Semester Tuition Fees payable
Final Installment Due: 04 December 2020	34% of Semester Tuition Fees payable
Spring Semester 2021	**Amount Payable**
First Installment Due: 28 February 2021	33% of Semester Tuition Fees payable
Second Installment Due: 25 March 2021	33% of Semester Tuition Fees payable
Final Installment Due: 9 May 2021	34% of Semester Tuition Fees payable

5.7 Tuition Fees: Payment Options

The Mohammed Bin Rashid School of Government provides various tuition fee payment options including:

5.7.1 Methods of Payment

- Cash
- *Cheques (returned check policy)
- **Bank Transfer
- Bank Draft
- Credit Card *(including online via the secure Payfort System)*

5.7.1.1 Cash

Students may make cash payments to the MBRSG Accountant on the 7th Floor of the Convention Tower, within the Student Hub, from 7:30am – 2:30pm Sunday to Thursday during semester.

5.7.1.2 Cheque Payments

Cheques should be made payable to The Mohammed Bin Rashid School of Government and forwarded and or delivered to the to the MBRSG Accountant on the 7th Floor of the Convention Tower, within the Student Hub, from 7:30am – 2:30pm Sunday to Thursday during semester.

5.7.1.3 Bank Transfer

Students who would like to pay their tuition fees via a bank transfer, should make payments to the MBRSG bank account, as noted in Table 11 below:

Table 11: MBRSG Bank Account Details for Fee Payment via Bank Transfer

Beneficiary	Mohammed Bin Rashid School of Government
Bank Name	Mashreq Bank
Branch	Al Riqa
Account #	010393100316
IBAN #	AE89 0330 0000 1039 3100 316
SWIFT#	BOMLAEAD

5.7.1.4 Credit Card

Students may make a credit card payment, in person, with the MBRSG Accountant on the 7th Floor of the Convention Tower, within the Student Hub, from 7:30am – 2:30pm Sunday to Thursday during semester.

Students may make an online credit card payment of tuition fees, via the Student Information System, using the secure Payfort payment platform. The Registrar's Office provides *Guidelines for Online Payments using Payfort* to all enrolled students at the commencement of semester (via e-mail).

5.8 Payment Options: Sponsored Students

If a student advises MBRSG that they are sponsored by their employer or other party for their tuition fees, the student MUST provide a Letter from their sponsor (on official corporate letterhead) confirming the sponsorship and the sponsor contact details. The MBRSG Finance Department will then invoice the Sponsor for payment of the tuition fees for the relevant semester of study.

If a student advises that they will be sponsored for tuition fee purposes, and for whatever reason, the sponsor is unable to pay the tuition fees due and payable, then the student will be responsible for paying any outstanding tuition fees.

5.9 Withdrawal and Refund of Tuition Fees

The Table 12 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.

Table 12: MBRSG Refund Details based on Week of Semester in which the Student Withdraws from their Program or Module(s) of Study

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%

5.10 Financial Hardship – Financial Aid and Deferment of Payment of Tuition Fees

Students admitted to and enrolled on a graduate program of study, should advise the Manager of Financial Affairs immediately, should any issues of financial hardship arise due to a change in circumstances. Individual cases requesting financial aid or deferment of payment of tuition fees under financial hardship will be assessed on their merits. The provision of documentary evidence to support claims of financial hardship will be required.

5.10.1 Financial Aid

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.

5.10.2 Deferment of Payment of Tuition Fees

Upon provision of supporting documentary evidence to support claims of financial hardship a decision as to, whether or not, it is possible to defer payment of tuition and/or other outstanding fees will be made. Decisions in regard to granting of financial hardship will be at the discretion of the Executive President based on advice from the Dean.

5.11 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 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.

5.12 Request of Official Letters or Replacement Documents

The Registrar's Office can provide official letters to students based on their request through an official email only. Student must collect the original copy of the letter and pay the document fees which are shown in Table 13 below:

Table 13: Fees Payable for Request of Official Letters or Replacement Documents

Service Request	Fee Payable
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 (available for the Registrar's Office) to this effect, before we could issue a replacement. We then may be required to notify the Ministry of Education accordingly.

6.3 Module Load

It is expected that full-time students will enroll in three (3) Modules per academic semester and that part-time students will enroll in two (2) Module each academic semester. Conditionally admitted students will be restricted to studying in a maximum of (2) Modules 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 (i.e. achieving an overall average grade of Pass with Merit or more). Students under academic probation will be subject to restricted enrolment (one module per semester) until they return to good academic standing.

6.4 Full Time Study - Good Academic Standing

The Module load for a full-time graduate student in good academic standing is three (3) Modules (60 CATS credits in total) per semester. The (Associate) Dean of Academic Affairs must, at their discretion, approve a student in good academic standing (i.e. achieving an overall average grade of Pass with Merit or more). to enroll in three (3) Modules (60 CATS credits in total) per semester.

6.5 Part Time Study - Good Academic Standing

The Module load for a part-time graduate student in good academic standing is a maximum of two (2) Modules (40 CATS credits in total) per semester. Students studying in a part time mode must maintain a good academic standing (i.e. achieving an overall average grade of Pass with Merit or more).to enroll in two (2) Modules (40 CATS credits in total) per semester.

6.6 Conditionally Admitted Students

Students admitted on a conditional basis are limited to enrolment in two (2) Modules (20 CATS credits) of coursework in their first semester. The student must achieve an average grade of at least “Pass with Merit” to maintain a good academic standing.

6.6.1 Restricted Enrolment based on Conditional Admission

Conditionally admitted students are eligible to enroll in a maximum of (2) Modules (a maximum of forty (40 CATS) credits) in their first semester of study. These students will 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 “Pass with Merit” grade in their first Semester of graduate study, and satisfy any other conditional admission requirements (i.e. English Language Proficiency) to achieve Full Admission status. If the student does not obtain the minimum grade of “Pass with

Merit" in their first Semester of graduate study, or satisfy any other conditional admission requirements (i.e. English Language Proficiency) the Chair of the Progression Board may recommend their dismissal from the graduate program, or the requirement to repeat a module(s) in order to attain good academic standing (i.e. achieving an overall average grade of Pass with Merit or more).

6.7 Restricted Enrolment - Academic Probation

Students who fail to maintain an overall average a "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 "Pass with Merit", under the CATS credit system.

If a student fails to meet the minimum overall grade of "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's Office will notify the student, in writing (e-mail), of the decision(s) of the Progression Board.

6.8 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 Schedule for 2020/2021 is provided on page 70 of this Catalogue.

6.9 Add and Drop Module(s)

Students can withdraw from modules before the published last date to add and drop set by the Board of Studies (usually end of Week 2 of semester). The Add/Drop provisions are in accordance with the Enrolment Policy (P-REG-110).

This date is also included in the Academic Calendar 2020/2021 (available at: https://www.mbrsg.ae/home/programs/mbrsg_academic_calendar_2020_2021_english and uploaded on Blackboard prior to the start of each semester.

A student seeking to withdraw from a module should notify the Registrar's Office. See also Section 5.9, Table 12 on page 77 of this Catalog, which summarizing the MBRSG refund policy upon withdrawal from a module(s) or program of study.

6.10 Withdrawal from a Module(s) after the Add/Drop Period: Academic Implications

As per the provisions of the Student Academic Progress Policy (P-REG-105) if a student withdraws from a Module or Modules of study, that have been formally enrolled in, after the end of the add/drop period, the following academic implications will arise, depending upon the date of withdrawal.

- **Withdrawal from a Module with a grade of (W) Withdrawn recorded**: If a student formally 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 academic transcript for the Module(s) from which the student has withdrawn. A 'W' grade does not impact the student's overall average grade calculation.

- **Withdrawal from a Module with a grade of (F) Fail recorded:** As of the commencement of the eighth (8th) week of classes, a grade of 'F' (Fail) will be recorded on the academic transcript, for those students who formally withdraw from a Module(s). The student will receive 0% (F grade) for the Module and this will be used in calculating the student's overall average grade. It may also impact their ability to continue in their program of study dependent upon the decision of the Chair of the Progression Board. Full tuition fees will also be payable for the Module(s) they withdrew from in accordance with the provisions in the Student Payment Guide (P-ACD-126).

6.11 Withdrawal from a Master Program of Study

MBRSG recognizes that students may need to leave the program for a variety of reasons. Students who wish to leave a program must notify and get confirmation from the Registrar and ensure that all equipment or property of MBRSG is returned. Prior to the release of any transcript to the student, all fees for studies completed to the date of leaving must be settled.

Academic credit will only be shown where a student has fully completed a module, and the mark for any assessment has been approved by the MBRSG Examination Board. See Section 5.9, Table 12 on page 77 of this Catalog, which summarizing the MBRSG refund policy upon withdrawal from a module(s) or program of study.

6.12 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).

6.12.1 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 their 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 (Associate) Dean of Academic Affairs will determine whether such requests are granted or not.

Reactivation of the student's record is automatic; however, students must submit a 'Reactivation of Study' 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 Reactivation Form for re-enrolment approved by the (Associate) Dean of Academic Affairs

6.12.2 Leave of Absence: National Service

Students who have been on military service for longer than two semesters, will be exempted from the 2 (two) semester leave of absence provision, and will be able to re-commence their studies, upon provision of a letter confirming the completion of their military service.

6.12.3 Leave of Absence: Longer than Two Semesters not due to National Service

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 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 (Associate) Dean of Academic Affairs for a determination as to whether or not readmission will be allowed in accordance with the Graduate Re-Admissions Criteria Policy (P-REG-102).

6.13 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). Students must have a minimum attendance of 80% at all "face to face" classes. Failure to achieve the minimum attendance requirements may lead to the Exam Board awarding an F (Fail) grade for the Module.

6.14 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 6.16 on page 86 in this Academic Catalog.

6.15 Module Information

6.15.1 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.

6.15.2 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 14 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.

Table 14: CATS Credits (Notional Study Hours) per Program

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

6.15.3 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 11 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 11 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).

6.15.4 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 "Pass with Merit" was awarded may not satisfy prerequisite requirements and therefore may adversely impact a student's progression throughout a graduate program of study.

6.15.5 Module Offerings and the Academic Timetable

Modules are offered at the discretion of the Associate Dean 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: https://www.mbrsg.ae/home/programs/mbrsg_academic_timetable_2020_201

6.16 Teaching and Learning Methods

Students will be actively involved in a range of learning, teaching and assessment approaches as part of their graduate program of study. Such active approaches are intentionally student-centered, to involve and engage students in all aspects of assessment and learning. Active participation in learning activities and engagement with fellow students, both individually and collaboratively, involves working and learning with other students as part of a small group. Students are expected to come

prepared for classes having done the necessary reading or preparatory tasks that have been assigned or indicated on the syllabus.

Lectures are usually held in a "Face-to-Face" teaching mode on-campus, supported by online materials and activities in the virtual learning environment (Blackboard). MBRSG, when required, may also conduct classes in a blended or fully online learning environment where necessary (as mandated during the recent Coronavirus pandemic). MBRSG will utilize Blackboard Collaborate to conduct online learning lectures. Such Lectures can be recorded and will be made available to students on Blackboard for future viewing.

6.16.1 Interactive Lectures

Student engagement underpins the interactive lecture technique, which is the main face to face delivery mode at MBRSG. The lecturer will incorporate engagement activities in each class which will encourage student participation in tasks that involves working directly with the content in an applied manner.

Activities could include, but are not limited to, discussions, simulations, model making or role plays. Interactive lecture techniques capture and maintain student attention and allow students to apply what they have learned with the guidance of the lecturer. Delivering interactive lectures not only provides a format change from the traditional lecture, they also provide students with an opportunity to immediately apply content and provide feedback to the instructor on student understanding.

6.16.2 Guest Lectures

The implementation of a structured guest lecturing program, particularly within Master of Public Policy specializations, seeks to improve students' first-hand knowledge of contemporary public policy practices in specific sectors.

Guest Lectures aim to enhance the students learning experience by providing current and relevant examples of the practical applications of theory they are learning in a particular subject. Guest Lectures provide students with an understanding of professional activity by providing a real world example of applied theory.

6.16.3 Directed Independent Learning (DIL)

In order to assist students in developing the essential reading, writing, study, or research skills and/or strategies needed to succeed in their graduate program of study, Directed Independent Learning activities (DIL) will be designed by close collaboration among faculty in specific content areas. This will require 80 hours of study time outside of class for the duration of this semester in specified Modules.

DIL activities are extension tasks that are aligned with learning outcomes of the Module, which students are able to complete in their own time individually or as a group outside of the teaching time with the faculty.

DIL activities are not graded but are very effective for formative assessment and student engagement outside of class contact time.

Faculty members will factor the affective aspect of the students' response to the DIL by promoting the students' senses of self-confidence or self- efficacy about applying skills and/or strategies in the future.

6.16.3.1 Self-Access Study

Your Module Handbook provides the teaching plan which outlines various resources which you can access on your own to reinforce and enhance your learning. There are also numerous online sources of information that will be relevant to your graduate program of study. Time outside of class spent engaging with these materials count toward the 80 hours of self -access you are required to undertake in specified Modules.

6.16.4 Brief Guide to Web-based Module Material - Blackboard

Module materials are available on Blackboard (virtual learning environment). It is a place where you can find online materials to support your studies together with discussion areas, Module information and calendar dates. You should access Blackboard as soon as possible in order to access the web based resources and commence your studies.

Blackboard Collaborate, which is a web-conferencing software, enables Lectures to be delivered and recorded in an on-line mode should this be required.

All materials and assessments for each Module can be accessed online and you will submit your written assessments via Blackboard through either Safe Assign or TurnItIn (text matching software).

6.17 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. The MBRSG Student Advisement Policy (P-SA-103) provides more information for students in respect of academic advice.

You will be assigned an academic faculty member as your personal academic advisor for the duration of your study. Any queries, concerns or suggestions you have related to academic issues can be discussed with your advisor. It is your responsibility to book appointments with your advisor throughout the semester. Students are expected to meet with their academic advisor a minimum of twice per semester (once prior to module registration and once during semester).

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 receives an orientation session to MBRSG. The orientation 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 Advisors counsel students on a variety of matters, the majority on a walk-in basis. Faculty Advisors 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 (Associate) Dean of Academic Affairs.

The advisors who are directly involved with student support and performance are:

- Personal Faculty Advisor
- Module Leader
- Dissertation/Project Supervisor
- (Associate) Dean 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, following which any cessations of studies required by non-attendance is reported to the Exam Board.

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).

6.18 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.

6.18.1 Custody of Records

Admission and Program Affairs staff and Faculty Affairs and Registrar's Office staff are responsible for creating and maintaining the accuracy and currency of the student records in physical and/or digital format. MBRSG utilizes a (Cloud-Based) Student Information System known as Quercus. 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 are under the custody of the School.

6.18.2 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 Academic Misconduct Panel, which is a sub-board of the Board of Studies, is responsible for hearing and case of academic misconduct and 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 Information 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 Information 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 Information 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.

6.19 Award Documents: Testamurs and Academic Transcripts

The Registrar's Office 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's Office 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 Information 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 (via hard copy or digitally (e-mail) by the Registrar. For further details on academic standing, please refer to Academic Standing Sections 6.4 and 6.5 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 Testamurs and academic 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 Testamurs and 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 additional 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 Grading Scheme at Section 8.5 within this Academic Catalog.

6.20 Student Publications

Students may contribute to research by submitting their research to the (Associate) Dean of Academic Affairs for approval and potential publication. Students are encouraged to contribute to MBRSG events and research; details of these activities will be posted in the virtual learning environment. Students may not publish using MBRSG logo and name without prior approval from the School. Students may take advantage of social media networking groups which have been set-up by MBRSG as a student community.

6.21 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).

Section 7 Student Conduct and Academic Integrity

7.1 Expectations of Student Conduct at MBRSG

The Mohammed Bin Rashid School of Government (MBRSG) is committed to upholding the tenets of academic integrity, good behavior 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's Office and in the Student Handbook.

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 (Associate) Dean of Academic Affairs to avoid the serious charge of academic misconduct.

7.1.1 Communicating with Faculty and Staff

When communicating with faculty or Staff, you are expected to be honest at all times, you are expected to behave courteously and obey the commands of faculty and staff.

7.2 Types of Academic Misconduct

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

7.2.1 Piracy

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

7.2.2 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.

7.2.3 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.

7.2.3 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.

7.2.5 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.

