

# GRADUATE ACADEMIC CATALOG

2016-2017



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

© 2016 Mohammed Bin Rashid School of Government



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

# Welcome Message from the Executive President



With increased access to vast amounts of knowledge, and with the cultural openness and technological advancements of the twenty-first century, the world has become a small village where the politics and economies of states affect one another. Dubai is no exception with the city's name becoming synonymous with globalization. It is with this in mind that Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. By preparing,

qualifying and empowering tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world, our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process.

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

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

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

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

# Board of Trustees



**HE Humaid Mohammed Al Qatami, (Chairman)**

Chairman of the Board and Director General of the Dubai Health Authority



**HE Ahmed Abdalla Bin Byat, (Vice-Chairman)**

Vice Chairman and Managing Director of Dubai Holding



**HE Abdullah Abdulrahman Al Shaibani**

Secretary General of the Executive Council of Dubai



**HE Taresh Eid Al Mansouri**

Managing Director of Dubai Courts



**HE Dr. Abdulrahman Al Awar**

Director General at the Federal Authority for Government Human Resource Authority (FAHR)



**Dr. Khaled Mohammed Al Khazraji**

Chairman of AL Kawthar Investment LLC



**Dr. Tayeb Amanullah Mohammed Kamali**

Chairman of Emirates Driving Company



**HE Abdulla bin Touq**

Director General of the Executive Office of H.H. Sheikh Mohammed bin Rashid Al Maktoum



**HE Amal Mohammed bin Adi**

Director General of Dubai Government Human Resources

# MBRSG Administration

## Office of the Executive President

**Dr. Ali Sebaa Al Marri**  
Executive President

**Rasha Sleiman**  
Manager- Executive  
President's Office

## Office of Institutional Effectiveness

**Asma Al Hosani**  
Institutional Effectiveness  
Specialist

## Public Relations Office

Masood Hilal  
Public Relations Officer

## Strategic Planning and Corporate Performance

**Aisha Al Ali**  
Director of Strategy and  
Development

**Alaa Atallah Othman**  
Strategy Specialist

## Office of the Dean

**Professor Raed Awamleh**  
Dean

**Engy Osman**  
Executive Assistant to the  
Dean

## Academic Affairs

**Professor Rhys Rowland-Jones**  
Director of Academic Affairs  
Faculty Affairs and Registrar

**Dr. Scott Fargher**  
Associate Professor in  
Economics

**Dr. Mohammad Habibur Rahman**  
Associate Professor in Public  
Administration

**Dr. Guy Burton**  
Assistant Professor in Public  
Policy

**Dr. Kassim Dakhallah**  
Assistant Professor in  
Economics

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

**Dr. Yasser Al Saleh,**  
Assistant Professor in  
Innovation Management

**Dr. Mona Mostafar El Sholkamy**  
Assistant Professor in Public  
Administration

**Dr. Racquel Warner,**  
Assistant Professor of  
Education Policy

**Nawal Akram**  
Admissions and Programs  
Relations Manager

**Kieran Ross**  
Registrar

## Student Affairs

**Hayathem Shukri**  
Manager of Student Affairs

## Library

**Hamid Saeed**  
Library Manager

## Research and Advisory

**Fadi Salem**  
Research Fellow

**Faisal Alkhatib**  
Associate Researcher

**Megan Mathias**  
Research Fellow

**Sarah Shaer**  
Associate Researcher

## Executive Education Programs

**Aisha Al Shamsi**  
Director of Executive  
Education Programs

**Amal Anwar Elsis**  
Executive Education  
Programs Officer

**Houreya Mohamed**

Executive Education  
Programs Officer

**Kaltham Al Falasi**

Executive Education  
Programs Officer

**Maryam Al Falahi**

Executive Education  
Programs Officer

**Business Development  
Department**

**Nadeya Kamali**

Director of Business  
Development and Strategic  
Alliances

**Sarah Talib**

Strategic Alliances and  
Business Development  
Manager

**Corporate  
Communications**

**Mohammed Al Khatib**

Director of Public Relations  
& Marketing

**Badreya Altamimi**

Senior Manager, Public Affairs  
and Events

**Saleha Bu- Kattara**

Communications and  
E-Marketing Manager

**Yusra Alagha**

Corporate Communication  
Coordinator

**Priyanka Barua**

Events Coordinator

**Marouen Ghezal**

Multimedia Officer

**Shuaib Kunnoth**

Programmer

**Corporate Support  
Services**

*Financial Affairs*

**Ahsan Ali Akhter**

Senior Accountant\Acting  
Operations Manager

**Esam Dukhan**

Senior Financial Controller

*Human Resources*

**Mazna Ahmad Hafiz**

Human Resources Manager

**Dalya Faroug**

Human Resources  
Coordinator

*Information Technology*

**Jay Sajul**

Systems Administrator

*Administrative Affairs*

**Khalid Essa AlMarri**

Administrative Affairs  
Manager

**Khadeeja Bawazeer**

Front Office Administrator

**Saleh Nahdad**

Service Assistance

**Gir Bahadur Aryal**

Office Support

**Bhim Kumar Adhikari**

Security

**Bhawan Basnet**

Security

**Dhan Bahadur**

Security

**Ngana Raj Pande**

Security

**Mohammed Shahzad**

Driver



# MBRSG Directory

Department	Telephone	E-Mail
<i>Administrative Affairs</i>	(+971 4) 3175 569	khalid.almarri@mbrsg.ac.ae
<i>Admissions and Program Relations</i>	(+971 4) 3175 548	nawal.akram@mbrsg.ac.ae
<i>Financial Affairs</i>	(+971 4) 3175 515	esam.dukhan@mbrsg.ac.ae
<i>Information Technology</i>	(+971 4) 3175 648	jay.sajul@mbrsg.ac.ae
<i>Institutional Effectiveness</i>	(+971 4) 3175 655	asma.alhosani@mbrsg.ac.ae
<i>Library</i>	(+971 4) 3175 546	hamid.saeed@mbrsg.ac.ae
<i>Reception</i>	(+971 4) 3175 500	khadeeja.bawazeer@mbrsg.ac.ae
<i>Registrar</i>	(+971 4) 3175 612	kieran.ross@mbrsg.ac.ae
<i>Student Affairs</i>	(+971 4) 3175 645	hayathem.shukri@mbrsg.ac.ae
<i>Security</i>	(+971 4) 3175 514	



# Graduate Academic Calendar

## 2016 /2017 Academic Year

### Semester 1 - Fall

<i>Registration Period</i>	August 21 -31
<i>New Student Orientation</i>	Septemeber 7 - 8
<i>Arafat Day*</i>	September 10
<i>Eid Al Adha Holidays**</i>	September 11-13
<i>First Day of Classes, First Day to Add/Drop Modules</i>	September 18
<i>Last Day to Add/Drop Modules</i>	September 29
<i>Islamic New Year Holiday**</i>	October 2
<i>Program Review Week - (New Students Survey)</i>	October 9 - 13
<i>Module Review Week - (Student Survey)</i>	November 20-24
<i>Martyr's Day UAE Holiday</i>	November 30
<i>UAE National Day Holiday</i>	December 2-3
<i>Last Day of Classes</i>	December 8
<i>Prophet Mohammad's Birthday Holiday</i>	December 11
<i>Exm Week</i>	December 11-15
<i>Commencement of Semester Break</i>	December 18

## Winter Term

---

<i>Gregorian Calendar New Year's Holiday</i>	January 1
<i>Declaration of Results – Fall Semester</i>	January 8
<i>Declaration of Progression Results – Fall Semester</i>	January 12
<i>Declaration of Award (Graduation) Results – Fall Semester</i>	January 19
<i>Reassessment Exam Week – Fall Semester</i>	January 22-26
<i>Registration Period</i>	January 22-31

## Semester 2 - Spring

---

<i>Registration Period</i>	February 1-2
<i>New Student Orientation</i>	February 5-9
<i>Reassessment – Coursework Submission Due – Fall Semester</i>	February 9
<i>Spring Semester - First Day of Classes, First Day to Add/Drop Modules</i>	February 12
<i>Declaration of Reassessment Results – Fall Semester</i>	February 19
<i>Declaration of Progression Results – Fall Semester</i>	February 20
<i>Last Day to Add/Drop Modules</i>	February 23
<i>Program Review Week – (New Students Survey)</i>	March 12-16
<i>Independent Study Week</i>	MArch 26-30

## Semester 2 - Spring

---

<i>Isra wal Meraj Holiday**</i>	April 24
<i>Module Review Week - (Student Survey)</i>	April 30
<i>Module Review Week</i>	May 1-4
<i>Spring Semester – Last day of Classes∞</i>	May 11
<i>Examination Period</i>	May 21-25
<i>Declaration of Module Results – Spring Semester</i>	June 8
<i>Declaration of Progression Results – Spring Semester</i>	June 12
<i>Reassessment Examination Period – Spring Semester</i>	June 18-22
<i>Eid Al Fitr Holidays**</i>	June 25-26
<i>Reassessment – Coursework Submission Due – Spring Semester</i>	July 6
<i>Declaration of Module Results – Spring Semester</i>	July 13
<i>Declaration of Progression Results – Spring Semester</i>	July 16
<i>Declaration of Award (Graduation) Results – Spring Semester</i>	July 20

\*\* Islamic Holidays are subject to confirmation

∞ Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.

**Independent Study Week :** Period when formal classes cease. Students undertake directed independent learning

## *Disclaimer*

The Mohammed Bin Rashid School of Government has taken due care and diligence to ensure all information provided in the Graduate Academic Catalogue 2016/17 is correct at the time of publication. The Mohammed Bin Rashid School of Government, is regularly reviewing all aspects of its policies, procedures and services; therefore, the information contained in this Graduate Academic Catalogue is subject to change without notice. Please refer to the Mohammed Bin Rashid School of Government website at: [www.mbrsg.ae](http://www.mbrsg.ae) for further information. Students are responsible for adherence to the most up-to-date policies, procedures and academic regulations. It is important to iterate that Graduation Completion Requirements may change during the period of your study; based on requirements and/or approvals related to Licensure and Accreditation with the Commission for Academic Accreditation under the auspices of the Ministry for Higher Education and Scientific Research in the United Arab Emirates. Please seek clarification from the Registrar or Director Academic Affairs in order to clarify any academic related issues you may have.



