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

Student Handbook
2024-2025

POLICY: P-SA-100	TITLE: GRADUATE STUDENT HANDBOOK

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Welcome Message from the Executive President

Since its establishment in 2005 under the name Dubai School of Government, the School has proved its importance as a unique role model for academic institutions. Our role at MBRSG is to develop the administrative system of Dubai, the UAE, and the Arab region, empowering future leaders and preparing them for the next stage – achieving sustainable administrative development, fostering knowledge, exchanging views and applied research, and collaborating with the public and private sectors as a gateway to managerial excellence.

The School works in close partnership with UAE government departments, combining applied research, training and education programs, and provides a platform for knowledge exchange. Strategic collaborations have enabled MBRSG to become the first research and teaching institution focused on governance and public policy in the Arab world. In this context, the School has taken on the task of disseminating the UAE's exceptional experience in governance and implementing the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai.

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

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

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

Message from the Acting Dean

Welcome to the Mohamed Bin Rashid School of Government

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

As the world continues to deal with geopolitical challenges, it has become very apparent that our interdependence and interconnectedness requires all sectors of society to coalesce around the need to find solutions to the complex challenges we are facing. The past few years have been a test of the agility and resilience of many governments. This is time for strong citizen- centric leadership which serves and protects while creating public value. and we take pride in foresight and responsiveness the leaders of the UAE have demonstrated. The MBR School of Government aims to prepare its students with the kind of public service values and skills that leaders will need to tackle complexity and address immediate and long-term needs.

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

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

Once again, welcome to the Mohammed Bin Rashid School of Government, and I wish you great success.

Dr Arthur Seakhoa-King
Acting Dean
Mohammed Bin Rashid School of Government

Message from the Director of Academic Affairs

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

The 2024-2025 academic year still holds many uncertainties for the world, but the past few years have taught us preparedness and readiness for change. The UAE has demonstrated that the world-class infrastructure, robust economy, and resilience in the face of challenges give us the ability to continue to achieve our strategic goals and aspirations for progress and prosperity. As such, the school has invested in the resources to provide you with continuous support for your academic journey. We will continue to follow the safety protocols from the Ministry of Education to ensure the well- being of all stakeholders. Our faculty and staff provide a student-centred learning experience, and we continually strive to provide you with an environment that allows you to achieve your goals.

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

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

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

Academic Calendar 2024-2025 – Fall Semester 2024

*MBRSG Graduate Programmes**

SEMESTER 1 – FALL 2024		
JULY 2024	Monday 1st - Wednesday 31st	Admission and Registration Period
	Sunday 7th	Al Hijra – Islamic New Year Holiday***
AUGUST 2024	Thursday 1st to Friday 16th	Admission and Registration Period continues.
	Friday 16th & Saturday 17th & Sunday 18th	**Return to Learning (Orientation) for New Students**: *MPA, MIM & EMPA(Arabic): Timings: Friday 2pm – 6pm, Saturday & Sunday 9:00am – 12pm and 1pm – 5pm.*
	Monday 19th	**Dissertation Induction Workshop** – MPA, MIM and MPP students 4:30pm-6:30pm
	Saturday 24th – Sunday 25th	**Fall Semester Commences: EMPA (1501, 1504A & 1505B) & MIM (MIM711) and MPA (NEW) - (MPA513)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
	Monday 26th	**Fall Semester Commences for MPA(Continuing) and MPP students**. Weekday Module class timings are from 4:30pm to 8:00pm.
	Saturday 31st	**Fall Semester Commences: EMPA (1502, 1504B, 1505A) & MIM (MIM712) and MPA (NEW) - (MPA512)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
SEPTEMBER 2024	Sunday 1st	**Fall Semester Commences: EMPA (1502, 1504B, 1505A) & MIM (MIM712) and MPA (NEW) - (MPA512)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
	Saturday 7th and Sunday 8th	**Fall Semester Commences: EMPA (1503, 1507 & 1508) & MIM (MIM713) and MPA (NEW) - (MPA511)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
	Monday 9th	Last Day to Add/Drop Modules for All Programs (NO financial penalty)
	Sunday 15th	***Prophet Mohammad's Birthday (*Public Holiday*)
	Monday 16th – Friday 20th	Program (Enrolment) Review Week (Survey) - New Students
	Monday 16th – Friday 20th	Independent Study Week (*MPA continuing students – no classes*)
	Friday 20th, Saturday 21st & Sunday 22nd	**Foundation Course in Research Methods for Public Policy (ASM001):** (Compulsory for all **NEW MIM and MPA** students). **Timings:** Friday 2:30pm-8:30pm. **Timings:** Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm.
	Saturday 28th & Sunday 29th	**Fall Semester Continues: EMPA (1501, 1504A & 1505B) & MIM (MIM712) and MPA (NEW) - (MPA513)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
OCTOBER 2024	Saturday 5th and Sunday 6th	**Fall Semester Continues: EMPA (1502, 1504B, 1505A) & MIM (MIM713) and MPA (NEW) - (MPA512)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm.
	Saturday 12th and Sunday 13th	**Fall Semester Continues: EMPA (1503, 1507 & 1508) & MIM (MIM711) and MPA (NEW) - (MPA511)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
	Monday 14th	Deadline to Withdraw from a Module without a Grade Penalty (4:30pm). MPA, MIM, MPP and EMPA students.
	Sunday 20th – Sunday 27th	International Field Trip (Optional) – Geneva, Switzerland Independent Study Week (All Programs – *no classes*)
	Monday 28th – Wednesday 30th PBL Workshops	**PBL 3 Hour Workshops for MPA (continuing students) and MPP classes** (as per academic timetable 4:30pm – 7:30pm each day).

NOVEMBER 2024	Saturday 2nd - PBL Workshops	**Fall Semester Continues: EMPA** (**1501, 1504A & 1505B**) **& MIM (MIM711) and MPA (NEW) - (MPA513)** students. **Timings:** Saturday 9:00am-12:00pm **EMPA** (**1502, 1504B, 1505A**) **& MIM (MIM712) and MPA (NEW) - (MPA512)** students. **Timings:** Saturday 2:00pm-5:00pm
	Sunday 3rd PBL Workshops (cont.)	**EMPA** (**1503, 1507 & 1508**) **& MIM (MIM713) and MPA (NEW) - (MPA513)** students. **Timings:** 9am-12:00pm
	Saturday 9th and Sunday 10th	**Fall Semester Continues: EMPA** (**1501, 1504A & 1505B**) **& MIM (MIM711) and MPA (NEW) - (MPA512)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm
	Saturday 16th and Sunday 17th	**Fall Semester Continues: EMPA** (**1503, 1507, 1508**) **& MIM (MIM712) and MPA (NEW) - (MPA513)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm.
	Monday 18th – Sunday 24th	Module Evaluation Surveys - (Student Surveys).
	Saturday 23rd and Sunday 24th	**Fall Semester Continues: EMPA** (**1502, 1504B & 1505A**) **& MIM (MIM713) and MPA (NEW) - (MPA511)** students. **Timings:** 8:30am-12:30pm and 2:00pm-5:00pm **Timings:** Sunday 9:00am-12:00pm.
	Wednesday 27th	Last day of Classes for MPA (continuing) and MPP Programs ∞
	Monday 25th – Thursday 28th	Independent Study Week (*All Programs*)
	Saturday 30th	Commemoration (Martyr's) Day
DECEMBER 2024	Sunday 1st – Monday 2nd	UAE National Day Holiday(s)
	Monday 2nd – Saturday 7th	Independent Study Week (*All Programs*)
	Sunday 8th – Sunday 15th	**Final Assessment Period** – **EMPA, MIM and MPA(New)** Programs (Exams, Projects, Presentations etc.)
	Monday 9th – Wednesday 11th	**Final Assessment Period** – **MPA (continuing) and MPP** Programs (Projects, Presentations etc.)
	Monday 16th – Friday 20th	Dissertation Viva Voce (Oral Defense Presentations for MPA901, MPP901, MIM901 & EMPA901 Cohorts)
	Thursday 19th	**Exam Board and Progression Board Meetings – MPA, MIM and MPP Programs** (*excluding, MPA901, MIM901 and MPP901 students*)
	Friday 20th	**Declaration of Grades and Progression Decisions -** **MPA MIM and MPP Programs** (*excluding, MPA901, MIM901 and MPP901 students*)
	Friday 20th	Commencement of Semester Break (MPA, MIM and MPP Students)
	Friday 20th, Saturday 21st and Sunday 22nd	**Foundation Course in Research Methods for Public Policy (ASM001A)** – **Cohort 1:** (Compulsory for EMPA (Arabic) students entering EMPA901 Dissertation in Spring 2025 semester). Timings *Friday 20th Saturday 21st and Sunday 22nd December* from *8:30am-12:30pm and 2pm-5:30pm each day.*
	Thursday 26th	**Exam Board and Progression Board Meetings – EMPA Program** (*excluding, EMPA901 students*)
	Friday 27th	**Declaration of Grades and Progression Decisions – EMPA Program** (*excluding, EMPA901 students*)
	Friday 27th Saturday 28th and Sunday 29h	**Foundation Course in Research Methods for Public Policy (ASM001B)** – **Cohort 2:** (Compulsory for EMPA (Arabic) students entering EMPA901 Dissertation in Spring 2024 semester). Timings *Friday 27th Saturday 28th and Sunday 29th December* from *8:30am-12:30pm and 2pm-5:30pm each day.*
	Monday 30th	Commencement of Semester Break (EMPA – Students)
JANUARY 2025	Monday 1st	Gregorian Calendar New Year's Holiday
	Sunday 12th - Sunday 19th	**RESIT/DEFERRAL Examination & Coursework Submission Period** **All Programs (*MPA (continuing and New), MIM, MPP & EMPA students).***

JANUARY 2025 cont.	Thursday 23rd	**Exam Board, Progression Board and Award Board Meetings (Resits and Dissertations) (*MPA, MIM, MPP and EMPA students*).**
	Friday 24th	**Declaration of Reassessment Grades, Progression & Award Decisions (Resits and Dissertations) (*MPA, MIM, MPP and EMPA students)***
		Fall Semester 2024 closed.
	***	*Islamic Holidays are subject to confirmation*
	∞	*Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.*
Independent Study Week		*Students undertake directed independent learning. No classes.*

***For students undertaking study in the 2024/2025 Academic Year.**

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

Academic Calendar 2024-2025 – Spring Semester 2025

*MBRSG Graduate Programmes**

SEMESTER 2 – SPRING 2025		
JANUARY 2025	Wednesday 1st	Gregorian Calendar New Year's Holiday
	Thursday 2nd – Friday 24th	Registration Period (commences) New & Continuing Students
	Friday 24th & Saturday 25th & Sunday 26th	**Return to Learning (Orientation) for New Students**: *MPA, MPP, MIM & EMPA(Arabic): Timings: Friday 2pm – 6pm, Saturday & Sunday 9:00am – 12pm and 1pm – 5pm.*
	Monday 27th	Isra Wal Meraj (*No longer a public holiday*)
	Tuesday 28th	**Dissertation Induction Workshop** – MPA, MIM and MPP students 4:30pm-6:30pm
	Monday 27th – Friday 31st	Registration Period continues
FEBRUARY 2025	Saturday 1st & Sunday 2nd	**Spring Semester Commences: EMPA** (**1501 and 1504**) **& MIM (MIM711 and MIM714) and MPA (NEW) - (MPA511 & MPA514)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Monday 3rd	**Spring Semester Commences**: **MPA (old program) & MPP** students. Weekday class timings are from 4:30pm to 8:30pm as per Academic Timetable
	Saturday 8th & Sunday 9th	**Spring Semester Commences: EMPA** (**1502 and 1505**) **& MIM (MIM712 and MIM715) and MPA (NEW) - (MPA512 & MPA515)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Saturday 15h & Sunday 16th	**Spring Semester Commences: EMPA** (**1503, 1507 and 1508**) **& MIM713 & MIM716 and MPA (NEW) - (MPA513 & MPA516)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Monday 17th	Last Day to Add/Drop Modules for All Programs (NO financial
	Friday 21st Saturday 22nd and Sunday 23rd	**Spring Semester Commences: Foundation Course in Research Methods for Public Policy (ASM001):** (Compulsory for all **NEW MPA** and **MIM** students). **Timings:** Friday 2:30pm-8:30pm. **Timings:** Saturday and Sunday 8:30am-12:30pm and 1:30pm – 5:30pm
	Monday 24th to Friday 28th	Program (Enrolment) Review Week (Survey) - New Students
	Friday 28th February	Holy Month of Ramadan expected to commence
MARCH 2025	Saturday 1st to Sunday 2nd	Program (Enrolment) Review Week (Survey) - New Students
	Monday 3rd – Sunday 9th	Independent Study Week (*All Programs*)
	Monday 10th	Ramadan Timings for **MPA (Old Program) & MPP students.** Weekday class timings are from 3:00pm to 5:30pm during Ramadan (see Timetable)
	Monday 24th	Deadline to Withdraw from a Module without a Grade Penalty (4:30pm). All MPA, MIM, MPP and EMPA students.
	Friday 29th – Monday 31st	Eid Al Fitr Holidays***
APRIL 2025	Tuesday 1st – Friday 4th	Independent Study Week (*All Programs*)
	Saturday 5th and Sunday 6th	**Spring Semester Continues: EMPA** (**1501 and 1504**) **& MIM (MIM711 and MIM714) and MPA (NEW) - (MPA511 & MPA514)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Monday 7th - PBL Workshops	**Spring Semester Continues**: **MPA (Old Program) & MPP** students. Weekday class timings are from 4:30pm to 8:30pm as per Academic Timetable.
	Saturday 12th – Sunday 13th	**Spring Semester Continues: EMPA** (**1502 and 1505**) **& MIM (MIM712 and MIM715) and MPA (NEW PROGRAM) - (MPA512 & MPA515)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Saturday 19h & Sunday 20th	**Spring Semester Continues: EMPA** (**1503, 1507 and 1508**) **& MIM713 & MIM716 and MPA (NEW) - (MPA513 & MPA516)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Monday 28th – Wednesday 30th	Independent Study Week (*All Programs*)

MAY 2025	Thursday 1st – Friday 2nd	Independent Study Week (*All Programs*)
	Saturday 3rd & Sunday 4th	**Spring Semester Continues: EMPA** (**1501 and 1504**) **& MIM (MIM711 and MIM714) and MPA (NEW) - (MPA511 & MPA514)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Saturday 10th & Sunday 11th	**Spring Semester Continues: EMPA** (**1502 and 1505**) **& MIM (MIM712 and MIM715) and MPA (NEW PROGRAM) - (MPA512 & MPA515)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Saturday 17th & Sunday 18th	**EMPA** (**1503, 1507 and 1508**) **& MIM713 & MIM716 and MPA (NEW) - (MPA513 & MPA516)** students. **Timings:** 8:30am-12:30pm and 1:30pm-5:00pm
	Monday 19th – Sunday 25th	Module Review Evaluation Survey (ALL Programs) - (Student Survey)
	Sunday 25th – Saturday 31st	**Final Assessment Period** – **EMPA, MIM and MPA(New)** Programs (Exams, Projects, Presentations etc.)
	Monday 26th – Wednesday 28th	**Final Assessment Period** – **MPA (continuing) and MPP** Programs (Projects, Presentations etc.)
	Wednesday 28th	Last day of Classes for **MPA (Old Program) and MPP Programs** ∞
	Monday 26th – Thursday 29th	Dissertation Viva Voce (Oral Defense Presentations for MPA901, MPP901, MIM901 & EMPA901 Cohorts)
JUNE 2025	Sunday 1st	**Final Assessment Period** – **EMPA, MIM and MPA(New)** Programs (Exams, Projects, Presentations etc.)
	Monday 2nd	Commencement of Semester Break (*Excluding Dissertation students and ASM001 (EMPA) students*)
	Friday 6th – Tuesday 10th	Eid Al Adha Holidays***
	Thursday 19th	**Exam Board and Progression Board Meetings (*excluding EMPA901, MPA901, MIM901 and MPP901 students*)**
	Friday 20th	**Declaration of Grades and Progression Decisions** **(*MPA, MIM, MPP and EMPA students - (excluding EMPA901, MPA901, MIM901 and MPP901 students)*)**
	Friday 20th, Saturday 21st and Sunday 22nd	**Foundation Course in Research Methods for Public Policy (ASM001):** (Compulsory for EMPA (Arabic) students entering EMPA901 Dissertation in Fall 2025 semester). Timings 8:30am-12:30pm and 2:00pm-5:30pm on Friday 20th and 8:30am-12:30pm and 1:30pm-5:00pm on Saturday 21st and Sunday 22nd June 2025.
	Sunday 29th – Monday 30th	**RESIT/DEFERRAL Examination & Coursework Submission Period** **(*All Students (MPA, MIM, MPP & EMPA students)*)**
JULY 2025	Tuesday 1st - Sunday 6th	**RESIT/DEFERRAL Examination & Coursework Submission Period** **(*All Students (MPA, MIM, MPP & EMPA students)*)**
	Thursday 10th	**Exam Board, Progression Board and Award Board Meetings (*RESITS and DISSERTATION Students – All Programs*)**
	Friday 11th	**Declaration of RESIT & DISSERTATION Grades, Progression and Awards Decisions (*All Programs)***
		Spring Semester 2025 Closed
	**	*Islamic Holidays are subject to confirmation*
	∞	*Coursework deadlines are set throughout the term. Students must refer to their module handbooks for deadlines for individual assessment tasks.*
Independent Study Week		*Period when formal classes cease. Students undertake directed independent learning*

***For students undertaking study in the 2024/2025 Academic Year.**

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

1.0 Introduction

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

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

1.1 MBRSG History and Profile

The school was established in 2005 as the Dubai School of Government under Decree No. (6) of 2005, which was superseded by Law No. (3) of 2012. On 11 August 2013, the School's name, Dubai School of Government, was changed to Mohammed Bin Rashid School of Government by Law No. (6) of 2013 issued by Dubai Government.
Under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister, and Ruler of Dubai; the School was the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world and build future leaders through an integrated system offering education and training programs, as well as research and studies.
More than 850 students have or are currently undertaken a graduate program of study with the MBRSG and over 700 students have graduated. Our Graduates have secured employment and promotion across various government departments and in the private sector.