7.2.6 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.

7.2.7 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).

7.2.8 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).

7.2.9 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.

7.2.10 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.

7.2.11 Interference or sabotage

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

7.2.12 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.

7.3 Detecting Academic Misconduct – Safe Assign / TurnItIn

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 or TurnItIn. For students, each Module Handbook will outline which assessments will be required to be submitted via Safe Assign or TurnItIn.

MBRSG uses the Safe Assign or TurnItIn software tool(s) which identifies text-matching (overlap) between submitted assessments. These tools are 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).

7.4 Detecting Academic Misconduct – Examinations

MBRSG conducts various forms of examinations including online and in-class examinations. Students are responsible for and 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 (Associate Dean) of Academic Affairs for investigation.

7.5 Penalties for breaching Academic Integrity and Misconduct

Allegations of breaches of academic misconduct and integrity will be referred to the Academic Misconduct Panel for a hearing and a decision. Student violations will be treated seriously, and will be documented on the student's permanent record.

Penalties that the Academic Misconduct Panel 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.

7.6 Notification of Penalties for breaches of Academic Integrity and Misconduct

The Academic Misconduct Panel will advise the Chair of the Board of Studies (the (Associate) Dean 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 Academic Misconduct Panel. 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).

7.7 Appeal of Penalties applied for breaches of Academic Integrity and Misconduct

A student may submit an appeal in relation to decisions made by the Academic Misconduct Panel 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.

Section 8 Assessment, Grades and Academic Progression

8.1 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.

8.1.1 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).
- 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).

8.2 Tests and Examination

Exams are used as a summative evaluation tool in some modules. These may occur at the mid -term or at the end of term interval. The format of an exam may require students to give extended, written and applied responses to theories, concepts and/or issues that were covered in a module of study in a specific time under examination conditions in accordance with the Examination Conduct and Invigilation Policy (P-ACD-129).

Information about exams, including the timetable and advice on preparing and revising will be offered prior to the exam and e-tutorials on exam preparation are available on Blackboard.

If you are concerned about your exams, please contact your Lecturer, Academic Advisor or Program Leader.

8.3 Late Submission of Coursework

Assignments that are received after the due date will be subject to grade penalties. Assignment submission deadlines are detailed in the module syllabus. However, MBRSG recognizes that there may be occasions when a student is unable to undertake, complete or hand-in required work due to circumstances beyond his/her control.

MBRSG has introduced a process of mitigating circumstances to assist students who encounter difficulties or circumstances beyond their control; the provisions for which are detailed in the Assessment Deadlines and Mitigating Circumstances Procedure (PRO-REG-101).

8.4 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's Office who will inform students, via the Student Information System, of their assessment and final grades for each Module in accordance with the dates specified in the Academic Calendar.

8.5 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.

8.5.1 Grading Scale – All Programs

MBRSG uses the following grading scale(s) as detailed in Table 15:

Table 15: MBRSG 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	Pass with Merit	
70-74.99	C+	2.30	B	
65-69.99	C	2.00	Pass with Credit	Pass with Merit
60-64.99	F (Fail)	0.00	C	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)				

8.5.2 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 (Fail), based on the discretion of the Exam Board.

Part-Time Students who are studying their Dissertation will normally take two semesters to complete their Dissertation. At the completion of the first semester of the Dissertation, the Exam Board will declare a grade of I (Incomplete). In such circumstances the students overall average grade is not adversely impacted.

8.6 Grading Point Average Information

8.6.1 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 Pass with Merit or above equivalent (CATS Credits).

8.6.2 Calculating Overall Average Grade

8.6.2.1 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 or above.

8.6.2.2 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 or above.

8.7 Academic Progress

8.7.1 Progression through a Program of Study

The Student Academic Progress 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, to enable corrective action to be implemented in time to rectify and improve a student's academic performance.

Failure to maintain 'Good Academic Standing' will lead a student's academic status to be subject to review. Ultimately, failure to rectify or improve performance (and academic status) can lead to dismissal from the program.

Students should be aware of 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 specified in the Graduate Completion Policy (P-ACD-134).

8.8 Progression Board

The Progression Board monitors each student's 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's Office who will inform students, in writing and/or on the Student Information System.

8.9 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 (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:

8.9.1 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) 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.

8.9.2 Academic Probation

Students who fail to maintain an overall average grade of at least (Pass with Merit) 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, 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.

8.9.3 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 from a graduate program of study by the School's Registrar, in accordance with the provisions of the Student Academic Progress Policy (P-REG-105).

8.9.4 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 (once) within a graduate program of study at MBRSG. Such decisions will be determined by the Progression Board.

8.10 Academic Dismissal

In order to enable a student to achieve a cumulative average grade of "Pass with Merit", a student may be given one opportunity to retake a Module that they had previously been awarded a F (Fail) grade. A student may also be given one opportunity to retake a Module for which they had received a "Pass" or "Pass with Credit" grade.

Should a student be unable to achieve a cumulative average grade of "Pass with Merit", the student will be eligible for academic dismissal from the program in accordance with the Student Academic Progress Policy (P-REG-105). The dismissed student has the right to appeal the decision to the MBRSG Grievance Review Panel.

8.11 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 submitted 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 Grievance Review Panel.

8.12 Readmission to the School after Dismissal

A student excluded from the School under the provisions of the Student Academic Progress Policy (P-ACD-117) 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).

Section 9 Academic Grievances and Student Appeals

9.1 Academic Grievance

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.

A student with concerns about a graduate program of study, a specific module, an instructor, an academic decision(s) or other academic issue must first approach the relevant faculty member in an attempt to resolve the issue. If the grievance or issue is not resolved the student should contact the (Associate) Dean of Academic Affairs, who may request additional information or documentation to clarify the specific grievance.

The (Associate) Dean of Academic Affairs, will refer the grievance and associated documentation in respect of matters relating to students, faculty or the institution to the MBRSG Grievance Review Panel for consideration.

The MBRSG Grievance Review Panel shall meet within seven days of the receipt of the grievance and associated documentation being provided to the Associate Dean of Academic Affairs. The MBRSG Grievance Review Panel will make a decision and determine the appropriate action to be taken in relation to the grievance submitted within seven days of receiving formal notification of a grievance by the (Associate) Dean of Academic Affairs.

The MBRSG Grievance Review Panel will inform the Registrar's Office of their decision and the Registrar's Office will then formally notify the student(s) in writing. A copy of which will be maintained on the student file either electronically or in hard copy.

Students are entitled to a fair and objective evaluation of their work as detailed in the MBRSG Assessment Policy (P-ACD-123) An individual student who believes his or her work was subject to a procedural error may appeal the grading decision to the (Associate) Dean 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.

9.2 Student Responsibility to Maintain Documentary Evidence

All official MBRSG communications via the student's e-mail address. These e-mail messages are considered official and sufficient notification. Students are responsible to check their (stated) e-mail account 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.

9.3 Petitions and Appeals

Students may petition for exceptions to academic policies by submitting such requests to the Registrar's Office. Such exception requests will be reviewed by the (Associate) Dean of Academic Affairs, who will grant or deny such petitions consistent with MBRSG School policies, the requirements of the CAA Standards 2019, and the best interests of both the student and the best interests of MBRSG.

The (Associate) Dean 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 Associate Dean 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.

Section 10 Graduation

10.1 Award Board

The MBRSG 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's Office who will inform students, in writing and/or via the Student Information System, of their Award.

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.

10.2 Graduation 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). A graduate award will only be conferred upon the approval of the Award Board.

The primary graduate completion criteria are summarised below; students should, however, refer to the Graduate Completions Policy (P-ACD-134) and/or discuss with the Registrar and/or (Associate) Dean of Academic Affairs any issues in relating to their eligibility to graduate.

10.2.1 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 in the MPA, MPP or MIM degree programs:

10.2.1.1 Credits & GPA Requirements: MPA, MIM and MPP

To earn a Master Degree award in an MPA, MPP or MIM program, 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 on the Grading Scale to graduate from the Master Degree program.

10.2.1.2 Timeframe for Completion: MPA, MIM and MPP

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).

10.2.1.3 Administrative Requirements: MPA, MIM and MPP

Students must also satisfy relevant administrative requirements. These include financial and non-financial obligations to MBRSG. The (Associate) Dean 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.

10.2.2 Executive Master Degree (EMPA –English or Arabic)

10.2.2.1 Credits & GPA Requirements: (EMPA –English or Arabic)

To earn an Executive Master of Public Administration award (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 Pass with Merit or more on the Grading Scale to graduate from the Executive Master Public Administration (English or Arabic) Degree program.

10.2.2.2 Timeframe for Completion: (EMPA –English or Arabic)

Students must complete their Executive Master Public Administration (English or Arabic) 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 Public Administration (English or Arabic) degree 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 Public Administration (English or Arabic) degree 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).

10.2.2.3 Administrative Requirements: (EMPA –English or Arabic)

Students must also satisfy relevant administrative requirements to be eligible for an Executive Master Public Administration (English or Arabic) award. These include financial and non-financial obligations to MBRSG.

The (Associate) Dean 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.

10.2.3 Postgraduate Diploma (Exit) Award

10.2.3.1 Postgraduate Diploma (Exit) Awards Available

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 (English) (*relevant to Exit from Executive Master of Public Administration (English) 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)

10.2.3.2 Credits & GPA Requirements for a Postgraduate Diploma (Exit Award)

To be eligible for a Postgraduate Diploma (Exit) 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 on the Grading Scale to graduate with a Postgraduate Diploma.

10.2.3.3 Timeframe for Completion: Postgraduate Diploma (Exit Award)

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 (Exit) award, 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, to be eligible for a Postgraduate Diploma (Exit) award, will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months).

10.2.3.4 Administrative Requirements: Postgraduate Diploma (Exit Award)

Students must also satisfy relevant administrative requirements to be eligible for a Postgraduate Diploma (Exit) award. These include financial and non-financial obligations to MBRSG.

The (Associate) Dean 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.

10.3 Conferral of Awards

10.3.1 Conferral of a Master Degree Award

A student who has completed the Master Degree requirements, as detailed in the Graduate Completions Policy (P-ACD-134), 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.

10.3.2 Conferral of a Postgraduate Diploma Award – *Exit Award Only*

A student who has completed the Postgraduate Diploma requirements, as detailed in the Graduate Completions Policy (P-ACD-134), 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.

10.4 Application for Graduation

Students who have received notification from the Registrar's Office that they have been confirmed as a graduation candidate by the Award Board, will then be asked to confirm their attendance at the (next available) graduation ceremony. The Registrar's Office will also collect specific information from the candidate for preparation of the Testamur and other award documents.

Students who do not wish to participate in the graduation ceremony must complete the Absentia Form, which is available from the Registrar's Office. Absentia graduates are not eligible to participate in a future graduation ceremony; however, they will be able to collect their Award documents from the Registrar's Office.

10.4.1 Name on Testamur and Academic Transcripts

Students will be issued with a Testamur in English and in Arabic and an Academic Transcript in the language of the program of study. For preparation of the Testamur and Academic Transcripts, the full name which appears on the documents will be spelled and printed in English/Arabic exactly as it appears on the student's passport or identity card, which has been provided to the Registrar's Office. If a name on a passport or an identity card does not appear in English/Arabic, then the spelling of the name will be printed according to the personal preference of the student.

10.5 Graduation Ceremony

The Mohammad Bin Rashid School of Government will hold one graduation ceremony each year; this will usually be in September or October. 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's Office.

10.6 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 11 Graduate Program Information

I. Welcome from the Dean

Welcome to the Mohamed Bin Rashid School of Government

It is with great please that I welcome all students to the Mohammad 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.

As you know, the world is presently going through the COVID-19 crises. This is the type of challenge that brings humanity together to solve problems and help and protect all citizens of the world. This is the time for leadership, the type of leadership that serves and guards while creating public value. The MBR School of Government aims to prepare its students with the kind of public service values and skills that leaders will need to tackle complexity and aid governments address immediate and long term public needs.

In response to the situation, and to maintain the health and wellbeing of students and staff, the MBR School of Government moved all of it classes and assessment online from early March 2019. We rapidly upgraded our capabilities and met the challenge head on.

Overall, our students and staff were able to rise to the occasion to ensure that learning outcomes were achieved without interruption. This experience opened up new possibilities for education in the UAE and the world.

For the first semester of the academic year 2020/2021, and depending on the public health situation, we have made plans that take into consideration a number of scenarios including the return to normal classes, continue fully online, or use a blended learning approach. Importantly, we will adhere to guidance from the Ministry of Education in this regard. In any case, I believe that we will be able to deliver the programs with our usual high quality and to the satisfaction of our most important stakeholder; the student.

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

11.1 Executive Master of Public Administration (English or Arabic)

11.1.1 Introduction

The introduction of an Executive Master of Public Administration (EMPA), 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 '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.

11.1.2 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 EMPA program tackles challenges of governance and management in a unique forum for exchange, learning, and professional development.

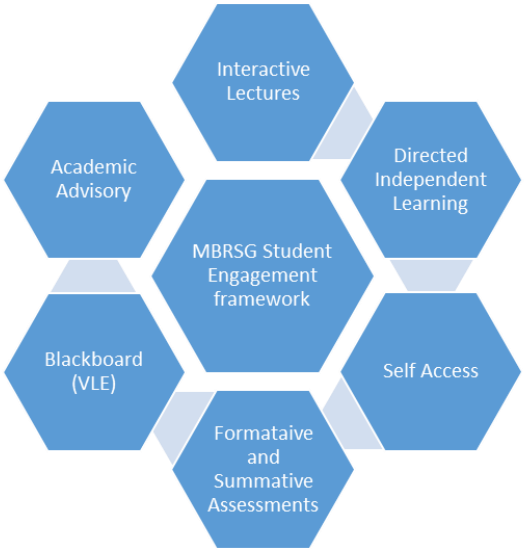
The flexible program can be completed in a full-time mode (three academic semesters) or, in a part-time mode, over a period of two years (four academic semesters) while working.

11.1.3 Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (*Figure 5 below*). 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 5: 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 to interact via Blackboard Collaborate (an online- web conferencing feature), 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.

11.1.4 Special Features of the Teaching and Learning Experience

The EMPA adopts the following features to enhance 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.

11.1.5 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.

11.1.6 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.

11.1.7 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 4.3.4.1.1. in this Graduate Academic Catalog above.

11.1.8 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 (ASM001) Foundation course for Research Methods in Public Policy in either the second (full-time) or third (part-time) semester of study.

11.1.9 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 one weekend 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 on the weekend 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.

11.1.10 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 (Associate) Dean of Academic Affairs. It is envisaged that some graduate students will enroll as part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The (Associate) Dean of Academic Affairs may approve a student's request to change for Part-Time to full-time study (i.e. enroll in a third Module), in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum overall average grade of Pass with Distinction in their current EMPA studies.

11.1.11 Program Requirements

11.1.11.1 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 (Pass with 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.

11.1.11.2 Postgraduate Diploma in Public Administration (PgD (English) – Exit Award

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 (Pass with Merit) or above.

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

11.1.11.3 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 Pass with 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.

11.1.11.4 Postgraduate Diploma in Public Administration (PgD) – Arabic – Exit Award

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) – Arabic - (Exit) award, which requires the completion of six (6) Modules totaling 120 (CATS) credits with an overall average grade of (Pass with Merit) or above in accordance with the Graduate Completion Policy (P-ACD-134).

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

11.1.12 Program Structure

11.1.12.1 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 in Table 16 below:

Table 16: Structure for the Executive Master of Public Administration (English or Arabic) Program

Semester	Full Time		Part Time	
1	EMPA1501	20 credits	EMPA1501	20 credits
	EMPA1502	20 credits	EMPA1502	20 credits
	EMPA1503	20 credits		
2	EMPA1504	20 credits	EMPA1503	20 credits
	EMPA1505	20 credits	EMPA1504	20 credits
	EMPA1506 OR EMPA1507	20 credits		
	ASM001	0 credits		
3	Dissertation	60 credits	EMPA1505	20 credits
			EMPA1506 OR EMPA1507	20 credits
			ASM001	0 credits
4			Dissertation – 1st Semester	60 credits
5			Dissertation – 2nd Semester	
Total	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 Associate Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table 16 above.