# Table of Contents

Welcome Message from the Executive President	4	Admission to Graduate Studies at MBRSG	37
MBRSG Board of Trustees	5	Graduate Programs of Study available at MBRSG	37
MBRSG Administration	6	Master of Public Administration (MPA)	37
MBRSG Directory	8	Postgraduate Diploma in Public Administration (PgD)	37
Graduate Academic Calendar 2016/2017 Academic Year	9	Application for Admission Process	37
Disclaimer	12	Contact Details for Admission	37
Welcome to the MBRSG	18	Admission Process	37
MBRSG History and Profile	18	Applications for Admission	38
MBRSG Vision, Mission, Goals and Guiding Principles	18	Timeframes and Deadlines	38
Vision	19	International Student Applications or Applicants with International Qualifications	38
Mission	19	MBRSG Requirements for Graduate Admission	38
Focus: Strategic Themes	19	Full Admission	39
Outcomes	19	Conditional Admission	39
Values	19	Visa	41
MBRSG Organisational Chart	21	Visa Compliance and Cancellation	41
Community Engagement and Cooperative Relationships	22	Health Insurance	41
MBRSG Accreditation and Licensure Statement	24	Transfer of Credits and Advanced Standing	41
MBRSG Campus Life	26	Re-Admission	42
Campus Location	26	Offer of Admission and Confirmation Form	42
Facilities and Resources	27	Deferment Request and Conditions	43
Student Educational Services	28	Falsified and Fraudulent Admission Documents	43
Information Technology Services	28	Tuition and Fees	44
Library	29	Responsibility for Tuition and Fee Payment	44
Student Affairs and Alumni	30	Graduate Program Tuition Fees	45
Admissions and Program Relations Office	30	Master of Public Administration (MPA)	45
Faculty Affairs and Registrar	31		
Student Experience	32		
Academic Policies, Procedures and Regulations	35		
General Information for Prospective and Current Graduate Students	37		

Methods of Payment	45	Module Descriptions and Module Handbooks	54
Late Payment Fee	45	Module Prerequisites and Co-requisites	54
Payment Options - Tuition Fees and Charges	45	Module Offerings and the Academic Timetable	54
Installment Plan	45	Academic Advising	54
Financial Hardship - Deferral of Payment of Tuition and Fees	46	Student Records	56
Consequences of Failing to Pay Tuition Fees and Charges	46	Custody of Records	56
Tuition Fees Payable upon Withdrawal or Interruption of Study	46	Student Privacy Rights	56
Scholarships and Financial Aid	47	Academic Transcripts	56
Enrolment and Program Information	48	Records on Academic Integrity and Misconduct Violations	57
Enrolment Deadlines for 2016/2017 Academic Year	48	Academic Integrity and Misconduct	58
Orientation Program	48	Types of Academic Misconduct	58
Orientation Program Timings for 2016/2017 Academic Year	48	Detecting Academic Misconduct – Safe Assign	59
Enrolment (Registration) Process	48	Detecting Academic Misconduct – Examinations	60
Module Load	49	Penalties for breaching Academic Integrity and Misconduct	60
Good Academic Standing	49	Notification of Penalties for breaches of Academic Integrity and Misconduct	60
Restricted Enrolment based on Conditional Admission	49	Appeal of Penalties applied for breaches of Academic Integrity and Misconduct	61
Restricted Enrolment based on Proficiency in Basic Statistics and Research Methods	49	Grades and Academic Progression	62
Academic Probation	49	Assessment	62
Add and Drop Module(s)	50	Assessment and Grading Principles	62
Academic Advisor - Allocation	50	Exam Board	62
Attendance and Lateness	50	Grading Scheme	63
Module Withdrawal	50	Grading Scale: CATS Credits System (May 2016)	63
Withdrawal from a Graduate Program of Study	52	Fail Grade (0-39%)	63
Leave of Absence	52	Incomplete Grades	63
Leave of Absence: Up to Two Semesters	52	Repeating Modules	64
Leave of Absence: Longer than Two Semesters	53	Grade Point Average	64
Module Information	53	Calculating Overall Average Grade	64
Module Code	53	Progression	64
Program and Module Credits	53	Academic Standing	65
		Good Academic Standing	65
		Academic Probation	65



Academic Dismissal	65	Pre-Requisite and/or Co-Requisite Modules	77
Unsatisfactory Progress	65	Dissertation	77
Appeal of Academic Dismissal	65	Progression and Academic Standing	78
Readmission to the School after Dismissal	65	Program Study Plan	79
Student Appeals and Academic Grievances	66	Academic Advising	80
Student Responsibility to maintain documentary evidence	66	Completion Requirements	80
Petitions and Appeals	66	Graduate Module Descriptions	82
Graduation	67	Master of Public Administration	82
Graduation Requirements	67	MPA 501 Public Administration and Governance (20 CATS Credits)	82
Master of Public Administration	67	MPA 502 Public Policy Analysis (20 CATS Credits)	82
Postgraduate Diploma - Public Administration	67	MPA 503 Public Sector Finance (20 CATS Credits)	82
Conferral of Awards	69	MPA 504 Organisational Behavior and Leadership in the Public Sector (20 CATS Credits)	82
Conferral of a Master Degree Award	69	MPA 505 Research Methods (20 CATS Credits)	83
Conferral of a Postgraduate Diploma Award	69	MPA 506 Economic Foundations of Policy Analysis (20 CATS Credits)	83
Application for Graduation	69	MPA 901 Dissertation (60 CATS Credits)	84
Graduation Ceremony	69	Faculty	85
Name on Testamur	70		
Attestation of Testamurs and Transcripts	70		
Graduate Program Information	72		
Welcome from the Dean	72		
Welcome from the Director of Academic Affairs	73		
Master of Public Administration	74		
Program Mission	74		
Program Objectives	75		
Program Outcomes	75		
Admission Requirements	76		
Proficiency Requirements	76		
Academic Workload	76		
Program Requirements	76		
Master of Public Administration (MPA)	76		
Postgraduate Diploma in Public Administration (PgD)	76		
Elective Modules	77		



# Welcome to the MBRSG

## MBRSG History and Profile

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

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

More than 150 students have undertaken a graduate program of study with the

Mohammed Bin Rashid School of Government and 87 students have graduated. Our Graduates have secured employment and promotion across various government departments and within the private sector also.

### ***Graduate Program(s)***

Mohammed Bin Rashid School of Government currently offers graduate program(s) of study as follows:

- Master of Public Administration Administration (MPA)
- Postgraduate Diploma in Public Administration

### ***Faculty Profile***

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

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

### ***MBRSG Vision, Mission, Goals and Guiding Principles***

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

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

“ The Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. By preparing, qualifying

and empowering tomorrow's leaders, and by strengthening government capacity in the UAE and the Arab world, our School aims to promote effective public policy through focusing on applied research and engaging the public and private sectors in the development process."

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

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

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

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

## ***Vision***

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

## ***Mission***

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

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

## ***Focus: Strategic Themes***

### **THEME ONE:**

**STUDENTS & TRAINEES:** Shape the future of public services by educating potential leaders

### **THEME TWO:**

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

### **THEME THREE:**

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

### **Outcomes:**

The Mohammed Bin Rashid School of Government will measure the success of its strategic planning

initiatives across four (4) key areas, which focus on; the Customer, the Process, Financial and Learning and Growth. Significant achievements in respect of graduate students, research publications, events and training are anticipated.

## ***Values***

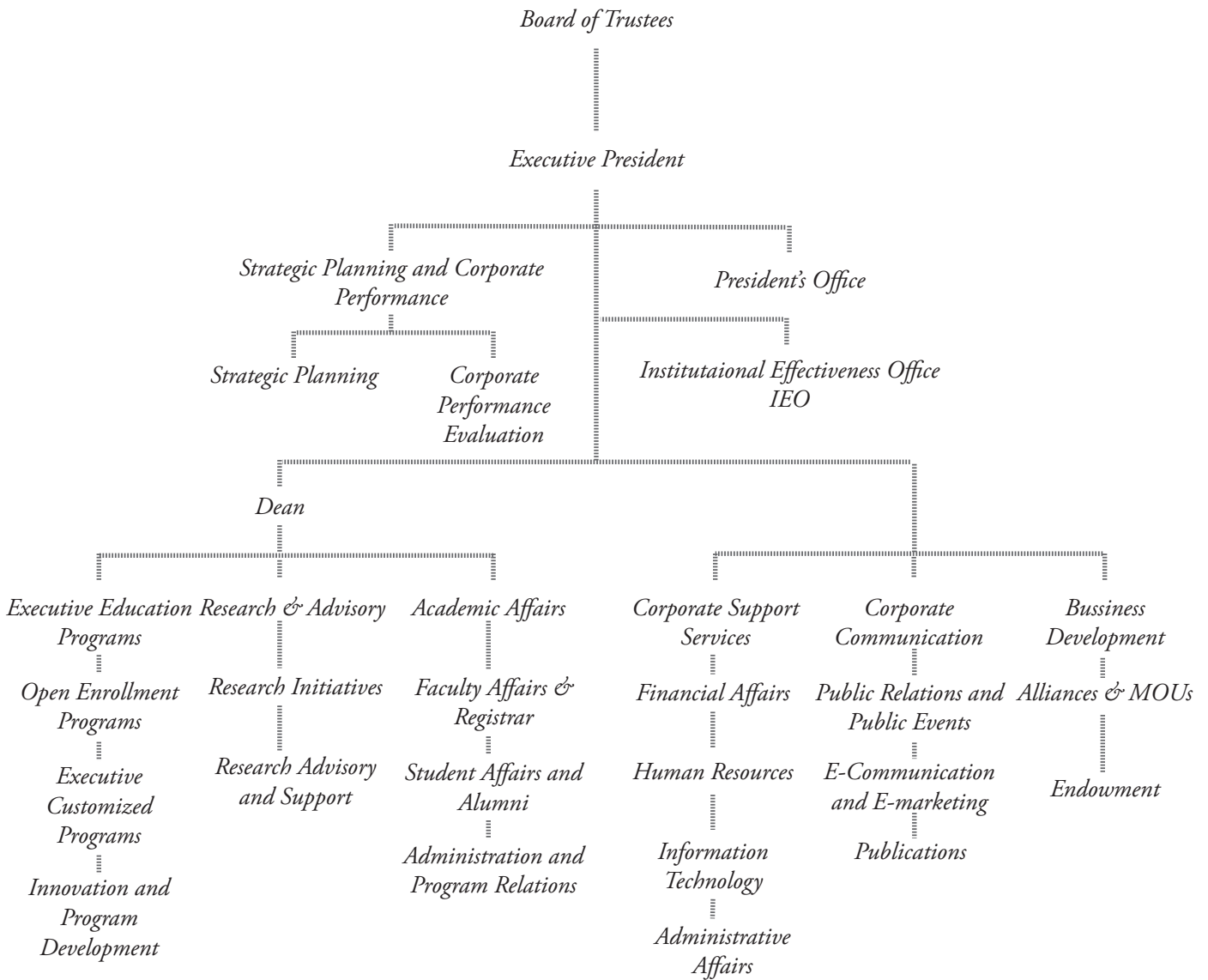
The way in which the Mohammed Bin Rashid School of Government conducts its operations are reflected in its espoused values. The core values underpinning all staff interactions with our key stakeholders include:

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

- Contribution to Society
  - demonstrated by social engagement, supporting good governance, serving decision-makers and awareness.

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

# MBRSG Organizational Chart



# Community Engagement and Cooperative Relationships

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

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

MBRSG strategic partnerships evolve around the following key relationships: International Affiliations, Academic

Affiliations, Knowledge Partners and Sponsors.

## *International Affiliations*

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

## *Academic Affiliations*

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

## *Knowledge Partners*

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

Key components of the MBRSG Community Engagement and Employer Engagement plans include, our External Advisory

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

MBRSG's position as a government institution gives it unique access to government and industry partners across various sectors. MBRSG's business operations involve collaboration with several government entities for research purposes and executive education training programs. Key entities including the Prime Minister's Office, Dubai Executive Council, Dubai Municipality, Police, Road and Transport Authority, and Dubai Electric and Water Authority are amongst our top level stakeholders. We also have significant relationships and understandings with several



local and international firms including; CISCO, SAP, and Du. We regularly provide our stakeholders with training, consulting, and research services. This results in the school building long-term sustainable relationships with vital entities in the public and private sector.