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

- Master of Public Administration (MPA)
- Executive Master of Public Administration (English) – *not offered in 2024/2025*
- Executive Master of Public Administration (Arabic)
- Master in Innovation Management
- Master in Public Policy – *continuing students only in 2024/2025*
- Postgraduate Diploma in Public Administration (English) – *Exit Award Only – not available in 2024/2025*
- Postgraduate Diploma in Public Administration (Arabic) – *Exit Award Only*
- Postgraduate Diploma in Innovation Management – *Exit Award Only*
- Postgraduate Diploma in Public Policy – *Exit Award Only*

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

1.2 MBRSG Vision, Mission, Goals and Guiding Principles

MBRSG has clearly articulated its Vision and Mission statements, which guide the future development of the School. MBRSG's strategic plan outlines our relevant goals and objectives in specific and measurable terms.
Dr. Ali Sebaa Al Marri, The Executive President sets the context within which the development of the MBRSG strategic plan takes place:

> *"The Mohammed Bin Rashid School of Government strives to embed the guidelines set forth by the UAE and to support the vision of its leaders for national growth. Our School aims to develop and empower future leaders and prepare them for the next stage – achieving sustainable administrative development, fostering knowledge, exchanging views and applied research, and collaborating with the public and private sectors as a gateway to managerial excellence."*

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

1.2.1 MBRSG Vision

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

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

1.2.2 MBRSG Mission

The School **Mission:**

"To build a sustainable future through wise leadership & impactful public administration."

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

> "Innovate, Collaborate, Empower and Excel."

1.2.3 MBRSG Strategic Objectives

MBRSG has developed the following Strategic Objectives to guide the way we work. (*see* Figure 1 *"MBRSG Strategic Objectives"* below).

Figure 1: MBRSG Strategic Objectives

1.2.4 MBRSG Values

The way in which the Mohammed Bin Rashid School of Government conducts its operations are reflected in its espoused values. The core values are innovate, collaborate, empower and excel, which underpin all staff interactions with our key stakeholders. (see Figure 2 below).

Figure 2: MBRSG Values

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

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

1.3 Community Engagement and Cooperative Relationships

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

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

1.3.1 MBRSG Affiliations

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

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

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

MBRSG Community Engagement and Employer Engagement activities are supported by the work of the External Advisory Board. Our internal departments within MBRSG contribute significantly to the development and implementation of such initiatives, through the development of strategic alliances and Memorandums of Understanding. Academic Affairs, and Student Affairs lead such efforts with active participation from other stakeholders including faculty and employer networks and our Alumni. Such relationships inform research, the teaching and learning process, the development of curriculum and new graduate programs.

MBRSG's position as a government institution gives it unique access to government and industry partners across various sectors. MBRSG's business operations involve collaboration with several government entities for research purposes and executive education training programs. Key entities including the Prime Minister's Office, Ministry of Interior, Dubai Executive Council, Dubai Municipality, Dubai Government Human Resources Department, Dubai Health Authority, Police, Road and Transport Authority, and Dubai Electric and Water

Authority are amongst our top-level stakeholders. We also have significant relationships and understandings with several local and international firms including CISCO, SAP, Microsoft, Google and Du. We regularly provide our stakeholders with training, consulting, and research services. This results in the school building long-term sustainable relationships with vital entities in the public and private sector.

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

1.3.2 Innovation Week

MBRSG intends to host an "Innovation Week" with the support of our school's faculty and research members. The school will encourage students to work on current challenges within the employer's organization. Industry associates will be invited to our campus and discuss with our students the details and complexity of the challenges and students will then work in groups on innovative solutions to these problems and present them on the last day of the week to the employer. Employers and MBRSG faculty will assess the project and provide students with feedback on their creativity and problem-solving skills.

1.3.3 Career Fair

The MBRSG will seek to invite employers, students and alumni to an annual MBRSG career fair which will be held on campus. This initiative will actively engage employers with our students, and they will be able to explore our school's talents.
Workshops/seminars will be held prior to the career fair for students with sessions focused on CV writing, interview skills, and wider career/employability trends.

1.3.4 Field Trips (International and Domestic)

Domestic and International Field visits to industries, within both the public and private sectors, will be organized for our students and alumni. They will be granted the opportunity to visit selected firms to observe and learn from best practice both domestically and internationally. In 2024/2025, it is anticipated that students will have the opportunity to attend an international field trip to Geneva (which has a focus on global governance).

1.3.5 Dissertation Presentations

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

1.4 MBRSG Research Strategy 2022-2026

MBRSG continues to build its culture of research, as detailed in the MBRSG Research Strategy 2022-2026, which seeks to advance quality research outcomes and generate a sustained impact regionally and globally.
Research production at MBRSG is not just encouraged as a method of advancing careers and contributing to knowledge, in addition to these important goals, the School views research as the primary driver for higher quality educational outcomes and as a key influencer of better regional and national government.
MBRSG's is recognised for its role and valuable contribution, from a research perspective , which include recognition or contribution to/as a:

- Research and Knowledge Producer
- Public Policy think tank
- Regional Policy Platform
- Global Credibility for Competitiveness
- Communities of Research and Practice
- Research for Education

MBRSG core research domains include contributions to and knowledge outputs, in terms of academic research, institutional publications and funded research in the following areas :

- Future Government and Innovation Policy
- Sustainability Policy
- Public Leadership
- Social Policy
- Health Policy
- Education Policy
- Economic Policy

The Strategic Directions identified in the MBRSG Research Strategy 2022-2026 include the Strategic Sustainability of Research, a focus on Specialisation and Depth of Research and enhancing research Impact on Policy and Scholarly Discourse.

The strategic goals of the MBRSG Research Strategy 2022-2026, to enable MBRSG's approach to research to transition from regional to global leadership and to embed an entrepreneurial approach to deliver sustained Institutionalized Research Impact are;

- Thriving and Stimulating a Research Centre of Excellence
- Scale-up high-impact driven research
- Global leader in public policy research

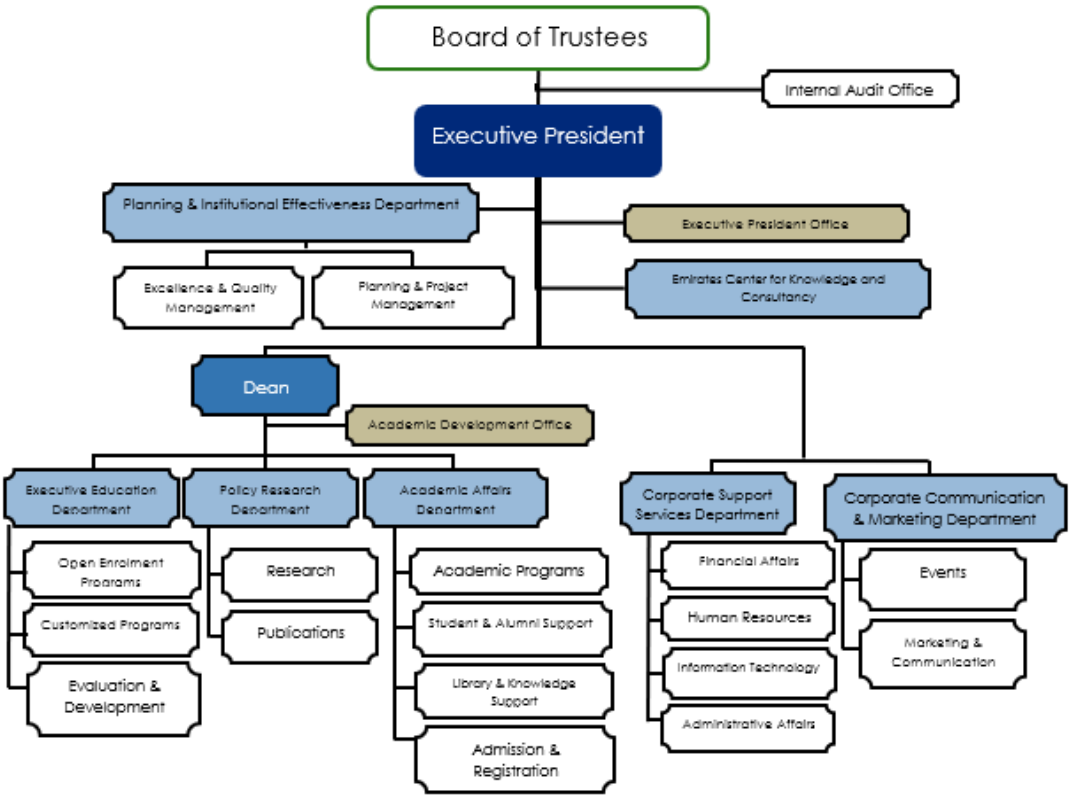
The strategic initiatives that underpin the achievement of the Schools research objectives are briefly noted as follows:

- To cultivate a stimulating research environment through enhancing and strengthening research planning and coordination and the collaboration and co-production of knowledge to facilitate new collaborative research synergies, both internally and externally.
- Produce Impact Driven Research through the provision of
    - Resources and Funding to increase and diversify funding that support research activities across all phases of policy research cycle and across different policy research disciplines.
    - Scholarly influence to increase the impact of MBRSG research on multidisciplinary scholarly discourses.
    - Impact assessment, to employ an impact evaluation framework, specific to policy research domains in the region.
- Become a global leader in public policy research by:
    - Developing Centers of research excellence: To produce sustained and consistently high- quality research in areas of expertise by producing iterative, excellent anchor and flagship anchor reports
    - Attracting the most talented researchers from the region and abroad: To make the MBRSG a highly attractive research centre that attracts talented scholars and researchers from all over the world
    - Ensuring the sustainability of anchor publications that have the most impact.

MBRSG will continue to disseminate its research outcome in variety of different way including policy briefs, research reports, policy council proceedings, academic and professional conferences, journal articles, newspaper opinion articles, public research seminars government conferences and workshops, research blog posts, Executive education programs, Master programs, books, book chapters and book reviews. Further information regarding the researchers at MBRSG is available on the MBRSG website at **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

1.5 MBRSG Organisational Chart

Figure 3: MBRSG Organisational Chart



1.6 MBRSG Accreditation and Licensure Statement

The Mohammed Bin Rashid School of Government, located in the Emirate of Dubai, is officially Licensed from 10th February 2019 by the Ministry of Education of the United Arab Emirates to award degree qualifications in higher education.

2.0 Campus Locations

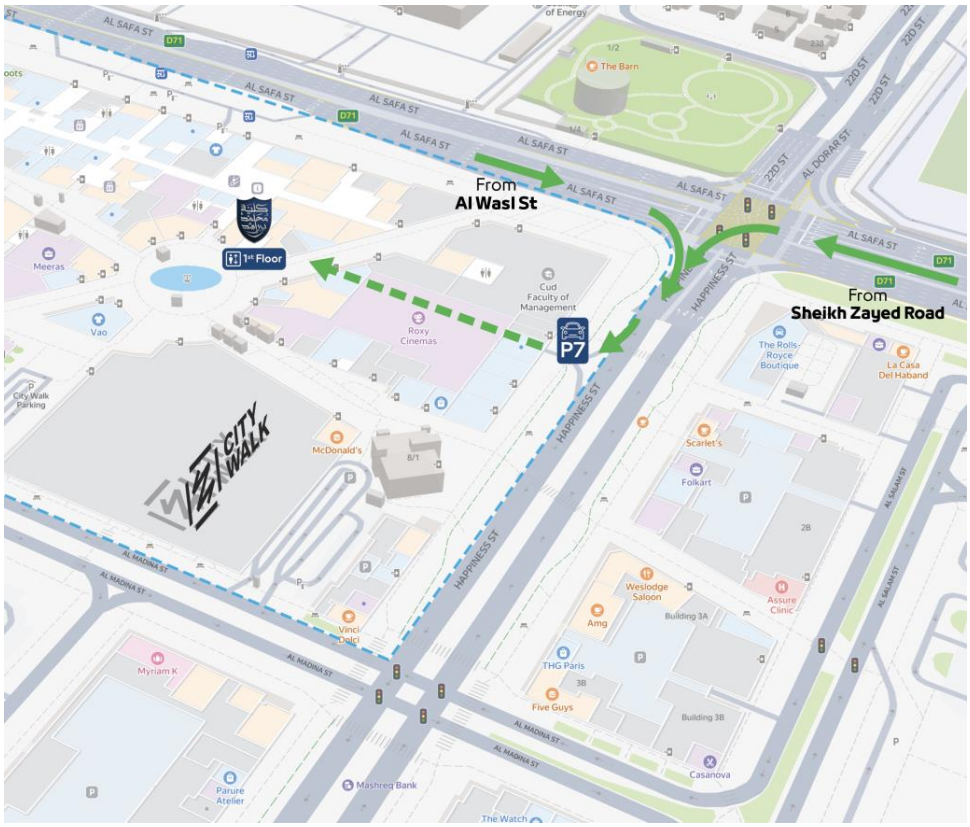
2.1.1 Main Campus Location – City Walk Dubai

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

The primary campus is in the vibrant city of Dubai, in the City Walk complex. Students have an excellent opportunity to benefit from MBRSG's specialized academic programs (master and executive education), participate in research, undertake practical workshops and attend seminars. In addition, the School's library is rapidly becoming a knowledge resource center for the region on issues related to public policy and administration. Networked for Life, MBRSG Graduates will connect with MBRSG's extensive networks of distinguished Arab public policy and public administration leaders, through lifelong membership, in the MBRSG Alumni Association. Members will have opportunities for participation and exchange at the School, through online alumni communities, and at alumni gatherings held around the Arab world.

The MBRSG City walk Campus is situated in Level 1, Building 02, City Walk Area, Dubai, P.O. Box 72229, Dubai, UAE.

Figure 4: Campus Location – MBRSG at City Walk Dubai



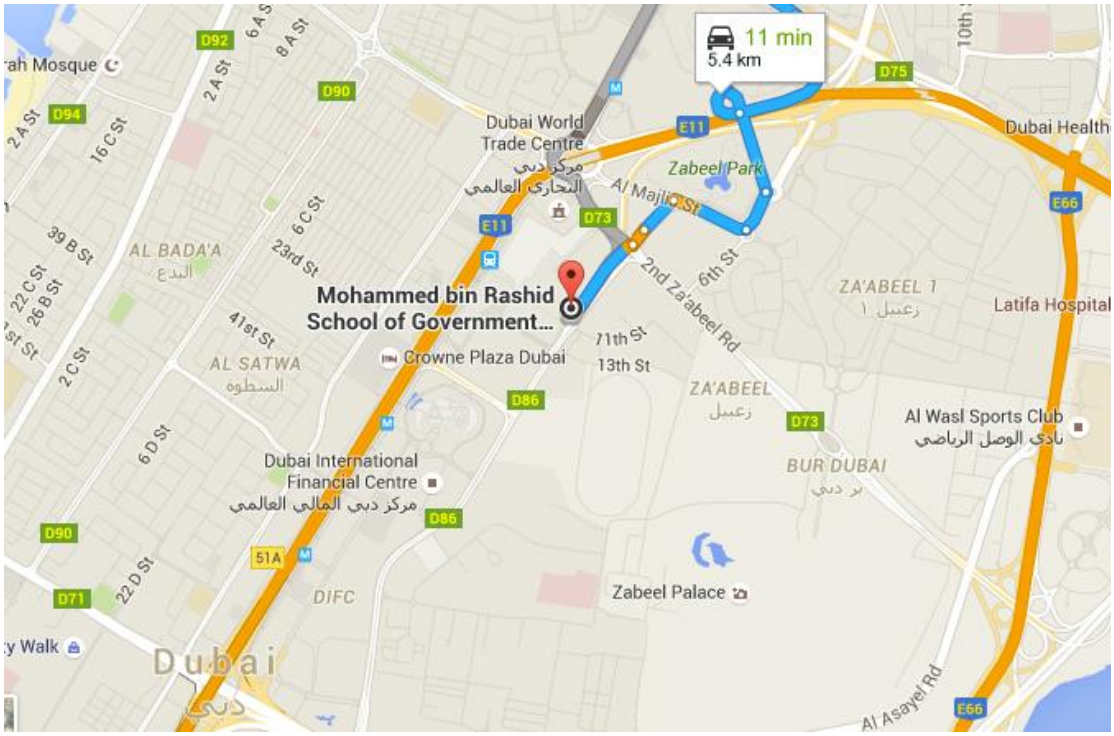
2.1.2 Campus Location – Dubai World Trade Centre – Convention Tower

The Mohammed Bin Rashid School of Government also has a campus located in the Dubai World Trade Centre (DWTC) complex.