11.1.12.2 Program Design

The design of the EMPA (English or Arabic) degree program 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
- *ASM 001 Foundation Course in Research Methods for Public Policy

During the final sixty credits, students enroll in:

- EMPA 901 Dissertation

Before enrolling in the Dissertation module, students must complete the ASM001 Foundation Course for Research Methods in Public Policy (not for credit) Module This module equips students with the research, quantitative and qualitative skills needed for the Dissertation. The 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 Exam 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 and GPA.

11.1.12.3 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

11.1.12.4 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.

Students may seek permission from the (Associate) Dean of Academic Affairs for permission to study Modules in a different plan (order) than recommended. Such decisions must be determined, on a case by case, basis, after considering the extraordinary and/or unforeseen circumstances of the student seeking the revised study plan permission.

11.1.12.5 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 (English or Arabic) 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 (English or Arabic) 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 defense 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 defense in week 26.

Table 17: Dissertation Module Milestones (Full Time & Part Time)

Module Milestones: Full-time Students (Part-time students)		
Week	***Requirement***	***Assessment***
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.	N/A
2 - 3	Submission (beginning of week) & Presentation of Proposal	
12 (25)	Submission of Dissertation	
13 (26)	Oral defense (Viva Voce) of Dissertation	
Exam Board	Final Grade	**Assessment 100%**

11.1.12.6 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), 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 (Pass with 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.

11.1.12.7 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 18 below:

Table 18: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 3 Academic Semesters)	36 months (6 Academic Semesters)
Part-time	18 months	60 months (10 Academic Semesters)

11.1.13 EMPA (English or Arabic) Program Study Plan

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

11.1.13.1 Executive Master of Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 1 – (For Full Admission Students Only)

The Executive Master of Public Administration program study plan for full-time students is summarised in the Exhibits below.

Table 19A: EMPA Modular Study Plan - Fall 2020 - Full Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1501 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1502 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1503 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.2 Executive Master of Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 2 – (Continuing Students Only – Cohort 1)

Table 19B: EMPA Modular Study Plan - Fall 2020 - Full Time Students – Semester 2 - Continuing Students – Cohort 1

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1504 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1507 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1505 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.3 Executive Master of Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 2 – (Continuing Students Only – Cohort 2)

Table 19C: EMPA Modular Study Plan - Fall 2020 - Full Time Students – Semester 2 – Continuing Students – Cohort 2

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1507 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1505 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1504 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.4 Executive Master of Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 3 (For EMPA901 Dissertation Students Only)

Table 19D: EMPA Modular Study Plan Full Time Students –Fall 2020 – Semester 3 – Dissertation Students

Semester 3 – Fall 2020								
Module	**Week 1**	**2**	**3**	**4-6**	**7**	**8-11**	**12**	**13**
EMPA901	**Information Session**	**Supervised Independent Study**	**Proposal Defence & Progress Report**	**Supervised Independent Study**	**Progress Report**	**Supervised Independent Study**	**Submission**	**Defence**
Attendance	**1 day**		**1 day**		**1 day**			**1 day**

11.1.13.5 Executive Master of Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 1 – (For Full Admission – New Students Only)

The Executive Master of Public Administration program study plan for part-time students is summarised in the Exhibits below

Table 19E: EMPA Modular Study Plan - Fall 2020 - Part Time Students – Semester 1 - New Students

Semester 1 –Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1501 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1502 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**			**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.6 Executive Master of Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 2 – (For Continuing Students Only)

Table 19F: EMPA Modular Study Plan - Fall 2020 - Part Time Students – Semester 2 – Continuing Students

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1504 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1503 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
Classes	**2 days**		**2 days**		**2 days**		**2 days**		**2 days**		**2 days**		**Final Assessment Period**

11.1.13.7 Executive Master of Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 3 – (Continuing Students Only)

Table 19G: EMPA Modular Study Plan - Fall 2020 - Full Time Students – Semester 3 – Continuing Students

Semester 3 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1507 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1505 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**			**2 days**	**2 days**			**2 days**	**2 days**			**Final Assessment Period**

11.1.13.8 Executive Master of Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semesters 4 & 5 – (Dissertation Students Only)

Table 19H: EMPA Modular Study Plan - Fall 2020 - Full Time Students – Semesters 4 & 5–Dissertation Students

Semesters 4 & 5 (Fall 2020 and Spring Semester 2021)												
Module	**Week 1**	**2**	**3**	**4 – 8**	**9**	**10 – 14**	**15**	**16 – 20**	**21**	**22 - 24**	**25**	**26**
EMPA901	Information Session		Proposal Defence	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	1 Day		1 day		1 day		1 day		1 day			1 day

11.1.13.9 Executive Master of Public Administration – Spring Semester 2021 - Full Time Program Study Plan – Semester 1 – (For Full Admission New Students Only)

The Executive Master of Public Administration program study plan for full-time students is summarised in the Exhibits below.

Table 19H: EMPA Modular Study Plan - Spring 2021 - Full Time Students – Semester 1 - New Students

Semester 1 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1501 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1502 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1503 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.10 Executive Master of Public Administration – Spring Semester 2021 - Full Time Program Study Plan – Semester 2 – (For Full Time Continuing Students Only)

Table 19I: EMPA Modular Study Plan - Spring 2021 - Full Time Students – Semester 2 - Continuing Students

Semester 2 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1504 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1505 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1507 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.11 Executive Master of Public Administration– Spring Semester 2021 - Full Time Program Study Plan – Semester 3 (For EMPA901 Dissertation Students Only)

Table 19J: EMPA Modular Study Plan Full Time Students –Spring 2021 – Semester 3 – Dissertation Students

Semester 3 – Spring 2021								
Module	**Week 1**	**2**	**3**	**4-6**	**7**	**8-11**	**12**	**13**
EMPA901	**Information Session**	**Supervised Independent Study**	**Proposal Defence & Progress Report**	**Supervised Independent Study**	**Progress Report**	**Supervised Independent Study**	**Submission**	**Defence**
Attendance	**1 day**		**1 day**		**1 day**			**1 day**

11.1.13.12 Executive Master of Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 1 – (For Full Admission New Students Only)

The Executive Master of Public Administration program study plan for full-time students is summarised in the Exhibits below.

Table 19K: EMPA Modular Study Plan - Spring 2021 - Part Time Students – Semester 1 - New Students

Semester 1 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1501 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1502 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.13 Executive Master of Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 2 – (For Continuing Students Only)

Table 19L: EMPA Modular Study Plan - Spring 2021 - Part Time Students – Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1504 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1503 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.14 Executive Master of Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 3 – (For Continuing Students Only)

Table 19K: EMPA Modular Study Plan - Spring 2021 - Part Time Students – Semester 3 – Continuing Students

Semester 3 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1505 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1507 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.1.13.15 Executive Master of Public Administration – Spring Semester 2021 - Part Time Program Study Plan – Semesters 4 & 5 – (Dissertation Students Only)

Table 19L: EMPA Modular Study Plan – Spring 2021 – Part-Time Students – Semesters 4 & 5 –Dissertation Students

Semesters 4 &5 (Spring 2021 and Fall Semester 2021)												
Module	**Week 1**	**2**	**3**	**4 – 8**	**9**	**10 – 14**	**15**	**16 – 20**	**21**	**22 - 24**	**25**	**26**
EMPA901	Information Session		Proposal Defence	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	1 Day		1 day		1 day		1 day		1 day			1 day

11.1.13.16 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.

11.1.14 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 4-hour units each day, which will incorporate lecture and seminar elements. Thus each EMPA taught Module will have 40 hours of face-to face teaching hours (but will also likely include an Examination, and preparation time, thus reduce total teaching hours taught to 36 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 8am and 5pm 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.

11.1.15 Academic Advising

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 6.17 of this Catalog in regard to Academic Advisors.

11.1.16 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 10.2.2.2 (p.110) above. A graduate award will only be conferred upon the approval of the Award Board.

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

To be awarded an Executive Master of Public Administration (EMPA) – Arabic or English- 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 a minimum overall grade average of Pass with Merit on the Grading Scale to graduate from the Executive Master of Public Administration (EMPA) – Arabic or English- Degree program.

11.1.16.2 Postgraduate Diploma in Public Administration (Arabic or English)

To be awarded a Postgraduate Diploma in Public Administration (Arabic or English) award, 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 a minimum overall grade average of Pass with Merit on the Grading Scale to graduate with Postgraduate Diploma in Public Administration (Arabic or English)

11.1.17 Careers and Employability

The transformational nature of the Executive Master of Public Administration (EMPA) – Arabic or English - program 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 Master of Public Administration (EMPA) – Arabic or English - alumni will occupy positions in the public and private sectors, international organizations and think tanks around the world.

11.1.18 Graduate Module Descriptions: EMPA (Arabic or English)

11.1.18.1 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.

11.1.18.2 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.

11.1.18.3 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.

11.1.18.4 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.

11.1.18.5 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.

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

11.1.18.6 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.

11.1.18.7 EMPA1507 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

11.1.18.8 EMPA901 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.

11.2 Master of Innovation Management

11.2.1 Introduction

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.

11.2.2 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 UAE Innovation Strategy, as it has been designed to help students improve their ability to analyses and solve problems in the context of contemporary innovation management scenarios.

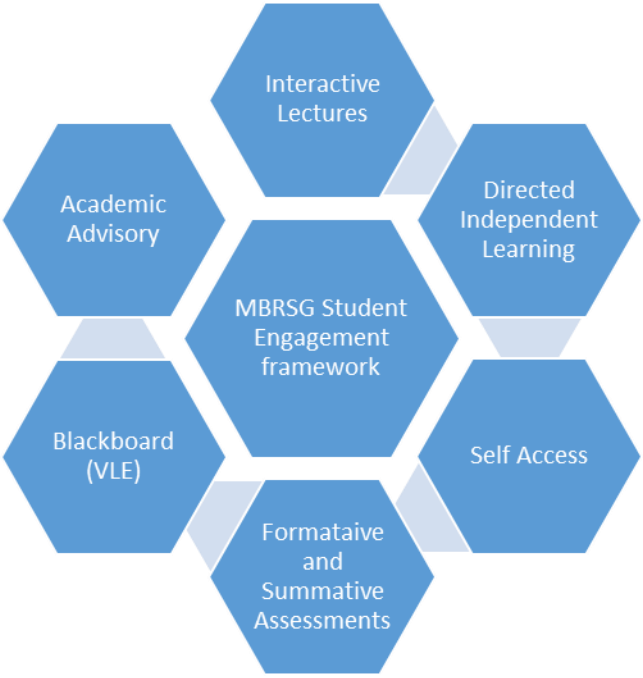
This program is ideal for students seeking a career where innovation, entrepreneurship and creativity are defining key features. These roles can be found in public and private sector organisations, in small to medium-sized enterprises (SMEs) and in start-up businesses.

11.2.3 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 6: 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.

11.2.4 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

11.2.5 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 and Foresight
MIM 713	Service Innovation
MIM 714	Microeconomics of Competitiveness
MIM 715	Research Methods
MIM 716	Strategic Management and Leadership

After successful completion of 6 core modules, students will then be eligible to commence ***Dissertation Module MIM901*** to complete their program, provided they have satisfied the overall average grade requirement of grade (Pass with Merit) or higher.

11.2.6 Program Objectives and Learning Outcomes

11.2.6.1 MIM 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.

11.2.6.2 Program 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.

11.2.7 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 at Section 4.3.4.1.1. in this Graduate Academic Catalog above.

11.2.8 Proficiency Requirements

Prior to enrolling in a Master of Innovation Management (MIM) program students must demonstrate proficiency in (i) English Language (as per Admission Requirements) and (ii) basic statistics and research methods. The basic statistics and research methods requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. All New Students admitted to the MIM program will also be required to take the Foundation Course for Research Methods in Public Policy (ASM001) during their first semester of academic study.

11.2.9 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 (see Table 20 on the following page) will be delivered over one extended weekend, 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.

Table 20: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for New students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

11.2.9.1 Return to Learning Program Schedule 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MIM, MPP and MPA students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 for MIM, MPP and MPA students.

11.2.10 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 Associate Dean of Academic Affairs. It is envisaged that most graduate students will enroll part-time in a maximum of two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The (Associate) Dean of Academic Affairs may approve a student's request to transfer from part time to full time study and thus enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum overall average grade of Pass with Distinction in their current MIM studies (in a prior semester).

11.2.11 Program Requirements

11.2.11.1 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 Pass with Merit or above, in accordance with the Graduate Completion Policy (P-ACD-134).

11.2.11.2 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 in Innovation Management 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 Pass with Merit or above, in accordance with the Graduate Completion Policy (P-ACD-134).

11.2.12 Program Structure

11.2.12.1 Master of Innovation Management Program Structure

Students admitted to the Master of Innovation Management graduate program of study at MBRSG, will study the prescribed study plan as per Table 21 below:

Table 21: Structure for the Master of Innovation Management Program

Semester	Full Time		Part Time (Including Conditional Admission)	
1	ASM001	0 credits	ASM001	0 credits
	MIM 711	20 credits	MIM 711	20 credits
	MIM 712	20 credits	MIM 712	20 credits
	MIM 713	20 credits		
2	MIM 714	20 credits	MIM 713	20 credits
	MIM 715	20 credits	MIM 714	20 credits
	MIM 716	20 credits		
3	MIM901 Dissertation	60 credits	MIM 715	20 credits
			MIM 716	20 credits
4			MIM901 Dissertation - 1st Semester	
5			MIM901 Dissertation 2nd Semester	60 credits
Total	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 (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table 21 above.

11.2.12.2 Program Design

The Master of Innovation Management (MIM) and Postgraduate Diploma Modules are shown in the Table 22 below:

Table 21: Master of Innovation Management Program Design – Modules and Dissertation

Module code	Module Title
MIM 711	Frontiers of Innovation
MIM 712	Public Sector Innovation and Foresight
MIM 713	Service Innovation
MIM 714	Microeconomics of Competitiveness
MIM 715	Research Methods
MIM 716	Strategic Management and Leadership
Postgraduate Diploma in innovation Management –Exit Award Point (120 Cats Credits). An MIM award requires successful completion of the Dissertation	
MIM901	Dissertation

11.2.12.3 Elective Modules

No Elective Modules currently exist in the Master of Innovation Management (MIM) degree program as from the commencement of the 2020/2021 academic year.

11.2.12.4 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 studied 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 (Pass with Merit) or above achieved, prior to progression to the Dissertation Module. This will be confirmed by the Progression Board.

11.2.12.5 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 defense 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 defense in week 26.

The following Table 22 briefly summarises the key milestones during the Dissertation:

Table 22: Dissertation Module Milestones (Full Time Mode)

Dissertation Module Milestones:		
Week	**Requirement**	**Assessment**
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.	
3	Submission of Proposal Pro-forma	
4	Presentation of Proposal*	
12	Submission of Dissertation	
13	Oral defense (Viva Voce) of Dissertation	
Exam Board	Final Grade	**Assessment 100%**

11.2.12.7 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), 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 Pass with 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.

11.2.12.7 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 23 below:

Table 23: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 3 Academic Semesters)	36 months (6 Academic Semesters)
Part-time	18 months	60 months (10 Academic Semesters)

11.2.12 MIM Program Study Plan

The study plan for full and part time students in the MIM program are detailed in Tables 24A – 24G 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.

