



# GRADUATE Student Handbook 2023 / 2024

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



**POLICY: P-SA-100**

**TITLE: GRADUATE STUDENT HANDBOOK**

## Table of Contents

Welcome Message from the Executive President .....	9
Message from the Dean.....	10
Message from the Director of Academic Affairs.....	12
Academic Calendar 2023-2024 – Fall Semester 2023.....	13
Academic Calendar 2023-2024 – Spring Semester 2024 .....	15
1.0 Introduction .....	17
1.1 MBRSG History and Profile .....	17
1.2 MBRSG Vision, Mission, Goals and Guiding Principles .....	18
1.2.1 MBRSG Vision.....	18
1.2.2 MBRSG Mission .....	18
1.2.3 MBRSG Strategic Objectives .....	19
Figure 1: MBRSG Strategic Objectives .....	19
1.2.4 MBRSG Values.....	19
Figure 2: MBRSG Values.....	19
1.3 Community Engagement and Cooperative Relationships .....	20
1.3.1 MBRSG Affiliations .....	20
1.3.2 Innovation Week.....	21
1.3.3 Career Fair.....	21
1.3.4 Field Trips (International and Domestic) .....	21
1.3.5 Dissertation Presentations.....	21
1.4 MBRSG Accreditation and Licensure Statement.....	22
2.0 MBRSG Organisational Chart .....	22
Figure 3: MBRSG Organisational Chart .....	22
3.0 Campus Location.....	23
4.0 Student Experience .....	24
5.0 Student Affairs and Alumni.....	26
5.1 Student Affairs Committee .....	26
5.2 Student Associations.....	27
5.3 Alumni Association.....	27

5.4	Career Counselling Services .....	27
5.5	Professional Counselling Services .....	27
6.0	Academic Procedures and Regulations.....	28
6.1	Information on Graduate Programs of Study available at MBRSG .....	28
6.2	Information on Admission to Graduate Studies at MBRSG .....	28
6.3	Information on Application Requirements .....	29
6.4	Applications for Admission Timeframes and Deadlines .....	30
6.4.1	Deadlines for Applications for Admission at MBRSG for the 2023/2024 Academic Year .....	30
6.4.2	International Student Applications or Applicants with International Qualifications.....	31
6.5	MBRSG Requirements for Graduate Admission .....	31
6.5.1	Full Admission – EMPA, MPA, MIM & MPP Programs.....	32
6.5.1.1	General Admission Requirements for Full Admission.....	32
	Table 1: Work Experience Requirements for Program Admission .....	33
6.5.2	Conditional Admission for Master Degrees taught in the English Language Only .....	33
6.5.2.1	Conditional Admission – English Language Proficiency and Grade Point Average.....	33
6.5.3	Conditional Admission for (Executive) Master Degrees taught in the Arabic Language Only..	34
6.5.3.1	Conditional Admission – Grade Point Average, English Language Proficiency and Arabic Language Proficiency .....	35
6.5.4	Conditional Admission Requirements – Additional Requirements (All Graduate Programs)...	36
6.5.5	Conditional Admission Requirements – Enrolment Restrictions (All Graduate Programs) .....	36
6.5.5.1	Satisfying Conditional Admission Requirements – Timeframe.....	36
6.5.6	Orientation Session .....	37
6.5.6.1	Orientation Session Dates 2023/2024 Academic Year .....	38
6.5.7	Foundation Course for Research Methods in Public Policy (ASM001) .....	38
6.5.8	Transfer of Credits and Advanced Standing.....	38
6.6	Enrolment and Module Registration .....	39
6.6.1	Registrar’s Office .....	39
6.6.2	Enrolment Deadlines for 2023/2024 Academic Year.....	39
6.6.3	Enrolment (Registration) Process .....	39
6.6.4	Module Load .....	40
6.6.5	Full Time Study - Good Academic Standing .....	40
6.6.6	Part Time Study - Good Academic Standing .....	40
6.6.7	Conditionally Admitted Students.....	41
6.6.7.1	Restricted Enrolment based on Conditional Admission .....	41

6.6.8	Restricted Enrolment - Academic Probation .....	41
6.6.9	Orientation Session.....	42
6.6.10	Add and Drop Module(s).....	42
6.6.10.1	Withdrawal from a Module(s) after the Add/Drop Period: Academic Implications.....	42
6.6.11	Withdrawal from a Master Program of Study .....	43
6.6.12	Leave of Absence .....	43
6.6.12.1	Leave of Absence: Up to Two Semesters.....	43
6.6.12.2	Leave of Absence: National Service .....	44
6.6.12.3	Leave of Absence: Longer than Two Semesters not due to National Service .....	44
6.6.13	Attendance and Lateness.....	44
6.6.14	Academic Advisor - Allocation .....	45
6.6.15	Student Identification Card.....	45
6.6.16	Student Records.....	45
6.6.17	Student Records from Other Institutions .....	45
6.6.18	Student Academic Records .....	46
6.6.18.1	Management and Updating of Student Records .....	46
6.6.18.2	Administrative Hold .....	46
6.6.18.3	Student Access to Records.....	46
6.6.18.4	Confidentiality and information release of Student Documents.....	46
6.7	Academic Program Structure.....	47
6.7.1	Program Structure for the Master of Public Administration program .....	47
	Table 2: Program Structure for the Master of Public Administration program.....	47
6.7.1.2	Program Structure for the Executive Master of Public Administration (English/Arabic) program .....	48
	Table 3: Program Structure for the Executive Master of Public Administration (English/Arabic) program: .....	48
6.7.1.3	Program Structure for the Master in innovation Management program .....	49
	Table 4: Program Structure for the Master in innovation Management program.....	49
6.7.1.4	Program Structure for Master in Public Policy program.....	50
	Table 5: Program Structure for Master in Public Policy (including concentrations) program(s).....	50
6.7.2	Module Code.....	51
6.7.3	Program and Module Credits.....	51
	Table 6: CATS Credits (Notional Hours of Study) .....	52
6.7.4	Module Descriptions and Module Handbooks .....	52

6.7.5	Module Prerequisites and Co-requisites.....	52
6.7.6	Module Offerings and the Academic Timetable .....	53
6.7.7	Learning and Teaching Methods.....	53
6.7.7.1	Module Workload Expectations.....	54
6.7.7.2	Interactive Lectures.....	54
6.7.7.3	Guest Lectures.....	54
6.7.7.4	Student Led Seminars .....	55
6.7.7.5	Directed Independent Learning (DIL).....	55
6.7.7.6	Self-Access Study.....	55
6.7.7.7	Brief Guide to Web-based Module Material - Blackboard .....	56
6.7.8	Student Publications .....	56
6.8	MBRSG Graduate Programs .....	57
6.8.1	Master of Public Administration (MPA) .....	57
6.8.1.1	**Postgraduate Diploma in Public Administration (PgD) .....	57
6.8.2	Executive Master of Public Administration (Arabic) .....	57
6.8.2.1	Postgraduate Diploma in Public Administration (PgD) – (Arabic) – <i>Exit Award Only</i> .....	58
6.8.3	Executive Master of Public Administration (English) – ( <i>Not Offered in 2023/2024</i> ) .....	59
6.8.3.1	Postgraduate Diploma in Public Administration (PgD) – (Arabic) – <i>Exit Award Only</i> .....	60
6.8.4	Master in innovation Management .....	60
6.8.4.1	Postgraduate Diploma in Innovation Management – <i>Exit Award Only</i> .....	61
6.8.5	Master in Public Policy .....	62
6.8.5.1	Master in Public Policy Award Requirements .....	62
6.8.6	Postgraduate Diploma in Public Policy – <i>Exit Award Only</i> .....	62
6.8.6.1	Postgraduate Diploma in Public Policy – <i>Exit Award Requirements</i> .....	63
6.9	Dissertation .....	63
6.10	Minimum and Maximum Completion Times .....	63
6.11	Attendance.....	64
6.12	Assessment .....	64
6.12.1	Grading Scheme .....	64
6.12.2	MBRSG Grading Scale(s).....	65
	Figure 4: MBRSG Grading Scale.....	65
6.12.3	Assessment and Grading Principles .....	66
6.12.4	Tests and Examination .....	67



6.12.5	Late Submission of Coursework .....	67
6.12.6	Grade Point Average .....	67
6.12.6.1	Calculating Overall Average Grade .....	68
6.13	Exam Board .....	68
6.14	Progression Board .....	68
6.15	Award Board .....	69
6.16	Academic Advising .....	69
6.17	Academic Progress .....	71
6.17.1	Progression and Academic Standing .....	71
6.17.1.1	Maintaining Good Academic Standing .....	71
6.17.2	Academic Probation .....	72
6.17.3	Unsatisfactory Progress .....	72
6.17.4	Academic Dismissal .....	72
6.17.4.1	Appeal of Academic Dismissal .....	73
6.17.5	Readmission to the School after Dismissal .....	73
6.18	Student Appeals and Academic Grievances .....	73
6.18.1	Student Responsibility to maintain documentary evidence .....	74
6.19	Graduation .....	75
6.19.1	Graduation Requirements .....	75
6.19.2	Conferral of Awards .....	75
6.19.2.1	Conferral of a Master Degree Award .....	75
6.19.2.2	Conferral of a Postgraduate Diploma Award – <i>Exit Award Only</i> .....	75
6.19.3	Application for Graduation .....	75
6.19.4	Graduation Ceremony .....	76
6.19.4.1	Name on Testamur .....	76
6.19.4.2	Attestation of Testamurs and Transcripts .....	76
6.20	Student Conduct and Academic Integrity .....	77
6.20.1	Academic Violations .....	77
6.20.2	Penalties .....	78
6.20.3	TurnItIn - Plagiarism and Collusion .....	78
6.20.4	Negligent Plagiarism .....	79
6.20.5	Communicating with Faculty and Staff .....	79
7.0	Student Administrative Support Services .....	80

7.1	Library .....	80
7.1.1	Borrowing Rules .....	80
7.1.2	General Rules .....	80
7.2	IT Department .....	81
7.2.1	IT Support.....	81
7.2.2	Student e-mail and Black Board Account.....	81
7.3	MBRSG Campus: Facilities and Community Resources .....	82
	Table 7: MBRSG Campus Facilities .....	82
7.3.1	Main Auditorium .....	83
7.3.2	Breakout and Multipurpose Rooms.....	83
7.3.3	Conference Room .....	83
7.3.4	Majlis.....	84
7.3.5	Prayer Rooms .....	84
7.3.6	Student Hub - Library .....	84
7.3.7	Lecture Rooms .....	84
7.4	Dining and Social Activities .....	84
8.0	Academic Affairs and Administration .....	85
8.1	Dean, Director of Academic Affairs and Faculty .....	85
8.1.1	Dean of Academic Affairs.....	85
8.1.2	Director of Academic Affairs .....	85
8.1.3	Faculty Members .....	85
8.1.4	Adjunct Faculty Members** .....	86
8.2	Administration & Library Staff for the Department of Academic Affairs (7th Floor) .....	86
9.0	Health and Safety.....	87
10.0	Tuition, Fees and Other Program Costs .....	88
10.1	Program Fees 2023/2024 Academic Year .....	88
	Table 8: Fees Payable per Academic Program.....	88
	Table 9: Finance Department Contact Details.....	88
10.2	Grants towards Payment of Tuition Fees – EMPA, MPA, MIM and MPP Students.....	89
10.2.1	Grants Applicable for 2023/2024 – New Students Only – all Programs.....	89
10.2.2	Grants Towards Payment of Tuition Fees – Continuing Students Admitted Prior to or Including Fall Semester 2022. ....	89
10.3	Scholarships .....	90
10.3.1	Scholarship Application Date Deadlines 2023/2024 Academic Year .....	90

10.4	Program Tuition Fees Payable Per Semester for Each Module based on Grant Entitlement.....	91
	Table 10: Master Program Fees: Module and Dissertation per Semester 2023-2024 – Full Fee-Paying Student .....	91
	Table 11: Program Fees Payable 2023/2024 Academic Year – Fall 2023 – NEW Students .....	92
10.4.1	Enrolment in a Third (3 <sup>rd</sup> ) and Subsequent Semesters of the Dissertation Module – Tuition Fees Payable.....	93
10.5	Tuition Fee Payment: Installment Options .....	93
	Table 12: MBRSG Tuition Fees Payment Installment Plan.....	94
10.6	Tuition Fees: Payment Options .....	94
10.6.1	Methods of Payment .....	94
10.6.2	Cash.....	94
10.6.3	Cheque Payments .....	95
10.6.4	Bank Transfer .....	95
	Table 13: MBRSG Bank Account Details for Fee Payment via Bank Transfer .....	95
10.6.5	Credit Card .....	95
10.7	Payment Options: Sponsored Students .....	95
10.8	Withdrawal and Refund of Tuition Fees .....	96
	Table 14: MBRSG Refund Details based on Week of Semester in which the Student Withdraws from their Program or Module(s) of Study.....	96
10.9	Financial Hardship – Financial Aid and Deferment of Payment of Tuition Fees.....	96
10.9.1	Financial Aid .....	96
10.9.2	Deferment of Payment of Tuition Fees.....	96
10.10	Consequences of Failing to Pay Tuition Fees and Charges .....	97
10.11	Request of Official Letters or Replacement Documents.....	97
	Table 15: Fees Payable for Request of Official Letters or Replacement Documents .....	97
11.0	MBRSG Directory.....	99
12.0	Campus Location Map.....	100
13.0	Parking.....	101



## Welcome Message from the Executive President

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. Our role at MBRSG is 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.