The Dubai World Trade Centre Campus of MBRSG is situated on the thirteenth floor of the Convention Tower, Dubai World Trade Centre, P.O. Box 72229, Dubai, UAE.

The DWTC Campus provides teaching and learning and research facilities, classrooms, board rooms and offices for the MBRSG Executive Management team and some support services.

Figure 5: Campus Location– MBRSG at Dubai World Trade Centre



2.2 Parking

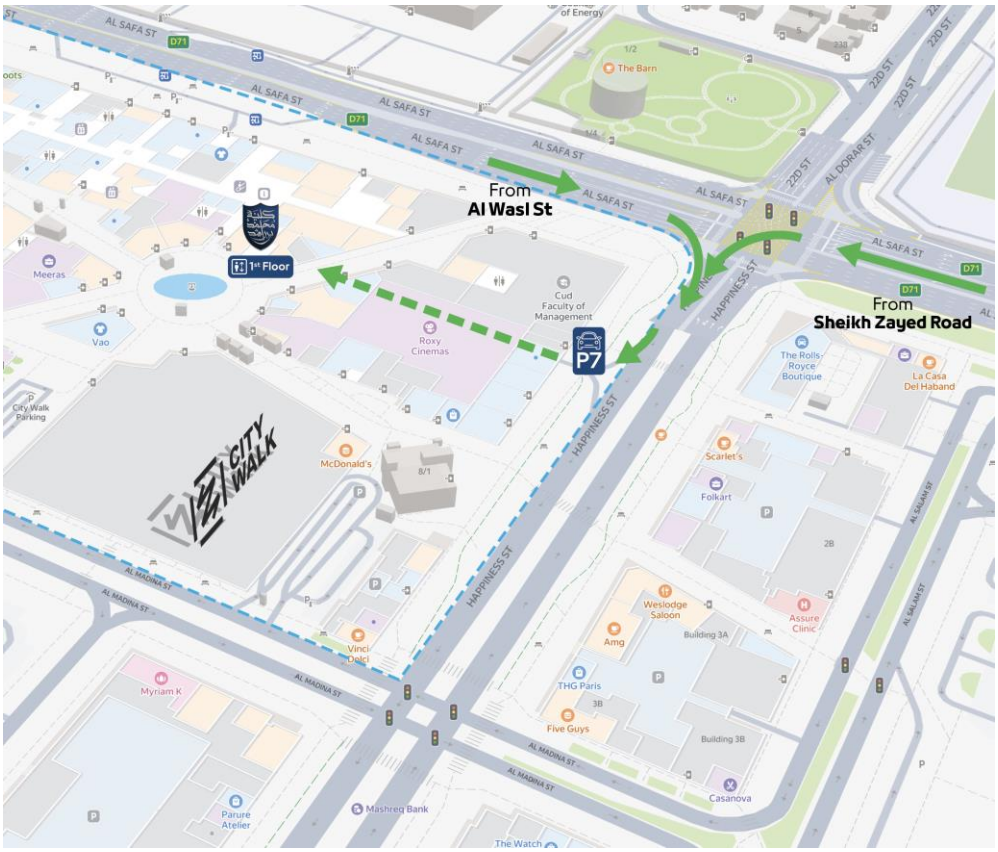
2.2.1 Parking – MBRSG at City Walk Dubai

Car parking is available in and around the Mohammed Bin Rashid School of Government in the City Walk Dubai area. Most car parking will be paid parking on weekdays. Parking at City Walk Dubai is free on the weekends.

Visitors to the Mohammed Bin Rashid School of Government can enter the underground parking available at City Walk Dubai via the P7 Entry point as noted in the Map below. Students should park near H10 or I10 sections of the car park and then enter "The Courtyard" Lift and take the Lift to the 1st Floor which enters the MBRSG Reception area. Students may also enter "The Courtyard Lift" next to the Mint Café from the ground floor promenade area near the Fountain and take the Lift to the 1st floor.

The Mohammed Bin Rashid School of Government will provide subsidized parking for students studying in an academic program of study (Master program) through the parking ticket validation process with MBRSG Security at the Reception Desk upon leaving the City Walk Campus.

Figure 6: MBRSG Parking Map – MBRSG at City Walk Dubai



2.2.2 Parking – MBRSG at Dubai World Trade Centre

Car parking is available in and around the Mohammed Bin Rashid School of Government and Dubai World Trade Centre area. Most car parking will be paid parking. Please see the attached website provided by the Dubai World Trade Centre in regard to parking availability:
https://ae.parkopedia.com/parking/carpark/convention_tower/dubai/?arriving=202203180830&leaving=202203181030

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

Figure 7: MBRSG Parking Map - Dubai World Trade Centre- (Convention Centre)

2.3 MBRSG Campus: Facilities and Community Resources

The Mohammed Bin Rashid School of Government provides students with access to various facilities, services and resources whilst studying at MBRSG in its City Walk Dubai Campus and Dubai World Trade Centre (Convention Tower) Campus.

These facilities, services and resources are in addition to those available to students and members of the public that are provided in both the City Walk Dubai complex and the Dubai World Trade Centre complex.

2.3.1 Campus Facilities and Resources – MBRSG at City Walk Dubai

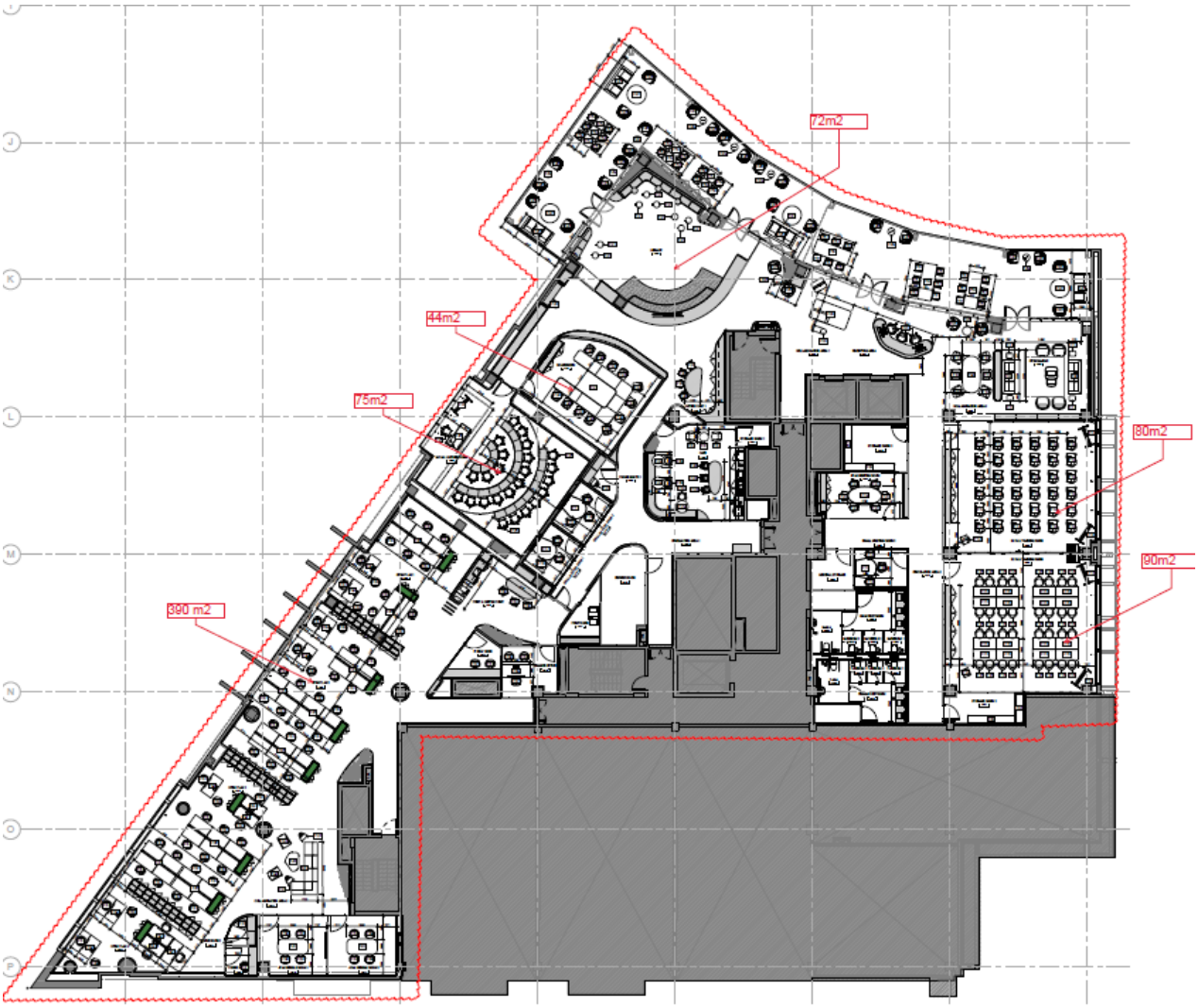
The Mohammed Bin Rashid School of Government City Walk Campus covers 751 square metres and provides excellent facilities and resources to facilitate teaching and learning, executive training, research and administrative and support services.

Table 1 below provides an overview of the dimensions of the City Walk Campus and Figure 8 provides the Campus Layout

Table 1: MBRSG City Walk Campus – Overview and Dimensions

Data Item	Data definition	Data value
Total area of Facilities	Total built area of facilities at the institution in square meters (across all categories)	751 square metres
Total area of Classrooms	Total built area dedicated to classrooms in square meters	289 square metres
Total area of Library	Total built area dedicated to libraries in square meters	72 square metres
Total area for Student Services	Total built area dedicated to student services in square meters	390 square metrres
Total area for Administration	Total built area dedicated to administrative services in square meters	
Parking Spaces	Total number of parking spaces available at the institution	All parking located in the City walk underground Parking Complex
Classrooms	Number of operational classrooms that are available at the institution; classrooms that are accessible to both gender classes.	3
Laboratories	Number of laboratories, studios, and clinics at the institution; those that are accessible to both gender classes.	0

Figure 8: MBRSG City Walk Campus Layout



The City Walk Campus Layout provides facilities for teaching and learning including 3 dedicated training and lecture rooms, a Board Room, 4 dedicated meeting rooms, an open plan area with workstations for faculty, researchers and administrative support staff. This includes dedicated offices for IT and Finance.

The Campus layout also provides dedicated open spaces known as "collaboration areas", to foster discussion in small groups, greet visitors, and/or informal meetings.
The Campus has a dedicated Reception point, an open-plan Library area, a Majlis, small meeting (huddle and focus rooms), a File Room (student files and sensitive documents), a server room, storage rooms, a café (pantry), coffee meeting points and restroom facilities.

2.3.1.1 MBRSG at City Walk Dubai – Summary of Campus Facilities

A brief description of the key facilities at the MBRSG City Walk Campus are provided as follows:

2.3.1.2 Reception Area

MBRSG provides a staffed Reception desk, which is directly adjacent to the Lift when visitors arrive on Campus. Reception staff will assist all visitors, guests and students as they arrive.

2.3.1.3 Majilis

The Majlis is situated near the Reception area and serves as an area for entertaining high-profile dignitaries and guests.

2.3.1.4 Board Room

The MBRSG Board Room at City Walk provides seating for 12 people. It is fitted with audio and visual technologies, provides HDMI and wireless connectivity via Clickshare and has a large smart screen. It will enable video conferencing and can also be used for teaching and/or training purposes.

2.3.1.5 Lecture and Training Rooms

The 2 Training Rooms and 1 Lecture Room will be used for teaching and training and are equipped with large smart screens which facilitate computer-based applications.
The Lecture Room (capacity for 25) each room has a suspended projector, built-in computer, terminals for laptops, and audio/video system and provides HDMI and wireless connectivity via Clickshare.

The Training Rooms have a capacity of 30 students each and feature smart screens, HDMI and wireless connectivity via Clickshare, enable lap-top connectivity and are designed to encourage classroom engagement and an enjoyable learning experience.

2.3.1.6 Meeting Rooms

MBRSG City Walk Campus has 6 Meeting Rooms, 3 with a seating capacity for 6 people and 3 with a seating capacity for 3 people each. Each meeting room is enabled with a smart screen and built-in computer, terminals for laptops, and audio/video system and provides HDMI and wireless connectivity via Clickshare.

The Campus also provides for 2 Focus Rooms with a capacity of 2 people in each room, which can host small discussions should privacy be required.

2.3.1.7 Special Purpose Rooms

City Walk Campus has a dedicated File Room, equipped with fireproof cabinets, to maintain student files, exam documents, award documentation, and other sensitive institutional documentation.

City Walk Campus has a dedicated Server Room which hosts the School's servers and IT-related equipment for the safe and secure running of the School's IT Infrastructure.
City Walk Campus has 2 storage rooms dedicated to providing space for storage of documents and materials as required.

2.3.1.8 Open Plan – Faculty, Research and Administrative Staff

MBRSG has adopted an "Open Plan" approach to the provision of working spaces for faculty, researchers and administrative support staff. Dedicated work-stations are provided to all staff and the Office is designed to promote collegiality and teamwork across all staff at all levels. Staff and students have access to meeting rooms as required should privacy and confidentiality in discussions be required. Separate Offices are also provided for IT and Finance staff.

2.3.1.9 Collaboration Areas

The MBRSG City Walk Campus provides areas of open space which are referred to as "Collaboration Areas." Students or visitors may wish to sit in the seating provided in such spaces to conduct meetings or have a discussion.

The City Walk Campus also has a large balcony surrounding the First Floor Office Space. This area is furnished with tables, chairs and couches to enable meetings to occur, or as an extra study space, during the good weather. The outdoor balcony space can accommodate up to 64 people.

2.3.1.10 Printing Room and Printer Facilities

MBRSG provides a printing room with printing facilities and access to office supplies. Students can approach staff to assist with their printing requirements.

2.3.1.11 Library

The Library is situated to the left of the Reception point when entering the MBRSG City Walk Campus from the Lift. The Library has tables, chairs and seating to provide a comfortable study environment. A smart screen is also provided in the Library, should students need to interact virtually online. The Library provides a range of resources and services to help students undertake effective research and develop their information literacy skills. The Library provides digital services, research support, borrowing and lending privileges and library membership for students enrolled in a graduate degree program at MBRSG. Further information regarding the Library is provided in Section 7.1 of this Handbook.

2.3.1.12 Café Points and Café (Pantry)

The MBRSG City Walk Campus has two dedicated Café points where visitors, students and staff can meet, have a snack and get refreshments. There is also a room dedicated as a Café which provides a refrigerator, microwave, dishwasher, tea and coffee and snack facilities. The Café has seating with chairs and tables for up to 15 people.

2.3.1.13 Male, Female and Special Needs Restrooms

MBRSG City Walk Campus provides male, female and special needs restroom facilities on Campus.

2.3.1.14 Prayer Rooms

Prayer rooms are not available within the MBRSG City Walk Campus, however separate prayer rooms for men and women are available within 75 metres of the Campus on the Ground Floor of the City Walk Complex.

2.3.2 Campus Facilities and Resources – MBRSG at Dubai World Trade Centre- (Convention Tower)

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

Table 2: MBRSG Campus Facilities- DWTC – Convention Tower – 13th Floor

Facilities 13th Floor
Executive Conference Room
Board Room
Main Auditorium (Leadership Hall)
Microsoft Innovation Policy Centre (2 rooms)
Multimedia Production Facility (Green Room) – (renovation in progress)
Majilis
Prayer Room
Male, Female and Special Needs Restrooms
Administrative Offices
Staff and Faculty Pantry

A brief description of the key facilities on the 13th Floor at MBRSG DWTC are provided as follows:

2.3.2.1 Main Auditorium

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

2.3.2.2 Translation services

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

2.3.2.3 Videoconferencing

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

2.3.2.4 Audio-visual Equipment in Teaching Rooms

Three teaching rooms and Board Room are equipped with a screen 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.