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

### ***Innovation Week***

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

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

### ***Career Fair***

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

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

### ***Field Trips***

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

### ***Dissertation Presentations***

Dissertations are an integral part of all of our Master programs. Our unique programs along with the fact that the large majority of our students are employed, there exists an opportunity to make all dissertations focused of real life problems/challenges that are experienced by employers. Involving employers with these projects from day one is a joint responsibility of

students and school. The school will invite employers and industry specialists to attend a yearly event organized by the academic team to showcase students’ dissertations. Students will be provided with feedback and insight from professionals on their work.

***MBRSG Accreditation and Licensure Statement***

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

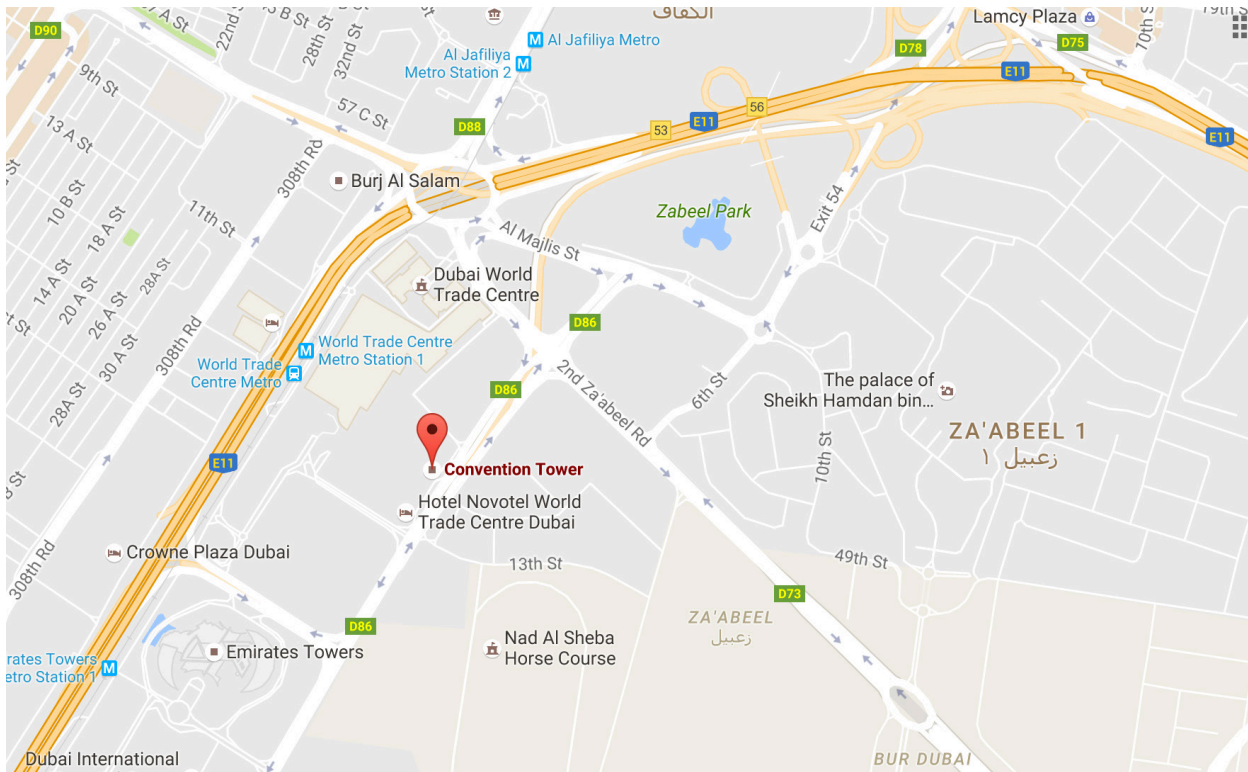


# MBRSG Campus Life

## Campus Location

The Mohammed Bin Rashid School of Government is a non-profit institution funded by the Government of Dubai.

It is situated on the seventh and thirteenth floors of the Convention Tower, Dubai World Trade Centre, P.O. Box 72229, Dubai, UAE



# Facilities and Resources

The Mohammed Bin Rashid School of Government provides students with access to the following facilities, services and resources who are undertaking a graduate program of study. These facilities, services and resources are in addition to those available to students and members of the public which are provided in the Dubai World Trade Centre Complex itself.

## Facilities and Resources

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

### *Seventh (7th) Floor*

- Main Lecture Rooms
- Library
- Student Development Lounge
- Male, Female and Handicapped Restrooms
- Faculty and Research Offices
- Printing Facility
- Office of the Dean
- Academic Affairs Department

- Office of Student Affairs & Alumni
- Office of Admissions and Program Relations
- Office of Faculty Affairs and Registrar
- Administrative and Research Advisory Offices
- Staff and Student Pantry

### *Thirteenth (13th) Floor*

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

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

### *Main Auditorium*

The Main Auditorium has been designed to promote effective instruction, classroom discussion and conferencing. It can

comfortably seat more than 60 students.

### **Audio-Visual System**

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

### **Translation services**

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

### **Video-Conferencing**

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

### ***Breakout and Multipurpose Rooms***

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

### **Audio-visual Equipment**

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

### **Conference Room**

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

### **Audio-visual System**

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

### **Translation Services**

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

### **Majlis**

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

### **Prayer Rooms**

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

### **Lecture Rooms**

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

### **Library**

The mission of the Mohammed Bin Rashid School of Government library is to support teaching, research and lifelong learning by utilizing the best possible resources and latest information technologies. The library aims to be a knowledge resource center for the region on issues related to public policy and administration. More information regarding the Library can be found in this Catalog under the Student Educational Services Section and on the MBRSG website at <http://www.mbrsg.ae/HOME/Library/Library.aspx>

### **IT Support**

The Information Technology Department provides a safe, secure and reliable suite of

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

## **Student Educational Services**

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

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

### **Information Technology Services**

The Information Technology (IT) Department will provide services to enable students to access and use MBRSG's electronic resources and services. The IT Department is responsible for maintaining all applications, software (i.e. SPSS), systems, networks, and



technical capabilities across the School. This includes access to Wi Fi, video-conferencing conferencing, telephone services and voicemail. They will ensure internal data systems security and provide technical expertise to effectively manage the MBRSG website and its design and contents. The IT Department will provide technical support for the needs of students, faculty and employees. Support will also be provided for the Blackboard system (online learning) and offer technical support to develop educational material and solve computer problems.

New students upon enrolling in their graduate program of study should contact the IT Department to enable laptop access to the Internet through the School's secure wireless network, which will provide students with immediate access to research materials and online journals. Wireless networking is available throughout both floors of the School. The service is available to all staff and students of the Mohammed Bin Rashid School of Government, using a MBRSG academic password or, alternately, a MBRSG administrative password. The Information Technology Department will be available to assist students with any technology related issues by contacting them on (+971 4) 3175 648.

## ***Library***

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

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

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

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

- Public Policy

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

## ***Online Access to Journals and Databases***

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

## ***Library Services***

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

## **Open Learning Resources**

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



to the central printing services.

### **Reference and Lending Services**

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

### **Inter-Library Cooperation**

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

### **Information Literacy Skills Enhancement Program**

Library has an active information literacy skills enhancement program. The program enables students to improve their information literacy skills for lifelong learning. It helps them find, evaluate, and use the needed information effectively.

### **Lending Privileges**

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

#### **Lending Rules**

- Users must produce a valid MBRSG ID card to borrow books

- Periodicals, current and back issues, are not to be issued

- Reference books cannot be borrowed and taken out of the library

- A user may renew a book if it is not requested by any other user

- A fine of 1.00 DH per day may be imposed if an item is not returned within the due date.

- Lost or damaged material will have to be paid by the user

### **General Library Rules**

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

- Copyright laws are strictly observed while making photocopies of any materials.

### ***Student Affairs and Alumni***

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

support or careers services.

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

This Department will also provide help to international students to adapt culturally and academically to life in the UAE and to their graduate studies. This will normally occur as part of the Orientation Program and New Student Experience Survey.

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

## ***Admissions and Program Relations Office***

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

The key responsibilities of the Admissions and Program Relations Office include

- Managing all aspects of students' admission
- Evaluating the admission credentials of each graduate applicant and determine the admission eligibility furthermore to inform the students of their admission status.
- Ensuring that all new students meet the admissions requirements as set by the CAA standards.
- Create, managing and securing the student file (hard and electronic) with all relevant documentation necessary to make an accurate admission determination.
- Liaising with various government departments and other sectors to promote and

market MBRSG academic programs

- Disseminating information and responding to prospective students queries about the academic programs and about the admission requirements.
- Accurately publishing official information about graduate programs offered at MBRSG.
- Attracting international students, to enrich students' experience and to enhance the School reputation globally.

## ***Faculty Affairs and Registrar***

Once you have accepted an Offer Letter of Admission and completed the Confirmation Form to secure your place in a graduate program of study at the Mohammed Bin Rashid School of Government; your first point of contact for support will be with the Faculty Affairs and Registrar Office.

The Registrar will guide you through the process of enrolment during the enrolment (registration) period. This confirms that you have been enrolled in (a) specific Module or Modules of study in the upcoming academic semester, Students are not able to attend class until they have formally enrolled in their Module(s) and paid the relevant tuition fees.

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

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

- Providing academic information and internal awareness in accordance with the established procedures and policies.
- Updating and collecting relevant data from faculty and/or the relevant Board's in relation to Module Handbooks, grading rubric's, student grades and Module files.
- Ensuring that the educational process and the delivery of lectures are conducted according to the approved academic schedule, and to issue and publish academic timetables.
- Managing, updating and maintaining students' official records in accordance with all

regulatory requirements

- Updating and reviewing students' records, grades and related academic decisions and ascertain eligibility to continue or to graduate.
- Issuing transcripts and letters of permission.
- Verifying academic standing and follow up the completion of studies.
- Arranging graduation. (i.e. follow up on graduation procedures, final grades and certificates, and graduation robes etc.).
- Preparing, publishing, and updating the Student Handbook detailing all degree requirements and School regulations.
- Providing formal written confirmation and notification to students (either in hard copy and/or electronic format) in relation to academic performance (grades, progression, achievement of awards), academic integrity or misconduct, student appeals based on academic grievance or mitigating circumstances, or any other such student related issue based on direction from the Executive President, the Dean, the Director of Academic Affairs and/or relevant School Board, Committee or Council.

## Student Experience

The Mohammed Bin Rashid School of Government (MBRSG) is committed to providing excellence in research, teaching and learning across all graduate program(s) of study. Our graduates are our ambassadors, upon which we build our academic reputation, and many, do and will, lead and actively contribute to the development of public policy in Dubai and the UAE over the years to come. To this end, MBRSG has instituted a comprehensive framework of 'action and review' to 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 Institutional Effectiveness Office 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 program, together with an optional series of educational enrichment workshops and the Foundation Course for Research Methods in Public Policy have been developed to enable students to successfully integrate into graduate level studies.

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

MBRSG collects a wide variety of statistical information for internal and regulatory purposes; which provide an indication as to student performance, achievement and satisfaction and therefore their graduate student experience. From an academic perspective, MBRSG is continuously looking to drive best practices to enhance; student retention, progression, overall average grades, pass and graduation rates year on year. MBRSG

undertakes numerous student surveys each year, throughout and after a student's program of study to assess student satisfaction. Such surveys include the Orientation Survey, Program Survey, Module Survey, Student Experience Survey, Graduate Survey and Alumni Survey. Opportunities also exist for students to address any immediate academic or non-academic issues they may be experiencing either by contacting the Admissions and Program Relations Officer, Registrar, Student Affairs Manager, their Academic Advisor, their Module Leader, their Program Leader or the Director of Academic Affairs.