The School works in close partnership with UAE government departments, combining applied research, training and education programs, and provides a platform for knowledge exchange. Strategic collaborations 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.

MBRSG developed tailored future programs supported with online technology which reflects its continuous efforts to keep up with Dubai's transformation into a city of the future and to be armored with agile tools when dealing with exceptional global instances that require fundamental change in teaching and learning methodologies.

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

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

## Message from the Dean

### Welcome to the Mohamed Bin Rashid School of Government

It is with great pleasure that I welcome all students to the Mohammed Bin Rashid School of Government (MBR School of Government). Since 2005, graduate study has been an integral part of MBR School of Government. The School an engaging academic environment and a positive student experience which enables our students to develop and fulfill their learning potential. MBR School of Government is in a unique position, given its close ties with government, to support the vision of the UAE and its leaders. We are committed to the success of our students. We attest that the critical analysis and research skills developed and enhanced during graduate study are critical for career success within various professional contexts in both the public and private sector. 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.

As the world learned from the COVID-19 crisis and other geopolitical challenges, it has become very apparent that our interdependence and interconnectedness requires all sectors of society to coalesce around the need to find solutions to the complex challenges we are facing. The past few years have been a test of the agility and resilience of many governments. This is time for strong citizen- centric leadership which serves and protects while creating public value. and we take pride in foresight and responsiveness the leaders of the UAE have demonstrated. 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 address immediate and long term needs.

The MBR School of Government has returned completely to face to face teaching and assessments for this academic year 2023/2024. The health and wellbeing of students, faculty and staff remain a high priority. Admittedly, the period during the lockdown was challenging but our community has emerged stronger and more excited for the future of the education sector in the UAE and the world.

Success in graduate study at MBR School of Government requires students to be passionate about and committed to their program of study. Students must be responsible and proactive throughout their studies. With the assistance of an Academic Advisor and experienced and qualified faculty, a pathway to success is available for students. The start of your journey as a graduate student may seem daunting, but rest assured that you will be provided with and have access to the people, support, and resources to help you succeed and enjoy your graduate study experience.

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

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

**Professor Raed Awamleh**  
**Dean**  
**Mohammed Bin Rashid School of Government**

## Message from the Director of Academic Affairs

We are delighted to welcome you the Mohammed Bin Rashid School of Government and excited by the return to on campus learning. Over past few years, we have all made significant sacrifices for the greater good of society as we have battled the coronavirus. In October 2021 Dubai opened the “Greatest Show on Earth” the Dubai EXPO 2020, and has since welcomed millions of visitors from all over the world. This ebb and flow of life has built resilience and gratitude in many of us. This academic year brings us renewed pride and hope in our nation and in the mission of the Mohammed Bin Rashid School of Government, which is to advance knowledge and empower government leaders and policy makers through graduate level education, executive training, research and advisory to come up with innovative solutions to the most pressing issues of our time. We instill in our students a growth mindset that will make them proactive advocates for good governance and high performance in all sectors.

The 2022-2023 academic year still holds many uncertainties for the world, but the past two years has taught us preparedness and readiness for change. The UAE has demonstrated that the world-class infrastructure, robust economy, and resilience in the face of challenges give us the ability to continue to achieve our strategic goals and aspirations for progress and prosperity. As such, the school has invested in the resources to provide you with continuous support for your academic journey. We will continue to follow the safety protocols from the Ministry of Education to ensure the well-being of all stakeholders. Our faculty and staff provide a student-centred learning experience and we continually strive to provide you with an environment that allows you to achieve your goals. Despite the complexities with which we continue to live, we are excited to have you back on campus for face to face learning and engagement with your cohort, in a safe and inclusive environment.

Paramount to the academic achievement and excellence at Mohammed Bin Rashid School of Government, is our commitment to the scholarship of teaching and learning. Our fully accredited Future Government Programs adhere to the highest global academic standards and equip leaders that are shaping the future of the UAE with the required skills and knowledge to efficiently and ethically undertake their roles.

We are happy you chose the Mohammed Bin Rashid School of Government to advance your personal and academic goals and we pledge to do our best to ensure that you succeed. Best wishes on your academic journey with us.

**Dr. Arthur Seakhoa-King**  
**Director of Academic Affairs**  
**Mohammed Bin Rashid School of Government**

## Academic Calendar 2023-2024 – Fall Semester 2023

### MBRSG Graduate Programmes\*

SEMESTER 1 – FALL 2023		
JULY 2023	Monday 2 <sup>nd</sup> - Monday 31 <sup>st</sup>	Admission and Registration Period
	Wednesday 19 <sup>th</sup>	Al Hijra – Islamic New Year Holiday***
AUGUST 2023	Monday 1 <sup>st</sup> to Friday 18 <sup>th</sup>	Admission and Registration Period continues.
	Saturday 19 <sup>th</sup>	<b>Orientation for New Students:</b> MIM, MPP, MPA & EMPA(Arabic): 8:30am – 12:30pm and 2pm - 5pm.
	Monday 21 <sup>st</sup>	<b>Dissertation Induction Workshop</b> – MPA, MIM and MPP students 4pm-6:30pm
	Friday 25 <sup>th</sup> , Saturday 26 <sup>th</sup> – Sunday 27 <sup>th</sup>	<b>Fall Semester Commences:</b> EMPA (1501, 1504A & 1505B) and MIM 714 and MPP704 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm-5:30pm
	Monday 28 <sup>th</sup>	<b>Fall Semester Commences for MPA, MPP students.</b> Weekday class timings are from 4:30pm to 8:00pm as per Academic Timetable
SEPTEMBER 2022	Friday 1 <sup>st</sup> , Saturday 2 <sup>nd</sup> and Sunday 3 <sup>rd</sup>	<b>Fall Semester Commences:</b> EMPA (1502, 1504B, 1505A), MIM715 MPP702 and MPA505 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Monday 11 <sup>th</sup>	Last Day to Add/Drop Modules for All Programs (NO financial penalty)
	Friday 15 <sup>th</sup> , Saturday 16 <sup>th</sup> – Sunday 17 <sup>th</sup>	<b>Fall Semester Commences:</b> EMPA (1503, 1507 & 1508) and MIM 716 and MPP711 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Friday 15 <sup>th</sup> , Saturday 16 <sup>th</sup> – Sunday 17 <sup>th</sup>	<b>Foundation Course in Research Methods for Public Policy (ASM001):</b> (Compulsory for all NEW MIM, MPP and MPA students). <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Monday 18 <sup>th</sup> – Friday 22 <sup>nd</sup>	Program (Enrolment) Review Week (Survey) - New Students
	Wednesday 27 <sup>th</sup>	***Prophet Mohammad's Birthday (No longer a Public Holiday)
OCTOBER 2023	Friday 13 <sup>th</sup> and Saturday 14 <sup>th</sup>	<b>Fall Semester Continues:</b> EMPA (1501, 1504A & 1505B) and MIM 714 and MPP704 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday 8:30am-12:30pm and 1:30pm-5:30pm
	Sunday 15 <sup>th</sup>	<b>Fall Semester Continues:</b> EMPA (1503, 1507 & 1508) and MIM 716 and MPP711 students. <b>Timings:</b> Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Monday 16 <sup>th</sup>	Deadline to withdraw from a Module without a Grade Penalty (4:30pm). MPA, MIM, MPP and EMPA students.
	Sunday 22 <sup>nd</sup> – Saturday 28 <sup>th</sup>	<b>International Field Trip(s): Places, Dates and Times To Be Confirmed</b>
	Monday 30 <sup>th</sup>	<b>PBL 3 Hour Workshops for MPA and MPP classes</b> (as per academic timetable 4:30pm – 7:30pm each day).
NOVEMBER 2023	Friday 10 <sup>th</sup> , Saturday 11 <sup>th</sup> and Sunday 12 <sup>th</sup>	<b>Fall Semester Continues:</b> EMPA (1502, 1504B, 1505A), MIM715 MPP702 and MPA505 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Monday 20 <sup>st</sup> – Sunday 26 <sup>th</sup>	Module Evaluation Surveys - (Student Surveys).
	Friday 24 <sup>th</sup> and Saturday 25 <sup>th</sup>	<b>Fall Semester Continues:</b> EMPA (1503, 1507 & 1508) and MIM 716 and MPP711 students. <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday 8:30am-12:30pm and 1:30pm – 5:30pm..

	Sunday 26 <sup>th</sup>	<b>Fall Semester Continues: EMPA (1501, 1504A &amp; 1505B) and MIM 714 and MPP704 students. Timings:</b> Sunday 8:30am-12:30pm and 1:30pm – 5:30pm..
	Thursday 23 <sup>rd</sup>	Last day of Classes for MPA and MPP Programs ∞
	Monday 27 <sup>th</sup> – Thursday 30 <sup>th</sup>	Independent Study Week ( <i>All Programs</i> )
	Thursday 30 <sup>th</sup>	Commemoration (Martyr's) Day
DECEMBER 2023	Friday 1 <sup>st</sup> – Saturday 2 <sup>nd</sup>	UAE National Day Holiday(s)
	Friday 1 <sup>st</sup> – Sunday 3 <sup>rd</sup>	Independent Study Week ( <i>All Programs</i> )
	Monday 4 <sup>th</sup> – Thursday 7 <sup>th</sup>	<b>Final Assessment Period – MPA MIM and MPP Programs</b> (Exams, Projects, Presentations etc.)
	Sunday 10 <sup>th</sup> – Sunday 17 <sup>th</sup>	<b>Final Assessment Period – EMPA Programs</b> (Exams, Projects, Presentations etc.)
	Monday 11 <sup>th</sup> – Friday 15 <sup>th</sup>	Dissertation Viva Voce (Oral Defense Presentations for MPA901, MPP901, MIM901 & EMPA901 Cohorts)
	Thursday 14 <sup>th</sup>	<b>Exam Board, Progression Board and Award Board Meetings - MPA MIM and MPP Programs</b> ( <i>excluding, MPA901, MIM901 and MPP901 students</i> )
	Friday 15 <sup>th</sup>	<b>Declaration of Grades, Progression and Awards Decisions - MPA MIM and MPP Programs</b> ( <i>excluding, MPA901, MIM901 and MPP901 students</i> )
	Monday 18 <sup>th</sup>	Commencement of Semester Break (MPA, MIM and MPP Students).
	Friday 22 <sup>nd</sup> , Saturday 23 <sup>rd</sup> and Sunday 24 <sup>th</sup>	<b>Foundation Course in Research Methods for Public Policy (ASM001):</b> (Compulsory for EMPA (Arabic) students entering EMPA901 Dissertation in Spring 2024 semester). Timings <i>Friday 16<sup>th</sup>, Saturday 17<sup>th</sup> and Sunday 18<sup>th</sup> December</i> from 8:30am-12:30pm and 2pm-5:30pm each day.
	Monday 25 <sup>th</sup>	Commencement of Semester Break (EMPA Students).
JANUARY 2024	Monday 1 <sup>st</sup>	Gregorian Calendar New Year's Holiday
	Thursday 4 <sup>th</sup> January	Exam Board, Progression Board and Award Board Meetings for EMPA programs ( <i>Excluding EMPA901 students</i> ).
	Friday 5 <sup>th</sup> January	Declaration of Grades, Progression and Awards Decisions for EMPA students. ( <i>Excluding EMPA901 students</i> ).
	Sunday 14 <sup>th</sup> - Sunday 21 <sup>st</sup>	RESIT/DEFERRAL Examination & Coursework Submission Period ( <i>MPA, MIM, MPP &amp; EMPA students</i> ).
	Thursday 25 <sup>th</sup>	Exam Board, Progression Board and Award Board Meetings (Resits and Dissertations) ( <i>MPA, MIM, MPP and EMPA students</i> ).
	Friday 26 <sup>th</sup>	Declaration of Reassessment Grades, Progression & Award Decisions (Resits and Dissertations) ( <i>MPA, MIM, MPP and EMPA students</i> )
		<b>Fall Semester 2023 closed.</b>
Independent Study Week	***	<i>Islamic Holidays are subject to confirmation</i>
	∞	<i>Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.</i>
		<i>Students undertake directed independent learning. No classes.</i>

**\*For students undertaking study in the 2023/2024 Academic Year.**

**Please Note: The Academic Calendar is subject to change, please check the Academic Calendar regularly to keep up to date with any updates that may be made.**