2.3.2.5 Conference Room

This U-shaped conference room can seat up to 22 students in an interactive environment, and this room has all the necessary audio-visual equipment associated with discussion and lecture teaching methods.

2.3.2.6 Audio-visual System in Conference Room

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

2.3.2.7 Translation Services

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

2.3.2.8 Microsoft Innovation Policy Centre

The 13th Floor has 2 rooms which comprise the Microsoft Innovation Policy Centre. The first room contains 14 computers on a round table and 2 screens to facilitate group meetings and activities. The second room is set-up in a classroom / training format with tables, chairs and a projection screen, suitable for up to 18 students.

2.3.2.9 Administrative Offices

The 13th Floor hosts Offices for the Executive President, the Executive President's Office staff, for some Director's and for administrative staff.

2.3.2.10 Majilis

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

2.3.2.11 Prayer Room

A Prayer room is available on the 13th Floor. Prayers rooms are also available in the Dubai World Trade Centre (Convention Centre), a short walk from the Convention Tower.

2.3.2.12 Pantry Facility

A Pantry is provided for staff and faculty to use. It is equipped with A refrigerator, microwave, a food preparation area and includes a dining table and seating arrangements.

2.3.2.13 Printing Room and Printer Facilities

MBRSG provides a printing room with printing facilities and office supplies.

2.3.2.14 Male, Female and Special Needs Restrooms

MBRSG provides male, female and special needs restroom facilities on the 13th floor near the Lift area.

2.3.2.15 Multimedia Production Facility (Green Room)

The School has implemented a multimedia production facility which includes a green room to enable the development and delivery of high-quality content for students. MBRSG has partnered with Jalinga Innovation Video Studio to install UAE a versatile and technologically advanced green room for video production, content creation and broadcasting. The room is currently being moved to the 13th Floor. It will be equipped with state-of-the-art equipment, professional-grade facilities, and a streamlined workflow processes makes it an ideal site for faculty to develop engaging content, broadcast classes in online mode of teaching which are of a high-quality and professionally produced.

The following technical specifications and features of the MBRSG Multimedia Production Facility (Green Room) will include:

Studio Setup

- Spacious studio area with customizable set designs and backgrounds.
- Green screen capabilities for virtual backgrounds and special effects.
- Acoustic treatments to ensure optimal sound quality.
- Dedicated control room for monitoring and managing production.

Lighting and Camera

- Professional-grade lighting setup with adjustable intensity and color temperature.
- High-definition cameras with various lens options for different shooting requirements.
- Motorized camera rigs for smooth and dynamic shots.
- Teleprompter for scripted content delivery.

Studio Equipment

- Studio-quality microphones for capturing clear and crisp sound.
- Audio mixing console for real-time control and adjustments.
- Soundproofing to minimize external noise interference.
- Voiceover booth for professional narration and recording.

Post-production Facilities

- Advanced video editing software and workstations.
- High-performance computers for seamless rendering and processing.
- Color grading and correction tools for enhancing visual aesthetics.
- Sound editing and mixing capabilities for superior audio quality.

Live Streaming and Broadcasting

- High-speed internet connection for seamless live streaming.
- Multi-camera switching and video switching equipment for live production.
- Integration with popular streaming platforms and social media channels.
- On-screen graphics and overlays for branding and information display.

Control and Automation

- Centralized control system for managing lighting, cameras, and audio.
- Automation software for simplifying complex production workflows.
- Integration with teleprompter, prompter software, and other studio components.
- Remote access capabilities for monitoring and control.

2.4 Library Facilities

The mission of the Mohammed Bin Rashid School of Government library is to support teaching, research and lifelong learning by utilizing the best possible resources and latest information technologies. The library is situated in the City Walk Campus and aims to be a knowledge resource center for the region on issues related to public policy and administration. More information regarding the Library can be found in this Catalog under the Student Educational Services Section (See Section 7.1 of the Handbook) and on the MBRSG website at http://www.mbrsg.ae/HOME/Library/Library.aspx

2.5 IT Support Facilities

The Information Technology Department, based at the City Walk Campus, provides a safe, secure, and reliable suite of IT services that supports teaching and learning, research and library services to enable students to study effectively. More information regarding the IT Support available can be found in this Catalog under the Student Educational Services Section (See Section 7.2 below) or by contacting the IT Department on (+971 4) 3175 648.

3.0 Student Rights and Responsibilities

The Mohammed Bin Rashid School of Government is committed to enabling an excellent student experience , through the provision of facilities, resources, services and staffing, that fosters a learning environment that is supportive of teaching and learning, research and executive education and embodies the School's values to innovate, collaborate, empower and excel.
To this end MBRSG will conduct its activities in accordance with the premise that all students will respect and are provided with the following rights and responsibilities:

3.1 Maintain MBRSG Core Values

Students (and staff) at MBRSG are encouraged to maintain and demonstrate the School's values to innovate, collaborate, empower and excel in their studies and interactions with others at, and while representing, MBRSG.

3.2 Comply with Academic Integrity requirements and avoid Misconduct

All students are expected to abide by the requirements of academic integrity and avoid misconduct regarding academic and non-academic behaviours in accordance with the provisions of the Academic Integrity and Misconduct Policy (P-ACD-118).

3.3 Comply with MBRSG Policies and Procedures

All students are expected to abide by the requirements detailed in MBRSG's Policies and Procedures. Should a student need more information as to MBRSG's Policies and Procedures, they should contact the School Registrar at kieran.ross@mbrsg.ac.ae

3.4 Respect MBRSG facilities, resources, staff and students

All students are expected to conduct themselves in a manner that shows respect for all School facilities and resources, whether physical, digital or personal. Students are expected to show and be treated with respect when interacting with staff, faculty and students during their studies at MBRSG and/or when representing MBRSG. Students are required to respect UAE cultural norms and to dress modestly, not wear revealing clothing, or clothing with slogans or logos that may be deemed offensive. Students may be referred to the Student Disciplinary Board in such instances.

3.5 Responsibility to ensure that all Student Information provided is accurate and current

Students have the responsibility to ensure that they provide accurate information regarding their circumstances when studying at MBRSG and when they become an Alumni. Should students or Alumni need to update their information they can update information via the student portal from the MBRSG website or contact the School Registrar at kieran.ross@mbrsg.ac.ae

3.6 Responsibility to Submit Assessments on time and meet published deadlines

All students are expected to be aware of and ensure they meet published deadlines related to assessment submissions and/or requests for information requested by staff at MBRSG. Should a student be unable to meet a published deadline, they should contact the faculty member concerned or the School Registrar at kieran.ross@mbrsg.ac.ae.

3.7 Right to a Safe and Supportive Study Environment

All students have the right to a safe and supportive study environment at MBRSG., which is conducive to research and teaching and learning, and free from discrimination and harassment. Furthermore, smoking is not allowed on Campus at MBRSG. Students are encouraged to report any issues related to the campus, facilities, staff or student behaviour in a timely manner. Students may contact the School Registrar at kieran.ross@mbrsg.ac.ae or the Student Affairs Manager at hayathem.shukri@mbrsg.ac.ae to report such issues. In an emergency situation a student should contact the nearest member of staff or MBRSG Security for assistance.

3.8 Right to Seek and Provide Feedback

All students have the right to seek and be provided with feedback, in a timely manner (normally 14 days), regarding academic assessment submissions. Students also have the right to receive feedback regarding suggestions for improvements, complaint resolution and results of survey information provided during their studies at MBRSG.

3.9 Rights of Appeal and Academic Grievance

All students have a right to appeal regarding an academic or non-academic decision made regarding their studies at MBRSG. Rights of appeal, and the process of appeal are documented in specific MBRSG policies and procedures. Students may also submit an academic grievance in accordance with the Student Academic Grievance Policy (P-ACD-117).

For further information on rights of appeal or academic grievance process, students can contact the School Registrar at kieran.ross@mbrsg.ac.ae or the Student Affairs Manager at hayathem.shukri@mbrsg.ac.ae .

3.10 Right to Student Privacy

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 such laws and requests accordingly.

For further information on students' records, please check with the Registrar at kieran.ross@mbrsg.ac.ae to attain the MBRSG Student Records Policy.

4.0 Student Experience

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

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

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

MBRSG recognizes that many graduate applicants may have had a significant break between completing their undergraduate studies and enrolling in a graduate program. The MBRSG Orientation session together with optional series of educational enrichment workshops and the mandatory (not for credit) Foundation Course for Research Methods in Public Policy (ASM001) – which all students will complete - have been developed to enable students to successfully transition into graduate level studies.

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

MBRSG collects a wide variety of statistical information for internal and regulatory purposes, which provide an indication as to student performance, achievement and satisfaction and therefore their graduate student experience. From an academic perspective, MBRSG is continuously looking to drive best practices to enhance; student retention, progression, overall average grades, pass and graduation rates year on year. MBRSG undertakes numerous student surveys each year, throughout and after a student's program of study to assess student satisfaction. Such surveys include the New Student Enrolment Survey, Module Evaluation Survey, Student Experience Survey, Graduate Survey and Alumni Survey.

Opportunities also exist for students to address any immediate academic or non-academic issues they may be experiencing either by contacting the Manager of Admissions and Program Relations, the Registrar, the Manager Student Affairs, the Library and Knowledge Support Officer, their Academic Advisor, their Module Leader, their Program Leader, the Director of Academic Affairs and the Dean.

As a School focused on graduate level education, MBRSG realises that many of our students are likely to be working professionals endeavouring to balance work, study and family commitments. To this end, MBRSG provides like-minded students with the opportunity to form Clubs or Groups to enhance their overall graduate study experience. Information regarding the development of such Clubs or Groups can be obtained from the Manager Student Affairs (Ms. Hayathem Shukri at hayathem.shukri@mbrsg.ac.ae).

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 technologically enabled facilities and learning environment to enable all students to achieve their goals.

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

5.0 Student Affairs and Alumni

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

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

The Manager of Student Affairs also provides help to international students to adapt culturally and academically to life in the UAE and to their graduate studies. This will normally occur as part of the Return to Learning Program and be evaluated in the New Student Enrolment Survey.

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

5.1 Student Affairs Committee

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

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

5.2 Student Associations

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

5.3 Alumni Association

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

5.4 Career Counselling Services

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

5.5 Professional Counselling Services

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

6.0 Academic Procedures and Regulations

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

6.1 Information on Graduate Programs of Study available at MBRSG

MBRSG currently offers a variety of study opportunities at the Masters Level. Most of our Master Degree programs have an Exit Award that being a Postgraduate Diploma (excluding the Master of Public Administration), which may be awarded should a student wish to exit their Master Degree prior to commencing their Dissertation (subject to meeting grade point average and other award completion requirements). Further details on all MBRSG programs are included in the Graduate Programs and Graduate Program Structure sections of this Handbook. Students should also consult the Graduate Academic Catalog 2024/2025, the Academic Program information available on the website at: http://www.mbrsg.ae/home/programs.aspx. or speak to the relevant Program Coordinator.

6.2 Information on Admission to Graduate Studies at MBRSG

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

Mohammed Bin Rashid School of Government
Admissions and Registration Section
Level 1, Building 2, City Walk Area
P.O. Box 72229
Dubai, United Arab Emirates
Tel: +971-4-329-3290 /+ 971-4-317-5548/ +971-4-317-5645
Fax: +971-4-329-3291
E-mail: admissions@mbrsg.ac.ae

The Admissions and Registration Section is responsible for receiving inquiries and admitting students to MBRSG programs. Other tasks of this Section include developing the Graduate Academic Catalog, promoting MBRSG programs, maintaining students' personal and academic records, ensuring the security, privacy and confidentiality of these records and implementing the academic policies and regulations of the School concerning graduate admission. The Admissions and Registration Section is the only section with authority to admit students to a graduate program of study at MBRSG.

6.3 Information on Application Requirements

All applicants seeking admission to a graduate program of study must submit an Online Application for Admission using the MBRSG website at http://www.mbrsg.ae/home.aspx . The *Apply Online Tab*, relevant to the specific Academic Program of study the applicant wishes to apply to, details the terms and conditions of Admission, the documents required to be submitted as part of the Admission process and a (full or part-time) link to the Student Portal (Quercus, Student Information System) which will enable an applicant to commence and complete the Online Application Process.
The application process for candidates wishing to apply for post-graduate programs at MBRSG will include, but are not limited, to the following:

- Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.
- Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 3.00 (on a 4.0 Scale) for full admission or 2.50 (on a 4.0 Scale) for Conditional Admission.
- Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
- Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
    - Full Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
    - Conditional Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s)

document issued for an (i) EmSAT score of a minimum of 1250, OR (ii) a TOEFL score of 530 or more (197 CBT, 71 iBT) equivalent OR an IELTS (Academic) score of a minimum of 5.5.

  - Full Admission: Master Program taught in Arabic: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (950 or more) or (ii) a TOEFL score of 450 or more (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more).
- For a Master Program taught in Arabic: Arabic language proficiency requirement, in the form of an EmSAT exam, is no longer an admission requirement as per advice from the Ministry of Education in the UAE.
- Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable))*
- Provision of two passport-size photos.
- Provision of an Emirates ID card (if relevant)
- Provision of a Family Book (if relevant)
- Provision of their Curriculum Vitae
- Provision of a short essay to demonstrate your reasons for wanting to study in the program.
- Provision of two individual, sealed reference letters.
- Confirmation that the relevant work experience requirement has been satisfied: A minimum of five (5) years managerial experience for EMPA (English or Arabic) programs).
- An interview may also be required as part of the admission process.

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

6.4 Applications for Admission Timeframes and Deadlines

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

6.4.1 Deadlines for Applications for Admission at MBRSG for the 2024/2025 Academic Year

- **Fall Semester 2024/2025.**
  Friday 16th August 2024.
- **Spring Semester 2024/2025.**
  Friday 24th January 2025.

Acceptance of late applications for admission to a graduate program of study at MBRSG will be determined at the discretion of the Director of Academic Affairs.
International students are advised to contact the Admissions & Registration Section at admissions@mbrsg.ac.ae to check on any additional requirements.

6.4.2 International Student Applications or Applicants with International Qualifications

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

- **Fall Semester 2024/2025.**
  Friday 9th August 2024.
- **Spring Semester 2024/2025.**
  Friday 17th January 2025.

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

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

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

6.5 MBRSG Requirements for Graduate Admission

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

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

As specified in the Graduate Admissions Criteria Policy (P-REG-101), applicants should satisfy the following general admissions criteria for full admission to Graduate programs at MBRSG. However, potential applicants are advised to refer to the work experience requirements for different programs.

6.5.1.1 General Admission Requirements for Full Admission

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.
2. Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 3.00 (on a 4.0 Scale).
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
    a. <u>Full Admission: Master Program taught in English:</u> Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
    b. <u>Full Admission: Master Program taught in Arabic:</u> Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (950 or more) or (ii) a TOEFL score of 450 or more (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more).
5. For a <u>Master Program taught in Arabic:</u> Arabic language proficiency requirement, in the form of an EmSAT exam, is no longer an admission requirement as per advice from the Ministry of Education in the UAE.
6. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable)*)

7. Provision of two passport-size photos.
8. Provision of an Emirates ID card (if relevant)
9. Provision of a Family Book (if relevant)
10. Provision of their Curriculum Vitae
11. Provision of a short essay to demonstrate your reasons for wanting to study in the program.
12. Provision of two individual, sealed reference letters.
13. An interview may also be required as part of the admission process.
14. Meet the Work Experience Requirements for each graduate program: Please see Table 3 below.

Table 3: Work Experience Requirements for Program Admission

Program	Work Experience
Executive Master of Public Administration (English)	Minimum of five years of managerial experience
Executive Master of Public Administration (Arabic)	Minimum of five years of managerial experience
Additional Requirements: The work experience is in addition to the general admission requirements detailed in the Graduate Admissions Criteria Policy (P REG 101).	

6.5.2Conditional Admission for Master Degrees taught in the English Language Only

As specified in the Graduate Admissions Criteria Policy (P REG 101), applicants should satisfy the following admissions criteria for conditional admission to a Graduate program, that is taught in the English Language.

6.5.2.1 Conditional Admission – English Language Proficiency and Grade Point Average

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

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.
2. Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 2.5 (on a 4.0 Scale).

3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for EmSAT or TOEFL or Academic IELTS scores as required to satisfy the English language proficiency requirement, relevant to the graduate program of study:
    a. Full Admission: Master Program taught in English: Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (1400 or more) or (ii) a TOEFL score of 550 or more (213 CBT, 79 iBT) equivalent or IELTS (6.0 or more) OR
5. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable))*
6. Provision of two passport-size photos.
7. Provision of an Emirates ID card (if relevant)
8. Provision of a Family Book (if relevant)
9. Provision of their Curriculum Vitae
10. Provision of a short essay to demonstrate your reasons for wanting to study in the program.
11. Provision of two individual, sealed reference letters.
12. An interview may also be required as part of the admission process.
13. Confirmation that the relevant work experience requirement has been satisfied as per Table 3 on page 47 above.