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

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.



# Academic Policies Procedures and Regulations

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

All policies and procedures relevant to the operations of the Mohammed Bin Rashid School of Government are documented in the IE Policies and Procedures Manual. This Manual is

maintained by the Office of Institutional Effectiveness. Academic relevant policies and procedures will be made available to students either on the School website at [www.mbrsg.ae](http://www.mbrsg.ae) , from the Admissions and Program Relations Office or from the Faculty Affairs and Registrar Office.

For the purposes of this Graduate Academic Catalog for the 2016/2017 Academic year, specific policies and procedures in relation to

Admissions, Tuition and Fees, Enrolment, Academic Integrity and Misconduct, Module Grades and Academic Standing, Student Appeals, Graduation and Program Completion will be outlined.





# General Information for Prospective and Current Graduate Students

## Admission to Graduate Studies at MBRSG

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

## Graduate Programs of Study available at MBRSG

The Mohammed Bin Rashid School of Government currently offers a graduate program of study at the Masters level and a Postgraduate Diploma award. These are:

### *Master of Public Administration (MPA)*

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

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

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

## Application for Admission Process

### *Contact Details for Admission*

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

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

### *Admission Process*

To apply for a graduate program of study at the Mohammed Bin Rashid School of Government the applicant must:

- Complete the MPA application form for admission. Available online at [http://www.mbrsg.ae/Images/PDF/MBRSG\\_MPA-APPLICATION-FORM\\_EN\\_ONLINE.aspx](http://www.mbrsg.ae/Images/PDF/MBRSG_MPA-APPLICATION-FORM_EN_ONLINE.aspx)
- Submit all attested official university and college degrees and transcripts
- Submit official standardized test score(s) documents for TOEFL or IELTS
- Provide their Curriculum Vitae

- Write an essay to demonstrate your reason for wanting to study in the program (see MPA application form)
- Provide Two (2) individual, sealed reference letters (see MPA application form)
- Provide your Passport copy with two passport-size photos

Applicants must satisfy both the general School requirements for graduate admission and/or any graduate program-specific admission criteria.

The Director of Academic Affairs will determine if the applicant meets the School requirements for graduate admission. The Admissions and Program Relations Office will notify the applicant of the School's decision as to whether to admit the applicant to a graduate program of study or not.

### ***Applications for Admission Timeframes and Deadlines***

Applicants should submit completed application forms for admission and all supporting documents to the Admissions and Program Relations Office by the following dates for study during the 2016/2017 academic year:

**Semester 1 – Fall 2016 2017**  
August 31st 2016

### **Semester 2 – Spring 2016 2017**

February 2nd 2017

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

### ***International Student Applications or Applicants with International Qualifications***

International applicants, which includes graduates from universities located outside the UAE, as part of their application for admission process, are required to submit completed application forms and all supporting documents to the Admissions and Program Relations Office by the following dates:

**Semester 1 – Fall 2016 2017**  
August 17th 2016

### **Semester 2 – Spring 2016 2017**

January 19th 2017

International applicants are required to present an equivalency of their degree from the UAE Ministry of Higher Education and Scientific Research 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 Program Relations Office. Admitted international students who need visas for the UAE should submit the visa application form (available upon request from the Admissions and Program Relations Office) at least two months prior to commencement of classes

### ***MBRSG Requirements for Graduate Admission***

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

## ***Full Admission***

As specified in the Graduate Admissions Criteria Policy, applicants should satisfy the following admissions criteria for full admission to the Master of Public Administration (MPA) program

### **General admission requirements for Master of Public Administration(MPA):**

1. Completion of a four-year Bachelor's degree from an institution recognized by the Ministry of Higher Education and Scientific Research with an overall GPA of at least 3.00 (on a 4.0 scale) or its established equivalent.
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Higher Education and Scientific Research.
3. Attained a Minimum TOEFL Score of 550 on the paper-based test or an equivalent score on the Internet-based Test of 79-80 or an equivalent score on the computer-based Test of 213 or an Academic IELTS examination score of 6.0.
4. Applicants will be expected to have a minimum of three (3) years of relevant work experience, but

an individual may be accepted with evidence of eighteen months of government experience since the award of a relevant first degree earned with a GPA of at least 3.50.

## ***Conditional Admission***

As specified in the Graduate Admissions Criteria Policy, applicants should satisfy the following admissions criteria for conditional admission to the Master of Public Administration (MPA) program

### **General Conditional Admission Requirements:**

1. Students with a Bachelor's Degree in a relevant field of study, from an institution recognized by the UAE Ministry of Higher Education and Scientific Research with an overall GPA between 2.7 and 2.99 on a 4.0 scale or its established equivalent. (\*\*Probationary or conditional admission will only be granted after approval of the Commission for Academic Accreditation)
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Higher Education and Scientific Research.

3. Attained a Minimum TOEFL Score of 550 on the paper-based test or an equivalent score on the Internet-based Test of 79-80 or an equivalent score on the computer-based Test of 213 or an Academic IELTS examination score of 6.0.

### **Conditional Admission Requirements – Mature Entry**

To be considered for conditional admission under the mature entry provisions an applicant:

1. Must have completed a recognized Bachelor's Degree with a GPA between 2.5 to 2.99 a Bachelor's Degree in a relevant field of study, from an institution recognized by the UAE Ministry of Higher Education and Scientific Research with an overall GPA between 2.5 and 2.99 on a 4.0 scale or its established equivalent. (\*\*Probationary or conditional admission will only be granted after approval of the Commission for Academic Accreditation)
2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Higher Education and Scientific Research.
3. Must have documentation verifying a minimum of five year's

relevant work experience. Applicants must provide a letter from their employer, on company letterhead, confirming employment.

4. Must have attained a Minimum TOEFL Score of 550 on the paper-based test or an equivalent score on the Internet-based Test of 79-80 or an equivalent score on the computer-based Test of 213 or an Academic IELTS examination score of 6.0.

### **Conditional Admission Requirements – English Language Proficiency**

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

1. Must have completed a four-year Bachelor's degree from an institution recognized by the Ministry of Higher Education and Scientific Research with an overall GPA of at least 3.00 (on a 4.0 scale) or its established equivalent.

2. Applicants with a bachelor's degree obtained outside the UAE must submit an equivalency of their degree from the UAE Ministry of Higher Education and Scientific Research.

3. Applicants will be expected to have a minimum of three (3) years

of relevant work experience, but an individual may be accepted with evidence of eighteen months of government experience since the award of a relevant first degree earned with a GPA of at least 3.50.

4. Have a TOEFL score of 530 (197 CBT, 71 iBT) or an IELTS (Academic) score of 5.5 or its equivalent on another standardized test approved by the Commission. (\*\*Probationary or conditional admission will only be granted based on approval by the MBRSG School Council and after approval of the Commission for Academic Accreditation)

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

### **Conditional Admission Requirements – Additional Requirements**

Students applying for conditional or mature-entry admission will be interviewed by at least two members of the Admissions Committee,

who will submit a brief explanation of their reasons for recommending or not recommending an applicant.

Students applying for conditional or mature-entry admission may also be required to participate in a preparatory course. Performance in the course will be considered when making the admissions decision.

### **Conditional Admission Requirements – Enrolment Restrictions**

Students admitted on conditional basis to a graduate program of study may take no more than one (1) Module (20 CATS credits) of coursework in the first semester. The student must achieve an average grade of at least (50%) Pass with Credit . Upon achievement of this provision 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 (50%) Pass with Credit, he or she will be dismissed from the program.

The progress of conditional and mature-entry students will be closely monitored by the Director of Student Affairs, who will lead a review of the performance of each conditional or mature-entry student as part of monthly faculty meetings.

Students will not be allowed



to progress to the second semester unless all provisional conditions have been satisfied.

Students will be officially notified in writing by the Registrar, at the end of the first semester of study, once official grades have been released, of their admission status. Student records will be updated accordingly.

### ***Visa***

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

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

### ***Visa Compliance and Cancellation***

Students studying under an MBRSG visa must comply

with all relevant School policies and procedures. Failure to do so may lead to cancellation of the visa.

A student visa may be cancelled under the following provisions as specified in the Student Visa Issuance Policy, including, but not limited to:

- When a student wishes to terminate his/her studies prior to the expiry of the visa
- Graduating students' visas will be cancelled following the Graduation committee's confirmation of the students' eligibility to graduate.
- Failure to maintain the relevant study load in any given session for the program for which the student is enrolled.
- Failure to maintain the attendance requirements as outlined in the Student Attendance Policy;
- A student has outstanding fees or late payment charges as per the Fees Policy
- A student who fails to meet the minimum rate of progress requirements as per the relevant policy for the program for which they are enrolled;
- A student has been expelled or excluded from MBRSG for either academic or non-academic reasons;
- A student has been convicted of a criminal offence where the MBRSG

deems expulsion from the School is warranted;

- A student is found to be violating the Visa Sponsorship policy and / or not abiding by the MBRSG rules and regulations;
- A student does not apply for a Leave of Absence before taking a semester off.
- A student fails to respond to requests to contact the Visa Officer regarding any issues relating to a student's visa status.
- A student visa may be cancelled under any other circumstance (not covered above) that MBRSG, at its discretion, deems appropriate.

### ***Health Insurance***

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

### ***Transfer of Credits and Advanced Standing***

The Mohammed Bin Rashid School of Government (MBRSG) does not currently

allow students seeking admission to a graduate program of study the ability to transfer credits, have prior learning recognized or provide for advanced standing to be counted towards CATS Credits in the graduate program of study they are applying for.

All students applying for admission to a graduate program of study will therefore be required to complete the full program requirements of 180 CATS credits.

### ***Re-Admission***

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

Readmission will only apply to previously admitted and enrolled students who

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

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

- A student can only be

readmitted once to the same degree program.

- The student needs to include a letter with the readmission application stating how their circumstances have changed and why they now seek re-admission to the graduate program of study that they had previously withdrawn from. This letter will be taken into consideration by the Director of Academic Affairs for their formal confirmation.

- The student will have to follow the program structure and fulfill the module requirements of the program as they are at the time of readmission not as they were when s/he first joined this School.

- The fees for the program of study will be as they are at the time of readmission not as they were when s/he first joined the School. The fees can be reduced by a percentage proportional to the weight of the modules transferred relative to the TOTAL number of credits of the program, i.e. including the dissertation. An additional new registration/administration fee may be charged upon readmission. A student readmitted to this School under this policy is not eligible for any scholarship support through this School.

Re-admitted students must

- complete their graduate

program of study within the timeframe provisions detailed in the Graduate Program Duration Policy (P-REG-116).

- The program duration timeframe for a re-admitted student will be calculated as follows:

- the length of the period from the start of the semester, in which the student initially enrolled in a course/module of study, until the start of the semester, in which withdrawal from the School was approved, will be added to

- the length of the period from the start of the semester, upon re-admission, in which the student enrolled in a module of study up until the end of the semester in which they complete their graduate program of study requirements.

- Any cases that are not covered by the items above will be referred to the Director of Academic Affairs for their consideration and approval. Such decision(s) will thereafter become part of this policy on readmission.

### ***Offer of Admission and Confirmation Form***

Students applying for admission to a graduate program of study with the Mohammed Bin Rashid

School of Government will be issued with either an Offer Letter either confirming (full, conditional or re) admission or with a Rejection Letter to advise them that their application was unsuccessful. An Offer of Admission is valid only for the academic year specified in the admission letter

Students who wish to accept their Letter of Offer for admission to a graduate program of study are required to complete and return the Confirmation Form, which accompanies the Letter of Offer, and pay an AED 2500 (non-refundable) confirmation fee (by the due date specified) to secure a seat for a specific semester. The confirmation fee amount will be deducted from the tuition fee payable for that academic semester.