## Academic Calendar 2023-2024 – Spring Semester 2024

### MBRSG Graduate Programmes\*

SEMESTER 2 – SPRING 2024		
JANUARY 2024	Monday 1 <sup>st</sup>	Gregorian Calendar New Year's Holiday
	Tuesday 2 <sup>nd</sup> – Friday 26 <sup>th</sup>	Registration Period (commences) New & Continuing Students
	Saturday 27 <sup>th</sup>	<b>Orientation for New Students:</b> <i>MIM, MPP, MPA &amp; EMPA(Arabic): 8:30am – 12:30pm and 2pm - 5pm.</i>
	Monday 29 <sup>th</sup>	<b>Dissertation Induction Workshop</b> – MPA, MIM and MPP students 4:30pm-6:00pm
	Monday 29 <sup>th</sup> – Wednesday 31 <sup>st</sup>	Registration Period continues
FEBRUARY 2024	Thursday 1 <sup>st</sup>	Registration Period continues
	Friday 2 <sup>nd</sup> , Saturday 3 <sup>rd</sup> & Sunday 4 <sup>th</sup>	<b>Spring Semester Commences: EMPA (1501 and 1504) and MIM 714 and MPP704 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm-5:30pm.
	Monday 5 <sup>th</sup>	<b>Spring Semester Commences:</b> MPA, MPP students. Weekday class timings are from 4:30pm to 8:00pm as per Academic Timetable
	Thursday 8 <sup>th</sup>	Isra Wal Meraj ( <i>No longer a public holiday</i> )
	Friday 16 <sup>th</sup> , Saturday 17 <sup>th</sup> & Sunday 18 <sup>th</sup>	<b>Spring Semester Commences: EMPA (1502 and 1505) and MIM 715, MPA505 &amp; MPP702 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm-5:30pm.
	Monday 19 <sup>th</sup>	Last Day to Add/Drop Modules for All Programs (NO financial penalty)
	Friday 23 <sup>rd</sup> , Saturday 24 <sup>th</sup> & Sunday 25 <sup>th</sup>	<b>Spring Semester Commences: EMPA (1503, 1507 &amp; 1508) and MPP711 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm-5:30pm.
	Friday 23 <sup>rd</sup> , Saturday 24 <sup>th</sup> & Sunday 25 <sup>th</sup>	<b>Spring Semester Commences: Foundation Course in Research Methods for Public Policy (ASM001):</b> (Compulsory for all NEW MPA students). <b>Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Monday 26 <sup>th</sup> to Thursday 29 <sup>th</sup>	Program (Enrolment) Review Week (Survey) - New Students
	MARCH 2024	Friday 1 <sup>st</sup> to Sunday 3 <sup>rd</sup>
Sunday 3 <sup>rd</sup> – Saturday 10 <sup>th</sup>		<b>International Field Trip(s) - Details to be Confirmed.</b>
Monday 11 <sup>nd</sup>		Holy Month of Ramadan expected to commence
Monday 11 <sup>th</sup>		Independent Study Week ( <i>All Programs</i> )
Monday 18 <sup>th</sup>		Ramadan Timings for MPA, MPP students. Weekday class timings are from 3:00pm to 5:30pm as per the Academic Timetable
Sunday 24 <sup>th</sup>		Deadline to withdraw from a Module without a Grade Penalty (4:30pm). MPA, MIM, MPP and EMPA students.
APRIL 2024	Wednesday 10 <sup>th</sup> – Sunday 14 <sup>th</sup>	Eid Al Fitr Holidays***
	Monday 15 <sup>th</sup> – Thursday 18 <sup>th</sup>	Independent Study Week ( <i>All Programs</i> )
	Friday 19 <sup>th</sup> and Saturday 20 <sup>th</sup>	<b>Spring Semester Continues: EMPA (1501 and 1504) and MIM 714 and MPP704 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday 8:30am-12:30pm and 1:30pm-5:30pm.
	Sunday 21 <sup>st</sup>	<b>Spring Semester Continues: EMPA (1503, 1507 &amp; 1508) and MPP711 students. Timings:</b> Sunday 8:30am-12:30pm and 1:30pm-5:30pm.

MAY 2024	Friday 17 <sup>th</sup> , Saturday 18 <sup>th</sup> & Sunday 19 <sup>th</sup>	<b>Spring Semester Continues: EMPA (1502 and 1505) and MIM 715, MPA505 &amp; MPP702 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday and Sunday 8:30am-12:30pm and 1:30pm-5:30pm.
	Monday 20 <sup>th</sup> – Sunday 26 <sup>th</sup>	Module Review Evaluation Survey (ALL Programs) - (Student Survey)
	Thursday 23 <sup>rd</sup>	Last day of Classes for MPA and MPP Programs ∞
	Friday 24 <sup>th</sup> and Saturday 25 <sup>th</sup>	<b>Spring Semester Continues: EMPA (1503, 1507 &amp; 1508) and MPP711 students. Timings:</b> Friday 8:30am-12:30pm and 2:30pm-5pm. <b>Timings:</b> Saturday 8:30am-12:30pm and 1:30pm-5:30pm.
	Sunday 26 <sup>th</sup>	<b>Spring Semester Continues: EMPA (1501 and 1504) and MIM 714 and MPP704 students. Timings:</b> Sunday 8:30am-12:30pm and 1:30pm-5:30pm.
	Monday 27 <sup>th</sup> – Friday 31 <sup>st</sup>	Independent Study Week ( <i>All Programs</i> )
JUNE 2024	Saturday 1 <sup>st</sup>	Independent Study Week ( <i>All Programs</i> ) continued
	Sunday 2 <sup>nd</sup> – Sunday 9 <sup>th</sup>	<b>Final Assessment Period (Exams, Projects, Presentations etc.)</b>
	Monday 10 <sup>th</sup> June	Commencement of Semester Break ( <i>Excluding Dissertation students and ASM001 (EMPA) students</i> )
	Monday 17 <sup>th</sup> – Friday 21 <sup>st</sup>	Eid Al Adha Holidays***
	Monday 24 <sup>th</sup>	Exam Board, Progression Board and Award Board Meetings ( <i>excluding EMPA901, MPA901, MIM901 and MPP901 students</i> )
	Tuesday 25 <sup>th</sup>	Declaration of Grades, Progression and Awards Decisions ( <i>MPA, MIM, MPP and EMPA students - (excluding EMPA901, MPA901, MIM901 and MPP901 students)</i> )
	Tuesday 25 <sup>th</sup> – Thursday 27 <sup>th</sup>	Dissertation Viva Voce (Oral Defense Presentations for MPA901, MPP901, MIM901 & EMPA901 Cohorts)
	Friday 28 <sup>th</sup> , Saturday 29 and Sunday 30 <sup>th</sup>	<b>Foundation Course in Research Methods for Public Policy (ASM001):</b> (Compulsory for EMPA (Arabic) students entering EMPA901 Dissertation in Fall 2023 semester). Timings 8:30am-12:30pm and 2:30pm-5pm on Friday and 8:30am-12:30pm and 1:30pm-5:30pm on Saturday and Sunday.
JULY 2024	Monday 10 <sup>th</sup> – 28 <sup>th</sup>	Dissertation Viva Voce (Oral Defense Presentations for MPA901, MPP901, MIM901 & EMPA901 Cohorts)
	Sunday 7 <sup>th</sup> to Sunday 14 <sup>th</sup>	RESIT/DEFERRAL Examination & Coursework Submission Period ( <i>MPA, MIM, MPP &amp; EMPA students</i> ).
	Thursday 18 <sup>th</sup>	Exam Board, Progression Board and Award Board Meetings ( <i>RESITS and DISSERTATION Students</i> )
	Friday 19 <sup>th</sup>	Declaration of RESIT & DISSERTATION Grades, Progression and Awards Decisions ( <i>MPA, MIM, MPP and EMPA students</i> )
Independent Study Week	**	<i>Islamic Holidays are subject to confirmation</i>
	∞	<i>Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.</i>
		<i>Period when formal classes cease. Students undertake directed independent learning</i>

**\*For students undertaking study in the 2023/2024 Academic Year.**

**Please Note:** The Academic Calendar is subject to change, please check the Academic Calendar regularly to keep up to date with any updates that may be made

## 1.0 Introduction

The Mohammed Bin Rashid School of Government (MBRSG) Graduate Student Handbook provides general information and guidance to help you make the most of the opportunities on offer at MBRSG. It explains the School's codes, regulations, policies and procedures.

Each semester students studying in a graduate program at MBRSG will receive a digital copy of the MBRSG Graduate Student Handbook. Students should refer to the latest edition of the Graduate Student Handbook, which is also available on the MBRSG virtual learning environment (Blackboard). In this Handbook, you will find useful information including important contact details and web links, which you may need to refer to during your studies.

### 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 700 students have or are currently undertaken a graduate program of study with the MBRSG and over 550 students have graduated. Our Graduates have secured employment and promotion across various government departments and in the private sector.

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 in innovation Management
- Master in Public 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

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

## 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.

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 and empower future leaders and prepare 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.

### 1.2.1 MBRSG Vision

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

*“The leaders of tomorrow are our focus and the foundation of the future. Our duty is to advance their skills and knowledge to continually enhance the quality of public administration”.*

**His Highness Sheikh Mohammed bin Rashid Al Maktoum**

### 1.2.2 MBRSG Mission

The School **Mission**:

*“To build a sustainable future through wise leadership & impactful public administration.”*

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

*“Integrity, Teamwork, Professionalism, Performance Excellence, Innovation and Successful Partnership.”*

### 1.2.3 MBRSG Strategic Objectives

MBRSG has developed the following Strategic Objectives to guide the way we work. (see Figure 1 “MBRSG Strategic Objectives” on the following page).

**Figure 1: MBRSG Strategic Objectives**



### 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 are innovate, collaborate, empower and excel which underpin all staff interactions with our key stakeholders. (see Figure 2 below).

**Figure 2: MBRSG Values**

Innovate	Collaborate	Empower	Excel
We embrace and engage with new technology to creating new values, and explore channels for executing new techniques, approaches, and styles in learning and knowledge dissemination.	We look for opportunities to share and exchange knowledge and seek continuous learning with strategic partners. We target collective goals and recognize potential for impactful collaboration with both internal and external stakeholders.	We believe in the capabilities and talents of employees, and delegate responsibilities to develop their potential. We set clear expectations and get everyone involved in the communication to deliver the best services to students, clients and government leaders. We provide the required resources to support the school's mission, and we appreciate to celebrate achievements and recognize our best efforts.	We set best practices and excel in achievements. We care about research quality, leadership development, and a positive student experience. We strive for internationalization through our strong and sustainable partnership, with our partners we look for joint projects, adaptability, innovation and vigilance to achieve success.

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. 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.

MBRSG Community Engagement and Employer Engagement activities are supported by the work of the External Advisory Board. Our internal departments within MBRSG contribute significantly to the development and implementation of such initiatives, 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, Ministry of Interior, 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, Microsoft, Google 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 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 2023/2024, it is anticipated that, students will have the opportunity to attend an international field trip to Geneva (which has a focus on global governance).

### 1.3.5 Dissertation Presentations

Dissertations are an integral part of all our Master programs. Our unique programs, along with the fact that many 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.

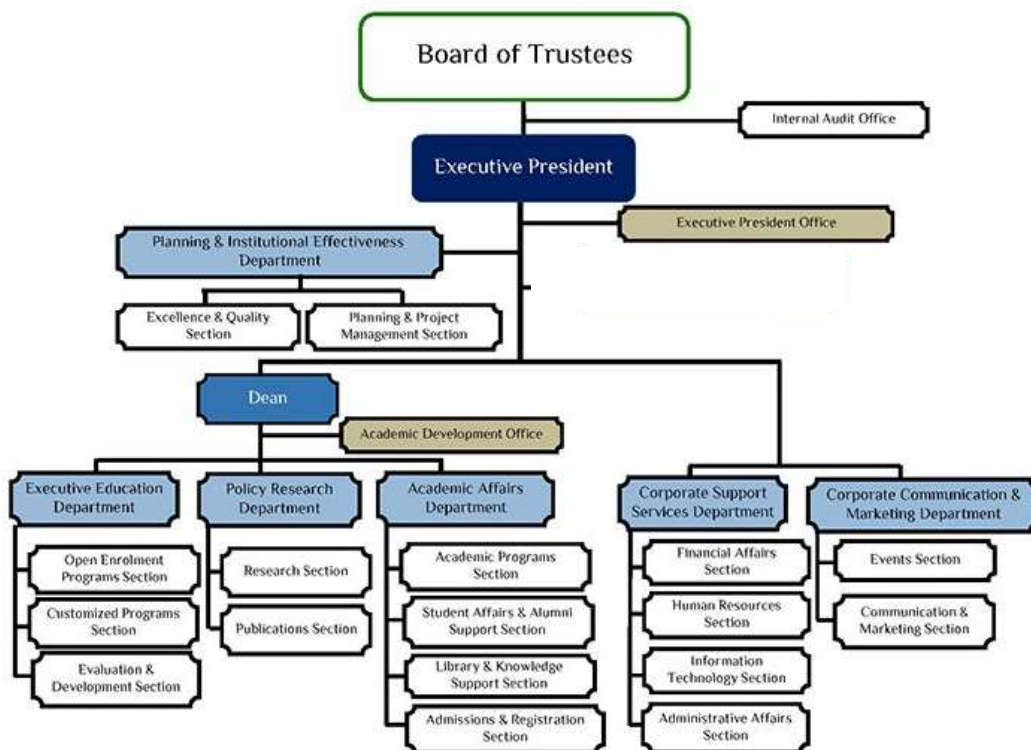
## 1.4 MBRSG Accreditation and Licensure Statement

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

## 2.0 MBRSG Organisational Chart

MBRSG is structured as per the Organisational Chart provided below:

Figure 3: MBRSG Organisational Chart



### 3.0 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.

MBRSG 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. A location map is provided at Section 12 on page 100 of this Handbook. Campus Facilities and Community Resources available at MBRSG are detailed in the Section 7.3 on page 82 of this Handbook.

## 4.0 Student Experience

MBRSG (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 endeavor to provide an excellent and holistic student study experience. The student experience is governed in accordance with a comprehensive set of policies and procedures. These are available to all students, to ensure transparency and consistency in the decision-making processes within the School.

The Department of 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 Orientation session together with optional series of educational enrichment workshops and the mandatory (not for credit) Foundation Course for Research Methods in Public Policy (ASM001) – which all students will complete - have been developed to enable students to successfully transition 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 New Student Enrolment Survey, Module Evaluation 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, the Registrar, the Manager Student Affairs, the Library and Knowledge Support Officer, their Academic Advisor, their Module Leader, their Program Leader, the Director of Academic Affairs and the Dean.