6.5.3 Conditional Admission for (Executive) Master Degrees taught in the Arabic Language Only

As specified in the Graduate Admissions Criteria Policy (P REG 101), applicants should satisfy the following admissions criteria for conditional admission to a Graduate program, that is taught in the Arabic Language.

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

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

1. Completion of the online Graduate Study Application Form available on the Student Information System accessible via the Academic Program link from the MBRSG website.
2. Provision of attested official university and college degrees and transcripts (back and front), from a recognized Bachelor's degree, earned in a discipline appropriate for the prospective graduate degree, with a minimum (equivalent) Grade Point Average (GPA) of 2.5 (on a 4.0 Scale).
3. Provision of an equivalence certificate from the Ministry of Education in the United Arab Emirates for degrees completed outside the United Arab Emirates.
4. Provision of a current (no more than 2 years old) Official standardized test score(s) document issued for (i) EmSAT (950 or more) or (ii) a TOEFL score of 450 or more (133 CBT, 45 iBT) equivalent or IELTS (4.5 or more) to satisfy the English language proficiency condition.
5. Arabic language proficiency requirement, in the form of an EmSAT exam, is no longer an admission requirement as per advice from the Ministry of Education in the UAE.
6. A minimum of five (5) years of documented professional work experience (gained prior to admission).
7. Provision of a Passport copy (*personal details page, Ethbara Number page and/or visa page (if applicable))*
8. Provision of two passport-size photos.
9. Provision of an Emirates ID card (if relevant)
10. Provision of a Family Book (if relevant)
11. Provision of their Curriculum Vitae
12. Provision of a short essay to demonstrate your reasons for wanting to study in the program.
13. Provision of two individual, sealed reference letters.
14. An interview may also be required as part of the admission process.
15. Confirmation that the relevant work experience requirement has been satisfied as per Table 3 on page 47 above.

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

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

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

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

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

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

6.5.5.1 Satisfying Conditional Admission Requirements – Timeframe

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

Students granted Conditional Admission under the provisions noted at Sections 6.5.2 or 6.5.3 above must have satisfied the relevant language proficiency condition (as noted in Section 6.5.1.1) and achieve an overall average grade (GPA) of at least "Pass with Merit" to continue into their second semester of study.

Upon achievement of the language proficiency and Overall Average Grade provisions, the student's admission status will no longer be considered as conditional. If the student does not obtain the minimum average grade of at least "Pass with Merit", he or she may be dismissed from the program.

The Chair of the Progression Board may use their discretion to determine whether students who achieve a grade within three (3) marks of a grade "Pass with Merit" can continue in the program. If such a decision is made the student will be subject to *academic probation*.

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

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

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

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

6.5.6 Orientation Session – Return to Learning Program

The aim of the MBRSG induction activities is to introduce students to the range of services that are available to postgraduate students, as well as to provide them with essential information about registration and enrollment. It is also an opportunity for students to get acquainted with each other. During these sessions, instructors will guide you through essential knowledge and skills to enhance your progression through the programs. It will also enable students to become familiar with the tools and systems they will use throughout your studies at MBRSG, particularly in respect to blended and online learning.

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

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

Table 4: Returning to Learning (Orientation) Program Structure 2024/2025

Timetable Day 1	14:00 – 14:30	14:30 – 14:45	14:45 – 15:30	15:30 – 16:00	Prayer Break	16:45 – 18:00	
Sessions	Welcome Director of Academic Affairs & Program Coordinators	MBRSG IT Services Presentations IT Support Team	Course Registration other Student Services Information Registrar Kieran Ross	Introduction to Blackboard VLE Making the most of online classes Maryam Alblooshi		MBRSG Library Skills & Introduction to Mendeley Librarian Maryam Alblooshi	
Timetable Day 2	**9:00-10:00**	**10:00 -11:30**	**Coffee Break**	**11:45 -12:30**	**Lunch & Prayer**	**13:45 - 15:15**	**15:15 -17:00**
Sessions	Optimizing the PG Journey at MBRSG Dr. Abdulla Mohamed AlAwadhi	Note Taking & Cloud Mapping Kieran Ross		E-presentation Skills Professor Melodena Stephens		Academic Reading & Conducting a Literature Review Dr. Mounia Drissi	Critical Thinking Skills for Post Graduate Students Dr. Mona Mostafa Elsholkamy
Timetable Day 3	**9:00 -10:30**			**10:45 -12:00**	**Lunch & Prayer**	**13:00 -15:30**	**15:30 -17:00**
	Academic Writing Skills for PG Students Professor Immanuel Azaad Moonesar R.D.			Harvard Referencing & Avoiding Plagiarism Dr. Khalid Alwazani		Finance Fundamentals for Policy Makers Dr. Mona Mostafa Elsholkamy	Goal Setting and Reflection Professor Melodena Stephens Q&A

6.5.6.1 Orientation - Return to Learning Program Schedule 2024/2025 Academic Year

The dates for the Return to Learning (Orientation) Program during the 2024/2025 Academic year are as follows:

- **Fall Semester 2024**
  - Friday 16th, Saturday 17th and Sunday 18th August 2024: New EMPA, MPA, MPP and MIM students).
- **Spring Semester 2025**
  - Friday 24th, Saturday 25th and Sunday 26th January 2025: New EMPA, MPA, MPP and MIM students).

6.5.6.2 Succeeding in Post Graduate Study (Free Online Course)

New students admitted to a program of study at MBRSG are encouraged to Register and complete the free online course "**Succeeding in Post Graduate Study** " facilitated by the Open University available at: https://www.open.edu/openlearn/education-development/succeeding-postgraduate-study/content-section-overview?active-tab=description-tab

Students are expected to complete the course and provide completion Certificates to the Registrar's Office within 1 month of the end of the Return to Learning sessions.

The Registrar will be responsible for following up with new students that they have completed the Succeeding in Post Graduate Study course and provided the completion certificate. A copy of the completion certificate will be recorded (digitally) on the student record.

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

All students admitted to a graduate program of study take the "*Foundation Course for Research Methods in Public Policy*" (ASM001) during their first semester of academic study. This is a "not for credit" Module. This Module will be included on their Academic Transcript and is a Pass/Fail Module only. The aim of this compulsory foundation Module is to ensure that all students have a minimum level of understanding in basic statistics and research methods, prior to studying a Research Methods Module or undertaking research at postgraduate level.

6.5.8 Transfer of Credits and Advanced Standing

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

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

6.6 Enrolment and Module Registration

6.6.1 Registrar's Office

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

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

6.6.2 Enrolment Deadlines for 2024/2025 Academic Year

The deadlines for enrolment during the 2024/2025 Academic year are as follows:

- **Fall Semester 2024 – Monday 9th September 2024.**
- **Spring Semester 2025 – Monday 17th February 2025.**

6.6.3 Enrolment (Registration) Process

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

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

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

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

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

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

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

6.6.4 Module Load

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

To enroll in three (3) Modules per academic semester; new students must have been offered full admission status and for current/existing students they must be in good academic standing (i.e., achieving an overall average grade of Pass with Merit or more). Students under academic probation will be subject to restricted enrolment (one module per semester) until they return to good academic standing.

6.6.5 Full Time Study - Good Academic Standing

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

6.6.6 Part Time Study - Good Academic Standing

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

6.6.7 Conditionally Admitted Students

Students admitted on a conditional basis are normally limited to enrolment in two (2) Modules (40 CATS credits) of coursework in their first semester. The student must achieve an average grade of at least "Pass with Merit" to maintain a good academic standing.

6.6.7.1 Restricted Enrolment based on Conditional Admission

Conditionally admitted students are eligible to enroll in a maximum of (2) Modules (a maximum of forty (40 CATS) credits) in their first semester of study. These students will also enroll in the (not for credit) Foundation Course in Research Methods in Public Policy (ASM001).

Conditionally admitted students, should achieve a minimum of a "Pass with Merit" grade in their first Semester of graduate study, and satisfy any other conditional admission requirements (i.e., English Language Proficiency) to achieve Full Admission status. If the student does not obtain the minimum grade of "Pass with Merit" in their first Semester of graduate study, or satisfy any other conditional admission requirements (i.e., Language Proficiency) the Chair of the Progression Board may recommend their dismissal from the graduate program, or the requirement to repeat a module(s) to attain good academic standing (i.e., achieving an overall average grade of Pass with Merit or more).

6.6.8 Restricted Enrolment - Academic Probation

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

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

Students are generally only allowed to incur one academic probation status during their program of study. Students placed on academic probation may be allowed an extension of up to two semesters to improve their overall average grade with approval of the MBRSG Progression Board. The student will be removed from academic probation if the student's overall average grade (for the graduate program of study) meets a minimum of a "Pass with Merit", under the CATS credit system.

If a student fails to meet the minimum overall grade of "Pass with Merit" after a period of study under the Academic Probation restrictions, the Progression Board will determine that the student should be dismissed from their graduate program of study. The Registrar's Office will notify the student, in writing (e-mail), of the decision(s) of the Progression Board.

6.6.9 Orientation Session – Return to Learning Program

Each new student admitted to a graduate program of study at MBRSG should attend the Orientation Session which is offered prior to the commencement of each academic semester. The Schedule for 2024/2025 is provided at Section 6.5.6 of the Handbook.

6.6.10 Add and Drop Module(s)

Students can withdraw or enroll in (approved) modules before the published last date to add and drop, as set by the Board of Studies. The Add/Drop provisions are in accordance with the Enrolment Policy (P-REG-110) and are noted in the Academic Calendar 2024/2025 available in this Handbook, on the MBRSG website and uploaded on Blackboard prior to the start of each semester.

A student seeking to withdraw from a module should notify the Registrar's Office.

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

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

- **Withdrawal from a Module with a grade of (W) Withdrawn recorded**: If a student formally withdraws after the end of the add/drop period and up until the end of the seventh (7th) week of classes, a grade of 'W' will be recorded on the academic transcript for the Module(s) from which the student has withdrawn. A 'W' grade does not impact the student's overall average grade calculation.

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

6.6.11 Withdrawal from a Master Program of Study

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

Academic credit will only be shown where a student has fully completed a module, and the mark for any assessment has been approved by the MBRSG Examination Board. See Section 10.8, Table 16, p.118 of this Handbook, which summarises the MBRSG refund policy upon withdrawal from a module(s) or program of study.

6.6.12 Leave of Absence

Students are expected to maintain continuous enrollment (fall and spring semesters) until they complete their graduate program of study. However, in certain circumstances students may wish to apply for a Leave of Absence from their program of study in accordance with the provisions of the Deferral, Leave of Absence and Withdrawal Policy provisions detailed in the Enrolment Policy (P-REG-110). Such approvals may be granted from the Registrar's Office upon confirmation from the Director of Academic Affairs.

6.6.12.1 Leave of Absence: Up to Two Semesters

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

Students must apply in writing for a Deferral or Leave of Absence to the Registrar's Office.

The Director of Academic Affairs will determine whether such requests are granted or not. Reactivation of the student's record is automatic; however, students must submit a request

in writing (hard copy or via e-mail) to the Registrar's Office one month prior to registration in the upcoming semester for which they intend to resume their program of study.

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

6.6.12.2 Leave of Absence: National Service

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

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

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

Students who were previously on probation, or who were academically dismissed and who have been away longer than two consecutive semesters, must seek approval from the Director of Academic Affairs for a determination as to whether readmission will be allowed as per the Graduate Re-Admissions Criteria Policy (P-REG-102).

6.6.13 Attendance and Lateness

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

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

6.6.14 Academic Advisor - Allocation

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

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

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

6.6.15 Student Identification Card

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

6.6.16 Student Records

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

6.6.17 Student Records from Other Institutions

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

6.6.18 Student Academic Records

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

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

6.6.18.1 Management and Updating of Student Records

The Registrar's Office, the Manager of Student Affairs and the Director of Academic Affairs are the only staff authorized to update student academic records including personal contact details. Students may change any of their contact details at any time using the online Student Portal available at:
https://eu-quercus.ellucianclоud.com/app/mbrsg/f?p=1202:LOGIN::::::

6.6.18.2 Administrative Hold

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

6.6.18.3 Student Access to Records

Students have the right to review their personal information, academic and educational records, and to update or change their personal data and contact details at any time using the online Student Portal available at:
https://eu-quercus.ellucianclоud.com/app/mbrsg/f?p=1202:LOGIN::::::

6.6.18.4 Confidentiality and information release of Student Documents

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

6.7 Academic Program Structure

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

The following Tables outline the Program Structures for the Master of Public Administration, Executive Master of Public Administration (Arabic), Master in Innovation Management and Master in Public Policy programs.

6.7.1 Program Structure for the Master of Public Administration program (Continuing Students Only)

Students admitted to the Master of Public Administration graduate program of study at MBRSG, prior to Fall Semester 2024, will study the prescribed study plan as follows:

Table 5: Program Structure for the Master of Public Administration program

Semester	Full Time		Part Time and/or Conditional Admission	
1	*ASM001	0 credits	*ASM001	0 credits
	MPA501	20 credits	MPA501	20 credits
	MPA502	20 credits	MPA502	20 credits
	MPA506	20 credits		
2	MPA503	20 credits	MPA504	20 credits
	MPA504	20 credits	MPA506	20 credits
	MPA505	20 credits		
3	Dissertation	60 credits	MPA503	20 credits
			MPA505	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
Total	180 credits		180 credits	

*ASM001Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.

Please note that the Dissertation (MPA901) may take up to two (2) Semesters to complete. In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

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

6.7.1.1 Faculty Teaching Allocation for the MPA Program for 2024/2025 Academic Year (Continuing Students Only).

Faculty teaching allocations for the taught Modules in the Master of Public Administration program Modules for the 2024/2025 Academic Year are detailed in Table 6 below. Please note that Dissertation Supervision is determined by the Dissertation Coordinator at the commencement of each Semester.

Table 6: Module Leader Teaching Allocations MPA 2024-2025 Academic Year

Module Code	Module Name	Module Leader
ASM001	Foundation Course in Research Methods for Public Policy	Dr. Arthur Seakhoa-King
MPA501	Public Administration and Governance	Not Offered in 2024/2025
MPA502	Public Policy Analysis	Not Offered in 2024/2025
MPA503	Public Sector Finance	Professor Melodena Stephens
MPA504	Organizational Behaviour and Leadership in the Public Sector	Professor Immanuel Moonesar and Dr. Irina Berezhnova Godchaux
MPA505	Research Methods	Dr. Mounia Drissi
MPA506	Economic Foundations of Policy Analysis	Dr. Mona Elsholkamy
MIM901	Dissertation	Dr. Scott Fargher

Faculty profiles are provided at Section 8.3 of this Student Handbook and on the MBRSG website at: **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

6.7.2 Program Structure for the Master of Public Administration program (New Students from Fall Semester 2024 onwards)

Students admitted to the Master of Public Administration graduate program of study at MBRSG, from Fall Semester 2024 onwards, will study the prescribed study plan as follows:

Table 7: MPA Study Plan: Full Time and Part Time Modes

Semester	Full Time		Part Time	
1	ASM001	0 credits	ASM001	0 credits
	MPA511	20 credits	MPA511	20 credits
	MPA512	20 credits	MPA512	20 credits
	MPA513	20 credits		
2	MPA514	20 credits	MPA513	20 credits
	MPA515	20 credits	MPA514	20 credits
	MPA516	20 credits		
3	MPA901 Dissertation	60 credits	MPA515	20 credits
			MPA516	20 credits
4			MPA901 Dissertation – 1st Semester	60 credits
5			MPA901 Dissertation - 2nd Semester	
Total	180 credits		180 credits	

Please note that the Dissertation may take up to two (2) Semesters to complete.
In special and/or extra-ordinary circumstances the Director of Academic Affairs may approve a student request to change the standard program structure of enrolment and progression as detailed in the Table above.

The MPA study plan provides you with an indicative pathway 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.

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

6.7.2.1 Faculty Teaching Allocation for the MPA Program for 2024/2025 Academic Year (New Students from Fall 2024 onwards).

Faculty teaching allocations for the taught Modules in the Master of Public Administration program Modules for the 2024/2025 Academic Year are detailed in Table 8 below. Please note that Dissertation Supervision is determined by the Dissertation Coordinator at the commencement of each Semester.