### ***Deferment Request and Conditions***

If an applicant is given admission and for some reason cannot join the School in the academic semester that admission was granted for, then a student can elect to defer their studies. In order to request a deferral request, the student should submit a written request to the Admission Office not later than one month before the beginning of the academic semester. The School may permit deferment

of admission for up to one year. This must be noted and acknowledged by the Admissions Committee. Admission for the following semester/year will depend on the availability of places and be determined by the Admissions Committee. The School reserves the right to request further documentation at the end of the deferment period in accordance with the Graduate Admissions Criteria Policy.

### ***Falsified and Fraudulent Admission Documents***

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



# Tuition and Fees

The Mohammed Bin Rashid School of Government (MBRSG) has a Tuition Fee Policy which clearly states and establish the principles applicable to the payment of tuition fees for postgraduate study at MBRSG. Tuition fee rates apply to all accredited programs of study at MBRSG.

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

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

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

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

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

## Responsibility for Tuition and Fee Payment

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

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

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

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

Students who are admitted to any MBRSG masters programs but exit with an award of Postgraduate Diploma are liable for the appropriate full tuition fee.

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

## Graduate Program Tuition Fees

### *Master of Public Administration (MPA)*

The total tuition fees payable for the MPA program are AED 120,000.

UAE nationals and all government officials are entitled to a 50% discount, therefore for these students the total tuition fees payable for the MPA program are AED 60,000.

Employees working in the private sector are entitled to a 40% discount, therefore for these students the total tuition fees payable for the MPA program are AED 72,000.

All tuition fees payments and installments inquiries should be directed to the Finance Department. Please contact:

Mohammed Bin Rashid  
School of Government

Manager Financial Affairs

Tel: +971 4 317 5521

Mohammed Bin Rashid  
School of Government

Convention Tower 13th floor  
Dubai, UAE

### *Methods of Payment*

The Mohammed Bin Rashid School of Government will accept the following methods for payment of tuition and

other fees.

- Cash
- Cheques\* (Cheques should be made payable to The Mohammed Bin Rashid School of Government)
- Bank Transfer
- Bank Draft

\* Fees will be charged for dishonoured and returned cheques.

### *Late Payment Fee*

The Mohammed Bin Rashid School of Government will charge a late payment fee of AED 1000 on all tuition fees that are not paid by the due date. This includes those students who elect to pay their tuition fees by Installments; but do not make the payment before the due date of the relevant installment as determined by the Installment Plan.

### *Payment Options - Tuition Fees and Charges*

Tuition fees for each program 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.

Students may ask the MBRSG to invoice external sponsors, such as employers or organisations directly.

Students must provide, at or before the time of enrolment, an original letter (on official letterhead) from the sponsor confirming the amount and/or proportion of the Fees and charges being guaranteed by the sponsor. Any student who is unable to provide a letter from their sponsor will be liable for payment of their Fees at the time of enrolment. In the event that a letter from a sponsor is provided at a later date, then any amount which has been paid by the student will be refunded to the extent that the Fees are to be paid by the sponsor.

### *Installment Plan*

Students may ask MBRSG for permission to pay Fees by installments. Where permission is granted, MBRSG will set up an authorized payment arrangement, whereby a minimum of 50% of the Fees are to be paid on or before enrolment.

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.

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.

### *Full -Time Students*

For those students who elect to pay by Installments, and are studying full-time (two (2) or more Modules per academic semester) tuition fees are payable in three installments throughout the graduate program of study.

The payment for each semester should be deposited with the School in advance before the first day of classes. Cheques may be postdated according to the tuition payment schedule. All cheques must be deposited with MBRSG before the beginning of the semester.

### *Part - Time Students*

For those students who elect to pay by Installments, and are studying part-time (one (1) Module) per academic semester) tuition fees are payable in six installments throughout the graduate program of study.

The payment for each semester should be deposited

with the School in advance before the first day of classes. Cheques may be postdated according to the tuition payment schedule. All cheques must be deposited with MBRSG before the beginning of the semester.

### ***Financial Hardship - Deferment of Payment of Tuition and 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 of financial hardship will be assessed on their merits. The provision of documentary evidence to support claims of financial hardship will be required to be provided to enable a decision as to, whether or not, it is possible to defer payment of tuition and/or other outstanding fees. Decisions in regard to granting of financial hardship will be at the discretion of the MBRSG School Council. Students will be advised in writing of the decision accordingly.

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

In the event that a Student misses a payment date for Fees, the Student will be

considered to be not in good financial standing, and may be subject to further action by MBRSG, including possible termination of enrolment.

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

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

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

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

### ***Tuition Fees Payable upon Withdrawal or Interruption of Study***

Where students interrupt their studies, they remain liable to pay the fee for the original academic year of

study, that is due and payable, up to the commencement of the interruption.

If a Student withdraws from

a module after registration, the Student must pay the Fee for the time they studied with MBRSG applicable for the current academic year for

which they are enrolled .

Tuition Fee Refunds Schedule is shown below:

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

Any refund of Fees for a Student who is sponsored, is returned to the sponsor not to the Student

Students who have a concern about the accuracy of the Fee they are being charged, or the decision about the termination of their studies and cancellation of their registration with MBRSG on financial grounds, may present relevant evidence to support their concerns to the Registrar who will provide confirmation from the Finance Department accordingly.

### ***Scholarships and Financial Aid***

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

scholarships for graduate students.

MBRSG does provide discounts for tuition fees depending upon the employment circumstances of admitted students to a graduate program of study.

- UAE nationals and all government officials are entitled to a 50% discount, therefore for these students the total tuition fees payable for the MPA program are AED 60,000.

- Employees working in the private sector are entitled to a 40% discount, therefore for these students the total tuition fees payable for the MPA program are AED 72,000.

Applicants may indicate on their '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 Admissions Committee, 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 Admissions Committee.



# Enrolment and Program Information

Upon confirmation of admission to a graduate program of study at the Mohammed Bin Rashid School of Government, students must then formally enrol or register in specific Module(s) within their program each academic semester.

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

## ***Enrolment Deadlines for 2016/2017 Academic Year***

The deadlines for enrolment during the 2016/2017 Academic year are as follows:

- **In Semester 1 – Fall of 2016 Thursday 29th September 2016**
- **In Semester 2 – Spring of 2017 Thursday 23rd February 2017**

## **Orientation Program**

At the commencement of each academic semester MBRSG offers an Orientation

Program. The aim of this Orientation Program is to help new students integrate into graduate study smoothly and familiarise themselves with their rights, responsibilities and expectations relevant to their program of study. It will also provide a forum within which students can meet their fellow colleagues and ask questions in relation to the School policies, procedures and regulations. It will also facilitate the enrolment and tuition fee payment processes.

## ***Orientation Program Timings for 2016/2017 Academic Year***

New student Orientation will occur during the 2016/2017 Academic year are as follows:

- **In Semester 1 – Fall of 2016 Wednesday 7th – Thursday 8th September 2016**
- **In Semester 2 – Spring of 2017 Sunday 5th February – Thursday 9th February 2017**

## **Enrolment (Registration) Process**

All new, continuing and returning students will need

to complete an Enrolment Form to select the Module(s) they wish to study in the upcoming academic semester. Students will be required to submit the Enrolment Form, in person, with the Registrar during the Enrolment period.

All students are encouraged to meet with their Academic Advisor prior to enrolment to confirm their program of 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 based on 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. 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 may be confirmed by the Registrar.

New students are reminded that all documents required for finalizing their admission, particularly those indicated in the Offer Letter of Admission and Confirmation Form, are

submitted to the Admissions Office before enrolment can commence.

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

## **Module Load**

It is expected that full-time students will enrol in two (2) Modules per academic semester and that part-time students will enrol in one (1) Module each academic semester.

In order to enroll in two (2) Modules per academic semester; new students must have been offered full admission status and for current/existing students they must be in good academic standing.

Students that were offered conditional admission status and/or are required to undertake the Foundation Course for Research Methods in Public Policy during their first semester of academic study, will be limited to enrolling on one (1) Module in their initial semester of graduate studies.

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

## ***Good Academic Standing***

The normal student Module

load for a full-time graduate student in good academic standing is two (2) Modules (40 CATS credits in total) per semester. The Director of Academic Affairs may, at their discretion, approve a student in good standing to enroll for up to three (3) Modules (60 CATS credits in total) per semester.

## ***Restricted Enrolment based on Conditional Admission***

Conditionally admitted students are eligible to enrol in one (1) Module (a maximum of twenty (20 CATS) credits) in their first semester of study.

Conditionally admitted students, must achieve a minimum grade of 50% (Pass with Credit) in their first Module of graduate study to no longer be considered as conditional admitted student. If the student does not obtain the minimum grade of 50% (Pass with Credit) in their first Module of graduate study they will be dismissed from the graduate program.

## ***Restricted Enrolment based on Proficiency in Basic Statistics and Research Methods***

Students admitted to a graduate program of study but have not demonstrated proficiency in basic statistics and research methods in their

prior tertiary studies (i.e. passing an undergraduate university level subject in statistics and/or research methods), will be required to take the Foundation Course for Research Methods in Public Policy during their first semester of academic study. Furthermore, these students will be limited to enrolling and studying one (1) Module (a maximum of twenty (20 CATS) credits) in addition to the Foundation Course for Research Methods in Public Policy, in their first academic semester.

## ***Academic Probation***

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

Students who fail to maintain an overall average grade of 60% (Pass with Merit), under the CATS credit system, in each semester of study, will be placed on probation in accordance with the Student Academic Progress Policy.

Students are allowed to incur one academic probation status during the program. The student will remove from academic probation if and when the student's overall average grade (for the graduate program of study) meets a minimum of 60%

(Pass with Merit), under the CATS credit system.

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 Student Council.

## **Add and Drop Module(s)**

Students are allowed to add and/or drop Module(s) at the beginning of every semester. The 'add and drop' period begins on the first day of class each semester. The duration of the 'add and drop' period is for the first two (2) weeks of the academic semester only, and the actual dates are published in the Academic Calendar for each semester/term, which is available at [www.mbrsg.ae](http://www.mbrsg.ae).

Module(s) dropped during the 'add and drop' period are not recorded on a student's transcript. The semester tuition is recalculated accordingly. Students interested in adding and/or dropping courses should first consult with their Academic Advisor.

## **Academic Advisor - Allocation**

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

School of Government.

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

More details in regards to Academic Advising is available in the Student Academic Advising Policy and at Section 4 below in this Academic Catalog

## **Attendance and Lateness**

Student attendance and participation in all scheduled classes is expected as it is essential to teaching and learning and academic success in a graduate program of study at MBRSG. Student

Attendance requirements are stipulated in the Student Attendance Policy 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).

If withdrawal is actioned after the end of the second week of classes up until the end of the seventh week of classes a grade of 'W' (Withdrawn) will be recorded on the transcript for the Module from which the student has withdrawn. A 'W' grade does not impact the student's overall average grade calculation. The semester tuition is not recalculated following Module withdrawal. As of the commencement of the 8th week of classes a grade of 'F' will be recorded for those who withdraw or who are administratively withdrawn from a Module. The student will receive 0% grade points (F grade) for the Module and this will be used in calculating the student's overall average grade.