As a School focused on graduate level education, MBRSG realises that many of our students are likely to be working professionals endeavouring to balance work, study and family commitments. To this end, MBRSG provides like-minded students with 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 Student Affairs (Ms. Hayathem Shukri at [hayathem.shukri@mbrsg.ac.ae](mailto:hayathem.shukri@mbrsg.ac.ae) ).

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.

## 5.0 Student Affairs and Alumni

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

The Manager of Student Affairs helps 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 also provides 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 Program and be evaluated in the New Student Enrolment Survey.

Once a student has graduated from MBRSG, they are considered our Ambassadors to build and promote the reputation and graduate programs of MBRSG. The Student Affairs and Alumni Support Section is responsible for leveraging and developing our Alumni Association to provide services including seminars, conferences and professional support activities to facilitate networking and career development opportunities.

### 5.1 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 the Director of Academic Affairs.

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



## 5.2 Student Associations

MBRSG students may, through a letter addressed to the Manager of Student Affairs, 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.

## 5.3 Alumni Association

MBRSG graduates can 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 (possibly) at alumni gatherings held around the Arab world.

## 5.4 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 who will arrange a career counselling session appointment.

## 5.5 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 who will arrange an appointment.

## 6.0 Academic Procedures and Regulations

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

### 6.1 Information on Graduate Programs of Study available at MBRSG

MBRSG currently offers a variety of study opportunities at the Masters Level. Most of our Master Degree programs have an Exit Award that being a Postgraduate Diploma (excluding the Master of Public Administration), which may be awarded should a student wish to exit their Master Degree prior to commencing their Dissertation (subject to meeting grade point average and other award completion requirements). Further details on all MBRSG programs are included in the Graduate Programs and Graduate Program Structure sections of this Handbook. Students should also consult the Graduate Academic Catalog 2023/2024, the Academic Program information available on the website at: <http://www.mbrsg.ae/home/programs.aspx>, or speak to the relevant Program Coordinator.

### 6.2 Information on Admission to Graduate Studies at MBRSG

Admission to a graduate program of study at MBRSG is through the Admissions and Registration Section. Applicants should address all enquiries to:

Mohammed Bin Rashid School of Government  
Admissions and Registration Section  
Convention Tower, Level 7  
P.O. Box 72229  
Dubai, United Arab Emirates  
Tel: +971-4-329-3290 /+ 971-4-317-5548/ +971-4-317-5645  
Fax: +971-4-329-3291  
[E-mail: admissions@mbrsg.ac.ae](mailto:admissions@mbrsg.ac.ae)

The Admissions and Registration Section is responsible for receiving inquiries and admitting students to MBRSG programs. Other tasks of this Section 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 Admissions and Registration Section is the only section with authority to admit students to a graduate program of study at MBRSG.

### 6.3 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 Academic Program link from the MBRSG website.
- Provision of attested official university and college degrees and transcripts (back and front), 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 3.00 (on a 4.0 Scale) for full admission or 2.50 (on a 4.0 Scale) for Conditional Admission.
- 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 a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
  - 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 (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more).

- For a Master Program taught in Arabic: A candidate must satisfy the Arabic language proficiency requirement as follows:
  - Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for a (i) Minimum score of 1250 for the Arabic language portion of the EmSAT examination.
- 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 Admissions and Registration Section, or if circumstances require, the Director of Academic Affairs, will determine if the applicant meets the School requirements for graduate admission. A member of the Admissions and Registration Section 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.

## 6.4 Applications for Admission Timeframes and Deadlines

Applicants should submit the required documents and complete the online Application for Admission process by the due date 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>

### 6.4.1 Deadlines for Applications for Admission at MBRSG for the 2023/2024 Academic Year

- **Fall Semester 2023/2024**  
Friday 18<sup>th</sup> August 2023.
- **Spring Semester 2023/2024**  
Friday 26<sup>th</sup> January 2024.

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

International students are advised to contact the Admissions & Registration Section at [admissions@mbrsg.ac.ae](mailto:admissions@mbrsg.ac.ae) to check on any additional requirements.

## 6.4.2 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 Admissions & Registration Section by the following dates:

- **Fall Semester 2023/2024**  
Friday 11<sup>th</sup> August 2023.
- **Spring Semester 2023/2024**  
Friday 19<sup>th</sup> January 2024.

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

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 Admissions and Registration Section at [admissions@mbrsg.ac.ae](mailto:admissions@mbrsg.ac.ae). Admitted international students who need visas for the UAE should submit the visa application form (available upon request from the Admissions and Registration Section) at least two months prior to commencement of classes.

## 6.5 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.

## 6.5.1 Full Admission – EMPA, MPA, MIM & MPP Programs

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.

### 6.5.1.1 General Admission Requirements for Full Admission

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.
2. Provision of attested official university and college degrees and transcripts (back and front), 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 3.00 (on a 4.0 Scale).
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
  - a. 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
  - b. 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 (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more).
5. For a Master Program taught in Arabic: A candidate must satisfy the Arabic language proficiency requirement as follows:
  - a. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for a (i) Minimum score of 1250 for the Arabic language portion of the EmSAT examination.
6. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable)*)
7. Provision of two passport-size photos.
8. Provision of an Emirates ID card (if relevant)
9. Provision of a Family Book (if relevant)
10. Provision of their Curriculum Vitae
11. Provision of a short essay to demonstrate your reasons for wanting to study in the program.



12. Provision of two individual, sealed reference letters.
13. An interview may also be required as part of the admission process.
14. Meet the Work Experience Requirements for each graduate program: Please see Table 1 below.

**Table 1: 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 in Public Policy (including concentrations)	*Minimum of three years of experience
Master in innovation Management	*Minimum of three years of experience
Master in Public Administration	*Minimum of three years of experience
<p>*Applicants for MPP, MIM and MPP programs will be expected to have a minimum of three (3) years' relevant work experience, except for applicants who have a CGPA of 3.5 or above on a 4.0 scale, and who are already working in the public sector or a non-profit organization, who may be accepted with a minimum relevant work experience of eighteen months.</p> <p><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).</p>	

## 6.5.2 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.

### 6.5.2.1 Conditional Admission – English Language Proficiency and Grade Point Average

To be considered for Conditional Admission under the English Language Proficiency and Grade Point Average provisions requires:

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.

2. Provision of attested official university and college degrees and transcripts (back and front), 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 2.5 (on a 4.0 Scale).
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
  - a. 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
5. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable)*)
6. Provision of two passport-size photos.
7. Provision of an Emirates ID card (if relevant)
8. Provision of a Family Book (if relevant)
9. Provision of their Curriculum Vitae
10. Provision of a short essay to demonstrate your reasons for wanting to study in the program.
11. Provision of two individual, sealed reference letters.
12. An interview may also be required as part of the admission process.
13. Confirmation that the relevant work experience requirement has been satisfied as per Table 1 on page 33 above.

### **6.5.3 Conditional Admission for (Executive) Master Degrees taught in the Arabic 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 Arabic Language.

### 6.5.3.1 Conditional Admission – Grade Point Average, English Language Proficiency and Arabic Language Proficiency

To be considered for Conditional Admission under the Grade Point Average, English Language Proficiency and Arabic Language Proficiency provisions requires:

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSB website.
2. Provision of attested official university and college degrees and transcripts (back and front), 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 2.5 (on a 4.0 Scale).
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. 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 (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more) to satisfy the English language proficiency condition.
5. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for a (i) Minimum score of 1250 for the Arabic language portion of the EmSAT examination to satisfy the Arabic language proficiency condition.
6. A minimum of five (5) years of documented professional work experience (gained prior to admission).
7. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable)*)
8. Provision of two passport-size photos.
9. Provision of an Emirates ID card (if relevant)
10. Provision of a Family Book (if relevant)
11. Provision of their Curriculum Vitae
12. Provision of a short essay to demonstrate your reasons for wanting to study in the program.
13. Provision of two individual, sealed reference letters.
14. An interview may also be required as part of the admission process.
15. Confirmation that the relevant work experience requirement has been satisfied as per Table 1 on page 34 above.

## 6.5.4 Conditional Admission Requirements – Additional Requirements (All Graduate Programs)

Students applying for conditional entry admission may also be interviewed by the Program Coordinator of their intended degree program and/or the Director 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 (hard copy or digitally).

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

## 6.5.5 Conditional Admission Requirements – Enrolment Restrictions (All Graduate Programs)

Students admitted on conditional basis to a graduate program of study will normally be limited to studying two (2) Modules (20 CATS credits each) of coursework, thus a total of 40 CATS Credits, in the first semester of study.

In extraordinary circumstances, at the discretion of and upon approval by the Director of Academic Affairs (or nominee appointed by the Dean), a conditionally admitted student may study three (3) Modules (20 CATS credits each) of coursework, thus a total of 60 CATS Credits, in the first semester of study. This is in accordance with provision 6.3.8 of the *Standards 2019*.

### 6.5.5.1 Satisfying Conditional Admission Requirements – Timeframe

The progress of students granted Conditional Admission will be monitored by the Director 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 provisions noted at Sections 6.5.2 or 6.5.3 above must have satisfied the relevant language proficiency condition (as noted in Section 6.5.1.1) and achieve an overall average grade (GPA) of at least “Pass with Merit” to continue into their second semester of study.

Upon achievement of the 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 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 language 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.

### 6.5.6 Orientation Session

The aim of the MBRSG Orientation Session 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 progression through the program.

We propose that induction will answer many of the questions that students may have about what being a postgraduate student at MBRSG. The Orientation Session will be delivered the 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 the Orientation Session

During these sessions, faculty members will guide you through essential knowledge and skills to enhance your progression through the programs. The Orientation Session will answer many of the questions that students may have about what being a postgraduate student at MBRSG.

### 6.5.6.1 Orientation Session Dates 2023/2024 Academic Year

The dates for the Orientation Sessions to be held during the 2023/2024 Academic year are as follows:

- **Fall Semester 2023**
  - Saturday 19<sup>th</sup> August 2023 for students of all graduate programs.
- **Spring Semester 2024**
  - Saturday 27<sup>th</sup> January 2024 for students of all graduate programs.

### 6.5.7 Foundation Course for Research Methods in Public Policy (ASM001)

All students admitted to a graduate program of study 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 or undertaking research at postgraduate level.

### 6.5.8 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).



## 6.6 Enrolment and Module Registration

### 6.6.1 Registrar's Office

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

Students should seek to confirm their enrolment with the Registrar, prior to the start of each academic semester. Students can formally enroll in Module(s) up to and including the end of the add/drop period as noted in the Academic Calendar.

### 6.6.2 Enrolment Deadlines for 2023/2024 Academic Year

The deadlines for enrolment during the 2023/2024 Academic year are as follows:

- **Fall Semester 2023 – Monday 11<sup>th</sup> September 2023.**
- **Spring Semester 2024 – Monday 19<sup>th</sup> February 2024.**

### 6.6.3 Enrolment (Registration) Process

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

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

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

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

The Academic Timetable for the upcoming semester will be published online prior to the commencement of the Enrolment period. It will be accessible and downloadable from the Academic Programs Section of the MBRSG website.

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

New students are reminded that all original documents required for finalizing their admission, particularly those indicated in the Offer Letter are submitted to the Admissions and Registration Section before enrolment can commence. Registration on behalf of another student or in proxy is not permitted.

#### **6.6.4 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.

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.

#### **6.6.5 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 Director 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. This is determined at the Progression Board each Semester.

#### **6.6.6 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.

## 6.6.7 Conditionally Admitted Students

Students admitted on a conditional basis are normally limited to enrolment in two (2) Modules (40 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.

### 6.6.7.1 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., 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).

## 6.6.8 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 normally 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.

### 6.6.9 Orientation Session

Each new student admitted to a graduate program of study at MBRSG should attend the Orientation Session which is offered prior to the commencement of each academic semester. The Schedule for 2023/2024 is provided at Section 6.5.6 of the Handbook.

### 6.6.10 Add and Drop Module(s)

Students can withdraw or enroll in (approved) modules before the published last date to add and drop, as set by the Board of Studies. The Add/Drop provisions are in accordance with the Enrolment Policy (P-REG-110) and are noted in the Academic Calendar 2023/2024 available in this Handbook, on the MBRSG website 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.

#### 6.6.10.1 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 add/drop period and 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).

## 6.6.11 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's Office 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 10.8, Table 14, p.96 of this Handbook, which summarizing the MBRSG refund policy upon withdrawal from a module(s) or program of study.

## 6.6.12 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). Such approvals may be granted from the Registrar's Office upon confirmation from the Director of Academic Affairs.

### 6.6.12.1 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's Office.

The Director of Academic Affairs will determine whether such requests are granted or not. Reactivation of the student's record is automatic; however, students must submit a request in writing (hard copy or via e-mail) to the Registrar's Office 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 the reactivation of their re-enrolment approved by the Director of Academic Affairs.

### 6.6.12.2 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.

### 6.6.12.3 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 Director of Academic Affairs for a determination as to whether readmission will be allowed as per the Graduate Re-Admissions Criteria Policy (P-REG-102).

### 6.6.13 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.



## 6.6.14 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 regarding Academic Advising is available in the Student Advisement Policy (P-SA-103).

## 6.6.15 Student Identification Card

Following admission and registration (after the completion of the Add/Drop period), each student will be issued an MBRSG Student ID card for presentation at specified MBRSG events. Students are required to present the Student ID card at Examinations. Failure to present Student ID card may result in the student not being able to attend an Examination. The Student ID Card will also be required to borrow hard copy resources from the Library.

## 6.6.16 Student Records

All hard-copy student records will be stored in a secure, fireproof cabinet in the Department of Academic Affairs. Student (digital) academic records will be stored using a computer-based student information system (Quercus). This system also provides an automatic (cloud-based) backup function to avoid any data loss or damage.