Table 8: Module Leader Teaching Allocations MPA 2024-2025 Academic Year

Module Code	Module Name	Module Leader
ASM001	Foundation Course in Research Methods for Public Policy	Dr. Arthur Seakhoa-King
MPA511	Contemporary Public Management and Governance	Dr. Leonie Jooste & Professor Immanuel Moonesar and Professor Mark Esposito
MPA512	Economics of Public Finance	Dr. Mona Elsholkamy
MPA513	Organizational Leadership and HR Management	Professor Immanuel Moonesar
MPA514	Policy Analysis for Administrators	Dr. Mounia Drissi
MPA515	Technology and Innovation Governance	Professor Melodena Stephens
MPA516	Research Methods	Dr. Mounia Drissi
MIM901	Dissertation	Dr. Scott Fargher

Faculty profiles are provided at Section 8.3 of this Catalogue and on the MBRSG website at: **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

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

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

Table 9: Program Structure for the Executive Master of Public Administration (Arabic) program:

Semester	Full Time		Part Time and/or Conditional Admission	
1	ASM001	0 Credits	ASM001	0 Credits
	EMPA1501	20 credits	EMPA1501	20 credits
	EMPA1502	20 credits	EMPA1502	20 credits
	EMPA1503	20 credits		
2	EMPA1504	20 credits	EMPA1503	20 credits
	EMPA1505	20 credits	EMPA1504	20 credits
	EMPA1506 EMPA1507 or EMPA1508	20 credits		
3	Dissertation	60 credits	EMPA1505	20 credits
			EMPA1506 EMPA1507 or EMPA1508	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
Total	180 credits		180 credits	

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

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

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

6.7.3.1 Faculty Teaching Allocation for the EMPA(Arabic) Program for 2024/2025 Academic Year.

Faculty teaching allocations for the taught Modules in the Executive Master of Public Administration (Arabic) program Modules for the 2024/2025 Academic Year are detailed in Table 10 below. Please note that Dissertation Supervision is determined by the Dissertation Coordinator at the commencement of each Semester.

Table 10: Module Leader Teaching Allocations EMPA(Arabic) 2024-2025 Academic Year

Module Code	Module Name	Module Leader
ASM001	Foundation Course in Research Methods for Public Policy	Dr. Yousif Al Ghalayini
EMPA1501	Comparative Public Administration and Governance	Dr. Yousif Al Ghalayini
EMPA1502	Human Resources and Performance Management in Government Organizations	Dr. Jasim Alali
EMPA1503	Public Finance and Government Funding	Dr. Abdulla Alawadhi
EMPA1504	Public Policy Analysis	Dr. Abdulaziz Istatieh
EMPA1505	Administrative Leadership and Institutional Performance Management	Professor Khaled Alwazani
EMPA1506	Not Offered in 2024/2025	
EMPA1507	Global Governance	Dr. Mona Elsholkamy
EMPA1508	Advanced Topics in Contemporary Public Administration	Dr. Jasim Alali
EMPA901	Dissertation	Dr. Yousif Al Ghalayini

Faculty profiles are provided at Section 8.3 of this Catalogue and on the MBRSG website at: **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

6.7.4 Program Structure for the Master in Innovation Management program

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

Table 11: Program Structure for the Master in Innovation Management program

Semester	Full Time		Part Time and/or Conditional Admission	
1	*ASM001	0 credits	*ASM001	0 credits
	MIM 711	20 credits	MIM 711	20 credits
	MIM 712	20 credits	MIM 712	20 credits
	MIM 713	20 credits		
2	MIM 714	20 credits	MIM 713	20 credits
	MIM 715	20 credits	MIM 714	20 credits
	MIM 716	20 credits		
3	Dissertation	60 credits	MIM 715	20 credits
			MIM 716	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
Total	180 credits		180 credits	

*ASM001Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.
Please note that the Dissertation (MIM901) may take up to two (2) Semesters to complete.

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

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

6.7.4.1 Faculty Teaching Allocation for the MIM Program for 2024/2025 Academic Year.

Faculty teaching allocations for the taught Modules in the Master in Innovation Management program Modules for the 2024/2025 Academic Year are detailed in Table 12 below. Please note that Dissertation Supervision is determined by the Dissertation Coordinator at the commencement of each Semester.

Table 12: Module Leader Teaching Allocations MIM Program 2024-2025 Academic Year

Module Code	Module Name	Module Leader
ASM001	Foundation Course in Research Methods for Public Policy	Dr. Arthur Seakhoa-King
MIM711	Frontiers of Innovation	Professor Melodena Stephens
MIM712	Public Sector Innovation and Foresight	Dr. Swetal Sindhvad
MIM713	Service Innovation	Professor Melodena Stephens
MIM714	Microeconomics of Competitiveness	Professor Mark Esposito
MIM715	Research Methods	Dr. Mounia Dr.issi
MIM716	Strategic Management and Leadership	Dr. Swetal Sindhvad
MIM901	Dissertation	Dr. Scott Fargher

Faculty profiles are provided at Section 8.3 of this Catalogue and on the MBRSG website at: **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

6.7.5 Program Structure for Master in Public Policy program (Continuing Students Only).

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

Table 13: Program Structure for Master in Public Policy (including concentrations) program(s).

Semester	Full Time		Part Time and/or Conditional Admission	
1	*ASM001	0 credits	*ASM001	0 credits
	MPP 701	20 credits	MPP 701	20 credits
	MPP 702	20 credits	MPP 703	20 credits
	MPP 703	20 credits		
2	MPP 704	20 credits	MPP 702	20 credits
	Elective 1	20 credits	MPP 704	20 credits
	Elective 2	20 credits		
3	Dissertation	60 credits	Elective 1	20 credits
			Elective 2	20 credits
4			Dissertation (Semester 1)	
5			Dissertation (Semester 2)	60 credits
Total	180 credits		180 credits	

*ASM001Foundation Course in Research Methods for Public Policy is a not for credit Module but which is compulsory for all students to take in their first semester of study.

The MPP program requires students to satisfactorily complete all the core modules before proceeding to the Elective Modules. Similarly, students will need to satisfactorily complete 120 credits before proceeding to the dissertation (worth 60 credits).

Please Note that the Electives correspond to two modules from (MPP711, MPP713, MPP715, MPP717 or MPP719).

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

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

6.7.5.1 Faculty Teaching Allocation for the MPP Program for 2024/2025 Academic Year.

Faculty teaching allocations for the taught Modules in the Master in Public Policy program Modules for the 2024/2025 Academic Year are detailed in Table 14 below. Please note that Dissertation Supervision is determined by the Dissertation Coordinator at the commencement of each Semester.

Table 14: Module Leader Teaching Allocations MPP 2024-2025 Academic Year

Module Code	Module Name	Module Leader
ASM001	Foundation Course in Research Methods for Public Policy	Not offered in 2024/2025
MPP 701	Governance & Policy Process	Not offered in 2024/2025
MPP 702	Research Methods in Public Policy Analysis	Dr. Mounia Drissi
MPP 703	Public Economics & Finance	Not offered in 2024/2025
MPP 704	Microeconomics of Competitiveness	Not offered in 2024/2025
MPP711	Social Policy	Not offered in 2024/2025
MPP713	Education Policy and Development	Not offered in 2024/2025
MPP715	Health Policy, Law & Ethics Management	Not offered in 2024/2025
MPP717	Global Sustainable Development – the Challenge	Not offered in 2024/2025
MPP719	The Political Economy of Science Policy	Not offered in 2024/2025
MIM901	Dissertation	Dr. Scott Fargher

Faculty profiles are provided at Section 8.3 of this Catalogue and on the MBRSG website at: **https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx**

6.7.6 Module Code

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

6.7.7 Program and Module Credits

MBRSG has made a strategic decision to use the widely accepted Credit Accumulation and Transfer Scheme (CATS) to specify each of its Graduate programs. With the wider acceptability and ability to transfer credit(s), CATS provides an advantage to students who may wish to undertake further study either here or abroad. All graduate programs and the associated Modules are valued in CATS credits and are detailed in the Module and Academic Credit Points Policy (P-ACD-128).

A Master Degree requires successful completion of 180 CATS Credits (with a minimum overall average grade of Pass with Merit), whereas a Postgraduate Diploma requires successful completion of 120 CATS Credits (with a minimum overall average grade of Pass with Merit). Each taught Module within a graduate program of study is worth 20 CATS Credits. The Dissertation Module is worth 60 CATS Credits.

Each CATS Credit represents a workload expectation to achieve the required teaching and learning outcomes and successfully complete a graduate degree program.

The Table 15 below highlights the expected notional hours of study allocated for each Cats Credit across a Master's program of study. For each CATS credit, ten hours of study is expected. This includes actual teaching contact hours, directed study hours and independent study hours.

Table 15: CATS Credits (Notional Hours of Study)

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

6.7.8 Module Descriptions and Module Handbooks

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

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

6.7.9 Module Prerequisites and Co-requisites

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

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

6.7.10 Module Offerings and the Academic Timetable

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

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

6.7.11 MBRSG Teaching Philosophy

At MBRSG, we use a collaborative learning approach where student engagement is critical. Students are actively involved in a range of learning, teaching and assessment approaches as part of the program. Interactive lectures, guest lectures, seminars, group work, class discussions, directed independent learning, online learning resources via the Virtual Learning Environment (Blackboard), self-access and field trips are some of the learning activities that will add value to the student experience in their academic program.

Modules within the Executive Master of Public Administration (Arabic/English) and the Master of Public Administration program may be offered in a Blended Learning Mode (It is expected that 67% teaching will be in a face-to-face mode and 33% in an online (virtual) mode. This will be facilitated via Block 2 of teaching being conducted online.).

Such active approaches are intentionally student-centered, foster involvement and engagement in all aspects of teaching and learning. MBRSG fosters active participation in learning activities and engagement with fellow students both individually and collaboratively. In class learning will be supported by technology. Increasingly, lecturers will be using existing and emerging learning technologies to engage students in Virtual Learning activities. This will be facilitated using a variety of media and online tools such as podcasts, wikis, etc. At MBRSG the Virtual Learning Environment (VLE) is facilitated through Blackboard which will allow students flexible access to a diverse range of online resources, quizzes, discussion forums, learning materials and collaborative tools with which you can interact and learn with your peers.

Each student will be supported by the concerned MBRSG faculty and other support teams including those in the Registrar's office, IT and Library. The five 'E principles' will be adopted by each faculty to facilitate and enrich the remote learning and teaching environment – **E**ngage, **E**xplore, **E**xplain, **E**laborate and **E**valuate.

6.7.11.1 Delivery Mode – Block Teaching and Face-to-Face

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered over 45 teaching/contact hours each semester, which allow time for consolidation of content through self- access. Following the teaching sessions, the students are given time for Directed Independent Study (DIL) and critical analysis and reflection. During that time, the students will be working on assignment(s) that build their analytical skills.

The delivery of each module is designed to allow students to actively engage with the material and critically reflect on the delivered content. Modules are delivered in blocks (on weekends) and allow time for reflection between delivery sessions. Module teaching and learning is supported by the Blackboard virtual learning environment which enables online webinars, online discussion, for uploading of lecture materials and assessment submissions (via TurnItIn).

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

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

Students can work on skills development or other topics of interest offered through the MBRSG Executive Education team; this will help build on their professional expertise. To help them adjust to academic requirements, students will complete a not for credit module, ASM001 Foundation Course in Research Methods for Public Policy, usually, in their first semester of study.

6.7.11.2 Block Teaching

For students studying in the EMPA (Arabic), MPA(New students commencing in Fall 2024 onwards) and MIM programs MBRSG has adopted a ***block delivery*** mode for the course work with ongoing online and supervisory support.

Part-Time Students will be advised to take a maximum of two modules per semester which is the equivalent of 40 CATS Credits. The core modules will be delivered in blocks over weekends spaced out over the semester allowing busy professionals to manage their study.

Each block will be two days. Students must attend at least 80% of all contact sessions. The face-to-face classes will be held at the MBRSG campus. The Program Study Plans, for EMPA, MPA and MIM are detailed under the specific academic program in this Catalogue and provide the Block Teaching schedule throughout the program for each Module during Semester.

The face-to-face blocks are spaced out to allow sufficient time for:

- class preparation;
- reflection;
- analysis;
- assessment;
- achievement of course learning outcomes;

The MBRSG teaching pedagogy is designed around interaction and critical reflection to ensure that students engage with the content and apply what they have learnt.

Following the intensive teaching sessions, the students are assigned Directed Independent Learning (DIL) tasks which will reinforce and extend the taught content. Students are also expected to include self-access study time for critical analysis and reflection on content, before resuming for a final two-day period. For the duration of the program students will be working on assignments that measures their applied and analytical skills.

Each module Handbook articulates "Discussions on Blackboard". In addition, through formative assessments, Module instructors keep close watch on our students to help them with their learning. This is in line with our requirements for independent study.

6.7.12 MBRSG Blended Learning Methodology

6.7.12.1 Introduction to Blended Learning at MBRSG

A core tenet of MBRSG's approach to enhance its teaching and learning strategy, within the Executive Master of Public Administration (Arabic) and Master of Public Administration degree programs, includes the provision of blended or hybrid learning.

This instructional approach combines traditional face-to-face instruction with online learning activities. This incorporates synchronous and asynchronous activities to reinforce learning using the School's virtual learning environment (Blackboard).

It is expected that 67% teaching will be in a face-to-face mode and 33% in an online (virtual) mode. This will be facilitated via the Block 2 of teaching being conducted online. The Academic Timetable and Module Handbooks, given to students at the start of each academic session, also detail which sessions will be taught in a hybrid mode.

MBRSG contends that the adoption of a blended learning approach provides many benefits including:

- Flexibility and Accessibility:
- Enhanced Student Engagement:
- Personalised learning
- Integration of Technology and Digital Literacy Skills
- Cost-Efficiency and Scalability.

6.7.12.2 Aims of Blended Learning at MBRSG

As highlighted in the MBRSG E-Learning Strategy (P-ACD-148), MBRSG seeks to foster, support, and promote pedagogical excellence in its e-learning activities and environment by:

- Endorsing a philosophy of learner engagement through multiple interfaces.
- Promoting innovative pedagogical practices that meet the needs of a diverse learner demography.
- Facilitating an academically rigorous and relevant hybrid learning environment.
- Enhancing school-wide commitment that supports student development, academic progression, access to resources, and satisfactory completion of programs.

6.7.12.3 Goals of Blended Learning at MBRSG

To deliver an effective blended learning experience for our students, MBRSG will seek to achieve the following e-learning goals:

Goal (1): Program Coordinators will collaborate with the E-Learning Coordinator, Multimedia specialist and IT Department in the development of hybrid content across all programs in a consistent and replicable manner.

Goal (2): Provide faculty professional development opportunities to enable them to work more effectively with technology in an online teaching and learning environment.

Goal (3): Produce new online courses of a consistently high quality.

Goal (4): Provide exemplary support services for students online.

Goal (5): Design and administer assessments that are adaptive for blended learning

Goal (6): Empower students to make prudent online learning decisions; provide academic and technological support to enhance student learning.

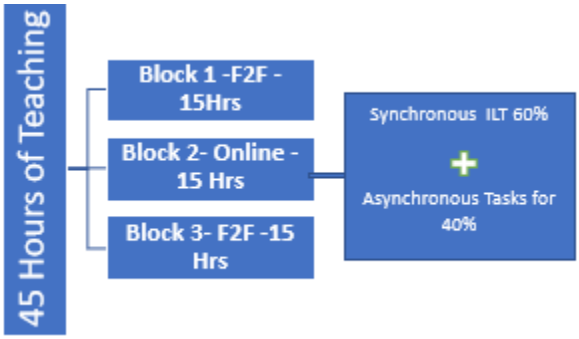
Goal (7): Develop a comprehensive marketing plan to promote MBRSG's hybrid learning offerings.

6.7.12.4 MBRSG Blended Learning Delivery Supporting Block Teaching

From Fall Semester 2024, new students admitted to the Executive Master of Public Administration (Arabic) and Master of Public Administration degree programs, will study in a Blended Learning Mode. The MBRSG Blended Learning Delivery Model is designed to deliver the curriculum digitally through synchronous and asynchronous learning, supplemented with projects, online tutoring, and small group instruction. Students will work collaboratively and independently to meet the learning outcomes for each module over the 17 weeks semester taught predominantly in 3 blocks, through a mix of online and face to face interactions as shown below in Figure 9 below. It is expected that 67% teaching will be in a face-to-face mode and 33% in an online (virtual) mode. This will be facilitated via the Block 2 of teaching being conducted online.).

MBRSG may also offer a 3-hour Project Based Learning Workshop for each Module in addition to the 3 blocks. It is also noted that any Exams will be conducted in a face-to-face mode on campus. It must be noted that faculty will be given the flexibility to determine, based on content, assessments, logistical and operational factors, which block they will deliver online. In most instances, it is expected that the 2nd Block of weekend teaching in each Module will be taught in a blended learning mode. Cross program collaboration in each semester will ensure alignment across the timetable.

Figure 9: MBRSG Blended Learning Approach (Block 2 in Blended Learning Mode)



MBRSG contends that blended learning can enhance student learning during block teaching as it provides for pre and post block teaching engagement, enables a flipped classroom approach, supports collaborative learning, provides opportunities for reinforcement, review and timely assessment and feedback during block teaching.