## **Module Withdrawal**

Students may withdraw from Module(s) without grade penalty by submitting the Module Withdrawal Form to the Registrar. Students



intending to withdraw from a Module must meet with their Academic Advisor prior to withdrawal being approved and confirmed.

Withdrawal from Modules(s) should occur no later than the end of the second (2nd) week of classes. If a student withdraws after the end of the second (2nd) week of classes up until the end of the seventh (7th) week of classes a grade of 'W' will be recorded on the transcript for the course from which the student has withdrawn. A 'W' grade does not impact the student's overall average grade calculation. The semester tuition is not recalculated following Module withdrawal. As of the commencement of the eighth (8th) week of classes a grade of 'F' will be recorded for those who withdraw from a Module. The student will receive 0% grade points (F grade) for the Module and this will be used in calculating the student's cumulative average grade.

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

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

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

Students are fully responsible for dropping or withdrawing from Module(s) they are not attending prior to withdrawal from the School. Students who do not drop or withdraw from Modules, for which they had enrolled, may be administratively withdrawn (as per the Student Attendance Policy or Tuition Fee Policy), which may render them ineligible for a tuition refund and may result in a grade of 'F' being recorded on their Academic Transcript, once approved by the Exam Board.

In addition, the refund schedule outlined on page 47 will apply.

## Withdrawal from a Graduate Program of Study

Students seeking to withdraw from the Mohammed Bin Rashid School of Government must submit the Program Withdrawal Form to the Registrar in person. Students intending to withdraw from their graduate program of study must meet with their Academic Advisor prior to withdrawal being approved and confirmed.

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

in and this will be used in calculating the student's overall average grade.

In addition, the refund schedule outlined in the table on page 47 will apply.

### 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.

#### *Leave of Absence: Up to Two Semesters*

A graduate student may take up to two semesters off for a Deferral (prior to commencing a program of study) or for a Leave of Absence (during a program of study) from graduate studies. Students must apply in writing for a Deferral or Leave of Absence by submitting the appropriate form to the Registrar. The Director of Academic Affairs will determine whether such requests are granted or not.

Reactivation of the student's record is automatic; however, students must submit a 'Reactivation of Study' Form to the Registrar one month

prior to registration in the upcoming semester for which they intend to resume their program of study.

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

#### *Leave of Absence: Longer than Two Semesters*

Graduate students who were granted a Deferral or Leave of Absence from their graduate program of study but are absent for more than two consecutive semesters must submit a new application for admission to the Admissions Office

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

## Module Information

### *Module Code*

Every Module in each graduate program of study offered by the School is

represented by a three or four -letter prefix followed by a three or four-digit number indicating the level of the Module content.

***Program and Module Credits***

All graduate programs and the associated Modules are valued in CATS credits. A Master Degree requires successful completion of 180 CATS Credits, where as a Postgraduate Diploma requires successful completion of 120 CATS Credits. Each

Core Module within a graduate program of study is worth 20 CATS Credits. The Dissertation Module is worth 60 CATS Credits.

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

This includes actual teaching contact hours, directed study hours and independent study hours.

**CATS Credit Hours**

CATS Credit (e.g. MPA)	180 CATS Credits	Teaching Contact and Directed Study	Independent Study	Total Study Hours
		900	900	1800
		900	900	1800

## ***Module Descriptions and Module Handbooks***

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

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

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

## ***Module 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 60 % (Merit) was awarded may not satisfy prerequisite requirements and therefore may adversely impact a student's progression throughout a graduate program of study.

## ***Module Offerings and the Academic Timetable***

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

To accommodate graduate student work schedules, some graduate programs

may schedule teaching over the weekend. For details on Module offerings please refer to the Academic Timetable which will be released prior to the start of each academic semester and available from the Registrar and also on the School website at [www.mbrsg.ae](http://www.mbrsg.ae).

## ***Academic Advising***

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

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

Advising is primarily directed towards the academic program of the student. However, some advising can include non-academic recommendations, such as referrals to other services according to the needs of the student. Some aspects of academic advice also involve

various administrative tasks. All academic advice must comply with MBRSG policies and procedures.

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

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

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

The main aims of MBRSG advising services are to:

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

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

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



# Student Records

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

## Custody of Records

Admission and Program Affairs staff and Faculty Affairs and Registration staff are responsible for creating and maintaining the accuracy and currency of the student records in physical form and/ digitally through the Academic Record Management System (ARMS). In addition to the retention, archiving and destruction of administrative records related to the student in accordance with school approved procedures.

All students are responsible for providing up to date personal information and details of his/her sponsor to the school and written consent for his/her personal and academic information to be released thought-

out the duration of his/her enrollment in the School to any sponsor, person or organization with whom the student has contractual or legal obligation or where the student is authorizing someone on his/her behalf to collect information.

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

## Student Privacy Rights

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

All students have the right to inspect, review and be

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

For further information on students' records, please check with the Registrar and/or refer to the Student Records Policy available at [www.mbrsg.ae](http://www.mbrsg.ae)

## Academic Transcripts

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

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

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

Students may request a copy of his /her unofficial Academic transcript at any time from the Registrar. An Official transcript will only be released once a written request signed by the student has been received and upon completion of the “Official Transcript Request Form”. No official transcript may be issued or handed over to any party other than concerned student without his/her signed assent. All official transcripts will be seal/signed by the Registrar or appropriate designee, of the school, whose signature solely will be recognized outside the bounds of the school, before being released to the student or to the third party authorized by student to receive the document. A nominal fee applies for Transcript requests. The School will only issue complete transcripts, not parts of the student record. An explanation of the School’s grading system is included in the Grades and Academic Standing Section within this Academic Catalog.

## **Records on Academic Integrity and Misconduct Violations**

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

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

the Electronic copy will be kept on ARMS.

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



# Academic Integrity and Misconduct

The Mohammed Bin Rashid School of Government (MBRSG) is committed to upholding the tenets of academic integrity and honesty across all of its faculty and student body. This is clearly stipulated in the Academic Integrity and Misconduct Policy available at [www.mbrsg.ae](http://www.mbrsg.ae)

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

Student's submission of work for academic credit, indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, MBRSG students have a

right to expect academic integrity from each of their peers. Misunderstanding of appropriate academic integrity or conduct will not be accepted as an excuse for academic misconduct. If a faculty member or student is in doubt about appropriate academic conduct in a particular situation, he or she should consult with the Director of Academic Affairs to avoid the serious charge of academic misconduct.

## Types of Academic Misconduct

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

### *Piracy*

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

### *Plagiarism*

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

### *Misrepresentation*

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

### *Facilitating academic dishonesty*

Assisting another in violating the policy of Academic Integrity, such as taking an exam for another student or providing coursework for another student to turn in as his or her own effort.

### *Fraud*

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

### *Fabrication*

Making up data or results and recording or reporting them, including laboratory or field research results. In the context of student academic integrity, this also

includes falsifying academic or university documents and providing false information or testimony in connection with any investigation or hearing under this policy.

### ***Recycling***

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

### ***Failure to follow Protocols***

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

- If the failure to follow research protocols results in unreasonable risk or harm to humans, other sentient creatures generally recognised in this context, or the environment, and facilitating of misconduct in research by collusion in, or concealment of, such actions by others.

- Removal or damage – intentional, unauthorised removal of or damage to research-related property of another including apparatus, materials, writings, data, hardware or software or any other substances or devices used in or produced by the

conduct of research.

- Failure to follow Examination protocols as per the Examination Conduct and Invigilation Policy.

### ***Unauthorized collaboration***

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

### ***Collusion***

Collusion is the presentation of an assessment as his or her own work, which is in fact the result in whole or in part of unauthorized collaboration with another person or persons. Collusion may involve the cooperation of two or more students in plagiarism or other forms of academic misconduct.

### ***Interference or sabotage***

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

### ***Retaliation***

Retaliation of any kind against a person who reported

or provided information about suspected or alleged misconduct and who has not acted in bad faith.

## **Detecting Academic Misconduct – Safe Assign**

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

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

For the purpose of the Academic Integrity and Misconduct Policy, MBRSG has developed a category known as Negligent

Plagiarism. Negligent Plagiarism, is the most serious form of plagiarism, and refers to recklessly or carelessly presenting another person's work or one's own previously acknowledged work as one's original work without any attempt to acknowledge the source. (i.e. via in-text citation or in the Reference List)

## **Detecting Academic Misconduct – Examinations**

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

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

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

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

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

## **Penalties for breaching Academic Integrity and Misconduct**

The Board of Studies is responsible for determining any penalties to be applied and/or any actions which

require to be taken on the basis of the recommendations made by the Director of Academic Affairs in regard to allegations of breaches of Academic Integrity and Misconduct

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

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

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

## **Notification of Penalties for breaches of Academic Integrity and Misconduct**

The Board of Studies will advise the Director of

Academic Affairs and the Registrar of the decision in regard to allegations of academic misconduct.

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

All documents pertaining to the decision and notification of a breach of academic integrity and misconduct will be kept on the student file in accordance with the Student Records Policy

## **Appeal of Penalties applied for breaches of Academic Integrity and Misconduct**

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

# Grades and Academic Progression

## Assessment

The Mohammed School of Government Assessment Policy clearly states and establishes the principles on which assessment and grading will be developed and undertaken within all graduate programs of study at MBRSG.

### *Assessment and Grading Principles*

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

- Assessment will be developed at a graduate level that is designed to enable module learning outcomes, program outcomes and graduate attributes to be achieved.
- Assessment and grading in all modules will be criterion-based and aligned to specific learning outcomes including the generic skills, knowledge and aspects of competence they incorporate.
- Assessment will link to and align with specified learning outcomes at the module level.
- Assessment at MBRSG is used to guide and support student learning, encourage effective study habits and patterns of study.

- Assessment arrangements will ensure that student and staff workloads are considered.

- Assessment criteria and grading rubrics will be published with the details of each assessment task in each Module Handbook.

- Assessment will be balanced to enable timely and useful formative feedback, as well as summative judgments about academic performance.

- Assessment will use a variety of assessment instruments. Assessment will be transparent, fair, equitable, inclusive, objective and auditable and meet the needs of MBRSG programs.

- Grading is designed to record and report whether or not students have demonstrated an overall level of performance that signifies successful completion of an assessment task and to allow achievement of the learning outcomes to be recognised and rewarded.

- Assessment practices will ensure that reliable and consistent judgments about student performance are made.

- All summative assessments will be subject to internal moderation, and post application 'double marking'

to ensure fairness and equity in the grading process (see Assessment Procedure).

- Examinations will be double marked anonymously to ensure fairness and equity in the grading process.

- Student achievement in individual subjects will be graded in accordance with the MBRSG Grading Scheme Procedure.

- External Examiners will be used to assure the appropriateness, level and quality of assessment and grading processes across all programs of study at MBRSG in accordance with the External Examiner Policy (P-ACD-130).

## Exam Board

The Exam Board will confirm whether or not students have met the completion requirements of a Module within a program of study as stipulated per the MBRSG regulations and policies and therefore their eligibility to be awarded credits as part of a program of study offered by MBRSG.

The Exam Board will ensure that the status and/or outcome of all (pending) decisions made in regard to Academic Integrity,



Mitigating Circumstances and Student Academic Grievance(s) 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.

## Grading Scheme

The Grading Scheme adopted by the Mohammed Bin Rashid School of Government is detailed in the Grading Scheme Procedure.

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

system.