11.2.12.1 Master of Innovation Management – Fall Semester 2020 - Full Time Program Study Plan – Semester 1 – (For Full Admission Students Only)

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

Table 24A: MIM Modular Study Plan - Fall 2020 - Full Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
MIM 711 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
MIM 712 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
MIM 713 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001				**Thu/Fri/Sat** *9-12 & 2-5 per day*									
Classes	**2 days**	**2 days**	**2 days**	**3 days**	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.2.12.2 Master of Innovation Management – Full Time Program Study Plan – Semester 2 (For Full Admission Students Only)

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

Table 24B: MIM Modular Study Plan Full Time Students —Spring 2021– Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021														
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14-15**
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**					**Final Assessment Period**
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**				**Final Assessment Period**
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**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**					**2 days**	**2 days**	**2 days**				**Final Assessment Period**

11.2.12.3 Master of Innovation Management – Full Time Program Study Plan – Semester 3 - (For Full Admission Students Only)

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

Table 24C: MIM Modular Study Plan Full Time Students –Fall 2021 – Semester 3 – Continuing Students

Semester 3 – Fall 2021								
Module	**Week 1**	**2**	**3**	**4-6**	**7**	**8-11**	**12**	**13**
MIM 901	**Information Session**	**Supervised Independent Study**	**Proposal Defence & Progress Report**	**Supervised Independent Study**	**Progress Report**	**Supervised Independent Study**	**Submission**	**Defence**
Attendance	**1 day**		**1 day**		**1 day**			**1 day**

11.2.12.4 Master of Innovation Management – Fall Semester 2020 -Part Time Program Study Plan – Semester 1

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

Table 24D: MIM Modular Study Plan – Fall Semester 2020 - Part Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
MIM 711 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
MIM 712 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
ASM001				**Thu/Fri/Sat** *9-12 & 2-5 per day*									
Classes	**2 days**	**2 days**	**2 days**	**3 days**	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.2.12.5 Master of Innovation Management – Part Time Program Study Plan – Semester 2

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

Table 24E: MIM Modular Study Plan Part Time Students – Spring 2021 - Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021														
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14 - 15**
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**			**Final Assessment 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**					**Final Assessment Period**
Classes	**3 days**		**3 days**					**2 days**		**2 days**				**Final Assessment Period**

11.2.12.6 Master of Innovation Management – Part Time Program Study Plan – Semester 3

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

Table 24F: MIM Modular Study Plan Full Time Students – Fall 2021 - Semester 3 – Continuing Students

Semester 2 – Fall Semester 2021														
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**				**Final Assessment Period**
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**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**					**2 days**	**2 days**	**2 days**				**Final Assessment Period**

4.4.7 Master of Innovation Management – Part Time Program Study Plan – Semesters 4 & 5

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

Table 24G: MIM Modular Study Plan - Part Time Students – Spring 2022 & Fall 2022 – Semesters 4 and 5 – Continuing Students

Semesters 4 &5 (Spring Semester 2022 & Fall Semester 2022)												
Module	**Week 1**	**2**	**3**	**4 – 8**	**9**	**10 – 14**	**15**	**16 – 20**	**21**	**22 - 24**	**25**	**26**
MIM 901	Information Session		Proposal Defence	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Progress Report	Supervised Independent Study	Submission	Defence
Attendance	1 Day		1 day		1 day		1 day		1 day			1 day

11.2.14 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.

11.2.15 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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.2.16 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). A graduate award will only be conferred upon the approval of the Award Board.

11.2.16.1 Completion Requirements for Master of Innovation Management Degree

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 a minimum overall grade average of Pass with Merit or above on the Grading Scale to graduate from the Master Degree program.

11.2.16.2 Completion Requirements for a Postgraduate Diploma in Innovation Management (*Exit Award Only*)

To be awarded a Postgraduate Diploma in 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 a minimum overall grade average of Pass with Merit or above on the Grading Scale to graduate with Postgraduate Diploma in Innovation Management.

11.2.17 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.

11.2.18 Graduate Module Descriptions: Master of Innovation Management

11.2.18.1 MIM711: Frontiers of Innovation (20 CATS Credits)

Organizations that are consistently successful at managing innovation outperform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, as this course 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 course 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.

This module will introduce you to the basic concepts and terminology of innovation that provide for a common foundation of the subject that will help you interact with other innovation experts. You will learn theoretical frameworks and develop the necessary skills to implement them successfully by analyzing information, managing expectations, learning experimentation to test your ideas and thus create robust innovation strategies. You should be able to recommend, monitor and manage innovation within your organizations. Given the strategic imperative within the UAE to develop a more innovative economy and UAE's vision to be a leader in the international context, this course will also explore the importance of innovation within a national and international context. You will also get 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.

11.2.18.2 MIM712: Public Sector Innovation and Foresight (20 CATS Credits)

Public sector innovation - where new ideas create value for society. In recent years, there has been increasingly more concerted efforts to develop a systematic approach to creating innovative solutions to address societal challenges as well as understand potential future changes.

This Module will examine key issues in terms of public sector innovation as well as horizon scanning, which, as a result of changing political agendas and a desire for action during the last few decades, has led to continuous organizational change becoming common in many parts of the public sector.

This trend has accelerated after the last global economic and financial crises, as governments seek to understand potential future scenarios, and reform, restructure and reorganize their public sector activities 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, technology and climate change. 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 public servants focus too much on 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.

11.2.18.3 MIM713: Service Innovation (20 CATS Credits)

Public value is heavily dependent on the services employed as a method of delivery. Very often these are services where the user has no choice, which makes them critical to a governments success and international competitiveness. 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. These challenges are not only about the design and development of the service innovation, its delivery and its impact measurement. This course 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. The pedagogical method we use is that of design thinking for problem solving and this is done through a series of lectures and workshops.

The service sector creates most of the wealth and employment within developed and emerging economies. This fact alone ensures that the need to innovate in this sector maybe critical for ongoing competitiveness of the country. For citizens, often the first stage of interaction with the government is the services they experience. Service innovation begins with a customer centric process.

We will use design-thinking in this course and workshop pedagogical model to understand service strategy design for complex problems at both organizational levels and at the national level. This course will examine some of the key issues from academic research (like behavioral insights) and management practice on services innovation which will enable the learner to build the skills and capabilities necessary to better design services, leading to greater customer satisfaction.

Service innovation is needed also at the supra-country level. The global goals which are wicked problems need a collaborative global perspective - across countries, across sectors, across both private and public organizations if we are to achieve SDGs like zero poverty and zero hunger by 2030. For example, one study states there is enough food to feed every single individual, but we may need to redesign processes in our supply chain and change regulations.

11.2.18.4 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, transitioning 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 course is that competitiveness and economic development are affected by policies at all these levels.

The module is not only 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 course 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 course 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).

11.2.18.5 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. Course 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 to 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.

11.2.18.6 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 of 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.

11.2.18.7 MIM901: Dissertation (60 CATS Credits)

The Dissertation in Innovation Management is designed to enable MBRSG's Master candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their course work. The subject matter for the dissertation should be based on skills and concepts acquired during the taught part of the program.

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.

11.3 Master of Public Administration

11.3.1 Introduction

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.

11.3.2 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.

11.3.3 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 MPA 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/macroeconomics; 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.

11.3.4 The Advantage of Studying the MPA 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.

11.3.5 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/macroeconomics; 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.

11.3.6 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 management.
- Compare how laws, norms and ethical principles influence the effectiveness of public organizations.
- Differentiate the character of public organizations and the nature of their interaction with markets and with civil society.
- Analyze public policy issues using applicable research principles and methods to formulate alternative solutions and make evidence based decisions.
- 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.

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.

11.3.7 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 at Section 4.3.4.1.1. in this Graduate Academic Catalog above.

11.3.8 Proficiency Requirements

Prior to enrolling in a Master of Public Administration (MPA) program students must demonstrate proficiency in (i) English Language (as per Admission Requirements) and (ii) basic statistics and research methods. The basic statistics and research methods requirements can be met by passing an undergraduate university level subject in statistics and/or research methods.

All New Students admitted to the MPA program will also be required to take the Foundation Course for Research Methods in Public Policy (ASM001) during their first semester of academic study. 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. All new Students will be required to take the (ASM001) Foundation Course for Research Methods in Public Policy during their first semester of academic study. This foundation course is considered a "not for credit" Module but will appear on the student's Academic Transcript.

11.3.9 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 (see Table 25 on the following page) will be delivered over one extended weekend, 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.

Table 25: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for MPA students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

11.3.9.1 Return to Learning Program Schedule 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MIM students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 for MIM students.

11.3.10 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 Associate Dean 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 (Associate) Dean of Academic Affairs may approve a student's request to transfer from part time to full time study and thus enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum overall average grade of Pass with Distinction in their current MPA studies (from prior semester studies).

11.3.11 MPA Program Requirements

11.3.11.1 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 credits each) and a Dissertation (60 CATS credits) totaling 180 (CATS) credits with an overall average grade of Pass with Merit or above.

11.3.11.2 NO Postgraduate Diploma – Exit Award is possible from the Master of Public Administration (MPA) degree program

11.3.12 Program Structure and Study Plan

11.3.12.1 MPA Program Study Plan

Students admitted to the Master of Public Administration graduate program of study at MBRSG, will study the prescribed study plan as per Table 26 below:

Table 26: MPA Study Plan: Full Time and Part Time Modes

Semester	Full Time		Part Time	
1	ASM001	0 credits	ASM001	0 credits
	MPA501	20 credits	MPA501	20 credits
	MPA502	20 credits	MPA502	20 credits
	MPA503	20 credits		
2	MPA504	20 credits	MPA503	20 credits
	MPA505	20 credits	MPA504	20 credits
	MPA506	20 credits		
3	MPA901 Dissertation	60 credits	MPA505	20 credits
			MPA506	20 credits
4			MPA901 Dissertation – 1st Semester	60 credits
5			MPA901 Dissertation - 2nd Semester	
Total	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 Associate Dean 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 MPA 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.

In special and/or extra-ordinary circumstances the (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table 26 above.

11.3.12.2 Program Modules

The Master of Public Administration Modules are shown in the Table 27 below:

Table 27: MPA Module Codes and Titles

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 Foundations of Policy Analysis
MPA 901	Dissertation

11.3.12.3 Elective Modules

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

11.3.12.4 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 Pass with Merit or above achieved, prior to progression to the Dissertation Module.. This will be confirmed by the Progression Board. Students are encouraged to study Modules within the MPA program in accordance with the Study Plan detailed in Table 26 at Section 11.3.12. above

11.3.12.5 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 28 briefly summarizes the key milestones during the MPA901 Dissertation:

Table 28: MPA Dissertation Module Milestones (Full Time Mode)

Dissertation Module Milestones:		
Week	**Requirement**	**Assessment**
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.	
3	Submission of Proposal Pro-forma	
4	Presentation of Proposal*	
12	Submission of Dissertation	
13	Oral defense (Viva Voce) of Dissertation	
Exam Board	Final Grade	**Assessment 100%**

11.3.12.6 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), 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, 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. This will be confirmed by the Progression Board.

11.3.12.7 Program Duration

The minimum and maximum timeframes for completion of the Master of Public Administration (MPA) degree program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table 29 below:

Table 29: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 3 Academic Semesters)	36 months (6 Academic Semesters)
Part-time	18 months	60 months (10 Academic Semesters)

11.3.13 Delivery Mode

Each taught Master of Public Administration (MPA) module (MPA501-MPA506) will be delivered in weekly 3 hour lectures from 4:30pm – 7:30pm from Sunday to Thursday, in accordance with the Academic Timetable. Each Module will therefore have 1 Lecture per week for a period of 12 weeks and then a 1-week final assessment period (is available – if required). Thus each MPA 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 on a weekly basis, which allows time for reflection between delivery sessions. Module teaching and learning is supported by the Blackboard virtual learning environment which enables online webinars, online discussion, for uploading of lecture materials and assessment submissions (via TurnItIn).

At the commencement of each semester in each Module a Module Handbook is provided to students which outlines the Module Objectives, Module Outcomes, Teaching timings and assessment requirements.

The Dissertation Module (MPA901) is conducted in an independent learning mode under the guidance of a faculty Supervisor supported by regular Workshops which are detailed in the Dissertation Handbook.

11.3.14 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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.3.15 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). A graduate award will only be conferred upon the approval of the Award Board.

11.3.15.1 Completion Requirements for Master of Public Administration Degree

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134).

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 of Public Administration Degree:

- To earn a Master of Public Administration 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 Pass with Merit or above on the Grading Scale to graduate from the Master of Public Administration Degree program.

11.3.16 Careers and Employability

The MBRSG MPA program will provide you with contemporary knowledge of current trends in public management and support your development as a leader / manager. MBRSG MPA graduates currently work in a variety of levels within the public and private sectors as directors, managers, policy analysts and advisors. MBRSG MPA graduates are noted for using the skills which have been developed in the MPA program to promote social and economic development.

The program equips aspiring and current managers in government, private and non-profit organizations with applied knowledge of collaborative governance, smart government, public-private partnership, and innovation that expedite economic growth, social welfare and environmental sustainability. The MBRSG MPA is a stepping stone toward a career or promotion in government and other sectors.

11.3.17 Graduate Module Descriptions: Master of Public Administration (MPA) Program

11.3.17.1 MPA501 Public Administration and Governance (20 CATS Credits)

This module introduces students to the broad issues of Public Administration and Governance in comparative perspective on a global, regional and national level. The opening set of themes and topics delivered through this module prepares students for other modules in the MPA. It explores evolving administrative theories and the major shifts in administrative practice and processes, underlining the importance of the context in which they operate. It also develops a critical awareness of the approaches of theoretical and practical understanding of the impact of globalization on governance.

The module introduces the challenges of governance reform as well as some of the key issues confronting public sector management such as globalization, public value, leadership, citizen engagement, ethics, smart government and innovation.

11.3.17.2 MPA502 Public Policy Analysis (20 CATS Credits)

This Module introduces students to the analytical skills and tools available for analyzing public policy. The course explores the different theoretical traditions underpinning policy analysis and emphasizes the importance of using such frameworks for analyzing policy-making in the UAE and the wider MENA region.

The Module's focal aim is to teach various analytical approaches and techniques that may be used throughout the policy-making cycle, be it during the agenda setting, policy formulation, options generation, implementation or evaluation stage. In an interactive setting, students will examine relevant policy case studies from real life and utilize their analytical intelligence to evaluate the effect and impact of government interventions in different contexts.

11.3.17.3 MPA503 Public Sector Finance (20 CATS Credits)

This Module provides an introduction to public financial management and is intended to give students a working knowledge of the key concepts, theories and structures of fiscal administration. It explores the sources of public funds and mechanisms used to collect them as well as the impact of decisions about how government raises revenue. We develop understanding of public sector budgeting and other methods for financial management and control using an exploration of contemporary public finance issues. Also explored are the political, economic, historical, institutional and cultural dynamics that influence public finance decisions in the context of the Gulf region. This Module requires students to develop a hands-on familiarity with financial management techniques through the use of practical exercises in budgeting, cost-benefit analysis, project evaluation and proposal preparation.

11.3.17.4 MPA504 Organisational Behavior and Leadership in the Public Sector (20 CATS Credits)

In this Module students will be introduced to theories of organizational behavior and culture before considering how these principles influence the practice of administrative leadership in public sector organizations. The way in which administrative leaders undertake their duties influences organizational performance and, in turn, the ability of employees to achieve organizational goals and objectives. Conversely, public sector leaders are themselves influenced by norms, values and other cultural considerations prevalent in the organization. Thus, this course considers the interrelationship between organizational behavior and leadership in government. Administrative leadership theories and models are examined in order to underline the characteristics of effective public leaders and to distinguish the notion of public leadership from other similar concepts.

The impact of organizational culture on leadership styles and dynamics will be studied to determine how different organizational norms, attitudes, and values reflect in the practice of leadership in public organizations. Class discussions and activities will focus on the analysis of administrative leadership and organizational culture in the context of the UAE, as well as comparing this experience with leadership in other nations. Case studies will help students understand organizational cultures in public organizations and apply best practices, in addition to underscoring the pitfalls of ineffective administrative leadership.

11.3.17.5 MPA505 Research Methods (20 CATS Credits)

This Module will help you understand the process of research and develop quantitative and qualitative analytical tools which will help you conduct research in your field of interest. 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 to a wide range of qualitative tools such as case studies, grounded theory and action research, as well as quantitative tools such as descriptive statistics and regression analysis.

The Module will enhance students' skills in evaluating published research and teach them how to use different research methods in their own studies to grasp and analyze issues related to public administration including the evaluation of policy alternatives. They will learn to formulate research questions, design surveys, systematically conduct research and operationalize variables. It also prepares students for the Dissertation (MPA 901) and research projects in other courses.

11.3.17.6 MPA506 Economic Foundations of Policy Analysis (20 CATS Credits)

This Module will prepare students for more advanced courses in public policy and enable them to apply economic tools to analyze questions in public administration and policy. 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 regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

11.3.17.7 MPA901 Dissertation (60 CATS Credits)

The Dissertation in Public Administration is designed to enable MBRSG's Master 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, the candidate will need to develop, enhance and apply these concepts through demonstrating 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 one 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 and the choice and utilization of research methods.

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.

11.4 Master of Public Policy Degree Programs

11.4.1 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:

11.4.1.1 Master of Public Policy (MPP)

11.4.1.1 Master of Public Policy (Education)

11.4.1.3 Master of Public Policy (Health)

11.4.1.4 Master of Public Policy (Social Policy)

11.4.1.5 Master of Public Policy (Sustainable Development)

11.4.1.6 Master of Public Policy (Science and Technology Policy)

11.4.2 Program Overview

"The purpose of government is to serve the serve the people, the aim of public policy and administration is to serve society in relation to the role of government policies, procedures, systems and laws is to serve human beings".