## 6.6.17 Student Records from Other Institutions

MBRSG has the right to request and maintain any relevant student documentation as detailed by the Ministry of Education. The Manager of Admissions and Program Relations, the Registrar, the Manager of Student Affairs and the Director of Academic Affairs are responsible for the security, privacy and control of such documents in accordance with the Student Records Policy (P-REG-111).

## 6.6.18 Student Academic Records

All permanent student records (grades) are maintained by the Registrar's Office. These records are the official results of student achievements in registered programs which have been confirmed by the MBRSG Examination Board.

Students can request unofficial (not validated) copies of their transcripts. The Registrar has the authority to print official transcripts which are annotated with the School's seal. Students should submit an official Transcript Request Form requesting issuance of his/her transcript together with the appropriate fee.

### 6.6.18.1 Management and Updating of Student Records

The Registrar's Office, the Manager of Student Affairs and the Director of Academic Affairs are the only staff authorized to update student academic records including personal contact details. Students may change any of their contact details at any time using the online Student Portal available at:

<https://eu-quercus.elluciancloud.com/app/mbrsg/f?p=1202:LOGIN:.....>

### 6.6.18.2 Administrative Hold

Failure to return or pay for lost textbooks borrowed from the library; or failure to submit required documents for your student file will result in an Administrative hold being placed on a student's records. Until the hold is cleared a student will not be permitted to register for modules, receive grades or receive their degree. All holds must be cleared before graduation can occur.

### 6.6.18.3 Student Access to Records

Students have the right to review their personal information, academic and educational records, and to update or change their personal data and contact details at any time using the online Student Portal available at:

<https://eu-quercus.elluciancloud.com/app/mbrsg/f?p=1202:LOGIN:.....>

### 6.6.18.4 Confidentiality and information release of Student Documents

MBRSG takes all reasonable care to protect the privacy and confidentiality of students' documents, academic records, and contact details. No information will be exposed to any third party unless the student authorizes the School to do so or is required per UAE legislation or regulatory requirements (e.g., Ministry of Education via the Commission for Academic Accreditation).

## 6.7 Academic Program Structure

Students admitted to a graduate program of study at MBRSG follow a prescribed program structure which specifies the Modules they will study each semester; as they progress throughout their degree program. This structure is determined by a student's program of study, their admission status (full or conditional), their mode of study (Full-time (3 modules per semester) or Part-Time (1 or 2 module(s) per semester) and student progression (i.e. whether subject to academic probation or not).

The following Tables outline the Program Structures for the Master of Public Administration, Executive Master of Public Administration (English/Arabic), Master in innovation Management and Master in Public Policy (including concentrations) programs.

### 6.7.1 Program Structure for the Master of Public Administration program

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

**Table 2: Program Structure for the Master of Public Administration program**

Semester	Full Time		Part Time and/or Conditional Admission	
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	Dissertation	60 credits	MPA505	20 credits
			MPA506	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
<b>Total</b>	<b>180 credits</b>		<b>180 credits</b>	

\*ASM001 Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.

Please note that the Dissertation (MPA901) may take up to two (2) Semesters to complete.

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

Please Note: No Exit Award is available for students wishing to exit the Master of Public Administration degree program prior to commencing the Dissertation Module.

### 6.7.1.2 Program Structure for the Executive Master of Public Administration (English/Arabic) program

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

**Table 3: Program Structure for the Executive Master of Public Administration (English/Arabic) program:**

Semester	Full Time		Part Time and/or Conditional Admission	
1	ASM001	0 Credits	ASM001	0 Credits
	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 EMPA1507 or EMPA1508	20 credits		
	Dissertation	60 credits	EMPA1505	20 credits
3			EMPA1506 EMPA1507 or EMPA1508	20 credits
			Dissertation (Semester 1)	
4			Dissertation (Semester 2)	60 credits
<b>Total</b>	<b>180 credits</b>		<b>180 credits</b>	

Please note that the Dissertation (EMPA901) may take up to two (2) Semesters to complete.

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

Students may elect to Exit the Executive Master of Public Administration (Arabic) program, after completing 120 credits and achieving a minimum average grade of Pass with Merit, with a Postgraduate Diploma of Public Administration (Arabic) award.

### 6.7.1.3 Program Structure for the Master in innovation Management program

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

**Table 4: Program Structure for the Master in innovation Management program**

Semester	Full Time		Part Time and/or 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	Dissertation	60 credits	MIM 715	20 credits
			MIM 716	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
<b>Total</b>	<b>180 credits</b>		<b>180 credits</b>	

\*ASM001 Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.

Please note that the Dissertation (MIM901) may take up to two (2) Semesters to complete.

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

Students may elect to Exit the Master in innovation Management, after completing 120 credits and achieving a minimum average grade of Pass with Merit, with a Postgraduate Diploma of Innovation Management award.

### 6.7.1.4 Program Structure for Master in Public Policy program.

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

**Table 5: Program Structure for Master in Public Policy (including concentrations) program(s).**

Semester	Full Time		Part Time and/or Conditional	
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
	Elective 1	20 credits	MPP 704	20 credits
	Elective 2	20 credits		
3	Dissertation	60 credits	Elective 1	20 credits
			Elective 2	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
Total	180 credits		180 credits	



\*ASM001 Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.

Please Note that the Electives correspond to 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 Elective Modules. Similarly, students will need to satisfactorily complete 120 credits before proceeding to the dissertation (worth 60 credits).

Students may elect to Exit the Master in Public Policy program, after completing 120 credits and achieving a minimum average grade of Pass with Merit, with a Postgraduate Diploma of Public Policy award.

## 6.7.2 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.

## 6.7.3 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 here 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 (with a minimum overall average grade of Pass with Merit), whereas a Postgraduate Diploma requires successful completion of 120 CATS Credits (with a minimum overall average grade of Pass with Merit). 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 to achieve the required teaching and learning outcomes and successfully complete a graduate degree program.

The Table 6 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 6: CATS Credits (Notional Hours of Study)**

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

#### 6.7.4 Module Descriptions and Module Handbooks

Program Information specific to each graduate program of study and individual Module Descriptions currently offered at MBRSG (MBRSG) are listed in the Academic Catalog and on the School website at <http://www.mbrsg.ae/home/programs.aspx>

Module Handbooks are produced for each Module on offer each academic semester and are also available via Blackboard (virtual learning environment). The Module Handbook provides detailed 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.

#### 6.7.5 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.

## 6.7.6 Module Offerings and the Academic Timetable

Modules will be offered at the discretion of the Director of Academic Affairs, who is responsible for managing all graduate programs at MBRSG. Students should check with the Registrar's Office and their Academic Advisor as to when (which academic semester) Module(s) will 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 on the School website at

<http://www.mbrsg.ae/home/programs.aspx>

## 6.7.7 Learning and Teaching Methods

Students will be actively involved in a range of learning, teaching and assessment approaches as part of their graduate program of study at MBRSG. Such active approaches intentionally include student-centred, so you are involved and engaged in all aspects of your assessment and learning. All taught Modules at MBRSG (excluding the Dissertation) will require your active participation in learning activities and engagement with your fellow students both individually and collaboratively, working and learning with other students as part of a small group.

Students are expected to be prepared for these sessions having done the necessary reading or preparatory tasks that have been assigned or indicated on the syllabus. The use of guest lectures in modules is an added feature of many Modules.

Lectures are expected to be held in a "Face-to-Face" teaching mode on-campus during 2023/2024 academic year, 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, should this be required. Such Lectures can be recorded and will be made available to students on Blackboard for future viewing.

The five 'E principles' will be adopted by each faculty to facilitate and enrich the remote learning and teaching environment – **E**ngage, **E**xplore, **E**xplain, **E**laborate and **E**valuate. For class sessions, carefully designed discussion methods, real-time polls, quiz and group exercise will be used to maintain a student-centric online teaching program. Summative and formative assessments including discussion board and Directed Independent Learning (DIL) tasks will be assigned to meet the module learning goals in alignment with the Program Learning Objectives and Level 9 Descriptors of the Quality Framework Emirates (QFEs).

### 6.7.7.1 Module Workload Expectations

Each Module, excluding the Dissertation, will include 45 hours of “face-to-face” teaching on campus. We expect you to put in an additional 155 hours of self-access study, for each Module, to enable success in your studies. Self-access tasks are completed at the learner’s own initiative. The term self-access is a general classification under which, Directed Independent Learning (DIL) and other tasks done in preparation for classes and coursework are included. DIL activities are extension tasks that are aligned with learning outcomes of the Module, which students can complete in their own time individually or as a group outside of the teaching time with the faculty.

Other examples of self-access tasks include:

- research about the weekly content,
- reviewing designated materials, lecture slides and handouts after each teaching session
- participating in discussion boards or other formative assignments
- working on summative assignments
- preparation for next lesson.

To gain the maximum benefit from the classroom sessions it is strongly recommended that students dedicate this time to preparation before attending the prescribed sessions.

### 6.7.7.2 Interactive Lectures

An ethos of student engagement underpins the interactive lecture technique, which is the main face to face delivery mode at MBRSG. In these weekly sessions your lecturer will deliver theoretical and conceptual constructs related to the module for each week.

Your lecturer will incorporate engagement activities in each class which will encourage student participation in a task that lets them work directly with the content in an applied manner. Activities could include, but are not limited to, discussions, simulations, model making or role plays. The interactive lecture technique captures and maintains student attention and allow students to apply what they have learned with the guidance of the lecturer. Delivering interactive lectures not only provide 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.

### 6.7.7.3 Guest Lectures

The implementation of a structured guest lecturing program, particularly within Master in Public Policy concentrations, 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.

#### **6.7.7.4 Student Led Seminars**

In a student-led seminar, pairs (or small groups) of students take responsibility for selecting and researching a topic, setting the goals for the session, deciding on the format and learning tasks, and facilitating the seminar on that day. Student-led seminars give students practice in defining issues, identifying questions for the class, exploring content in more depth and working in a team.

#### **6.7.7.5 Directed Independent Learning (DIL)**

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

DIL activities are extension tasks that are aligned with learning outcomes of the Module, which students can 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.

#### **6.7.7.6 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.

### 6.7.7.7 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).

### 6.7.8 Student Publications

Students may contribute to research by submitting their research to the Director 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.



## 6.8 MBRSG Graduate Programs

### 6.8.1 Master of Public Administration (MPA)

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 MPA 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 in either a part-time or full-time study mode.

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.

#### 6.8.1.1 \*\*Postgraduate Diploma in Public Administration (PgD)

\*\* No Exit Award exists for students wishing to exit their Master of Public Administration (MPA) program prior to attempting the Dissertation Module.

### 6.8.2 Executive Master of Public Administration (Arabic)

The introduction of an Executive Master of Public Administration (EMPA), in Arabic, program will provide students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, 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 (Arabic) program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time. Because course schedules are preset at the beginning of the program, the EMPA (Arabic) will not seek to use elective modules in its initial cohorts, however, as the market evolves this may be reconsidered.

The Executive MPA (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 EMPA, separately, in both Arabic and English languages support 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 (Arabic) 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.

The Executive Master of Public Administration (EMPA), in 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 approximately every four weeks (per Module), as well as directed in dependent learning (DIL) that takes place between weekend sessions.

The Executive MPA (Arabic) program tackles challenges of governance and management in a unique forum for exchange, learning, and professional development. The flexible program can be completed full-time in one year or over a period of two years while working.

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.

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

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) award.

The Postgraduate Diploma in Public Administration (Arabic) 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 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.

### **6.8.3 Executive Master of Public Administration (English) – (Not Offered in 2023/2024)**

The introduction of an Executive Master of Public Administration (EMPA), in English, program will provide students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, to implement successful cost-effective programs.

The 'executive' element of the proposed EMPA program is 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 course 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.

The Executive Master of Public Administration (EMPA), in English, is specifically tailored to meet the professional challenges and time constraints of midcareer professionals in the public, private and nonprofit sectors. The program consists of block teaching direct contact sessions held on weekends every four to six weeks, as well as directed independent learning (DIL) that takes place between weekend sessions.

The Executive MPA program tackles challenges of governance and management in a unique forum for exchange, learning, and professional development. The flexible program can be completed full-time in a minimum timeframe of three semesters or over a (minimum) period of two years (four semesters), in a part-time mode, if working.

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.

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

The MBRSG Executive Master of Public Administration (MPA) – (English) program has received approval from the UAE Ministry of Education to introduce a Postgraduate Diploma in Public Administration (PgD), award.

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

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.

### **6.8.4 Master in innovation Management**

The 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. The MIM 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 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.

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 supports the 2015 UAE Innovation Strategy, as it has been designed to help students improve their ability to analyse and solve problems in the context of contemporary innovation management scenarios. This course 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.

To be awarded a Master in 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.

#### **6.8.4.1 Postgraduate Diploma in Innovation Management – Exit Award Only**

The Postgraduate Diploma in innovation Management (PgD) 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.

The PgD in Innovation Management students will undertake six taught modules (120 CATS Credits) in an applied mode.

This pedagogical approach will enable 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 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.

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 in innovation Management degree program.

## 6.8.5 Master in Public Policy

The Master in Public Policy (MPP) program is designed to provide education, which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government-orientated positions within the private sector and the third sector 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.

### 6.8.5.1 Master in Public Policy Award Requirements

To be awarded a Master Public Policy (MPP) 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 in Public Policy Degree program.

## 6.8.6 Postgraduate Diploma in Public Policy – Exit Award Only

The Postgraduate Diploma (PgD) in Public Policy program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organizations.