6.7.13 Module Workload Expectations

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

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

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

6.7.14 Interactive Lectures

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

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

6.7.15 Guest Lectures

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

Guest Lectures aim to enhance the students learning experience by providing current and relevant examples of the practical applications of theory they are learning in a particular subject.

Guest Lectures provide students with an understanding of professional activity by providing a real-world example of applied theory.

6.7.16 Student Led Seminars

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

6.7.17 Directed Independent Learning (DIL)

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

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

DIL activities are not graded but are very effective for formative assessment and student engagement outside of class contact time. Faculty members will factor the affective aspect of the students' response to the DIL by promoting the students' senses of self-confidence or self-efficacy about applying skills and/or strategies in the future.

6.7.18 Self-Access Study

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

6.7.19 Brief Guide to Web-based Module Material - Blackboard

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

Blackboard Collaborate, which is a web-conferencing software, enables Lectures to be delivered and recorded in an on-line mode should this be required.
All materials and assessments for each Module can be accessed online and you will submit your written assessments via Blackboard through either Safe Assign or TurnItIn (text matching software).

6.7.8 Student Publications

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

6.8 MBRSG Graduate Programs

6.8.1Master of Public Administration (MPA)

The Master of Public Administration (MPA) degree is considered as the core professional degree for students seeking a career in public service or nonprofit management. At MBRSG our bespoke MPA program will guide you to develop the skills and techniques used to implement policies, and programs that resolve important problems within the UAE Government and our society, by placing increased emphasis on management and implementation techniques. The MBRSG MPA program provides you with an opportunity to study key management and policy issues that are relevant to the UAE and the Region.

The MPA program aims to develop your critical thinking, analytical skills, ensuring a sensitivity to the ethical and value concerns that are central to the traditions of the field of public administration. MBRSG graduates are well equipped for careers throughout all levels of government, across the nonprofit sector and in the private sector. The MBRSG MPA can be completed in either a part-time or full-time study mode.

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

6.8.1.1 **Postgraduate Diploma in Public Administration (PgD)

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

6.8.2 Executive Master of Public Administration (Arabic)

The introduction of an Executive Master of Public Administration (EMPA), in Arabic, program will provide students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, to implement successful cost-effective programs. The 'executive' element of the proposed EMPA program is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules.

The EMPA (Arabic) program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time. Because course schedules are preset at the beginning of the program, the EMPA (Arabic) will not seek to use elective modules in its initial cohorts, however, as the market evolves this may be reconsidered.

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

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

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

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

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

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

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

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

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

6.8.3Executive Master of Public Administration (English) – (*Not Offered in 2024/2025)*

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

The 'executive' element of the proposed EMPA program is designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules.

The EMPA program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time. Because course schedules are preset at the beginning of the program, the EMPA will not seek to use elective modules in its initial cohorts, however, as the market evolves this may be reconsidered.
The Executive MPA is taught within a truly global context and requires students to complete modules in a step-lock method, synchronously attending modules with the same classmates for the duration of the program.

The delivery of the EMPA, separately, in both Arabic and English supports the UAE government mission to emphasize the importance of the Arabic language. The high level of interdependence among nations necessitates the delivery in English language as a universal language; however, the ability to deliver the EMPA in Arabic brings a competitive

advantage to MBRSG and fills a significant gap in the service delivery of such bespoke higher education provision.

The Executive MPA has been designed to meet the needs of currently employed, high-achieving professionals from the public sector; it would be unusual for students with less than 5 years of work experience; and who have demonstrated their leadership potential to be admitted to the program.

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

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

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

6.8.3.1 Postgraduate Diploma in Public Administration (PgD) – (English) – *Exit Award Only* (*Not Offered in 2024/2025*)

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

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

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

6.8.4 Master in Innovation Management

The program has been developed in such a way as to provide students with the practical skills, mental models and theoretical background to attain or undertake a professional role in their organization. The MIM students will undertake six taught modules in an applied mode. This pedagogical approach will enable students to reflect on innovation management activities in a real-world context. It will provide an essential overview of the key concepts of innovation management, by utilizing both theoretical and practical perspectives on the current realities of innovation management techniques in a variety of contemporary organizational settings.

This program has been developed for current and future managers and leaders in national and international public and private sector organisations. It is particularly relevant in the current climate of governance and Government and will be of interest to those who want to keep ahead of these activities.

The MIM program is designed specifically for students wishing to develop their skills and understanding of the management activities undertaken within the context of the evolving and complex world of innovation management. Primarily the student cohort will be individual students selected and supported by Dubai Government as part of the Government training and development initiatives.

The MIM supports the 2015 UAE Innovation Strategy, as it has been designed to help students improve their ability to analyses and solve problems in the context of contemporary innovation management scenarios. This course is ideal for students seeking a career where innovation, entrepreneurship and creativity are defining key features. These roles can be found in public and private sector organizations, in small to medium-sized enterprises (SMEs) and in start-up businesses.

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

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

The Postgraduate Diploma in innovation Management (PgD) program has been developed in such a way as to provide students with the practical skills, mental models and theoretical background to attain or undertake a professional role in their organization.

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

This pedagogical approach will enable students to reflect on innovation management activities in a real-world context. It will provide an essential overview of the key concepts of innovation management, by utilizing both theoretical and practical perspectives on the current realities of innovation management techniques in a variety of contemporary organizational settings.

This program has been developed for current and future managers and leaders in national and international public and private sector organizations. It is particularly relevant in the current climate of governance and Government and will be of interest to those who want to keep ahead of these activities.

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

6.8.5Master in Public Policy (Continuing Students Only)

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

The MPP's scope includes providing students with the theoretical and practical knowledge to develop and apply the analytical tools necessary for high quality policy analysis and strategic development. This includes aspects of design, advocacy and evaluation of public policies and strategies. It will contribute to growth in program management capabilities within a dynamic economic and global context.

6.8.5.1 Master in Public Policy Award Requirements

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

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

6.8.6 Postgraduate Diploma in Public Policy – *Exit Award Only (Continuing Students Only)*

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

The PgD in Public Policy program scope includes providing students with the theoretical and practical knowledge to develop and apply the analytical tools necessary for high quality policy analysis and strategic development. This includes aspects of design, advocacy and evaluation of public policies and strategies. It will contribute to growth in program management capabilities within a dynamic economic and global context.

6.8.6.1 Postgraduate Diploma in Public Policy – Exit Award Requirements

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

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

6.9 Dissertation

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

The requirements to undertake and complete the Dissertation Module within a graduate degree program of study are clearly specified in the Dissertation Policy and the Dissertation Module 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 MBRSG Dissertation Policy is detailed at Section 7 of the MBRSG Graduate Academic Catalogue 2024/2025 available at
https://mbrsg.ae/documents/32309/37942/EN_Academic+Catalog+2024-2025.pdf/e6ff1e38-c41d-c177-5911-d1e121efcfed?t=1721032864689

The Dissertation Module Handbook provides guidance in terms of the dissertation process, milestones, roles and expectations. It will be provided to students at the commencement of the Semester in which they formally enroll in their Dissertation Module. It also includes advice on gaining ethical clearance, presentation and layout, in addition to relevant forms, templates and grading rubrics.

6.10 Minimum and Maximum Completion Times

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

The duration timeframes for a student undertaking a full-time Master's program will be a minimum of one academic year and a maximum of three academic years (thirty-six (36) months). The duration timeframes for a student undertaking a part-time Master's program will be a minimum of four academic semesters and a maximum of five academic years (sixty (60) months).

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

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

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

6.11 Attendance

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

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

6.12 Assessment

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

6.12.1 Grading Scheme

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

6.12.2 MBRSG Grading Scale(s)

MBRSG uses the following grading scale(s) as detailed in Table 16 "MBRSG Grading Scale" below:

Table 16: MBRSG Grading Scale

Pre-Summer Semester (May) 2016 Master of Public Administration			Post Summer Semester (May) 2016 to and including new students commencing Spring Semester 2024 Master of Public Administration	Post Spring Semester 2017 All Master and Postgraduate Diploma Awards in Innovation Management, Public Policy and Executive Public Administration (English or Arabic). Master of Public Administration students commencing Fall Semester 2024 onwards
Marks	Grade	GPA	Description	Description
95 and above	A	4.0	Pass with Distinction A	Pass with Distinction A
90-94.99	A-	3.70		
85-89.99	B+	3.30		
80-84.99	B	3.00		
75-79.99	B-	2.70	Pass with Merit B	
70-74.99	C+	2.30		
65-69.99	C	2.00	Pass with Credit C	Pass with Merit B
60-64.99		0.00		
50-59.99		0.00	Pass D	Pass with Credit C
40-49.99	F (Fail)	0.00	Fail (Resit Component) E	Pass D
0-39.99		0.00	Fail Resit (Module) F	Fail (Resit Component) F
I (Incomplete) W (Withdrawn)				

6.12.3 Assessment and Grading Principles

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

- Assessment will be developed at a graduate level that is designed to enable module learning outcomes, program outcomes and graduate attributes to be achieved.
- Assessment and grading in all modules will be criterion-based and aligned to specific learning outcomes including the generic skills, knowledge and aspects of competence they incorporate.
- Assessment will link to and align with specified learning outcomes at the module level.
- Assessment at MBRSG is used to guide and support student learning, encourage effective study habits and patterns of study.
- Assessment arrangements will ensure that student and staff workloads are considered.
- Assessment criteria and grading rubrics will be published with the details of each assessment task in each Module Handbook.
- Assessment will be balanced to enable timely and useful formative feedback, as well as summative judgments about academic performance.
- Assessment will use a variety of assessment instruments. Assessment will be transparent, fair, equitable, inclusive, objective and auditable and meet the needs of MBRSG programs.
- Grading is designed to record and report whether or not students have demonstrated an overall level of performance that signifies successful completion of an assessment task and to allow achievement of the learning outcomes to be recognised and rewarded.
- Assessment practices will ensure that reliable and consistent judgments about student performance are made.
- All summative assessments will be subject to internal moderation, and post application 'double marking' to ensure fairness and equity in the grading process (see Assessment Procedure).
- Examinations will be double marked anonymously to ensure fairness and equity in the grading process.
- Student achievement in individual subjects will be graded in accordance with the MBRSG Grading Scheme Procedure.
- External Examiners will be used to assure the appropriateness, level and quality of assessment and grading processes across all programs of study at MBRSG in accordance with the External Examiner Policy (P-ACD-130).

6.12.4 Tests and Examination

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

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

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

6.12.5 Late Submission of Coursework

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

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

6.12.6 Grade Point Average

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

6.12.6.1 Calculating Overall Average Grade

Prior to the commencement of Summer Semester (May) 2016, the DSG and MBRSG grading system provided two grade point averages: the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA). Post Summer Semester 2016

MBRSG changed from the American Credit Hours System to the European Credit Accumulation Transfer Scheme (CATS) Credits system. MBRSG, post Summer 2016, adopted an Overall Average Grade calculation based on a grade percentage.

An Award may only be granted if a student's CGPA is at least 3.0/4.0 (American Credit Hours) or a minimum Overall Average Grade of Pass with Merit equivalent (CATS Credits).

6.13 Exam Board

The Exam Board will confirm whether students have met the completion requirements of a Module within a program of study as stipulated per the MBRSG regulations and policies and therefore their eligibility to be awarded credits as part of a program of study offered by MBRSG.

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

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

6.14 Progression Board

The Progression Board monitors each student's progress towards the successful completion of their degree program on a semesterly basis. The Progression Board checks to ensure that any offer conditions have been satisfied, comments on the likely completion timeframe and that overall grade performance (GPA) is being met.

The Progression Board will make decisions in respect of the Module(s) a student should study in the following semester, whether a student should be placed on academic probation and whether formal academic advising is recommended to improve overall performance in the following semester(s). Decisions of the Progression Board will be provided to the Registrar who will inform students, in writing.

6.15 Award Board

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

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

6.16 Academic Advising

MBRSG is fully committed to ensuring that its students successfully complete their chosen program of study and wherever possible do not leave prematurely without obtaining an appropriate qualification. To ensure that students have a positive experience at MBRSG, academic advice and support is available throughout their program. The MBRSG Student Advisement Policy (P-SA-103) provides more information for students in respect of academic advice.

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

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

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

At the commencement of the first semester of study, each new student receives an orientation session to MBRSG. The orientation details the expectations of student study and provides a clear introduction to each of the modules of study, along with a library introduction, and enables the meeting all members of faculty and representatives of the management team.

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

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

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

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

The main aims of MBRSG advising services are to:

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

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

- *collaborative* (advice will be given in a respectful manner and relevant consultation will be sought to ensure completeness of information and advice),
- *consistent* (advice will be in accordance with relevant policies and regulations and be equitable and fair across all students),
- *communicative* (advisors will provide timely, complete and understandable advice), accessible (advisors will be available at convenient and appropriate times to facilitate advice),

- *representative* (advisors will be experienced, engaged and active in the student experience during their program of studies) and
- *student-centred* (advisors will provide information in the best interests of students to enable them to become independent and resourceful learners).

6.17 Academic Progress

6.17.1 Progression and Academic Standing

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

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

Students should be aware of the minimum and maximum timeframes for completion of a graduate program of study and the required cumulative grade point average to be eligible for an Award. These requirements are specified in the Graduate Completion Policy (P-ACD-134).

6.17.1.1 Maintaining Good Academic Standing

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

Student's must maintain an overall average grade of "Pass with Merit" under the CATS Credits system, failure to do so will adversely impact a student's progression and may lead to a period of Academic Probation or ultimately dismissal from the program should academic performance fail to improve.

6.17.2 Academic Probation

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

Students are normally allowed to incur one academic probation status during their program of study. The student will be removed from academic probation when the student's overall average grade increases to "Pass with Merit" or above.

Students placed on probation may be allowed an extension of up to two semesters to improve their overall average grade with approval of the MBRSG Board of Studies.

6.17.3 Unsatisfactory Progress

Students who are not making satisfactory progress toward the completion of their graduate program are subject to termination from their program of study. This will require the approval of the Progression Board and ratification by the Board of Studies. A student will be notified of any formal termination from a graduate program of study by the School's Registrar, in accordance with the provisions of the Student Academic Progress Policy (P-REG-105).

6.17.4 Academic Dismissal

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

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

6.17.4.1 Appeal of Academic Dismissal

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

Appeals will be considered in exceptional cases only. Students will be notified in writing, by the Registrar, informing them of the decision regarding the appeal as determined by the MBRSG Grievance Review Panel.

6.17.5 Readmission to the School after Dismissal

A student excluded from the School under the provisions of the Student Academic Progress Policy (P-ACD-117) may not apply for readmission to the same program. Readmission to the School is not automatic and students must meet the relevant re-admission criteria as specified in the Graduate Re-Admissions Criteria Policy (P-REG-102). Students who have been dismissed from the school for a specified period, or have had their admission or enrolment withdrawn, may apply for recommencement of study after the specified period of dismissal has lapsed (one academic semester).

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

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

6.18 Student Appeals and Academic Grievances

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

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

The Director of Academic Affairs will refer the grievance and associated documentation in respect of matters relating to students, faculty or the institution to the MBRSG Student Grievance Committee for consideration.

The MBRSG Student Grievance Committee shall meet within seven days of the receipt of the grievance and associated documentation being provided to the Director of Academic Affairs. The MBRSG Student Grievance Committee will decide and determine the appropriate action to be taken in relation to the grievance submitted within seven days of receiving formal notification of a grievance by the Director of Academic Affairs.

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

Students are entitled to a fair and objective evaluation of their work as detailed in the MBRSG Assessment Policy (P-ACD-123).

An individual student who believes his or her work was subject to a procedural error may appeal the grading decision to the Director of Academic Affairs within five working days of the release of the confirmed grade by the Examination Board.

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

6.18.1 Student Responsibility to maintain documentary evidence

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

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

6.19 Graduation

6.19.1 Graduation Requirements

The graduation completion requirements to be eligible to have a graduate award conferred are clearly detailed in the Graduate Completions Policy (P-ACD-134). A graduate award will only be conferred upon the approval of the Award Board.

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

6.19.2 Conferral of Awards

6.19.2.1 Conferral of a Master Degree Award

A student who has completed the Master Degree requirements, as detailed in the Graduate Completions Policy (P-ACD-134), will then be considered as a candidate and may be admitted to the degree of master, appropriate to the discipline or specialty studied, with the award title listed upon approval by the Award Board pursuant to MBRSG By-Laws and regulations.

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

A student who has completed the Postgraduate Diploma requirements, as detailed in the Graduate Completions Policy (P-ACD-134), will then be considered as a candidate and may be admitted to the award of Postgraduate Diploma, appropriate to the discipline studied, upon approval by the Award Board pursuant to MBRSG By-Laws and regulations.