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, and government-orientated positions within the private sector and the non-profit organizations.

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. As a student, you will receive a rich combination of theory through interactive lectures, group projects, coursework and practical experience, with hands-on opportunities offered both inside and outside of the classroom.

You will be part of a cohort of in service public service employees who bring a rich experience which adds value to the peer interaction and collaboration in the class room. MPP graduates go on to work for a wide range of governmental, nonprofit and private organizations, where they serve as managers, executives, and policy analysts, among various other positions.

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 Policy).

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.

11.4.3 Program Mission

11.4.3.1 Master of Public Policy

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.

11.4.3.2 Master of Public Policy (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 the compare with global education systems.

11.4.3.3 Master of Public Policy (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.

11.4.3.4 Master of Public Policy (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.

11.4.3.5 Master of Public Policy (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.

11.4.3.6 Master of Public Policy (Science and Technology Policy)

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.

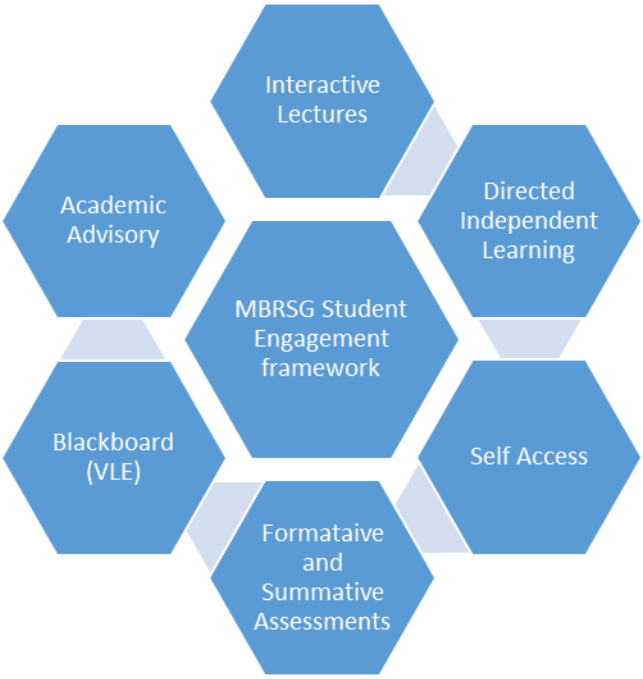
11.4.4 Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (see Figure 7 on the next page). 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 7: 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

11.4.4.1 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

11.4.5 Program Content

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

First Year Modules – Semester 1 and 2

MPP 701	Governance and Policy Process
MPP 703	Public Economics and Finance
MPP 702	Research Methods in Public Policy
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 CATS 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, 60 CATS Credits, to complete their Master of Public Policy program.

11.4.6 Program Objectives and Outcomes

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

be able 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 Master of Public Policy (MPP), including specialisations, 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.

11.4.7 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 at Section 4.3.4.1.1. in this Graduate Academic Catalog above.

11.4.8 Proficiency Requirements

Prior to enrolling in a Master of Public Policy (MPP) program students must demonstrate proficiency in (i) English Language (as per Admission Requirements) and (ii) basic statistics and research methods. The basic statistics and research methods requirements can be met by passing an undergraduate university level subject in statistics and/or research methods.

All New Students admitted to the MPP program will also be required to take the Foundation Course for Research Methods in Public Policy (ASM001) during their first semester of academic study. 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. All new Students will be required to take the (ASM001) Foundation Course for Research Methods in Public Policy during their first semester of academic study. This foundation course is considered a “not for credit” Module but will appear on the student’s Academic Transcript.

11.4.9 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 (see Table 30 on the following page) will be delivered over one extended weekend, 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.

Table 30: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for MPP students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

11.4.9.1 Return to Learning Program Schedule 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MPP students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 for MPP students.

11.4.10 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 (Associate) Dean 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 (Associate) Dean 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 Pass with Distinction in their current MPP studies.

11.4.11 Program Requirements

11.4.11.1 Master of Public Policy (MPP): Including Specialisations.

Awards Available:

- Master of Public Policy,
- Master of Public Policy (Education),
- Master of Public Policy (Health),
- Master of Public Policy (Social Policy),
- 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 Pass with 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.

11.4.11.2 Postgraduate Diploma in Public Policy (PgD): Including Specialisations –Exit Award(s) Only

Awards Available:

- Postgraduate Diploma in Public Policy - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Education), - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Health) - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Social Policy) - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Sustainable Development) - *Exit Award Only* and
- Postgraduate Diploma in Public Policy (Science and Technology) - *Exit Award Only*

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) as an Exit Award only from an MPP program of study.

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 Pass with Merit or above, in accordance with the Graduate Completion Policy (P-ACD-134).

11.4.12 Program Structure and Study Plan

11.4.12.1 Master of Public Policy Program Study Plan

Students admitted to a Master of Public Policy, including specialisations, graduate program of study at MBRSG, will study the prescribed study plan detailed in Table 31 below:

Table 31: Master of Public Policy Study Plan: Full Time and Part Time Modes

Semester	Full Time		Part Time	
1	ASM001	0 credits	ASM001	0 credits
	MPP 701	20 credits	MPP 701	20 credits
	MPP 702	20 credits	MPP 703	20 credits
	MPP 703	20 credits		
2	MPP 704	20 credits	MPP 702	20 credits
	Specialisation 1 or Elective 1	20 credits	MPP 704	20 credits
	Specialisation 2 or Elective 2	20 credits		
3	MPP901 Dissertation	60 credits	Specialisation 1 or Elective 1	20 credits
			Specialisation 2 or Elective 2	20 credits
4			MPP901 Dissertation – 1st Semester	60 credits
5			MPP901 Dissertation – 2nd Semester	
Total	180 CATS credits		180 CATS credits	

Please Note that the Electives correspond to either:

- the concentration (specialisation) the student has been admitted to (e.g Education, Health, . Social Policy, 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 (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in Table 31 above.

11.4.12.2 MPP Program: Modules Codes and Titles

The program modules for the Master of Public Policy (MPP) program(s) are shown in Table 32 below:

Table 32: Master of Public Policy Modules Codes and Titles

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
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

Module Code	Module Title	Credits
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 **(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**

11.4.12.3 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).

11.4.12.4 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 four core (MPP701, MPP702, MPP703 and MPP704) and the two elective or specialisation Modules prior to being able to undertake the Dissertation Module.

11.4.12.5 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.

The Dissertation 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 defense 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 defense in week 26.

Table 33: MPP Dissertation Module Milestones (Full & Part Time)

Module Milestones: Full-time Students (Part-time students)		
Week	***Requirement***	***Assessment***
1	Introduction and Course Outline and Setting of the Proposal Pro-forma.	N/A
2 - 3	Submission (beginning of week) & Presentation of Proposal	
12 (25)	Submission of Dissertation	
13 (26)	Oral defense (Viva Voce) of Dissertation	
Exam Board	Final Grade	**Assessment 100%**

11.4.12.6 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), students studying in the Master of Public Policy (MPP), including specialisations, 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 Master of Public Policy (MPP), including specialisations, program must maintain an overall average grade of Pass with 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. This will be confirmed by the Progression Board.

11.4.12.7 Program Duration

The minimum and maximum timeframes for completion of the Master of Public Policy (MPP), including specialisations, degree program are specified in the Graduate Completion Policy (P-ACD-134) and in Table 34 below:

Table 34: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 3 Academic Semesters)	36 months (6 Academic Semesters)
Part-time	18 months	60 months (10 Academic Semesters)

11.4.13 Delivery Mode

Each taught Master of Public Policy (MPP) module will usually be delivered in weekly 3 hour lectures from 4:30pm – 7:30pm from Sunday to Thursday, in accordance with the Academic Timetable. Each Module will therefore have 1 Lecture per week for a period of 12 weeks and then a 1-week final assessment period (is available – if required). Thus each MPP 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 on a weekly basis, which allows time for reflection between delivery sessions. Module teaching and learning is supported by the Blackboard virtual learning environment which enables online webinars, online discussion, for uploading of lecture materials and assessment submissions (via TurnItIn).

At the commencement of each semester in each Module a Module Handbook is provided to students which outlines the Module Objectives, Module Outcomes, Teaching timings and assessment requirements.

The Dissertation Module (MPA901) is conducted in an independent learning mode under the guidance of a faculty Supervisor supported by regular Workshops which are detailed in the Dissertation Handbook.

In some instances, it may be necessary to teach an MPP module (i.e. MPP704 Microeconomics of Competitiveness and some Specialisation Modules) in 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 MPP taught Module will still have 36 hours of face-to face teaching hours.

The Academic Calendar and Academic Timetable are published by the Registrar's Office at the commencement of each Semester and made available on the School website. The Academic Timetable will specify the dates and timings of Lectures for each MPP Module and details which MPP Modules will be taught on a weekly basis and which will be taught in intensive (2 extended weekends) mode.

11.4.14 Academic Advising

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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.4.15 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). A graduate award will only be conferred upon the approval of the Award Board.

11.4.15.1 Completion Requirements for a Master of Public Policy, Including Specialisation, Degree

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 a minimum overall grade average of Pass with Merit or above, on the Grading Scale to graduate from the Master of Public Policy Degree program.

11.4.15.2 Completion Requirements for a Postgraduate Diploma in Public Policy, Including Specialisation, Award

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 a minimum overall grade average of Pass with Merit or above, on the MBRSG Grading Scale.

11.4.16 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.

MPP 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.

11.4.17 Graduate Module Descriptions: Master of Public Policy (MPP) Program; Including Specialisations

11.4.17.1 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 adaption. 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.

11.4.17.2 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.

11.4.17.3 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.

11.4.17.4 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).

11.4.17.5 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.

11.4.17.6 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.

11.4.17.7 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.

This Module will 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.

11.4.17.8 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 of this Module 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.

11.4.17.9 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.

11.4.17.10 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.

11.4.17.11 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.

11.4.17.12 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

11.4.17.13 MPP719: The Political Economy of Science Policy (MPP with Science and Technology Policy 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.

11.4.17.14 MPP720: Science, Technology and Innovation: Markets, Firms and Policies (MPP with Science and Technology Policy 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.

11.4.17.15 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.

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.

11.5 Postgraduate Diploma in Public Administration (English or Arabic) – *Exit Award Only*

11.5.1 Introduction

The Postgraduate Diploma in Public Administration (English or Arabic) is an **Exit Award only from Executive Master of Public Administration (English or Arabic) program.*

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 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 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; students will e required to have more than 5 years of work experience; and have demonstrated their leadership potential to be admitted to the Executive Master in Public Administration (English or Arabic) degree program.

11.5.2 Program Mission

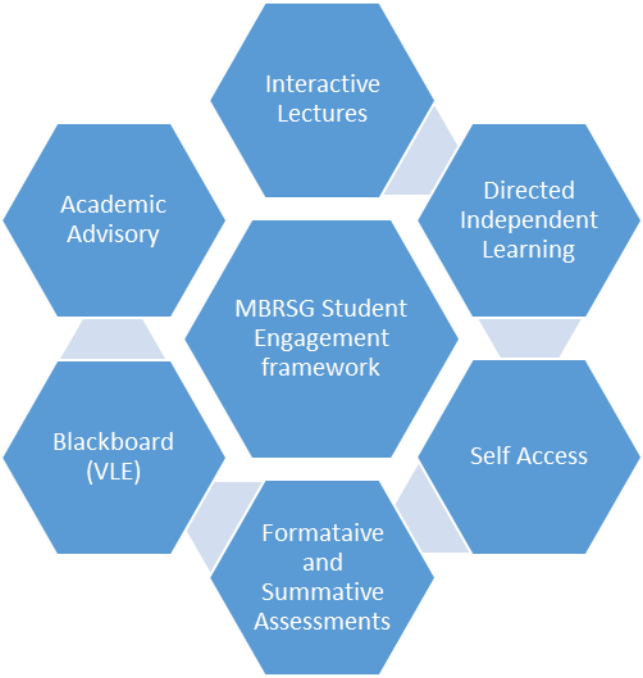
The Postgraduate Diploma in Public Administration (PgD), in English or Arabic, is specifically tailored to meet the professional challenges and time constraints of midcareer professionals in the public, private and nonprofit sectors. The program consists of block teaching direct contact sessions held 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 academic year (two semesters) or over a period of two years (in part-time mode) while working.

11.5.3 Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (see Figure 8 on the next page). 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 Postgraduate Diploma in Public Administration (PgD), in (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 8: 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, webinars online teaching (if required) 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.

11.5.4 Special Features of the Teaching and Learning Experience

- Professional Development sessions running throughout the year which are supported by MBRSG Education
- Postgraduate Diploma in Public Administration (PgD), in (English or Arabic). Networking Events.
- MENA specific case analysis

What makes the MBRSG Postgraduate Diploma 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.

11.5.5 Program Content

The six (6) Postgraduate Diploma 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' (EMPA 1507) will enable Postgraduate Diploma in Public Administration (English or Arabic) 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 Modules will challenge existing practices, and the student's personal management style. The Postgraduate Diploma 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 Postgraduate Diploma 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 Postgraduate Diploma in Public Administration (English or Arabic) 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.

11.5.6 Program Objectives and Outcomes

Students successfully completing the Postgraduate Diploma in Public Administration (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.

11.5.7 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 4.3.4.1.1. in this Graduate Academic Catalog above. The Postgraduate Diploma in Public Administration (English or Arabic) is an Exit Award only from the Executive Master of Public Administration (EMPA), in English or Arabic, program(s)

11.5.8 Proficiency Requirements

Prior to enrolling in a Postgraduate Diploma in Public Administration (English or Arabic) students must demonstrate proficiency in 9i) English language and (ii) basic statistics and research methods. The basic statistics and research methods requirement 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 ASM001 Foundation course for Research Methods in Public Policy during their second (full time) or third (part time) semester of academic study.

11.5.9 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 one weekend 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 on the weekend 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.

11.5.10 Academic Workload

A Postgraduate Diploma in Public Administration (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 (Associate) Dean of Academic Affairs. It is envisaged that some graduate students will enroll as part-time, in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The (Associate) Dean of Academic Affairs may approve a student's request to change for Part-Time to full-time study (i.e. enroll in a third Module), in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum overall average grade of Pass with Distinction in their current Postgraduate Diploma in Public Administration (English or Arabic) studies.

11.5.11 Program Requirements

11.5.11.1 Postgraduate Diploma in Public Administration (English or Arabic) – Exit Award Only

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

The Postgraduate Diploma in Public Administration (English or Arabic) program learning outcomes have been developed an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

11.5.12 Program Structure

11.5.12.1 Structure of Postgraduate Diploma in Public Administration (English or Arabic) – Exit Award Only

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 Postgraduate Diploma 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). The structure is detailed in Table 35 on the next page below:

Table 35: Structure of Postgraduate Diploma in Public Administration (English or Arabic) – Exit Award Only

Semester	Full Time		Part Time	
1	EMPA1501	20 credits	EMPA1501	20 credits
	EMPA1502	20 credits	EMPA1502	20 credits
	EMPA1503	20 credits		
2	EMPA1504	20 credits	EMPA1503	20 credits
	EMPA1505	20 credits	EMPA1504	20 credits
	EMPA1506 OR EMPA1507	20 credits		
	ASM001	0 credits		
3			EMPA1505	20 credits
			EMPA1506 OR EMPA1507	20 credits
			ASM001	0 credits
Total	120 credits		120 credits	

In special and/or extra-ordinary circumstances the (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in Table 35 above.

11.5.12.2 Program Modules

The Postgraduate Diploma in Public Administration (English or Arabic) program Modules are explained as follows:

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 completing the Postgraduate Diploma in Public Administration (English or Arabic) students may also be required to in core modules, students enroll in the three days' non-credit module: ASM001 Foundation course for Research Methods in Public Policy. This module equips students with the research, quantitative and qualitative skills needed for the program. This is no dissertation requirement in the Postgraduate Diploma in Public Administration (English or Arabic) program.

11.5.12.3 Elective Modules

There are no formal Elective Modules in the Postgraduate Diploma 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

11.5.12.4 Pre-Requisite and/or Co-Requisite Modules

The Postgraduate Diploma 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

11.5.12.5 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), students studying in the Postgraduate Diploma in Public Administration (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 program(s) must maintain an overall average grade of (Pass with 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.