## Grading Scale: CATS Credits System (May 2016)

The Grading Scale for assessment and final grade results, post 6th May 2016, as per European Credit Accumulation Transfer Scheme (CATS) Credits system, is as follows:

Percentage	Description
70-100%	Pass with Distinction
60-69%	Pass with Merit
50-59%	Pass with Credit
40-49%	Pass
0-39%	Fail (Re-sit Component (s))
I	Incomplete
W	Withdrawal

Students need to meet the minimum overall average grade of 60% (Pass with Merit) under the CATS credit system) to progress and/or be eligible for an award for a program of study in accordance with the Student Academic Progression Policy and/or the Graduate Completion Policy.

### **Fail Grade (0-39%)**

Graduate students who receive an F in a graduate course will

not be allowed to continue in the program and will therefore be subject to dismissal.

### **Incomplete Grades**

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

period).

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



be assigned for the Module by the Exam Board. Failure to complete the referred or deferred assessment by the due deadline may result in the grade being recorded as F, based on the discretion of the Exam Board.

## Repeating Modules

In accordance with the transition to the European Credit Accumulation Transfer Scheme (CATS) Credits system, and as per the Student Academic Progress Policy, students will not be able to repeat any Modules within a graduate program of study.

## 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 60% (Pass with Merit) to be eligible for an award for a program of study as per the Graduate Completion Policy.

Furthermore, in accordance with the Student Academic Progression Policy, 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.

## Calculating Overall Average Grade

### Overall Average Grade - Semester

The overall average grade earned in a specific semester is calculated by summing the Final Module Grade Percentage (%) awarded for each Module and dividing this amount by the number of Module taken in the Semester. To be in good academic standing, the calculated overall average grade should be 60% or above.

### Overall Average Grade - Program

The overall average grade earned at a particular time during a graduate program of study is calculated by summing the Final Module Grade Percentage (%) awarded for each Module taken and dividing this amount by the number of Modules taken in the graduate program of study. To be in good academic standing, the calculated overall average grade should be 60% or above.

Should a student's overall average grade be less than 60% (Pass with Merit) action will be taken in accordance with the provisions in the Student Academic Progression Policy to endeavor to enhance future academic performance.

## Progression

The Student Academic Progression Policy ensures that students are given every opportunity and assistance in order to successfully complete the requirements of their chosen degree program in accordance with the relevant award. The school 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 meet the minimum acceptable rate of progress requirements, that is to maintain a 'Good Academic Standing', leads to a student's academic status being affected and therefore the rate at which they can progress through their program of study. Ultimately, failure, by the student, to rectify or improve their performance (and academic status) can lead to dismissal from the degree program and the school.

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

## **Academic Standing**

A student's academic standing depends upon academic performance (grades) during his/her program of study. Students must maintain an overall average grade of 60% (Merit) under the European Credit Accumulation Transfer Scheme (CATS) Credits system. This is equivalent to a CGPA of 3.0 using the American Credit Hours system.

In accordance with MBRSG's student Academic Progress Policy, a student's academic standing can be classified as follows:

### ***Good Academic Standing:***

These are students who meet the minimum rate of progress requirements by achieving an overall average grade of at least 60% (Merit) under the European Credit Accumulation Transfer Scheme (CATS) Credits system or better in each semester and are deemed to be in good academic standing. A student must be in Good Academic Standing in order to be eligible to enroll in the Dissertation component of their program of study.

### ***Academic Probation:***

Students who fail to maintain an overall average grade of at least 60% (Merit)

under the European Credit Accumulation Transfer Scheme (CATS) Credits system or better in each semester will be placed on probation in accordance with the Graduate Admissions Criteria Policy. Students are allowed to incur one academic probation status during their program of study. The student will be removed from academic probation if and when the student's overall average grade increases to 60% (Merit) or above. Students placed on Probation may be allowed an extension of up to two semesters to improve their overall average grade with approval of the MBRSG School Council. A student on Probation may not register (enrol) in their Dissertation.

### ***Academic Dismissal***

Students who receive a third Pass grade (40-49%) or Pass Grade with Credit (50-59%), while their cumulative average grade is below 60% (Merit) or one failing grade (Less than 40%) are eligible for academic dismissal from the program. The dismissed student has the right to appeal the decision to the MBRSG School Council.

### ***Unsatisfactory Progress***

Students who are not making satisfactory progress toward the completion of their graduate program are subject to termination from

their program of study. This will require approval of the Progression Board and ratification by the Board of Studies. A student will be notified of any formal termination by the School's Registrar.

## **Appeal of Academic Dismissal**

A Student who is dismissed from the School may appeal that decision in writing, to the MBRSG School Council, under the provisions of the Student Academic Grievance Policy. The letter and relevant Academic Grievance Form must be, via submitted to the Registrar. Students must complete the Academic Grievance Form and submit to the Registrar within 5 working days of the date of the notification of their Dismissal. Appeals will be considered in exceptional cases only. Students will be notified in writing, by the Registrar, informing them of the decision regarding the appeal as determined by the MBRSG School Council.

## **Readmission to the School after Dismissal**

A student excluded from the School under the provisions of the Student Academic Progress Policy 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.

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 Council.

## **Student Appeals and Academic Grievances**

The Mohammed Bin Rashid School of Government (MBRSG) recognizes the need to provide a policy for students with academic grievances and appeals during their time of study at the School. The Student Academic Grievance Policy outlines the circumstances in

which students may appeal a decision or lodge a grievance.

## **Student Responsibility to maintain documentary evidence**

All official MBRSG communications are distributed through the School-issued e-mail address. These e-mail messages are considered official and sufficient notification. Students are responsible to check their MBRSG 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.

## **Petitions and Appeals**

Students may petition for exceptions to academic policies by submitting such requests to the Registrar. Such exception requests will be reviewed by the Director of Academic Affairs, who will grant or deny such petitions

consistent with MBRSG School policies, requirements of the CAA Standards 2011, and the best interests of both the student and the best interests of MBRSG.

A student with concerns about a course, instructor or other academic issue must first approach the relevant faculty member in an attempt to resolve the issue. If the grievance or issue is not resolved the student should contact the Director of Academic Affairs, who may request additional information or documentation, but will generally render a decision within a week.

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

Students are entitled to a fair and objective evaluation of their work as shown in the MBRSG Policy “internal moderation of assessment instruments”. An individual student who believes his or her work was subject to a procedural error may appeal the grading decision to the Director of Academic Affairs within five working days of the release of the confirmed grade by the Examination Board. Students may appeal against procedural errors, but may not appeal against academic judgment.

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

# Graduation

## Graduation Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy. A graduate award will only be conferred upon the approval of the Award Board.

The primary graduate completion criterion are summarised below; students should, however, refer to the Graduate Completions Policy and/or discuss with the Registrar and/or Director of Academic Affairs any issues in relating to their eligibility to graduate.

## Master of Public Administration

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

- To earn a Master Degree a student must complete 180 (CATS) credits of coursework as follows:

a. 120 (CATS) Credits in six

(6) Modules

b. 60 (CATS) Credits in a Dissertation

- Students must achieve an overall grade average of Merit (60%) on the Grading Scale to graduate from the Master Degree program.

- Students must complete their Master Degree within the stipulated duration timeframe in order to meet the graduate award requirements. The duration timeframes for a student undertaking a full-time Master's program will be a minimum of one academic year (twelve (12) months) and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time Master's program will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months)

- Students must also satisfy relevant administrative requirements. These include financial and non-financial obligations to MBRSG. The Director of Academic Affairs must verify that all tuition bills, fees or fines have been paid based on confirmation from the Financial Affairs Department, and that all

MBRSG materials such as library books and IT equipment have been returned and any fines or damage have been paid and/or rectified upon confirmation from the Librarian and IT Manager. Students must satisfy these administrative requirements to be awarded a Master Degree.

## Postgraduate Diploma - Public Administration

MBRSG may award a Postgraduate Diploma to students. A Postgraduate Diploma may also be awarded to those students who exit from a Master Degree program of study, provided the following requirements are met.

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

- To earn a Postgraduate Diploma a student must complete 120 (CATS) credits of coursework as follows:

a) 120 (CATS) Credits in six (6) Modules



- Students must achieve an overall grade average of Merit (60%) on the Grading Scale to graduate with a Postgraduate Diploma.

- Students must complete a Postgraduate Diploma within the stipulated duration timeframe in order to meet the graduate award requirements. The relevant duration timeframes to be eligible for a Postgraduate Diploma, if studying full-time, are a minimum of one academic year (twelve (12) months) and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time study will be a minimum of one and a half academic years (eighteen (18) months) and a maximum of five academic years (sixty (60) months).

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

satisfy these administrative requirements to be awarded a Postgraduate Diploma.

## **Conferral of Awards**

### ***Conferral of a Master Degree Award***

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

### ***Conferral of a Postgraduate Diploma Award***

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

Once a student has exited from a Master program with a postgraduate diploma re-admission to the same program to achieve a Master

Degree is not possible.

## **Application for Graduation**

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

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

## **Graduation Ceremony**

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

Only those students who have



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

on the School website at [www.mbrsg.ae](http://www.mbrsg.ae).

Graduate students will then be required to Apply for Graduation as per the requirements set out in the section below.

## **Name on Testamur**

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

## **Attestation of Testamurs and Transcripts**

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



# Graduate Program Information

## Welcome from the Dean

Welcome to the Mohamed Bin Rashid School of Government.

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

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

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

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

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

**Professor Raed Awamleh**

**Dean**

**Mohammed Bin Rashid School of Government**

## **Welcome from the Director of Academic Affairs**

Welcome to the Mohammed Bin Rashid School of Government. You are entering a very exclusive academic community that is uniquely placed within the Government of Dubai.

As Director of Academic Affairs I encourage you to take every opportunity to explore the learning opportunities that we offer, you will be surprised at what is available to you. Each program, course or event is designed with you in mind, to support your career and personal aspirations.

Our dedicated faculty work at the very forefront of knowledge in a variety of research areas, and will support you throughout your program of study, and beyond. I am sure that you will enjoy your experiences at MBRSG, the friends and colleagues you meet, and the memories you take with you will stay with you for a lifetime.

I wish you every success in your studies, they will be challenging but very rewarding.

**Professor Rhys Rowland-Jones**

**Director of Academic Affairs**

# Master of Public Administration

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

## Program Mission

The Mohammed Bin Rashid

School of Government MPA program empowers aspiring leaders from across the Arab world to successfully address the challenges and maximize the opportunities they face as public sector professionals. The program provides rigorous academic training with an emphasis on the real-world practical application of theory. In addition to functional and regional specializations, participants will gain a deep understanding of the development of public administration internationally and within the region. MBRSG's focus is to provide a Master's program that meets the highest international standards of quality. Successful candidates for the MPA program will be selected from among promising mid-career, in-service professionals with three or more years of progressive experience. Applicants should have held positions of responsibility for supervision of staff, budget preparation, and organizational control of public agencies, or executive responsibility for policy analysis and planning. In line with the Mohammed Bin Rashid School of Government mission, the program aims to attract a diverse group of students from the Arab region

and other parts of the world.

The curriculum focuses on the training required for modern management of the public sector. The core curriculum emphasizes leadership and human resource management, the theory and practice of public policy, analytical skills, research methods, and finance in the public sector.