The PgD in Public Policy program 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.



### 6.8.6.1 Postgraduate Diploma in Public Policy – Exit Award Requirements

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

- a student must complete 120 (CATS) credits of coursework as follows:
  - (i) 120 (CATS) Credits in six (6) Modules
  - (ii) Students must achieve a minimum overall grade average of Pass with Merit or above, on the MBRSG Grading Scale.

## 6.9 Dissertation

The research dissertation is a very important part of your Master degree program. It is an opportunity for the student to acquire and apply transferable researching and academic writing skills. The Dissertation requires students to 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 a graduate degree program of study 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 provides guidance in terms of the dissertation process, milestones, roles and expectations. It also includes advice on gaining ethical clearance, presentation and layout, in addition to relevant forms, templates and grading rubrics.

## 6.10 Minimum and Maximum Completion Times

Students must complete their Graduate Program of study within the stipulated duration timeframe to meet the graduate award requirements, as per the provisions detailed in the Graduate Completions Policy (P-ACD-134).

The duration timeframes for a student undertaking a full-time Master's program will be a minimum of one academic year 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 four academic semesters and a maximum of five academic years (sixty (60) months).

Students must complete a Postgraduate Diploma within the stipulated duration timeframe in order to meet the graduate award requirements.

The relevant duration timeframes to be eligible for a Postgraduate Diploma, if studying full-time, are a minimum of two academic semesters (twelve (12) months) and a maximum of three academic years (thirty-six (36) months).

The duration timeframes for a student undertaking a part-time study will be a minimum of three academic semesters (eighteen (18) months) and a maximum of five academic years (sixty (60) months).

## 6.11 Attendance

All students should attend all scheduled classes and prescribed activities to be eligible for formal assessment. Where attendance fails to meet the minimum of 80% required to meet the learning outcomes of the Module a student may be excluded from the assessment and be awarded a fail grade in the Module.

It is the student's responsibility to ensure that their attendance fulfils the published attendance requirements. Student Attendance requirements are detailed in the Student Attendance Policy (P-REG-107).

## 6.12 Assessment

MBRSG is a graduate School and an assessment utilizes a variety of methods to demonstrate achievement of the modular learning outcomes. Due to the nature of graduate programs modular assessment methods may include but are not limited to projects, presentations, case studies, examinations or any assessment tools required by the faculty. Assessment methods are identified in the module syllabus, and each element of assessment is moderated prior to its application.

### 6.12.1 Grading Scheme

The MBRSG Assessment Policy (P-ACD-123) establishes the principles on which assessment and grading will be developed and undertaken within all MBRSG graduate programs.

## 6.12.2 MBRSG Grading Scale(s)

MBRSG uses the following grading scale(s) as detailed in Figure 4 “MBRSG Grading Scale” below:

**Figure 4: MBRSG Grading Scale**

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	Pass with Merit B
70-74.99	C+	2.30	B	
65-69.99	C	2.00	Pass with Credit	
60-64.99	F (Fail)	0.00	C	Pass with Credit B
50-59.99		0.00	Pass	Pass with Credit C
40-49.99		0.00	Fail (Resit Component)	Pass D
0-39.99		0.00	Fail Resit (Module)	Fail (Resit Component) F
I (Incomplete)				
W (Withdrawn)				

### 6.12.3 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).

## 6.12.4 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.

## 6.12.5 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).

## 6.12.6 Grade Point Average

In line with the MBRSG change to adopt the (CATS) Credits system, students need to meet and maintain an overall average grade of "Pass with Merit" to be eligible for an award for a program of study as per the Graduate Completion Policy (P-ACD-134). Furthermore, in accordance with the Student Academic Progression Policy (P-REG-105), the Progression Board will meet each semester, after grades have been declared by the Exam Board, to review each student's overall average grade based on performance achieved in Modules completed in their graduate program of study.

### 6.12.6.1 Calculating Overall Average Grade

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 a minimum Overall Average Grade of Pass with Merit equivalent (CATS Credits).

### 6.13 Exam Board

The Exam Board will confirm whether students have met the completion requirements of a Module within a program of study as stipulated per the MBRSG regulations and policies 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 regarding Academic Integrity, Mitigating Circumstances and Student Academic Grievance(s) are recorded and considered before confirming assessment and Module grades and awarding credit points each academic semester.

Results confirmed by the Exam Board will be provided to the Registrar who will inform students, in writing, of their assessment and final grades for each Module in accordance with the dates specified in the Academic Calendar.

### 6.14 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 who will inform students, in writing.



## 6.15 Award Board

The Award Board is responsible for conferring degrees to students who have satisfied the requirements of the Graduate Completion Policy (P-ACD-134).

The Award Board meets each semester after the Exam Board. Awards confirmed by the Award Board will be provided to the Registrar who will inform students, in writing, of their Awards. Students must also be in good financial standing and have received clearance from the IT Office and the Library.

## 6.16 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 Director of Academic Affairs.

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

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

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

## 6.17 Academic Progress

### 6.17.1 Progression and Academic Standing

The Student Academic Progress Policy (P-REG-105) ensures that students are given every opportunity and assistance 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 to be eligible for an Award. These requirements are specified in the Graduate Completion Policy (P-ACD-134).

#### 6.17.1.1 Maintaining Good Academic Standing

In accordance with the Student Academic Progress Policy (P-REG-105), students studying on a graduate program must maintain 'Good Academic Standing' to progress through their program of study to successfully meet the graduation completion requirements.

Students must maintain an overall average grade of "Pass with Merit" under the 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.

### 6.17.2 Academic Probation

Students who fail to maintain an overall average grade of at least “Pass with Merit” under the CATS Credits system or better in each semester will be placed on probation by the Progression Board, in accordance with the Student Academic Progress Policy (P-REG-105).

Students are normally allowed to incur one academic probation status during their program of study. The student will be removed from academic probation 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 Board of Studies.

### 6.17.3 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).

### 6.17.4 Academic Dismissal

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.

#### 6.17.4.1 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.

#### 6.17.5 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).

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

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

### 6.18 Student Appeals and Academic Grievances

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 Director of Academic Affairs, who may request additional information or documentation to clarify the specific grievance.

The Director 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 Director of Academic Affairs. The MBRSG Grievance Review Panel will decide 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 Director of Academic Affairs.

The MBRSG Grievance Review Panel will inform the Registrar of their decision and the Registrar 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 Director of Academic Affairs within five working days of the release of the confirmed grade by the Examination Board.

Students may appeal against procedural errors but may not appeal against academic judgment.

### **6.18.1 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.



## 6.19 Graduation

### 6.19.1 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 the Director of Academic Affairs any issues in relating to their eligibility to graduate.

### 6.19.2 Conferral of Awards

#### 6.19.2.1 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.

#### 6.19.2.2 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.

### 6.19.3 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.

## 6.19.4 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.

Graduate students will then be required to provide the following information:

### 6.19.4.1 Name on Testamur

Students will be issued with a Testamur in English and in Arabic. For preparation of the Testamur, the full name which appears on the Testamur 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. 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.

### 6.19.4.2 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.

## 6.20 Student Conduct and Academic Integrity

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, are expected standards of behavior at MBRSG, and are detailed in the Academic Integrity and Misconduct Policy (P-ACD-118).

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. Cases of academic misconduct will be referred to the Academic Misconduct Panel for a decision and possible penalty.

MBRSG students are expected to always conduct themselves in a manner appropriate to the accepted cultural standards, in accordance with the Academic Integrity and Misconduct Policy (P-ACD-118). The following actions will be deemed unacceptable, and may result in disciplinary sanctions against the students:

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

### 6.20.1 Academic Violations

MBRSG is an academic and research institution with firm policies regarding academic integrity which are detailed in the Academic Integrity and Misconduct Policy (P-ACD-118). A zero-tolerance policy is therefore implemented to safeguard the work of both students and researchers. Academic violations include, but are not limited to, the following:

1. Plagiarism. Plagiarism is using someone else's written work, ideas, words, or name without reference to the original source. In the academic field, plagiarism by students, faculty, or researchers is a form of academic dishonesty. According to academic integrity policy, students are strictly prohibited from plagiarizing the work of others in all assignments and assessments.

2. Copyright. Copyright is defined as photocopying and/or making use of copyrighted printed materials, and images, using duplicated copies of computer software and /or unauthorized use of any kind of documents. The academic integrity policy strictly prohibits copyright infringement and requires observance to the laws of Dubai and the federal laws of the UAE.
3. Inappropriate Collaboration. Inappropriate collaboration is defined as getting someone's help or contribution in writing, revising, and/or developing any kind of material or take-home exam without acknowledging the involvement of that person. This kind of assistance is prohibited in any academic or research work. This does not include teamwork activities or tutors authorized by the faculty.
4. Dishonesty in Examinations and Assessment work. Dishonesty in examinations is defined as cheating during exams, giving assistance, without permission from the faculty, or illegal prior knowledge of exam questions ahead of the examination period.
5. Dishonesty in assessment work is defined as multiple submissions of completed assessment work to more than one Module unless the faculty has approved use of a previous document.
6. The School has a zero-tolerance policy towards impersonators in examinations.

### 6.20.2 Penalties

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

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

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

### 6.20.3 TurnItIn - Plagiarism and Collusion

MBRSG uses the TurnItIn software tool which identifies text-matching (overlap) between submitted assessments. The tool is used to assess whether 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.

To detect instances of possible academic misconduct; where practicable MBRSG expects all faculty research and student assessments to be submitted via TurnItIn. For students, each Module Handbook will outline which assessments will be required to be submitted via TurnItIn.

#### **6.20.4 Negligent Plagiarism**

For this Policy, 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).

#### **6.20.5 Communicating with Faculty and Staff**

When communicating with faculty or Staff, you are expected to be always honest, you are expected to behave courteously and obey the commands of faculty and staff as required in the Student Code of Conduct (P-SA-101).

## 7.0 Student Administrative Support Services

### 7.1 Library

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

The library has a current subscription to 60 core journals in the areas of public administration and public policy. Current issues of periodicals are displayed on the shelves and cannot be borrowed.

Lending services are provided to all MBRSG students. A student can borrow a maximum of 6 books for 14 days. The library has three computer stations and a dedicated printer. All PCs have Internet connectivity and office application packages. The library is normally closed on all UAE national and official holidays. It may operate under reduced hours during Ramadan and semester breaks. Students are advised to check the library website for current operating hours or call at ext. 546 to inquire.

#### 7.1.1 Borrowing Rules

1. Users must produce a valid MBRSG ID card to borrow books.
2. Periodicals, current and back issues, are not to be issued.
3. Reference books cannot be borrowed and taken out of the library.
4. A user may renew a book if it is not requested by any other user.
5. A fine of AED 10.00 per day will be imposed if an item is not returned by the due date.
6. Lost or damaged material will have to be paid by the user.

#### 7.1.2 General Rules

All users are expected to observe silence and keep their mobiles in silent mode so that other readers do not feel distracted.

For support please contact:

- **Maryam Alblooshi**

Library and Knowledge Support Officer

Level 7, Convention Tower

Phone: +9714-3175606

Email: [maryam.alblooshi@mbrsg.ac.ae](mailto:maryam.alblooshi@mbrsg.ac.ae)



## 7.2 IT Department

The Information Technology (IT) Department serves the computer-related administrative, instructional, technical and research needs of students, faculty and staff. It also acts as the School's gateway to the Internet for academic purposes. Services provided include e-mail accounts and passwords, wireless and local area networks, and telephone services. All MBRSG premises are connected with a Wi-Fi network which is available 24 hours seven day per week and is available throughout both floors of the School. The service is available to all staff and students of MBRSG, using a MBRSG academic password or, alternatively, a MBRSG administrative password.

### 7.2.1 IT Support

Student laptops will be programmed to readily access the Internet through the School's secure wireless network, which will provide students with immediate access to research materials and online journals.

For support please contact:

Mr. Anthony Bartolo  
Tel: +971 4 3175.651  
E-mail: [anthony.bartolo@mbrsg.ac.ae](mailto:anthony.bartolo@mbrsg.ac.ae)

### 7.2.2 Student e-mail and Black Board Account

Communication with students at MBRSG is generally via their e-mail account and their Blackboard account. These accounts are the formal communication channel between MBRSG and the student body. Students can refer to the IT Policies and Procedures Manual for detailed information. The manual is available from the IT Department.

### 7.3 MBRSG Campus: Facilities and Community Resources

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

The key facilities provided at the school are detailed in Table 7 below:

**Table 7: MBRSG Campus Facilities**

Facilities – 7th Floor	Facilities 13th Floor
Main Lecture Rooms	Executive Conference Room
Student Hub <ul style="list-style-type: none"> <li>• Admissions &amp; Program Relations</li> <li>• Registrar</li> <li>• Student Affairs &amp; Alumni</li> <li>• Library</li> <li>• Finance - Accountant</li> <li>• Printing &amp; Photocopying</li> <li>• Student Meeting Room</li> </ul>	Main Auditorium
Dean & (Associate) Dean Offices	Microsoft Hub
Faculty and Research Offices	Breakout Rooms (2)
Deans Office Coordinator	Multipurpose Room
Male, Female and Special Needs Restrooms	Majilis
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

### 7.3.1 Main Auditorium

- **Seating**

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

- **Audio-Visual System**

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

- **Translation services**

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

- **Video-Conferencing**

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

### 7.3.2 Breakout and Multipurpose Rooms

- **Seating**

MBRSG has several breakout rooms, some of which can be rearranged to host groups of different sizes.

- **Audio-visual Equipment**

Three breakout rooms are equipped with High-Definition Screens 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.