11.5.12.6 Program Duration

The minimum and maximum timeframes for completion of the Postgraduate Diploma in Public Administration (English or Arabic) program(s) are specified in the Graduate Completion Policy (P-ACD-134) and are summarized in the Table 36 below:

Table 36: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 2 Academic Semesters)	24 months (4 Academic Semesters)
Part-time	18 months (normally 2 Academic Semesters)	36 months (6 Academic Semesters)

11.5.13 EMPA (English or Arabic) Program Study Plan

The Postgraduate Diploma in Public Administration (English or Arabic) program(s) study plan for full and/or part-time students are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Tables 37A – 37K below. Note that the Tables covers 15 weeks given the staggered start of different modules:

11.5.13.1 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 1 – (For Full Admission Students Only)

The Postgraduate Diploma in Public Administration program(s) study plan for full time students is summarised in the Table below.

Table 37A: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Full Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1501 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1502 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1503 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.2 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 2 – (Continuing Students Only – Cohort 1)

Table 37B: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Full Time Students – Semester 2 - Continuing Students – Cohort 1

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1504 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1507 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1505 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.3 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Full Time Program Study Plan – Semester 2 – (Continuing Students Only – Cohort 2)

Table 37C: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Full Time Students – Semester 2 – Continuing Students – Cohort 2

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1507 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1505 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
EMPA1504 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.4 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 1 – (For Full Admission – New Students Only)

The Postgraduate Diploma in Public Administration program study plan for part-time students is summarised in the Exhibits below.

Table 37D: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Part Time Students – Semester 1 - New Students

Semester 1 –Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1501 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1502 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
Classes	**2 days**	**2 days**	**2 days**		**2 days**	**2 days**			**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.5 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 2 – (For Continuing Students Only)

Table 37E: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Part Time Students – Semester 2 – Continuing Students

Semester 2 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1504 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1503 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
Classes	**2 days**		**2 days**		**2 days**		**2 days**		**2 days**		**2 days**		**Final Assessment Period**

11.5.13.6 Postgraduate Diploma in Public Administration – Fall Semester 2020 - Part Time Program Study Plan – Semester 3 – (Continuing Students Only)

Table 37F: Postgraduate Dilploma in Public Administration Modular Study Plan - Fall 2020 - Full Time Students – Semester 3 – Continuing Students

Semester 3 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
EMPA1507 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
EMPA1505 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**2 days**	**2 days**			**2 days**	**2 days**			**2 days**	**2 days**			**Final Assessment Period**

11.5.13.7 Postgraduate Diploma in Public Administration – Spring Semester 2021 - Full Time Program Study Plan – Semester 1 – (For Full Admission New Students Only)

The Postgraduate Diploma in Public Administration program study plan for full-time students is summarised in the Exhibits below.

Table 37G: Postgraduate Dilploma in Public Administration Modular Study Plan - Spring 2021 - Full Time Students – Semester 1 - New Students

Semester 1 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1501 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1502 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1503 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.8 Postgraduate Diploma in Public Administration – Spring Semester 2021 - Full Time Program Study Plan – Semester 2 – (For Full Time Continuing Students Only)

Table 37H: Postgraduate Dilploma in Public Administration Modular Study Plan - Spring 2021 - Full Time Students – Semester 2 - Continuing Students

Semester 2 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1504 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1505 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1507 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
ASM001 (Timing TBC)													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.9 Postgraduate Diploma in Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 1 – (For Full Admission New Students Only)

The Postgraduate Diploma in Public Administration program study plan for full-time students is summarised in the Exhibits below.

Table 37I: Postgraduate Dilploma in Public Administration Modular Study Plan - Spring 2021 - Part Time Students – Semester 1 - New Students

Semester 1 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1501 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1502 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.10 Postgraduate Diploma in Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 2 – (For Continuing Students Only)

Table 37J: Postgraduate Dilploma in Public Administration Modular Study Plan - Spring 2021 - Part Time Students – Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1504 *Sessions*	**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**					**Final Assessment Period**
EMPA1503 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.13.11 Postgraduate Diploma in Public Administration – Spring Semester 2021 – Part -Time Program Study Plan – Semester 3 – (For Continuing Students Only)

Table 37K: Postgraduate Dilploma in Public Administration Modular Study Plan - Spring 2021 - Part Time Students – Semester 3 – Continuing Students

Semester 3 – Spring Semester 2021													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11-12**	**13-14**	**15**
EMPA1505 *Sessions*		**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**				**Final Assessment Period**
EMPA1507 *Sessions*			**Ths, Fri & Sat** *8-12 & 1-5 per day*	**Directed and Independent Study**					**Fri & Sat** *9-12 & 1-4 per day*	**Independent Study**			**Final Assessment Period**
ASM001 **(Timing TBC)**													**Thu/Fri/Sat** *9-12 & 2-5 per day*
Classes	**3 days**	**3 days**	**3 days**				**2 days**	**2 days**	**2 days**	**2 days**	**2 days**		**Final Assessment Period**

11.5.14 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.

11.5.15 Program Delivery Mode

The Postgraduate Diploma 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 4-hour units each day, which will incorporate lecture and seminar elements. Thus each Postgraduate Diploma in Public Administration (English or Arabic) taught Module will have 40 hours of face-to face teaching hours (but will also likely include an Examination, and preparation, therefore, reducing total teaching hours taught to 36 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 8am and 5pm 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.

11.5.16 Academic Advising

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 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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.5.17 Completion Requirements

The graduation completion requirements to be eligible to have a Postgraduate Diploma (PgD) in Public Administration (English or Arabic) conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134). A postgraduate diploma award will only be conferred upon the approval of the Award Board.

To be awarded a Postgraduate Diploma (PgD) in Public Administration (English or Arabic) award, 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 a minimum overall grade average of Pass with Merit or above on the MBRSG Grading Scale..

11.5.18 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 (English or Arabic) alumni will occupy positions in the public and private sectors, international organizations and think tanks around the world.

11.5.19 Graduate Module Descriptions: Postgraduate Diploma in Public Administration (English or Arabic)

(Exit) Award from Executive Master of Public Administration (English or Arabic) only

11.5.19.1 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.

11.5.19.2 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.

11.5.19.3 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.

11.5.19.4 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.

11.5.19.5 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.

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

11.5.19.6 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.

11.5.19.7 EMPA1507 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

11.6 Postgraduate Diploma in Innovation Management

***(Exit) Award from Master of Innovation Management**

11.6.1 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.

11.6.2 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 analyses 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.

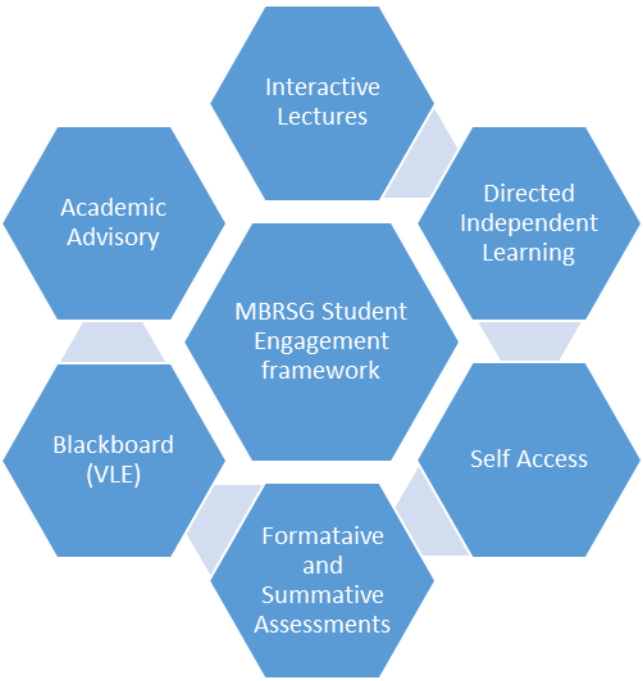
11.6.3 Teaching and Learning

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 9: 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.

11.6.4 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

11.6.5 Program Content

The Postgraduate Diploma in Innovation Management 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 and Foresight
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.

11.6.6 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 an aligned to meet the Level 8 requirements of Emirates Qualifications Framework.

11.6.7 Admission Requirements

The Postgraduate Diploma in Innovation Management is an Exit Award only from the Master of Innovation Management degree program. All students must meet the entry requirements into the Master of Innovation Management program as stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and at Section 4.3.4.1.1. in this Graduate Academic Catalog above.

11.6.8 Proficiency Requirements

Prior to enrolling in the Master of Innovation Management program (including those students who wish to exit with a Postgraduate Diploma in Innovation program) students must demonstrate proficiency in (i) English Language (as per Admission Requirements) and (ii) basic statistics and research methods. The basic statistics and research methods requirements can be met by passing an undergraduate university level subject in statistics and/or research methods. All New Students admitted to the MIM program will also be required to take the Foundation Course for Research Methods in Public Policy (ASM001) during their first semester of academic study.

11.6.9 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 (see Table 38 on page 240 below) will be delivered over one extended weekend, 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.

Table 38: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for PgD in IM students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

11.6.9.1 Return to Learning Program Schedule 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MIM and PgD in IM students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 for MIM and PgD in IM students.

11.6.10 Academic Workload

A Postgraduate Diploma of Innovation Management 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 (Associate) Dean of Academic Affairs. It is envisaged that most graduate students will enroll part-time in a maximum of two (2) Modules, or the equivalent of forty (40) CATS Credits per semester.

The (Associate) Dean of Academic Affairs may approve a student's request to transfer from part time to full time study and thus enroll in a third Module, in an academic semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum overall average grade of Pass with Distinction in their current Postgraduate Diploma of Innovation Management studies (in a prior semester).

11.6.11 Program Requirements

11.6.11.1 Postgraduate Diploma in Innovation Management (PgD)

MBRSG has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Innovation Management (PgD) exit Award. 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 a minimum overall average grade of Pass with Merit above, in accordance with the Graduate Completion Policy (P-ACD-134).

11.6.12 Program Structure

11.6.12.1 Postgraduate Diploma in Innovation Management Program Structure

Students admitted to the Postgraduate Diploma in Innovation Management graduate program of study at MBRSG, will study the prescribed study plan as per Table 39 below:

Table 39: Structure for the Postgraduate Diploma in Innovation Management Program

Semester	Full Time		Part Time (Including Conditional Admission)	
1	ASM001	0 credits	ASM001	0 credits
	MIM 711	20 credits	MIM 711	20 credits
	MIM 712	20 credits	MIM 712	20 credits
	MIM 713	20 credits		
2	MIM 714	20 credits	MIM 713	20 credits
	MIM 715	20 credits	MIM 714	20 credits
	MIM 716	20 credits		
3			MIM 715	20 credits
			MIM 716	20 credits
Total	120 credits		120 credits	

In special and/or extra-ordinary circumstances the (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table 39 above.

11.6.12.2 Program Design

The Postgraduate Diploma in Innovation Management Modules are shown in the Table 40 below:

Table 40: Postgraduate Diploma in Innovation Management Program Design – Modules

Module code	Module Title
MIM 711	Frontiers of Innovation
MIM 712	Public Sector Innovation and Foresight
MIM 713	Service Innovation
MIM 714	Microeconomics of Competitiveness
MIM 715	Research Methods
MIM 716	Strategic Management and Leadership
Postgraduate Diploma in innovation Management –Exit Award Point (120 Cats Credits).	

11.6.12.3 Elective Modules

No Elective Modules currently exist in the Postgraduate Diploma in Innovation Management program.

11.6.12.4 Pre-Requisite and/or Co-Requisite Modules

The Postgraduate Diploma in Innovation Management program has specific co-requisite Modules.

- *MIM 711 *Frontiers of Innovation* and MIM 712 *Public Sector Innovation* will generally be studied 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 Pass with Merit or above achieved, to be eligible to exit with a Postgraduate Diploma in Innovation Management. This will be confirmed by the Progression and Award Board's.

11.6.12.5 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), students studying in the Master of Innovation Management (MIM) (and intending to exit with a Postgraduate Diploma in Innovation Management award) 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 Postgraduate Diploma in Innovation Management program must maintain an overall average grade of Pass with 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.

11.6.12.6 Program Duration

The minimum and maximum timeframes for completion of the Postgraduate Diploma in Innovation Management program are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table 41 below:

Table 41: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 2 Academic Semesters)	24 months (4 Academic Semesters)
Part-time	18 months (normally 2 Academic Semesters)	36 months (6 Academic Semesters)

11.6.12 MIM Program Study Plan

The study plan for full and part time students in the Postgraduate Diploma in Innovation Management program are detailed in Tables 42A – 42E 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.

11.6.12.1 Postgraduate Diploma in Innovation Management –Fall Semester 2020 - Full Time Program Study Plan – Semester 1 – (For Full Admission Students Only)

The Postgraduate Diploma in Innovation Management (PgD) program study plan for full-time students is summarised in the Tables below.

Table 42A: PgD in IM Modular Study Plan - Fall 2020 - Full Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
MIM 711 *Sessions*	**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**			**Final Assessment Period**
MIM 712 *Sessions*		**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Independent Study**		**Final Assessment Period**
MIM 713 *Sessions*			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**Directed and Independent Study**			**Fri & Sat** *9-12 & 2-5 per day*	**I.S**	**Final Assessment Period**
ASM001				**Thu/Fri/Sat** *9-12 & 2-5 per day*									

Classes	2 days	2 days	2 days	3 days	2 days	2 days	2 days	HID ENT	2 days	2 days	2 days		Final Assessment Period

11.6.12.2 Postgraduate Diploma in Innovation Management – Full Time Program Study Plan – Semester 2 (For Full Admission Students Only)

Table 42B: PgD in IM Modular Study Plan Full Time Students —Spring 2021– Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021														
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14-15**
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**					**Final Assessment Period**
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**				**Final Assessment Period**
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**			**Final Assessment Period**

Classes	**3 days**	**3 days**	**3 days**					**2 days**	**2 days**	**2 days**				**Final Assessment Period**

11.6.12.3 Postgraduate Diploma in Innovation Management – Fall Semester 2020 -Part Time Program Study Plan – Semester 1

The Postgraduate Diploma in Innovation Management program study plan for part-time students is summarised in the Tables below.

Table 42C: PgD in IM Modular Study Plan – Fall Semester 2020 - Part Time Students – Semester 1 - New Students

Semester 1 – Fall Semester 2020													
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8-9**	**10**	**11**	**12**	**13-14**	**15**
MIM 711 ***Sessions***	**Fri & Sat** ***9-12 & 2-5 per day***	**Directed and Independent Study**			**Fri & Sat** ***9-12 & 2-5 per day***	**Directed and Independent Study**			**Fri & Sat** ***9-12 & 2-5 per day***	**Independent Study**			**Final Assessment Period**
MIM 712 ***Sessions***		**Fri & Sat** ***9-12 & 2-5 per day***	**Directed and Independent Study**			**Fri & Sat** ***9-12 & 2-5 per day***	**Directed and Independent Study**			**Fri & Sat** ***9-12 & 2-5 per day***	**Independent Study**		**Final Assessment Period**
ASM001				**Thu/Fri/Sat** ***9-12 & 2-5 per day***									

Classes	2 days	2 days	2 days	3 days	2 days	2 days	2 days	HID ENT	2 days	2 days	2 days		Final Assessment Period

11.6.12.4 Postgraduate Diploma in Innovation Management – Part Time Program Study Plan – Semester 2 – Spring 2021

Table 42D: PgD in IM Modular Study Plan Part Time Students – Spring 2021 - Semester 2 – Continuing Students

Semester 2 – Spring Semester 2021														
Module	**Week 1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14 - 15**
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**			**Final Assessment 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**					**Final Assessment Period**

Classes	**3 days**		**3 days**					**2 days**		**2 days**				**Final Assessment Period**

11.6.12.5 Postgraduate Diploma in Innovation Management – Part Time Program Study Plan – Semester 3 – Fall 2021

Table 42E: PgD in IM Modular Study Plan Full Time Students – Fall 2021 - Semester 3 – Continuing Students

Semester 2 – Fall Semester 2021														
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**				**Final Assessment Period**
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**			**Final Assessment Period**

Classes	**3 days**	**3 days**	**3 days**					**2 days**	**2 days**	**2 days**				**Final Assessment Period**

11.6.13 Delivery Mode

Each taught Postgraduate Diploma in Innovation Management 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 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.