## *Linking Theory to Practice*

The MPA program prepares students for a career in the public sector or non-profit management. Students research and examine how governmental policies are developed and implemented to enhance performance in a given society. The program will instruct participants how to advance management and policies in order that governmental agencies function and public programs are managed to benefit societies. Students will also examine topics related to government decision making; policy analysis; human resource management in the public sector; micro/macro economics; budgeting on the state and federal level; all of which will develop skills and techniques to prepare them to become public

administrators functioning at all levels of government. Since linking theory to practice is at the core of the curriculum, students will benefit from regular interactions with regional and international experts in public policy through the following programs: Guest Lectures Practitioners (regional and international) are invited to interact with students and share their experiences. Policy Debates Students are invited to exchange views in structured debates on current issues of public policy, moderated by guest media and public sector personalities. Colloquia Faculty members team up with practitioners from think tanks and the public and non-profit sector to discuss topics that include recent developments in public administration theory and research, public and non-profit sector behavior, and public policy. Case Studies Case studies are an important addition to the spectrum of teaching methodology in public administration. Students will examine as well as develop cases that are relevant to governance in the United Arab Emirates and the Arab region.

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

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

### ***Program Objectives***

The Master of Public Administration (MPA) program prepares students for a career in the public sector or non-profit management. Students research and examine how governmental policies are developed and implemented to enhance performance in a given society. The program will instruct participants how to advance management and policies in order that governmental agencies

function and public programs are managed to benefit societies. Students will also examine topics related to government decision making; policy analysis; human resource management in the public sector; micro/macro economics; budgeting on the state and federal level; all of which will develop skills and techniques to prepare them to become public administrators functioning at all levels of government.

### **Program Outcomes**

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

- Apply contemporary organizational and management theories to the analysis of institutional performance and the development of innovative structures, processes and systems in public organisations.
- Compare how laws, norms and ethical principles influence the effectiveness of public organisations
- Differentiate the character of public organisations and the nature of their interaction with markets and with civil society
- Analyse public policy issues using applicable research principles and methods to formulate alternative solutions



- Evaluate the impact of global political and economic institutions, knowledge sharing and current trends on public governance
- Use effective leadership and teamwork skills to solve complex organizational problems and communicate policy decisions.
- Formulate a public service ethic grounded in Islamic principles of leadership.

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

## **Admission Requirements**

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

## **Proficiency Requirements**

Prior to enrolling in a Master of Public Administration (MPA) program students must demonstrate proficiency

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

## **Academic Workload**

A Master of Public Administration (MPA) student may enroll in up to a maximum of three (3) Modules, which is the equivalent of sixty (60) CATS credits, per semester, with the approval of the Director of Academic Affairs. It is envisaged that most graduate students will enrol in two (2) Modules, or the equivalent of forty (40) CATS Credits per semester. The Director of Academic Affairs may approve a student's request to enrol in a third Module, in an academic

semester, subject to School Timetabling constraints, and considering whether the student has achieved a minimum cumulative GPA of 3.50 (or equivalent) in their undergraduate studies and/or a minimum an overall average grade grade of 70% (Pass with Distinction) in their current MPA studies.

## **Program Requirements**

### ***Master of Public Administration (MPA)***

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

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

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

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

To be awarded a Postgraduate Diploma in Public Administration, the program requires the successful completion of six (6) Modules

totaling 120 (CATS) credits with an overall average grade of 60% (Merit) or above.  
The Master of Public

Administration and Postgraduate Diploma Modules are shown in the Table below:

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

*Postgraduate Diploma Exit Point, completion of the MPA requires the Dissertation*

*MPP 901*

Dissertation

## Elective Modules

No Elective Modules currently exist in the Master of Public Administration (MPA) degree program as from the commencement of the 2016/2017 academic year.

Pre-Requisite and/or Co-Requisite Modules

In the Master of Public Administration (MPA) degree program no specific pre-requisite or co-requisite Modules exist. However,

all Modules MPA501-MPA506 must be successfully completed, and a cumulative overall average grade of 60% (Merit) achieved, prior to progression to the Dissertation Module can be confirmed by the Progression Board.

## Dissertation

The research dissertation is a very important part of a student's Master's degree. It is an opportunity for the

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

The requirements to undertake and complete

the Dissertation Module within the Master of Public Administration program are clearly specified in the Dissertation Handbook. Students undertaking the Dissertation will prepare and successfully defend their Dissertation presenting results

from their independent research performed under the direct supervision of a School faculty member.

The Dissertation Module Handbook details a series of stages that must be completed in order to successfully

complete the Dissertation requirements of the MPA program.

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

### Dissertation Module Milestones:

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

## Progression and Academic Standing

In accordance with the Student Academic Progression Policy explained in this Catalog at Section 4 above, students studying in the Master of Public Administration (MPA) program must maintain a 'Good Academic Standing'

to progress through their program of study in order to successfully meet the graduation completion requirements.

Student's studying in the MPA program must maintain an overall average grade of 60% (Merit) under the European Credit Accumulation Transfer Scheme (CATS) Credits

system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

## Program Study Plan

The Master of Public Administration (MPA) program study plan for full and/or part-time students is summarised in

the Table below. The study plan provides you with an indicative path-way on your academic journey throughout your studies. The individual study plans will be determined and reviewed at the start of each academic semester, in consultation

with your academic advisor, depending upon factors such as; your academic and personal circumstances, your previous performance, academic probation and/or progression restrictions and the academic timetable for the relevant semester.

MPA Study Plan Full Time and Part time.

Semester	Full Time	Part Time
1	<i>MPA 501</i>	20 credits
	<i>MPA 502</i>	20 credits
	<i>MPA 503</i>	20 credits
2	<i>MPA 504</i>	20 credits
	<i>MPA 505</i>	20 credits
	<i>MPA 506</i>	20 credits
3	<i>MPP 901</i>	60 credits
4		
Total		180 credits

## Academic Advising

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

For further information on academic advising at the Mohammad Bin Rashid School of Government, please refer to the Student Advisement Policy available at [www.mbrsg.ae](http://www.mbrsg.ae) and/or Section 4 of this Catalog in regard to Academic Advisors.

## Completion Requirements

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

To be awarded a Master of Public Administration degree, for those students who are

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

- To earn a Master Degree a student must complete 180 (CATS) credits of coursework as follows:

c) 120 (CATS) Credits in six (6) Modules

d) 60 (CATS) Credits in a Dissertation

- Students must achieve an overall grade average of Merit (60%) on the Grading Scale to graduate from the Master Degree program.





# Graduate Module Descriptions

## Master of Public Administration

---

### **MPA 501 Public Administration and Governance (20 CATS Credits)**

In this Module the opening set of themes and topics introduces students to the broad issues of Public Administration, Governance and Ethics in a comparative context. The Module explores comparative administrative theories, practice and processes and emphasizes the importance of the context in which they operate. It develops a critical awareness of the approaches of different political regimes to public administration and public sector management and seeks to develop a Masters level practical and theoretical understanding of the impact of globalization and de-territorialisation of national and international governance. An embedded element is the nature and application of ethics as a part of understanding 'good' governance. The Module introduces some of the main issues and problems confronting public sector managers

such as modernization, accountability in a complex age, ethical action, oversight, and audit and private-public partnerships. Many of these issues are then explored in more detail in the Modules that follow this one.

---

### **MPA 502 Public Policy Analysis (20 CATS Credits)**

This Module is viewed as an academic and theoretical continuation of MPA 501, as such there is an overlap of aims. This is deliberate and should be seen not as a repetition of some aspects, but as a reinforcement of core elements of understanding the way in which the public sector works. The Module aims to explore the different traditions and theories of policy analysis and the importance of using theoretical frameworks for the analysis and understanding of human endeavour, governance and progress. It also aims to further explore what is meant by the term, 'the public sector', and the way in which policy making within the public sector is necessarily different to the approaches adopted in private sector organizations. The Module will seek to examine how complex structures and institutions can be explained in ways, which are meaningful

and have an academic and practitioner currency beyond the borders of the state where they are located.

---

### **MPA 503 Public Sector Finance (20 CATS Credits)**

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

---

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

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

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

leadership.

---

### **MPA 505 Research Methods (20 CATS Credits)**

This Module is designed to give students an understanding of the qualitative and quantitative research tools needed for public administrators and to utilize available research methods in their own research. In addition, students begin to learn the important skill of evaluating published research. Students learn how research methods help them answer public policy questions. Specifically, students get an overview of qualitative and quantitative methodologies. They learn how to design surveys, how to systematically conduct qualitative research such as structured interviewing, etc., how to operationalize variables, and how to formulate research questions. Students learn about measurement issues, how to increase research reliability and validity, and other issues regarding bias in results. Thus, the Module serves as an introduction to research methods needed by public administrators to evaluate problems of public policy and to prepare students adequately for the Capstone exercise and research projects in subsequent classes. Module topics include program evaluation, data collection and measurement in public

administration, descriptive statistics, hypothesis testing, processes for selecting statistical tests and assessment of statistical assumptions. Students get extensive, hands-on statistical experience through the use of Excel and SPSS. In addition the Module provides an overview of research theory and methods, which serves as a further introduction to social research.

---

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

This Module examines the economic foundations of policy analysis by introducing basic

microeconomic principles and tools required to understand the role of government in the economy. It explores the rationale for government intervention, the goals of the intervention (achieving allocative efficiency, redistribution and stabilization), and the prospect of government failure at making those interventions succeed. More specifically, the Module provides an overview of the assumptions of perfect competition and considers a variety of situations in which the ideal of a perfect market breaks down, including the cases of public goods, externalities, market power, natural monopolies and asymmetric information. It

uses actual policy problems to demonstrate applications of the theoretical framework to areas of education, health, environment, social security and others. It also provides an overview of regulatory economics and reviews the recent research on implications of behavioral economics for public policy making.

---

**MPP 901 Dissertation (60 CATS Credits)**

The Dissertation in Public Administration is designed to enable MBRSG Master's candidates to integrate, apply and extend the knowledge and skills they have acquired throughout their Module work. The subject matter for the dissertation should also be based upon skills and concepts acquired during the taught part of the program. However, in order to satisfy the requirements for a Masters level dissertation, it will be

necessary for the candidate to develop, enhance and apply these concepts through demonstration of independent research skills beyond the level achieved in prior coursework. To this end, candidates will conduct substantive original research on a public administration issue of importance to the region, or which has the potential to impact on the region. The outcome will be the development and presentation of the research results and recommendations. Emphasis will be placed on developing, planning, analytical and evaluation skills, the choice and utilization of research method. By the end of the dissertation students will have demonstrated their ability to conduct applied research, engaging the capacities and knowledge gained during the program. In essence, the dissertation will also serve as a program-level assessment of student performance.

# Faculty

## A

Awamleh, Raed, PhD,  
University of Mississippi  
(1997), Dean

## B

Burton, Guy, PhD, London  
School of Economics (2009),  
Assistant Professor in Public  
Policy

## D

Dakhlallah, Kassim, PhD,  
Claremont Graduate  
University (2003), Assistant  
Professor in Economics.

## F

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

## M

Al Marri, Ali, PhD, Bradford  
University (2010), Executive  
President

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

## R

Rahman, Mohammad  
Habibur, PhD, University

of Wales (1994), Associate  
Professor in Public  
Administration.

## S

Al Saleh, Yasser M., PhD,  
University of Manchester,  
Assistant Professor in  
Innovation Management

El Sholkamy, Mona Mostafa,  
PhD, Cairo University  
(2012), Assistant Professor in  
Public Administration

## W

Warner, Racquel, EdD,  
University of Exeter (2016),  
Assistant Professor of  
Education Policy.



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

*Office of the Registrar*

© 2016 *Mohammed Bin Rashid School of Government*