### 7.3.3 Conference Room

- **Seating**

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

- **Audio-visual System**

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

- **Translation Services**

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

### 7.3.4 Majlis

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

### 7.3.5 Prayer Rooms

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

### 7.3.6 Student Hub - Library

The library is situated in the Student Hub (7<sup>th</sup> Floor) and strives continuously to support learning by anticipating and responding to School needs for information, to encourage a desire to undertake research, and to enrich the quality of life in the School.

### 7.3.7 Lecture Rooms

- **Seating**

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

- **Audio-visual System**

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

## 7.4 Dining and Social Activities

MBRSG is located in the Dubai World Trade Center complex, where food services and social activities are available within easy access.

## 8.0 Academic Affairs and Administration

Faculty employed with MBRSG have a mix of local and international teaching experience, well-respected research profiles, business and/or industry experience and excellent teaching skills. Our Faculty provide an excellent teaching and learning environment to enable students to receive a quality learning experience during their studies at the MBRSG. Please refer to the School website at <http://www.mbrsg.ae/home/programs/faculties.aspx> for more information concerning our faculty.

Faculty offices are located on the 7<sup>th</sup> floor of Convention Tower. Throughout the semester faculty will be available for regular consultation during specific office hours recorded in each module handbook and posted on Blackboard.

### 8.1 Dean, Director of Academic Affairs and Faculty

#### 8.1.1 Dean of Academic Affairs

- Professor Raed Awamleh, **Dean**  
[raed.awamleh@mbrsg.ac.ae](mailto:raed.awamleh@mbrsg.ac.ae)

#### 8.1.2 Director of Academic Affairs

- Dr. Arthur Seakhoa-King, **Director of Academic Affairs**  
[arthur.king@mbrsg.ac.ae](mailto:arthur.king@mbrsg.ac.ae)

#### 8.1.3 Faculty Members

- Professor Melodena Balakrishnan, Professor of Innovation Management  
[melodena.stephensb@mbrsg.ac.ae](mailto:melodena.stephensb@mbrsg.ac.ae)
- Dr. Immanuel Moonesar, Assistant Professor in Health Services Leadership  
[immanuel.moonesar@mbrsg.ac.ae](mailto:immanuel.moonesar@mbrsg.ac.ae)
- Dr. Mona Elsholkamy, Assistant Professor of Public Administration  
[mona.elsholkamy@mbrsg.ac.ae](mailto:mona.elsholkamy@mbrsg.ac.ae)
- Dr. Yousif Al Ghalayani, Assistant Professor of Public Administration  
[Yousif.Ghalayini@mbrsg.ac.ae](mailto:Yousif.Ghalayini@mbrsg.ac.ae)
- Dr. Abdulla Awadhi, Assistant Professor in Public Finance  
[AbdullaAlAwadhi@mbrsg.ac.ae](mailto:AbdullaAlAwadhi@mbrsg.ac.ae)
- Dr. Mounia Drissi, Assistant Professor  
[Mounia.Drissi@mbrsg.ac.ae](mailto:Mounia.Drissi@mbrsg.ac.ae)
- Dr. Khalid Alwazani, Assistant Professor.  
[Khalid.Alwazani@mbrsg.ac.ae](mailto:Khalid.Alwazani@mbrsg.ac.ae)

### 8.1.4 Adjunct Faculty Members\*\*

\*\* Adjunct faculty members are recruited on a semesterly basis; therefore, names and availability of adjunct faculty members may change accordingly.

## 8.2 Administration & Library Staff for the Department of Academic Affairs (7th Floor)

- **Kieran Ross**  
Registrar  
Tel: +971 4 317 5612  
E-mail: [kieran.ross@mbrsg.ac.ae](mailto:kieran.ross@mbrsg.ac.ae)
- **Abdul Khaliq Abdul Jabbar**  
Registration Officer  
Level 7, Convention Tower  
Phone: +9714-3175615  
Email: [abdulkhaliq.abduljabbar@mbrsg.ac.ae](mailto:abdulkhaliq.abduljabbar@mbrsg.ac.ae)
- **Yusra Alagha**  
Manager - Admissions Section  
Level 7, Convention Tower  
Phone: +9714-3175548  
Email: [yusra.alagha@mbrsg.ac.ae](mailto:yusra.alagha@mbrsg.ac.ae)
- **Hayathem Shukri**  
Manager of Student Affairs and Alumni Relations  
Level 7, Convention Tower  
Phone: +9714-3175645  
Email: [Haythem.shukri@mbrsg.ac.ae](mailto:Haythem.shukri@mbrsg.ac.ae)
- **Maryam Alblooshi**  
Library and Knowledge Support Officer  
Level 7, Convention Tower  
Phone: +9714-3175606  
Email: [maryam.alblooshi@mbrsg.ac.ae](mailto:maryam.alblooshi@mbrsg.ac.ae)
- **Roqaya Faramarzy,**  
Dean's Office Coordinator  
Tel: +971 4 317 5600  
E-mail: [roqaya.faramarzy@mbrsg.ac.ae](mailto:roqaya.faramarzy@mbrsg.ac.ae)
- **Security:** Tel: +971 4 317 5514



## 9.0 Health and Safety

MBRSG is committed to managing health and safety for its staff, students and others that may be affected by its activities. The MBRSG Occupational Health and Safety Policy (P-ADM-114) sets out its organisation and arrangements for this including the functions of the Occupational Health and Safety Committee, hazard reporting and emergency plans. Under the Policy, the Operations Manager has overall responsibility for health and safety, but all staff and students also have responsibilities. Managers are responsible for local arrangements within their Office / Division and may appoint other staff to assist them.

All students have similar general responsibilities to MBRSG staff, while on School premises or field trips you must:

- take care that your actions do not put yourself or other people at risk.
- follow health and safety instructions/rules.
- report any faults or shortcomings in health and safety arrangements to your academic supervisor.
- Participate in school evacuation drills.
- Know your building's floor plan. Know where the stairs and fire extinguishers are located. Know the locations of alternate exits from your area.

All students without exception are expected to comply with all health and safety regulations operating within the School to acquaint themselves with these regulations. Failure to do so is a serious breach of MBRSG regulations.

If you are concerned about any safety issue:

- speak to your academic supervisor, particularly on course matters.
- contact the office of student affairs (Ext, 548).

If your safety concerns cannot be resolved locally, you can contact the School's Operations Manager on Ext. 569.

If you have concerns about personal safety or security, within the MBRSG premises or outside, contact Reception or Security: Convention Tower 04 – 308 6400.

For general emergencies: Fire – Police – Medical students should dial 999.

When you dial 999 to report an emergency, give the following information:

- Exact nature of the emergency (describe as clearly and accurately as possible).
- Exact address or building, floor, and area or department.
- Telephone number from which you are calling.
- Your full name.
- Do not hang up, as additional information may be needed.
- If phones do not work following an earthquake or other emergency, send a person to the Operations Manager Room on the 13th Floor, Convention Tower

## 10.0 Tuition, Fees and Other Program Costs

MBRSG recognises that students have a variety of personal and financial circumstances and sets and collects Fees and Charges with this in mind. The Tuition Fee Policy (P-ACD-113) specifies the tuition fees payable for each program. Tuition Fees will be charged proportionate to the full annual fee and calculated on the number of Module(s) and credits being taken in the current academic session.

MBRSG also has a Student Payment Guide (P-ACD-126) which explains key issues in respect of how students can pay their fees.

### 10.1 Program Fees 2023/2024 Academic Year

The Program fees for each graduate program at MBRSG in the 2023/2024 Academic year are provided in the Table 8 below:

**Table 8: Fees Payable per Academic Program**

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

All tuition fee payments and installment inquiries should be directed to the Finance Department. Please see the Finance Department contact details in Table 9 below:

**Table 9: Finance Department Contact Details**

Senior Financial Controller	Accountant
Mr. Esam Dukhan	Mr. Ahmad Abu Amarah
Phone: +9714-3175515	Phone: +9714-3175540 Mobile: +971558995104
E-Mail: <a href="mailto:esam.dukhan@mbrsg.ac.ae">esam.dukhan@mbrsg.ac.ae</a>	E-Mail: <a href="mailto:ahmad.abuamarah@mbrsg.ac.ae">ahmad.abuamarah@mbrsg.ac.ae</a>
Mohammed Bin Rashid School of Government	Mohammed Bin Rashid School of Government
Level 13, Convention Tower	Level 13, Convention Tower
P.O. Box 72229, Dubai, UAE.	P.O. Box 72229, Dubai, UAE.

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

### 10.2.1 Grants Applicable for 2023/2024 – New Students Only – all Programs

The Mohammed Bin Rashid School of Government provides the following opportunities for students to receive a grant, if applicable. Grant(s) will be deducted from the total tuition fees payable for all postgraduate programs. Each grant is detailed as follows:

- Government Employee Grant: AED20,000 grant (deducted from total program fees) to be offered to all who work in Federal or Local government including all Domestic students (UAE Nationals & all others)
- International Student Grant: AED30,000 grant (deducted from total program fees) to be offered to all International Students. (\*An International Student is a student who has moved to the UAE for the purposes of undertaking an MBRSG postgraduate program of study).
- Entity sponsoring 5 to 10 students: AED40,000 grant (deducted from total program fees) to be offered, per enrolled student, if an entity sponsors 5-10 new students in an academic semester of study.
- Entity sponsoring 11 or more students: AED50,000 grant (deducted from total program fees) to be offered, per enrolled student, if an entity sponsors 11 or more new students in an academic semester of study.

### 10.2.2 Grants Towards Payment of Tuition Fees – Continuing Students Admitted Prior to or Including Fall Semester 2022.

For students admitted to a graduate program of study on or before Fall Semester 2022, the Mohammed Bin Rashid School of Government provided opportunities for students to receive three types of grants, if applicable. Grant(s) will be deducted from the total tuition fees payable for all 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 student may be eligible for is 30,000AED for a graduate program of study.

Any issues arising from the award or application of a grant will be determined and approved by the Executive President and the Dean of Academic Affairs.

## 10.3 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 based on 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.

### 10.3.1 Scholarship Application Date Deadlines 2023/2024 Academic Year

For the 2023/24 Academic Year the Scholarship date deadlines are:

- **Friday 18<sup>th</sup> August 2023** for candidates applying for the **Fall Semester 2023**
- **Friday 26<sup>th</sup> January 2024** for candidates applying for the **Spring Semester 2024**.

Academic Scholarships will be awarded based on:

- 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](https://www.mbrsg.ae/home/programs/mbrsg_scholarship_application_form.pdf)

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

The Program fees for the MBRSG Master (including 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 10-11 below:

**Table 10: Master Program Fees: Module and Dissertation per Semester 2023-2024 – 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 AED
Master in Innovation Management	13,334 AED	26,666 AED	40,000 AED	**40,000 AED
Master in Public Policy	13,334 AED	26,666 AED	40,000 AED	**40,000 AED
Executive Master of Public Administration (Arabic)	15,555 AED	31,111 AED	46,667 AED	**46,667 AED

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

**Table 11: Program Fees Payable 2023/2024 Academic Year – Fall 2023 – NEW Students**

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

Academic Program	Fees Payable Per Semester –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 AED
Master in Innovation Management	11,111 AED	22,222 AED	33,333 AED	**33,334 AED
Master in Public Policy	11,111 AED	22,222 AED	33,333 AED	**33,334 AED
Executive Master of Public Administration (Arabic)	13,334 AED	26,666 AED	40,000 AED	**40,000 AED

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

Academic Program	Fees Payable Per Semester – Receive 40,000 AED Grant			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Public Administration	8,889 AED	17,778AED	26,667 AED	**26,667 AED
Master in Innovation Management	8,889 AED	17,778AED	26,667 AED	**26,667 AED
Master in Public Policy	8,889 AED	17,778AED	26,667 AED	**26,667 AED
Executive Master of Public Administration (Arabic)	11,111AED	22,222AED	33,333 AED	**33,334 AED

\*\*Table 11 – continued on next page



Academic Program	Fees Payable Per Semester – Receive 50,000 AED Grant			
	1 Module	2 Modules	3 Modules	Dissertation
Master of Public Administration	7,778 AED	15,556 AED	23,334 AED	**23,334 AED
Master in Innovation Management	7,778 AED	15,556 AED	23,334 AED	**23,334 AED
Master in Public Policy	7,778 AED	15,556 AED	23,334 AED	**23,334 AED
Executive Master of Public Administration	10,000 AED	20,000 AED	30,000 AED	**30,000 AED

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

#### 10.4.1 Enrolment in a Third (3<sup>rd</sup>) and Subsequent Semesters of the Dissertation Module – Tuition Fees Payable

The Dissertation Fees, as noted in Tables 6 and 7 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 (3<sup>rd</sup>) 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 of Tables (6 and 7) above for each semester thereafter, relevant to the program of study.

### 10.5 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 12 below:

**Table 12: MBRSG Tuition Fees Payment Installment Plan**

MBRSG Tuition Fee Payment Installment Plan	
Fall Semester 2023	Amount Payable
First Installment Due: 11 September 2023	33% of Semester Tuition Fees payable
Second Installment Due: 09 October 2023	33% of Semester Tuition Fees payable
Final Installment Due: 27 November 2023	34% of Semester Tuition Fees payable
Spring Semester 2024	Amount Payable
First Installment Due: 19 February 2024	33% of Semester Tuition Fees payable
Second Installment Due: 08 April 2024	33% of Semester Tuition Fees payable
Final Installment Due: 27 May 2024	34% of Semester Tuition Fees payable

## 10.6 Tuition Fees: Payment Options

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

### 10.6.1 Methods of Payment

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

### 10.6.2 Cash

Students may make cash payments to the MBRSG Accountant on the 13<sup>th</sup> Floor of the Convention Tower, within the Finance Office, from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday during semester.