11.6.14 Academic Advisory

In accordance with the MBRSG Student Advisement Policy (P-SA-103), early in the first semester of enrolment in the Postgraduate Diploma in Innovation Management 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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.6.15 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). A graduate award will only be conferred upon the approval of the Award Board.

11.6.15.1 Completion Requirements for a Postgraduate Diploma in Innovation Management (*Exit Award Only*)

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

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

11.6.16 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.

Postgraduate Diploma in Innovation Management 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.

11.6.17 Graduate Module Descriptions: Postgraduate Diploma in Innovation Management

The Postgraduate Diploma in Innovation Management is an (Exit) Award from Master of Innovation Management program.

11.6.17.1 MIM711: Frontiers of Innovation (20 CATS Credits)

Organizations that are consistently successful at managing innovation outperform their peers in terms of growth, financial performance and employment. The broader social benefits of innovation are even greater. However, as this course 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 course 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.

This module will introduce you to the basic concepts and terminology of innovation that provide for a common foundation of the subject that will help you interact with other innovation experts. You will learn theoretical frameworks and develop the necessary skills to implement them successfully by analyzing information, managing expectations, learning experimentation to test your ideas and thus create robust innovation strategies. You should be able to recommend, monitor and manage innovation within your organizations. Given the strategic imperative within the UAE to develop a more innovative economy and UAE's vision to be a leader in the international context, this course will also explore the importance of innovation within a national and international context. You will also get 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.

11.6.17.2 MIM711: Public Sector Innovation and Foresight (20 CATS Credits)

Public sector innovation - where new ideas create value for society. In recent years, there has been increasingly more concerted efforts to develop a systematic approach to creating innovative solutions to address societal challenges as well as understand potential future changes.

This Module will examine key issues in terms of public sector innovation as well as horizon scanning, which, as a result of changing political agendas and a desire for action during the last few decades, has led to continuous organizational change becoming common in many parts of the public sector.

This trend has accelerated after the last global economic and financial crises, as governments seek to understand potential future scenarios, and reform, restructure and reorganize their public sector activities 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, technology and climate change. 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 public servants focus too much on 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.

11.6.17.3 MIM713: Service Innovation (20 CATS Credits)

Public value is heavily dependent on the services employed as a method of delivery. Very often these are services where the user has no choice, which makes them critical to a governments success and international competitiveness. 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. These challenges are not only about the design and development of the service innovation, its delivery and its impact measurement. This course 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. The pedagogical method we use is that of design thinking for problem solving and this is done through a series of lectures and workshops.

The service sector creates most of the wealth and employment within developed and emerging economies. This fact alone ensures that the need to innovate in this sector maybe critical for ongoing competitiveness of the country. For citizens, often the first stage of interaction with the government is the services they experience. Service innovation begins with a customer centric process.

We will use design-thinking in this course and workshop pedagogical model to understand service strategy design for complex problems at both organizational levels and at the national level. This course will examine some of the key issues from academic research (like behavioral insights) and management practice on services innovation which will enable the learner to build the skills and capabilities necessary to better design services, leading to greater customer satisfaction.

Service innovation is needed also at the supra-country level. The global goals which are wicked problems need a collaborative global perspective - across countries, across sectors, across both private and public organizations if we are to achieve SDGs like zero poverty and zero hunger by 2030. For example, one study states there is enough food to feed every single individual, but we may need to redesign processes in our supply chain and change regulations.

11.6.17.4 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, transitioning 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 course is that competitiveness and economic development are affected by policies at all these levels.

The module is not only 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 course 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 course 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).

11.6.17.5 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. Course 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 to 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.

11.6.17.6 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 of 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.

11.7 Postgraduate Diploma in Public Policy

***(Exit) Award from Master of Public Policy (including Specialisations) programs only**

11.7.1 Program(s) Introduction

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

11.7.2 Program Overview

"The purpose of government is to serve the serve the people, the aim of public policy and administration is to serve society in relation to the role of government policies, procedures, systems and laws is to serve human beings".

The Master of Public Policy (MPP) program, of which the Postgraduate Diploma in Public Policy is an (exit) Award, 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, and government-orientated positions within the private sector and the non-profit organizations.

The Program(s) scope include 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.

As a student, you will receive a rich combination of theory through interactive lectures, group projects, coursework and practical experience, with hands-on opportunities offered both inside and outside of the classroom.

You will be part of a cohort of in service public service employees who bring a rich experience which adds value to the peer interaction and collaboration in the class room. MPP and Postgraduate Diploma in Public Policy graduates will go on to work for a wide range of governmental, nonprofit and private organizations, where they serve as managers, executives, and policy analysts, among various other positions.

The MPP and Postgraduate Diploma in Public Policy Program(s) are 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 and corresponding Postgraduate Diploma in Public Policy exit awards. There is a Postgraduate Diploma in Public Policy award and there are five Postgraduate Diploma in Public Policy exit awards, with a concentration/specialisation.

The Postgraduate Diploma in Public Policy exit awards. are listed as follows:

11.7.2.1 Postgraduate Diploma in Public Policy,

11.7.2.2 Postgraduate Diploma in Public Policy (Education),

11.7.2.3 Postgraduate Diploma in Public Policy (Health),

11.7.2.4 Postgraduate Diploma in Public Policy (Social Policy)

11.7.2.5 Postgraduate Diploma in Public Policy (Sustainable Development) and

11.7.2.6 Postgraduate Diploma in Public Policy (Science and Technology Policy)

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.

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.

11.7.3 Program Mission

11.7.3.1 Postgraduate Diploma in Public Policy - Exit Award

The Postgraduate Diploma in Public Policy (Exit) Award 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 (and exit with the Postgraduate Diploma in Public Policy Award at MBRSG can become policymakers and policy analysts as well as public governance managers who facilitate creativity, skill and commitment in innovative and smart public policies.

11.7.3.2 Postgraduate Diploma in Public Policy (Education) - Exit Award

As a student in the Postgraduate Diploma 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 the compare with global education systems.

11.7.3.3 Postgraduate Diploma in Public Policy (Health) - Exit Award

As a student in the Postgraduate Diploma 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.

11.7.3.4 Postgraduate Diploma in Public Policy (Social Policy) - Exit Award

As a student in the Postgraduate Diploma 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.

11.7.3.5 Postgraduate Diploma in Public Policy (Sustainable Development) - Exit Award

As a student in the Postgraduate Diploma 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.

11.7.3.6 Postgraduate Diploma in Public Policy (Science and Technology Policy) - Exit Award

As a student in Postgraduate Diploma in Public Policy with Science and Technology Policy 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.

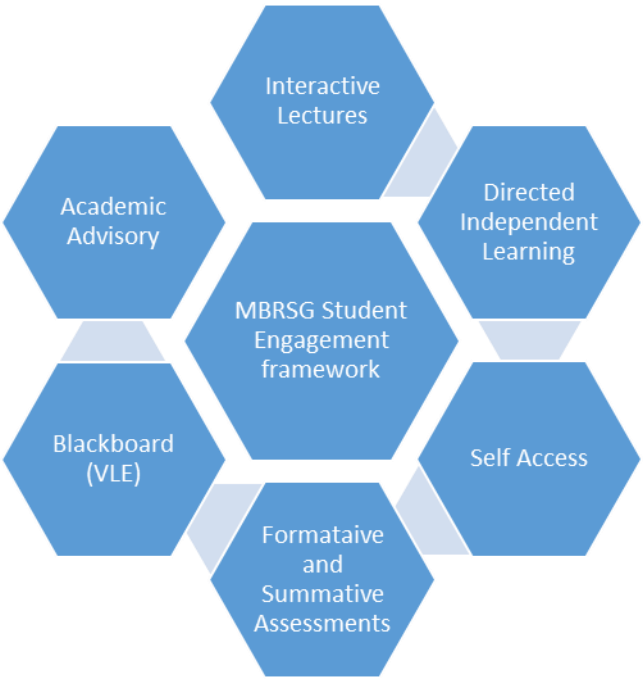
11.7.4 Teaching and Learning

MBRSG believes that active learning and full student engagement is the most successful pedagogical approach (see Figure 10 below). 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 Postgraduate Diploma in Public Policy (exit) award program's. Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning.

The Postgraduate Diploma in Public Policy (exit) award program's will require active participation in learning activities and engagement with fellow students both individually and collaboratively.

Figure 10: 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

11.7.4.1 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

11.7.5 Program Content

The Postgraduate Diploma in Public Policy (exit) award program's consists of four core modules Postgraduate Diploma in Public Policy (exit) award program's (in a part time study mode) these are all worth 20 CATS credits each.

First Year Modules – Semester 1 and 2 (Part Time Study Mode)

ASM001	Foundation Course in Research Methods for Public Policy (not for credit Module)
MPP 701	Governance and Policy Process
MPP 703	Public Economics and Finance
MPP 702	Research Methods in Public Policy
MPP 704	Microeconomics of Competitiveness

Second Year Modules – Semester 3 (Part Time Study Mode):

In the second year (third academic semester) a student can choose Module (s) relevant to the Postgraduate Diploma in Public Policy or one of the five (5) Postgraduate Diploma in Public Policy (exit) award specialisations. Each module is worth 20 CATS credits.

- **Postgraduate Diploma in Public Policy**

Students can select any of the following modules as an elective depending on their interest to complete their taught module requirements for the Postgraduate Diploma in Public Policy, this is the general pathway and leads to a Postgraduate Diploma in Public Policy award without any specialization.

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. This will two Modules from (MPP711, MPP713, MPP715, MPP717 or MPP719

- **Postgraduate Diploma in Public Policy (Education)**

For students studying the Education specialisation, students will study MPP713 and MPP714.

- **Postgraduate Diploma in Public Policy (Health)**

For students studying the Health specialisation, students will study MPP715 and MPP716.

- **Postgraduate Diploma in Public Policy (Social Policy)**

For students studying the Social Policy specialisation, students will study MPP711 and MPP712.

- **Postgraduate Diploma in Public Policy (Sustainable Development)**

For students studying the Sustainable Development specialisation, students will study MPP717 and MPP718.

- **Postgraduate Diploma in Public Policy (Science and Technology Policy)**

For students studying the Science and Technology Policy specialisation, students will study MPP719 and MPP7120.

11.7.6 Program Objectives and Outcomes

The overall design aims of the Postgraduate Diploma in Public Policy (exit) awards are aligned with those of the Master of Public Policy (MPP) programs which 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 (exit) awards are aligned with the Master of Public Policy (MPP), including specialisations, programs learning outcomes. However, for a Postgraduate Diploma in Public Policy (exit) award, the program learning outcomes have been developed and aligned to meet the Level 8 requirements of the Emirates Qualifications Framework.

11.7.7 Admission Requirements

The Postgraduate Diploma in Public Policy programs are exit awards only from the Master of Public Policy, including specialisations, degree programs. Students who intend to exit from a Master of Public Policy program with a Postgraduate Diploma in Public Policy (exit) award, must meet the admission requirements which are required for entry into the Master of Public Policy (MPP) program(s). The Admission requirements are stated in the general admission requirements detailed in the Graduate Admissions Criteria Policy (P-REG-101) and at Section 4.3.4.1.1. in this Graduate Academic Catalog above.

11.7.8 Proficiency Requirements

Prior to enrolling in a Postgraduate Diploma in Public Policy (exit) award, from the Master of Public Policy (MPP) program, students must demonstrate proficiency in (i) English Language (as per the Admission Requirements) and (ii) basic statistics and research methods. The basic statistics and research methods requirements can be met by passing an undergraduate university level subject in statistics and/or research methods.

All New Students admitted to a Postgraduate Diploma in Public Policy (exit) award, from the Master of Public Policy (MPP) program, will also be required to take the Foundation Course for Research Methods in Public Policy (ASM001) during their first semester of academic study. 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. All new Students will be required to take the (ASM001) Foundation Course for Research Methods in Public Policy during their first semester of academic study. This foundation course is considered a “not for credit” Module but will appear on the student’s Academic Transcript.

11.7.9 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 (see Table 43 on the following page) will be delivered over one extended weekend, 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.

Table 43: Return to Learning (Orientation) Program Schedule 2020/2021 – Draft Schedule for MPP and Postgraduate Diploma in Public Policy students

Timetable Day 1	**16:00 – 16:30**	**16:30 – 16:45**	**16:45 – 17:15**	**17:15 – 18:30**	**Prayer Break**	**18:45 – 20:00**	
Sessions	Welcome; Course Outline Program Coordinators	MBRSG Support service IT & Presentations IT Support Team	MBRSG Support service Library Presentations Librarian	Course Registration other Student Services Information Kieran Ross		Optimizing the PG Journey at MBRSG Dr. Racquel Warner	
Timetable Day 2	**8:00-9:30**	**9:30 -10:30**	**Coffee Break**	**10:30 -12:30**	**Lunch & Prayer**	**13:45 - 15:00**	**15:00 -16:00**
Sessions	Note Taking & Cloud Mapping Kieran Ross	Time Management Dr. Racquel Warner		Academic Reading Skills for PG Level & Conducting a Literature Review Dr. Racquel Warner		Oral Presentation Skills Dr. Racquel Warner	Critical Thinking for Post Graduate Students Dr. Racquel Warner
Timetable Day 3	**8:00 -10:00**			**10:30 -12:30**	**Lunch & prayer**	**13:30 -16:00**	
	Academic Writing Skills for PG Students Dr. Racquel Warner			Harvard Referencing & Avoiding plagiarism Dr. Racquel Warner		Online Excel Tutorial Dr. Racquel Warner (Facilitator)	

11.7.9.1 Return to Learning Program Schedule 2020/2021 Academic Year

The dates for the Return to Learning Program during the 2020/2021 Academic year are as follows:

- **Fall Semester 2020**
  - Thursday 3rd to Saturday 5th September 2020 for MPP and PgD in Public Policy students.
- **Spring Semester 2021**
  - Thursday 4th February – Saturday 6th February 2021 MPP and PgD in Public Policy students.

11.7.10 Academic Workload

A full time student, intending to exit with a Postgraduate Diploma in Public Policy award, from the Master of Public Policy (MPP) program, 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 (Associate) Dean 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 (Associate) Dean 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 Pass with Distinction in their current studies.

11.7.11 Program Requirements

11.7.11.1 Postgraduate Diploma in Public Policy (PgD): Including Specialisations –Exit Award(s) Only

Awards Available:

- Postgraduate Diploma in Public Policy - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Education), - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Health) - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Social Policy) - *Exit Award Only*
- Postgraduate Diploma in Public Policy (Sustainable Development) - *Exit Award Only* and
- Postgraduate Diploma in Public Policy (Science and Technology) - *Exit Award Only*

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) as an Exit Award only from an MPP program of study.

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 Pass with Merit or above, in accordance with the Graduate Completion Policy (P-ACD-134).

11.7.12 Program Structure and Study Plan

11.7.12.1 Postgraduate Diploma in Public Policy (PgD): Including Specialisations, Program Study Plan

Students admitted and intending to exit with a Postgraduate Diploma in Public Policy award, from the Master of Public Policy (MPP) program at MBRSG, will study the prescribed study plan detailed in Table 44 below:

Table 44: Postgraduate Diploma in Public Policy, including Specialisations, Study Plan: Full Time and Part Time Modes

Semester	Full Time		Part Time	
1	ASM001	0 credits	ASM001	0 credits
	MPP 701	20 credits	MPP 701	20 credits
	MPP 702	20 credits	MPP 703	20 credits
	MPP 703	20 credits		
2	MPP 704	20 credits	MPP 702	20 credits
	Specialisation 1 or Elective 1	20 credits	MPP 704	20 credits
	Specialisation 2 or Elective 2	20 credits		
3			Specialisation 1 or Elective 1	20 credits
			Specialisation 2 or Elective 2	20 credits
Total	120 CATS credits		120 CATS credits	

Please Note that the Electives correspond to either:

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

A Postgraduate Diploma in Public Policy program requires students to satisfactorily complete all the core modules before proceeding to the Specialisation or Elective Modules. A Postgraduate Diploma in Public Policy students will need to satisfactorily complete 120 credits to be eligible for an (exit) award.

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 (Associate) Dean of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in Table 44 above.

11.7.12.2 Postgraduate Diploma in Public Policy, Including Specialisations, Program: Modules Codes and Titles

The program modules for the Postgraduate Diploma in Public Policy, including specialisations, program(s) are shown in Table 45 below:

Table 45: Postgraduate Diploma in Public Policy, Including Specialisations Modules Codes and Titles

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		

Module Code	Module Title	Credits
Specialisation:**MPP with Social Policy**		
MPP 711	Social Policy	20
MPP 712	Global Governance	20
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 **(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**

11.7.12.3 Elective Modules

Students studying in the Master of Public Policy (MPP), and intending to exit with a Postgraduate Diploma in Public Policy award, 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).

11.7.12.4 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 (MPP), and intending to exit with a Postgraduate Diploma in Public Policy award. Students must however have completed all four core (MPP701, MPP702, MPP703 and MPP704) and the two elective or specialisation Modules to be eligible for a Postgraduate Diploma in Public Policy, including specialisation(s), award.

11.7.12.5 Progression and Academic Standing

In accordance with the Student Academic Progression Policy (P-REG-105), students studying in the Master of Public Policy (MPP) program, who intend to exit with a Postgraduate Diploma in Public Policy (exit) award, including specialisations, 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 Master of Public Policy (MPP) program, who intend to exit with a Postgraduate Diploma in Public Policy (exit) award, including specialisations, must maintain an overall average grade of Pass with 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. This will be confirmed by the Progression Board.

11.7.12.6 Program Duration

The minimum and maximum timeframes for completion of the Postgraduate Diploma in Public Policy (exit) award, including specialisations, are specified in the Graduate Completion Policy (P-ACD-134) and are summarised in the Table 46 below:

Table 46: Minimum and Maximum Program Duration Timeframes

Study Mode	Minimum completion period	Maximum completion period
Full-time	12 months (normally 2 Academic Semesters)	24 months (4 Academic Semesters)
Part-time	18 months (normally 2 Academic Semesters)	36 months (6 Academic Semesters)

11.7.13 Delivery Mode

Each taught Master of Public Policy (MPP) module, and therefore Postgraduate Diploma in Public Policy Module, will usually be delivered in weekly 3 hour lectures from 4:30pm – 7:30pm from Sunday to Thursday, in accordance with the Academic Timetable. Each Module will therefore have 1 Lecture per week for a period of 12 weeks and then a 1-week final assessment period (is available – if required). Thus each 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 on a weekly basis, which allows time for reflection between delivery sessions. Module teaching and learning is supported by the Blackboard virtual learning environment which enables online webinars, online discussion, for uploading of lecture materials and assessment submissions (via TurnItIn).

At the commencement of each semester in each Module a Module Handbook is provided to students which outlines the Module Objectives, Module Outcomes, Teaching timings and assessment requirements.

In some instances, it may be necessary to teach an MPP (or Postgraduate Diploma in Public Policy) module (i.e. MPP704 Microeconomics of Competitiveness and some Specialisation Modules) in 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 MPP taught Module will still have 36 hours of face-to face teaching hours.

The Academic Calendar and Academic Timetable are published by the Registrar's Office at the commencement of each Semester and made available on the School website. The Academic Timetable will specify the dates and timings of Lectures for each Module and details which Modules will be taught on a weekly basis and which will be taught in intensive (2 extended weekends) mode.

11.7.14 Academic Advising

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 (including those intending to exit with a Postgraduate Diploma in Public Policy, including specialisations(s) award) 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's Office and/or Section 6.17 of this Catalog in regard to Academic Advisors.

11.7.15 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). A graduate award will only be conferred upon the approval of the Award Board.

11.7.15.1 Completion Requirements for a Postgraduate Diploma in Public Policy, Including Specialisation, Award

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 a minimum overall grade average of Pass with Merit or above, on the MBRSG Grading Scale.

11.7.16 Careers and Employability

Our Postgraduate Diploma in Public Policy (PgD), including specialisation(s), graduates will find themselves working in a range of public and private sector organizations. The Postgraduate Diploma in Public Policy (PgD), including specialisation(s) 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.

Postgraduate Diploma in Public Policy (PgD), including specialisation(s), graduates may also be promoted into policy making and decision making roles with the public or private sector, because they now have a breadth of knowledge related to the field of public policy. Graduates with the various specializations may be able to take up managerial decision making, consultancy or advisory positions in their areas of specialisation.

11.7.17 Graduate Module Descriptions: Postgraduate Diploma in Policy: Including Specialisations

***(Exit) Award from Master of Public Policy programs only**

11.7.17.1 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 adaption. 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.

11.7.17.2 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.

11.7.17.3 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.

11.7.17.4 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).

11.7.17.5 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.

11.7.17.6 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.

11.7.17.7 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.

This Module will 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.

11.7.17.8 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 of this Module 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.

11.7.17.9 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.

11.7.17.10 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.

11.7.17.11 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.

11.7.17.12 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

11.7.17.13 MPP719: The Political Economy of Science Policy (MPP with Science and Technology Policy 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.

11.7.17.14 MPP720: Science, Technology and Innovation: Markets, Firms and Policies (MPP with Science and Technology Policy 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 12 Faculty

A

Alawadhi, Abdulla, DBA in Business Administration - Finance, the United Arab Emirates University (UAE) (2018), Assistant Professor.

Al-Ghalayini, Yousif, University of Ottawa (2014), PhD Public Management – Human Resources Management

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Almosa, Mohammed, PhD in Educational Policy and Administration, University of Minnesota (USA), (2006), Associate Professor.

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E

El Sholkamy, Mona Mostafa, Cairo University- 2012, PhD in Public Policy and Administration.

F

Fargher, Scott, PhD, University of Edinburgh (2003), Associate Professor in Economics.

I

Istaitieh, Abdulaziz, PhD University of Valladolid, Spain (2004), Adjunct Assistant Professor in Economics & Finance.

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Moonesar R.D., Immanuel Azaad, PhD, Walden University (2015), Associate Professor in Health Services Leadership.

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S

Stephens, Melodena, PhD, Bharati Vidayapeet University, Pune, India (2004), Professor in Innovation Management

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Z

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Appendix A: MBRSG Operating Protocol during Covid19

POLICY:P-HR- P-HR-151	TITLE: MBRSG OPERATING PROTOCOL DURING COVID19

1.0 INTRODUCTION

This document has been developed to guide the undisrupted operation of Mohammed Bin Rashid School of Government (MBRSG) while giving utmost priority to the health and wellbeing of students, staff, and visitors the campus, during the COVID19 pandemic. MBRSG offers 4 master programs total of 200 - 220 part-time students, all of them are working professionals with average age 40, and average work experience of 10 years. The on campus average stay is 6 hours per week split over two days.

- The School does not offer transportation for staff or students, in addition the School do not have cafeteria on campus.
- The School does not have laboratories. The Dubai World Center provides clinic and responds to all emergencies on the number 3064040.
- The School has prepared flexible plan to offer face to face teaching, online learning, or a blended approach as the situation requires.

2.0 SCOPE

This document provides the protocols, conditions, and precautionary measures that all departments at Mohammed Bin Rashid School of Government (MBRSG) must follow in order to achieve a safe, healthy, and stimulating learning environment during the COVID19 pandemic. This plan may be subject to change or amendment without prior notice, based on the directives of regulatory bodies such as the Ministry of Education, Dubai Government and/or concerned authorities in MBRSG, and in response to future developments.

3.0 PROCESS

The Mohammed Bin Rashid Government School of Government (MBRSG) Corporate Support Services department is responsible for the implementation of the below protocols and procedures with the support of the other departments.

4.0 MBRSG ACTIVITIES AND STAGES OF RISKS

MBRSG will continuously monitor the risk associated with the pandemic and will accordingly determine the mode in which it will conduct its business operations.

The following Table provides a list of main activities at MBRSG and how they will be conducted during different stages of the outbreak. The list of activities is not exhaustive and actions proposed by MBRSG may be subject to modification based on directions from regulatory bodies.

Pandemic Risk Level and Definition	Low Risk Level	Moderate Risk Level	High Risk Level
	• No risk of an epidemic in the UAE or in other countries, with just a few individual infections	• There is an epidemic risk inside or outside the UAE, but the epidemic is under control • Cases of infection are low in number	• There is a risk of an epidemic both inside and outside the UAE • Community-wide transmission of the epidemic • Cases of infection are high
MBRSG Activities	• Operation mode - Low risk	• Operation mode- Medium risk	• Operation mode - High Risk
Lectures	• Lectures on campus • (normal operations with 100% face-to-face delivery)	• Mix between campus and remote lectures (blended learning mode) while maintaining social distancing protocols	• Distance lectures • (100% online lectures)
Training Programs	• Programs on campus • (100% face-to-face training delivery)	• Mix between campus and remote training while maintaining social distancing protocols	• Distance trainings • (100% online training)
Exams	• Exam on campus	• Remote exam	• Remote exam
Oral Exams	• Exam on campus	• Remote exam	• Remote exam
Library Use	• All services available on campus	• Limited operation hours or remote	• Only Remote access
Capacity of Staff & Faculty	• Up to 100% (with exceptions applied as per DGHR directives)	• 30% (as per DGHR mandate)	• 0%-25%
Capacity of Students	• 75-%100%(or as per latest directives from MOE and other regulatory bodies)	• 30% (or as per latest directives from MOE and other regulatory bodies)	• 0%-25% • (or as per latest directives from MOE and other regulatory bodies)

5.0 PRECAUTIONARY MEASURES

5.1 Personal Measures

5.1.1 All employees, visitors and students must have their temperature checked before accessing the campus.

5.1.2 Employees will be provided with personal protective masks and hand disinfectants.

5.1.3 Staff, Students and visitors will at all times comply with the wearing of face masks within the School premises

5.1.4 Employees and students are expected to maintain personal hygiene measures such as washing hands frequently with water and soap for a period of no less than 20 seconds and covering mouth and nose when coughing or sneezing with tissue or flexed elbow.

5.1.5 Employees and students are required to stay home and restrict their outdoor movement when experiencing any Flu like symptoms such as fever, cough, and shortness of breath, body aches and headaches.

5.1.6 Practice social distancing by keeping a distance of at least 2 meters from other people.

5.1.7 Wear face mask before leaving home and avoid shaking hands while greeting others in the office.

5.1.8 Employees and students are required to inform the HR Department / Registrar if they have been in contact with a confirmed COVID19 case and provide necessary medical documents.

5.1.9 Employees must inform their supervisor/HR Department if they experience any COVID related symptoms.

5.1.10 Employees are encouraged to use private transportation when commuting to the office.

5.2 Social Distancing at the Workplace

5.2.1 Reduce the number of attendees in meetings in order to adhere to social distancing protocols.

5.2.2 Prevent visitors and contractors who do not have permits and non-employees from entering unless they obtain an entry permit.

5.2.3 Reduce the capacity of elevators by using floor signs inside and outside the elevator to ensure social distancing.

5.2.4 Determine a central point in the workplace with means of sterilization to receive parcels from delivery service companies and do not allow delivery company employees to enter the offices.

5.2.5 Reduce reception of visitors from outside the entity as much as possible and preferably meet them through pre-determined appointments to ensure social distancing compliance.

5.2.6 All visitors, vendors, and delivery personnel are only to be allowed in the reception area.

5.2.6.1 No one is allowed into the MBRSG office space. Employees are required to meet the visitors, vendors, and delivery personnel in the reception area while adhering to the social distancing protocols.

5.2.7 Maintain 2-meter distance between individuals lining up for entry and it is recommended to use floor marking ensuring social distancing.

5.2.8 Maintain the rules of social distancing in the pantry and all eating places.

5.2.9 In classrooms, the safe physical distancing (2 meters) shall be maintained between students and the lecturer.

5.2.10 All employees and students shall wear face masks at all times in classrooms.

5.2.11 Floor decals shall be placed on floors to ensure physical distancing (1.5 meters in classrooms and 2 meters outside of classrooms)

5.2.12 Surfaces/chairs shall be sanitized after each lecture

5.2.13 Library Usage

5.2.13.1 Students will be allowed to use the Library provided that a two-meter physical distance shall be strictly maintained between individuals.

5.2.13.2 Sanitizers shall be provided, and face masks shall be worn. All employees and students shall wear face masks at all times in the library

5.2.14 Final Exam Rooms

5.2.14.1 Physical distancing (1.5 meters) shall be maintained between tables.

5.2.14.2 All tables and chairs shall be sanitized in the exam room.

5.2.14.3 Sanitizers shall be provided at the room entrances.

5.2.14.4 All employees and students shall wear face masks at all times in the exam rooms.

5.3 Office Sanitization

5.3.1 Cleaning of all the common areas of the building/office premises including entrances routinely and clean toilets after each use, at least once every hour.

5.3.2 Allow use of pantries by individuals for food and beverage ensuring social distancing protocols are adhered to.

5.3.3 Installation of air purifying filters in offices that are shared.

5.3.4 Frequent cleaning of high-traffic areas / surfaces (e.g., lobbies, communal tables, pantries, bathrooms, elevators, stairways).

5.3.5 Provide single use and disposables cutlery and water bottles for employees use.

5.3.6 Provide cleaning supplies, hand sanitizer, and sanitation supplies for all employees.

5.3.7 Installation of hand sanitizer dispensers throughout the building, disinfecting wipes should be available in all meeting rooms and adjacent areas.

5.3.8 Implement a clean desk policy to support overall office health and safety with daily cleaning and disinfection after the work day.

5.3.9 Common facilities such as prayer rooms will have a maximum capacity of people that must be adhered to.

6.0 MEASURES WITH DISCOVERED CASES

6.1 Dealing with infected and suspected cases

6.1.1 In the chance that an employee/student feels unwell and or suspects symptoms related to COVID 19, it is advised that the employee proceeds to the designated isolation room on their respective floor. Once in the isolation room, the employee should call the HR representative for further assistance\instructions.

6.1.2 A special room has been selected as the designated isolation room for suspected cases.

6.1.3 In case any employee/student develops any symptoms while at work, they can be moved to the isolation room till medical support arrives.

6.1.4 If there is a suspected COVID-19 case on campus, one must call the designated point of contact, Khalid AlMarri 050 4008811, who will contact the Dubai Health Authority hotline at 800342.

7.0 MBRSG REOPENING CHECKLIST

1.	ENTERING THE SCHOOL CAMPUS
1.1	All students, staff, and faculty must wear masks at all times while moving around the campus.
2.1	Develop a plan to reduce the number of visitors to the school campus by: • Reducing unnecessary visitors • Implementing permits for vendors
3.1	Establish a protocol for accepting deliveries.
4.1	Preventing any student, staff, faculty or visitor showing symptoms of COVID19 from entering the campus.
5.1	Students, staff, and faculty to exercise cautions before leaving for work or school and to stay home if they have symptoms of COVID19.
6.1	Students, staff, and faculty must sterilize their hands when entering the school campus.
2	FOR PERSONAL HYGIENE
1.2	All students, staff, and faculty are expected to practice good hygiene to ensure personal health and safety on the school campus.
2.2	All students, staff, and faculty are required to wear masks at all times while on campus.
3.2	Students, staff, and faculty are encouraged to continuously wash their hands.
4.2	Provide hand sanitizer in all areas of the campus.
5.2	Educating students, staff, and faculty that frequent hand washing is more effective than using hand sanitizers.
6.2	When washing hands, wash continuously with soap for at least 30 seconds or longer.
3	SOCIAL DISTANCING
1.3	Enforce the standards of social distancing in all parts of the campus.
2.3	Determining the capacity of students and staff in MBRSG to ensure that social distancing is being maintained.
3.3	Ensure that offices are arranged in a manner that reduces the face-to-face communication.
4.3	Commitment to enforce social distancing protocols in the pantry room and other shared spaces.

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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Policy Status	Approved					
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Modification History

Version No. & Date	Modifications Details
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
V.6 01-08-2019	Added the New MBRSG Strategy 2017-2021, updated the Academic Calendar, Faculty Profiles, BOT Members and MBRSG Members list.
V.7 26-05-2020	Updated Table of Contents to Include Sections and Sub-Sections, Updated Executive President & Dean Welcome Messages, Updated Academic Calendar, MBRSG Organisational Chart, Program Study Plans, Admission Requirements (align with CAA Standards 2019), Updated Module Descriptions and Updated Administrative staff and Faculty (Qualifications) contact details.
V.8 19-10-2020	Updated Board of Trustees details and Academic Calendar and Added Appendix A re MBRSG Covid19 Protocols

كلية محمد بن راشد للإدارة الحكومية
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