### 10.6.3 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 13<sup>th</sup> Floor of the Convention Tower, within the Finance Office, from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday during semester.

### 10.6.4 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 13 below:

**Table 13: MBRSG Bank Account Details for Fee Payment via Bank Transfer**

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

### 10.6.5 Credit Card

Students may make a credit card payment, in person, with the MBRSG on the 13<sup>th</sup> Floor of the Convention Tower, within the Finance Office, from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday 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).

## 10.7 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.

## 10.8 Withdrawal and Refund of Tuition Fees

The Table 14 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 14: 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%

## 10.9 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.

### 10.9.1 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.

### 10.9.2 Deferment of Payment of Tuition Fees

Upon provision of supporting documentary evidence to support claims of financial hardship a decision as to, whether it is possible to defer payment of tuition and/or other outstanding fees will be made. Decisions regarding granting of financial hardship will be at the discretion of the Executive President based on advice from the Dean.

## 10.10 Consequences of Failing to Pay Tuition Fees and Charges

If a Student misses a payment date for Fees, the Student will not be 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.

## 10.11 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 15 below:

**Table 15: 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.

\*\*\* In some instances, the MBRSG Board of Trustees may approve a Special Grant which reduces the tuition fees payable for an Academic Program. Should such a grant be approved, the tuition fees payable for a program of study, for a specific student, for a specific period will be stated in the Offer Letter provided to the student upon Admission to a program of study at MBRSG.

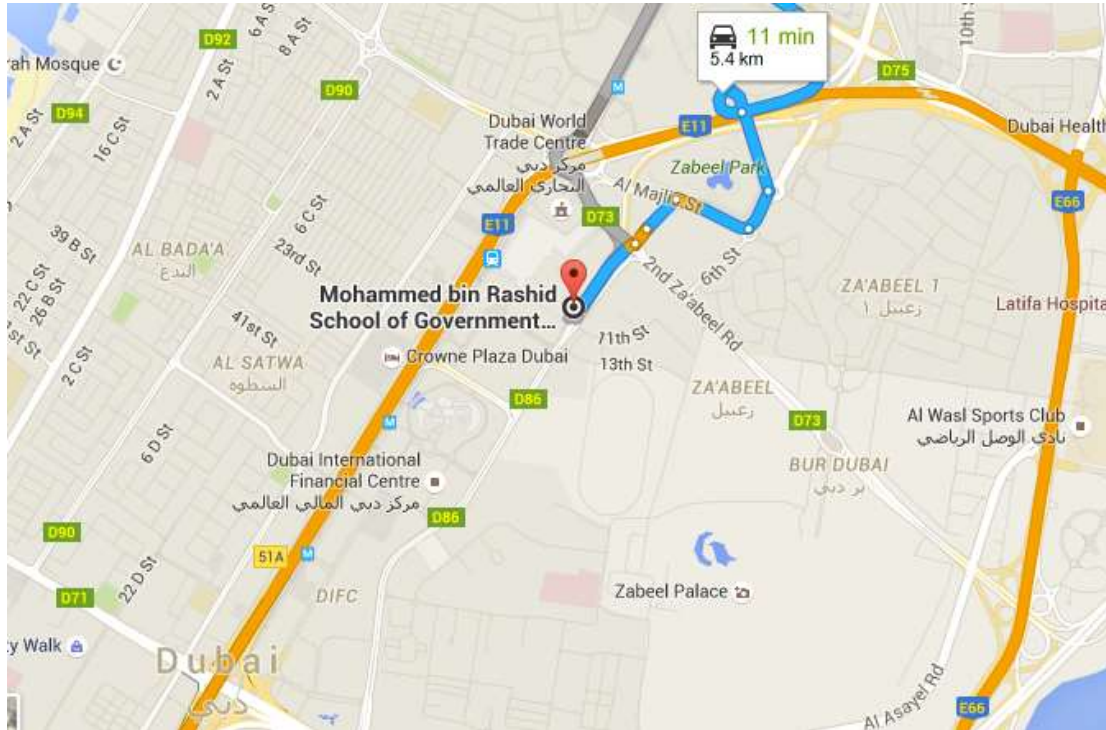
## 11.0 MBRSG Directory

Department	Telephone	E-Mail
Administrative Affairs	(+971 4) 3175 569	<a href="mailto:mohammed.albadi@mbrsg.ac.ae">mohammed.albadi@mbrsg.ac.ae</a>
Admissions - Manager	(+971 4) 3175 548	<a href="mailto:yusra.alagha@mbrsg.ac.ae">yusra.alagha@mbrsg.ac.ae</a>
Admissions - Officer	(+971 4) 3175 616	<a href="mailto:Moaza.Almaidoor@mbrsg.ac.ae">Moaza.Almaidoor@mbrsg.ac.ae</a>
Financial Affairs	(+971 4) 3175 515	<a href="mailto:esam.dukhan@mbrsg.ac.ae">esam.dukhan@mbrsg.ac.ae</a>
Accountant	(+971 4) 3175 540	<a href="mailto:ahmad.abuamarah@mbrsg.ac.ae">ahmad.abuamarah@mbrsg.ac.ae</a>
Information Technology	(+971 4) 3175 648	<a href="mailto:anthony.bartolo@mbrsg.ac.ae">anthony.bartolo@mbrsg.ac.ae</a>
Institutional Effectiveness (IE)	(+971 4) 3175 516	<a href="mailto:aisha.alali@mbrsg.ac.ae">aisha.alali@mbrsg.ac.ae</a>
Executive Education	(+971 4) 3175 529	<a href="mailto:aisha.alshamsi@mbrsg.ac.ae">aisha.alshamsi@mbrsg.ac.ae</a>
Library and Knowledge Support	(+971 4) 3175 606	<a href="mailto:maryam.alblooshi@mbrsg.ac.ae">maryam.alblooshi@mbrsg.ac.ae</a>
Reception	(+971 4) 3175 500	<a href="mailto:maryam.alhaj@mbrsg.ac.ae">maryam.alhaj@mbrsg.ac.ae</a>
Registrar	(+971 4) 3175 612	<a href="mailto:kieran.ross@mbrsg.ac.ae">kieran.ross@mbrsg.ac.ae</a>
Registrar's Officer	(+971 4) 3175 615	<a href="mailto:abdulkhaliq.abduljabbar@mbrsg.ac.ae">abdulkhaliq.abduljabbar@mbrsg.ac.ae</a>
Student Affairs & Alumni	(+971 4) 3175 645	<a href="mailto:Hayathem.shukri@mbrsg.ac.ae">Hayathem.shukri@mbrsg.ac.ae</a>
Dean's Office Coordinator	(+971 4) 3175 600	<a href="mailto:roqaya.famarazy@mbrsg.ac.ae">roqaya.famarazy@mbrsg.ac.ae</a>
Security	(+971 4) 317 5514	
<b>Full Time – Faculty</b>		
Prof. Raed Awamleh (Dean)	(+971 4) 3175 603	<a href="mailto:raed.awamleh@mbrsg.ac.ae">raed.awamleh@mbrsg.ac.ae</a>
Dr. Arthur Seakhoa-King (Director of Academic Affairs)	(+971 4) 3175 618	<a href="mailto:arthur.king@mbrsg.ac.ae">arthur.king@mbrsg.ac.ae</a>
Dr. Abdulla AlAwadhi	(+971 4) 3175646	<a href="mailto:AbdullaAlAwadhi@mbrsg.ac.ae">AbdullaAlAwadhi@mbrsg.ac.ae</a>
Dr. Yousif Al Ghalayini	(+971 4) 3175 600	<a href="mailto:Yousif@ghalayani@mbrsg.ac.ae">Yousif@ghalayani@mbrsg.ac.ae</a>
Professor Melodena Stephens	(+971 4) 3175 625	<a href="mailto:melodena.stephensb@mbrsg.ac.ae">melodena.stephensb@mbrsg.ac.ae</a>
Dr. Mona Elsholkamy	(+971 4) 3175 614	<a href="mailto:mona.elsholkamy@mbrsg.ac.ae">mona.elsholkamy@mbrsg.ac.ae</a>
Dr. Immanuel Moonesar	(+971 4) 3175 533	<a href="mailto:immanuel.moonesar@mbrsg.ac.ae">immanuel.moonesar@mbrsg.ac.ae</a>
Dr. Mounia Drissi	(+971 4) 3175 546	<a href="mailto:Mounia.Drissi@mbrsg.ac.ae">Mounia.Drissi@mbrsg.ac.ae</a>
Dr. Khalid Alwazani	(+971 4) 3175 638	<a href="mailto:Khalid.Alwazani@mbrsg.ac.ae">Khalid.Alwazani@mbrsg.ac.ae</a>



## 12.0 Campus Location Map


The Mohammed Bin Rashid School of Government is located in the Convention Tower on the 7<sup>th</sup> and 13<sup>th</sup> Floors on Al Mustaqbal Street, Dubai.



## 13.0 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/carpark/convention\\_tower/dubai/?arriving=202203180830&leaving=202203181030](https://ae.parkopedia.com/parking/carpark/convention_tower/dubai/?arriving=202203180830&leaving=202203181030)

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



## Handbook Review

The Graduate Student Handbook will be reviewed and updated not less than once every year from the date of creation or most recent review.

## APPROVAL AND REVIEW

Document Status					
<b>Policy Status</b>	Approved by the Board of Trustees   January 2014				
<b>Ratified By</b>	MBRSG School Council Review				
<b>Verified By</b>	Academic Affairs Director and Director of Institutional Effectiveness				
<b>Prepared By</b>	Reviewed by Faculty team members and Registrar				
<b>Issue Date</b>	January 2014				
<b>Review Date</b>	03-08-2016	28-10-2016	08-12-2016	20-04-2017	01-09-2017
	01-09-2018	01-07-2019	07-05-2020	30-09-2020	08-05-2021
	14-03-2022	15-03-2022	17-04-2023		
<b>Next Review</b>	April 2025				
<b>BOT Approval date</b>					

## Modification History

Version No. & Date	Modifications Details
V1 18-03-2014	<ul style="list-style-type: none"> <li>New Graduate Student Handbook</li> </ul>
V2 03-08-2016	<ul style="list-style-type: none"> <li>Review</li> </ul>
V3 28-10-2016	<ul style="list-style-type: none"> <li>Review based on CAA Requirements</li> </ul>
V4 08-12-2016	<ul style="list-style-type: none"> <li>Updated Conditional Admission and LockDown Browser</li> </ul>
V5 20-04-2017	<ul style="list-style-type: none"> <li>Updated Academic Calendar (include newly accredited programs). Updated Program Offerings, Grading Scale and Tuition Fee Payment information.</li> </ul>
V6 01-09-2017	<ul style="list-style-type: none"> <li>Updated Acting Director Academic Affairs Welcome, Academic Calendar. Updated Program Structure Study Plans, Grading Scale, Tuition Fee Payment information and MBRSG Directory.</li> </ul>
V7 01-09-2018	<ul style="list-style-type: none"> <li>Updated Academic Calendar, Tuition Fee Payment information and MBRSG Directory</li> </ul>

Version No. & Date	Modifications Details
V8 01-07-2019	<ul style="list-style-type: none"> <li>Updated name to Graduate Student Handbook., Updated Academic Calendar, Clearer reference to Exit Awards in respect to Postgraduate Diploma Awards, include reference to TurnItIn, Remove reference to lock-Down Browser and Update MBRSG Directory.</li> </ul>
V9 07-05-2020	<ul style="list-style-type: none"> <li>Updated Cover Page, Welcome Messages, Updated Academic Calendar for 2020/2021, Added Section Numbering, Updated Year to 2020/2021. Updated Admission Criteria and English Language Proficiency Requirements, Updated Program information, Tuition Fee Information and MBRSG Directory.</li> </ul>
V10 30-09-2020	<ul style="list-style-type: none"> <li>Updated Academic Calendar and included MBRSG Operating Protocol during Covid19 (P HR 151) as an Appendix</li> </ul>
V11 06-05-2021	<ul style="list-style-type: none"> <li>Updated entire Student Handbook including Academic Calendar in accordance with Standards 2019 and MBRSG Policy and Program updates.</li> <li>Changed the document title from Student Handbook to Graduate Student Handbook.</li> </ul>
V12 14-03-2022	<ul style="list-style-type: none"> <li>Updated Academic Calendar for Spring 2022 Semester</li> <li>Updated Faculty contact details at Section 8.1.3</li> <li>Updated Academic Affairs contact details for administrative staff at Section 8.1.4</li> <li>Updated Section 10.11 regarding Special Grant provisions</li> <li>Updated Section 11 re contact details</li> </ul>
V13 15-03-2022	<ul style="list-style-type: none"> <li>Updated Academic Calendar for 2022/2023 Academic Year</li> <li>Updated reference to 2022/2023 Academic Year</li> <li>Updated grammar and formatting throughout document</li> <li>Updated Table 14 with Instalment dates for 2022/2023 academic year</li> </ul>
V14 01-04-2022	<ul style="list-style-type: none"> <li>Updated Sections 1.1, 6.8.5 and 6.8.6</li> </ul>
V15 17-04-2022	<ul style="list-style-type: none"> <li>Reviewed and updated entire document.</li> <li>Updates included: Welcome Messages, MBRSG Strategy, 2023-2024 Academic Calendar, Tuition Fees and removed Appendix 1 re Covid19 Protocols.</li> </ul>