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

6.19.3 Application for Graduation

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

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

6.19.4 Graduation Ceremony

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

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

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

6.19.4.1 Name on Testamur

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

6.19.4.2 Attestation of Testamurs and Transcripts

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

6.20 Student Conduct and Academic Integrity

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

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

A 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. 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.

6.20.1 Communicating with Faculty and Staff

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

6.20.2 Types of Academic Misconduct

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

6.20.2.1 Piracy

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

6.20.2.2 Plagiarism

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

6.20.2.3 Misrepresentation

Any deliberate attempt to represent falsely or unfairly facts or the ideas or work of others, whether for personal gain or enhancement.

6.20.2.4 Facilitating Academic Dishonesty

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

6.20.2.5 Fraud

Deliberate deception, which may include the invention, or fabrication, of data. Fraud may also include the engagement of another person to complete or contribute to an assessment or examination in place of the student, whether for payment or accepting such an engagement from another student.

6.20.2.6 Fabrication

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

6.20.2.7 Recycling

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

6.20.2.8 Failure to follow Protocols

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

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

6.20.2.9 Unauthorized collaboration

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

6.20.2.10 Collusion

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

6.20.2.11 Interference or sabotage

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

6.20.2.12 Retaliation

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

6.20.3 Using Artificial Intelligence (AI) – Generative AI Tools

MBRSG does not totally ban the use of AI. The Academic Committee recognizes that AI tools have applications that foster student learning and understanding to serve an educational purpose, aiding students in deepening their comprehension of course material and honing relevant skills. If students use these tools to learn, they can use them to seek advice or consult external resources.

Faculty members are encouraged to offer guidance on the effective integration of AI tools into the learning process, aiming to enhance student engagement and comprehension. While the MBRSG does not impose a blanket ban on AI usage, it mandates that such tools be employed ethically and responsibly, in alignment with the standards of learning, assessment, and academic integrity.

It is imperative for students to ensure that their use of AI remains in accordance with the requirements for referencing of academic sources in accordance with the Harvard Referencing style guidelines.

Students utilizing AI-generated content should be aware that the TurnItIn text matching software tool will identify AI generated content. MBRSG expects that students in their academic writing must cite all references, sources and give due acknowledgements (including the use of AI tools) in an accurate and comprehensive manner (i.e. using direct quotations and relevant in-text citations)

Students are encouraged to maintain the integrity of their thought processes, engage in critical thinking, and supplement AI-generated content with their own ideas and insights. By upholding these principles, students can leverage AI as a beneficial learning tool while preserving academic integrity and personal growth.

To ensure ethical and responsible utilization of generative AI, students are expected to adhere to the following guidelines:

- Compliance with MBRSG Policies and must adhere to institutional guidelines regarding the use of generative AI in any academic context, recognizing that its application may not always be suitable.
- Proper attribution in which any text or output generated by AI that is incorporated into assignments must be appropriately cited and referenced. Clear indication should be given within the assessment task regarding the use of AI-generated material.
- Students should be aware of the limitations of AI tools and to use them alongside other sources to verify the credibility and reliability of generated information. It is the student's responsibility to verify the accuracy of all AI-generated content.

- Students need to assure the originality of work where the final submissions must reflect their own ideas and understanding. Merely copying content generated by an AI tool is not acceptable.
- Students should be careful to ensure that they do not demonstrate an over-reliance on generative AI tools, even if referenced correctly, as such an over-reliance may demonstrate little independent thought and original contribution in their academic writing which can also adversely impact the final grade awarded for the assessment.

6.20.4 Detecting Academic Misconduct – TurnItIn

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

MBRSG uses the TurnItIn software tool(s) which identifies text-matching (overlap) between submitted assessments. These tools are used to assess whether submitted work has acknowledged and cited the work of others correctly and/or completely. It gives an indication as to the extent to which the author has directly cited and/or paraphrased the work of others and to the extent the work submitted represents the independent thoughts and/or original contribution of the author.

Within the Academic Integrity and Misconduct Policy (P-ACD-118), MBRSG has developed a category known as Negligent Plagiarism.

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

6.20.5 Detecting Academic Misconduct – Examinations

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

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

- Taking an examination for another student.
- Bringing into an examination forbidden material such as textbooks, notes, calculators, or computers.
- Communication, whether by speaking or some other means, to other candidates during an examination.
- Attempting to read other student's work during an examination.
- Writing an examination or test paper, or consulting with another person about the examination or test, outside the confines of the examination room without permission.
- Copying from other students during examinations.
- Inappropriate use of electronic devices to access information during examinations.
- Failing to use the appropriate software (i.e., such as Lockdown Browser), as directed, in online examinations, to ensure that students complete exams in a secure browser environment.

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

6.20.6 Penalties for breaching Academic Integrity and Misconduct

Allegations of breaches of academic misconduct and integrity will be referred to the Academic Misconduct Panel for a hearing and a decision. Student violations will be treated seriously and will be documented on the student's permanent record.
Penalties that the Academic Misconduct Panel has at its discretion, based on the severity of the violation of academic integrity or misconduct, may include:

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

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

6.20.7 Notification of Penalties for breaches of Academic Integrity and Misconduct

The Academic Misconduct Panel will advise the Chair of the Board of Studies (the Director of Academic Affairs) and the Registrar of the decision regarding allegations of academic misconduct.
The Registrar will notify the student in writing of the findings and, if applicable, the assigned penalty awarded by the Academic Misconduct Panel. Rights of appeal will also be included in the notification.
All documents pertaining to the decision and notification of a breach of academic integrity and misconduct will be kept on the student file in accordance with the Student Records Policy (P-REG-111).

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

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

7.0 Student Administrative Support Services

7.1 Library

The MBRSG Library, located at the City Walk Campus, aims to meet the research, teaching, and learning needs of its academic community by providing access to the best available resources and services. The Library staff has the required qualifications and experience to provide a range of services effectively and efficiently.

The Library and Knowledge Support Center is situated in the academic block at the City Walk Campus (1st Floor) and provides a range of resources and services to support research, teaching and learning in a collaborative environment at MBRSG. The Library provides digital services, research support, borrowing and lending privileges and library membership for students enrolled in a graduate degree program.

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

The Library makes available to students' access to various electronic subscriptions (databases and journal articles) for printing and downloading (subject to copyright provisions). A state-of-the-art electronic resource discovery tool (EBSCO EDS) is employed to search across multiple databases for an effective resource discovery.

MBRSG continues to develop 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 are assessed based on the Collection Development Policy.

MBRSG has a fully resourced library containing over 7000 books in print and over 200,000 eBooks in electronic format through its subscription to eBook Central platform. 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

7.1.1 Online Access to Journals and Databases

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

The MBRSG Library provides access to electronic databases including:

- EBSCO Business Source Premier
- EBSCO Arab World Research Database
- EBSCO EDS
- Proquest ABI/Inform Global
- Proquest eBook Central
- JSTOR
- Al-Manhal (Arabic)
- ARADO (Arabic)

7.1.2 Library Services

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

7.1.2.1 Open Learning Resources

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

7.1.2.2 Reference and Lending Services

The library provides active research, reference and lending services during operating hours. Readers are encouraged to consult the librarian to locate the desired material and lend books.

7.1.2.3 Inter-Library Cooperation

If a particular article or research paper is not found in our subscribed databases, the library can acquire it through its inter-library lending network. Library users may forward their inquiries on document delivery services to the librarian. The document requests are fulfilled within 24 hours.

7.1.3 Information Literacy Skills Enhancement Program

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

7.1.4 Lending Privileges

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

7.1.4.1 Lending Rules

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

7.1.5 General Library Rules

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

7.1.6 Library Staff Contact Details

MBRSG Library staff can be contacted as per the details noted below:

Dr. Hamid Saeed

Library and Knowledge Support Manager
City Walk Campus
Phone: +9714-3175615
Email: hamid.saeedi@mbrsg.ac.ae

Maryam Alblooshi

Library and Knowledge Support Officer
City Walk Campus
Phone: +9714-3175606
Email: maryam.alblooshi@mbrsg.ac.ae

7.2 IT Department

The Information Technology Department, based at the City Walk Campus, 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.

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

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

7.2.1 Student e-email and Black Board Account

Communication with students at MBRSG is generally via their e-mail account and their Blackboard account. These accounts are the formal communication channel between MBRSG and the student body.

7.2.2 IT Policies

The MBRSG Department has a suite of IT policies and procedures detailing the use of IT related facilities and resources, which students are expected to abide by whilst study at MBRSG. Students can access IT Policies and Procedures by contacting the MBRSG IT Department at IT Support on itsupport@mbrsg.ac.ae for more detailed information. For the purposes of this Student Handbook a brief description of the core IT related policies and their purpose is provided. Should students not abide by the relevant IT Policies of MBRSG students maybe referred to the Student Disciplinary Board in accordance with the provisions of the Academic Integrity and Misconduct Policy (P-ACD-118).

7.2.2.1 Technology Usage Policy (P-IT-101)

The purpose of this policy is to restrict uncontrolled access to MBRSG IT resources and in addition to limit the duplication of effort between different IT systems. To use the MBRSG computing facilities, the user (student) must be authorized and/or registered. A Student ID card will suffice.

MBRSG IT Systems may be used only for their authorized purposes -- that is, to support the research, education, administrative, and other functions of MBRSG. The particular purposes of any IT System as well as the nature and scope of authorized, incidental personal use may vary according to the duties and responsibilities of the User. Activities likely to damage the reputation of the institution are prohibited. The use of private notebooks/laptops on MBRSG connected directly to corporate network is forbidden.

To ensure that all MBRSG users are complying with UAE legislation, any users must not install unlicensed software on their computers or laptops or mobile phones. Unauthorized copying and reproducing of school data, research and other school intellectual property is prohibited and subjected to disciplinary action against any violator.

Students are supported based on the IT services and applications provided by the school. Personal equipment which includes, but is not limited to laptops, smart phones and other software configuration are not covered in the support services provided by the IT Service Desk.

7.2.2.2 Common Area Computer Usage (P-IT-102)

The purpose of this policy is to provide common computer system resources for education and research use.

General rules for the use of common area computer usage at MBRSG are noted below:

- Do-not save files in the computer as this will be automatically removed by the Deep Freeze Program
- No food or drinks are allowed in the library and meeting rooms where computers are used
- Users are to keep the computer lab and computer terminal area clean.
- Users should not divulge their password to anyone.
- Printing from the internet should be kept at a minimum
- Users are to logoff the computer after use.
- All users must be considerate of others and behave in a quiet and orderly manner when using the computer facilities.
- The users must follow the published times for access to the facilities.
- The IT staff can ask any user to show his/her staff or student ID card as proof of identity. The School has a right to ask a user to stop using the facilities if he/she cannot show the ID card.
- Users may not place any computer program on MBRSG workstations, on network servers, or on computers connected to the network unless this program has first been approved by MBRSG IT Staff.
- MBRSG information systems and Internet access are available for educational purposes. Incidental recreational or personal use is permissible if the use does not:
    - Consume more than a trivial amount of resources that could otherwise be used for educational purposes;
    - Interfere with student productivity;
    - Pre-empt any educational activity.

MBRSG strongly supports strict adherence to software vendors' license agreements and copyright holders' notices. If users make unauthorized copies of software, the students are doing so on their own behalf, since all such copying is strictly forbidden by MBRSG. Since it is not feasible to supervise every act performed by users, students or staff who make unauthorized copies are put on notice that they shoulder the risk of penalties.

Users must not down-load software from electronic bulletin board systems, external electronic mail systems, external communication networks, or other systems outside MBRSG. This prohibition is necessary because such software may contain viruses, worms, Trojan horses, and other software which may damage MBRSG information and systems.

Because viruses have become very complex, users must not attempt to eradicate them from their systems. These efforts often end up with the virus being spread still further in addition to the destruction of data or programs.

If an infection by a computer virus is suspected, the user must immediately stop using the involved computer and call the IT staff. The intention of this policy is to prevent students from attempting to rid systems of computer viruses.

7.2.2.3 Email User Guidelines (P-IT-108)

The purpose of this policy is to provide proper guidelines and use of mail system for communication.

General rules and expectations for the proper use of e-mail are noted below:

- Email messages should not ordinarily be composed in capital letters, as this can be interpreted as 'shouting'.
- For general good practice, delete email messages regularly.
- Email messages, either internally or externally, are not guaranteed to be private and, therefore, sending a message by email should have the same amount of consideration and care as writing a letter. Please use disclaimers where appropriate.
- Do not use email in circumstances where permanent records need to be kept. Advice given by email has the same legal consequences as any other written advice.
- Consider placing the text non-urgent in the subject box when the message is low priority.
- If you put your signature block at the end of your email, ensure that it contains correct contact details and do not make it longer than six lines.
- Try to keep emails as short as possible.
- Emails should not be used to completely replace other forms of communication.
- You must not send unwanted email to other users.
- You must not create or transmit chain letters, pyramid letters or similar schemes using email.
- You must not violate the privacy of other users on the computer systems.
- You must not use the facilities in a way that restricts the services available to other users e.g. deliberate or reckless overloading of access links or switching equipment.
- You must not create or transmit material that infringes the copyright of another person or institution.
- You must not attach inappropriate material such as pornography to outgoing emails.
- Messages must not include defamatory, libelous or sexually harassing statements or offensive comments based on gender, age, sexuality, race, disability or appearance.

- You must not falsify or attempt to falsify e-mails to make them appear to have been originated from someone else or to provide false information where senders' details are required or sought.
- You must take all reasonable care to ensure that data sent is virus free.
- Do not pass on virus warnings to anybody unless you are sure that that they are not a hoax.
- No email system is 100% reliable: do not rely on email as the only means of communicating important messages.
- Remember, email can be used as court evidence and an agreement by email can create a binding contract.

7.2.3 IT Support

For IT support at MBRSG, please contact:

Mr. Anthony Bartolo
Tel: +971 4 3175.651
E-mail: anthony.bartolo@mbrsg.ac.ae

8.0 Academic Affairs and Administration

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

Faculty offices are based in the MBRSG City Walk Campus. Throughout the semester faculty will be available for regular consultation during specific office hours recorded in each module handbook and posted on Blackboard.

8.1 Dean, Director of Academic Affairs and Faculty

8.1.1 Acting Dean

- Dr. Arthur Seakhoa-King, **Acting Dean**
  arthur.king@mbrsg.ac.ae

8.1.2 Director of Academic Affairs

- Dr. Arthur Seakhoa-King, **Director of Academic Affairs**
  arthur.king@mbrsg.ac.ae

8.1.3 Faculty Members (Full-Time)

- Professor Melodena Balakrishnan, Professor of Innovation Management
  melodena.stephensb@mbrsg.ac.ae
- Dr. Immanuel Moonesar, Professor in Health Policy and Systems Research. immanuel.moonesar@mbrsg.ac.ae
- Dr. Khalid Alwazani, Professor of Economics and Public Policy.
  Khalid.Alwazani@mbrsg.ac.ae
- Dr. Mona Elsholkamy, Associate Professor in Macroeconomic Policies and Global Governance.
  mona.elsholkamy@mbrsg.ac.ae
- Dr. Yousif Al Ghalayani, Associate Professor of Public Administration
  Yousif.Ghalayini@mbrsg.ac.ae
- Dr. Abdulla Awadhi, Assistant Professor in Public Finance
  AbdullaAlAwadhi@mbrsg.ac.ae
- Dr. Mounia Drissi, Assistant Professor
  Mounia.Drissi@mbrsg.ac.ae

8.1.4 Adjunct Faculty Members**

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

For more information on MBRSG Faculty please see Sections 8.3 and 8.4 4 below. You may also visit the MBRSG website at: https://mbrsg.ae/about-us/faculty-researchers

8.2 Administration & Library Staff for the Department of Academic Affairs – MBRSG City Walk Campus

Kieran Ross Registrar City Walk Campus Phone: +9714-3175612 Email kieran.ross@mbrsg.ac.ae	**Yousra Hamid** Registration Officer City Walk Campus Phone: +9714-3175610 Email: yousra.hamid@mbrsg.ac.ae
Yusra Alagha Manager - Admissions Section City Walk Campus Phone: +9714- 75548 Email: yusra.alagha@mbrsg.ac.ae	**Shamsa Habash** Admissions Officer - Admissions and Program Relations City Walk Campus Phone: +9714- 5548 Email: shamsa.habash@mbrsg.ac.ae
Hayathem Shukri Manager of Student Affairs and Alumni Relations City Walk Campus Phone: +9714-3175645 Email: Haythem.shukri@mbrsg.ac.ae	
Dr. Hamid Saeed Library and Knowledge Support Manager City Walk Campus Phone: +9714- 3175615 Email: hamid.saeedi@mbrsg.ac.ae	**Maryam Alblooshi** Library and Knowledge Support Officer City Walk Campus Phone: +9714-3175606 Email: maryam.alblooshi@mbrsg.ac.ae
Roqaya Faramarzy, Dean's Office Coordinator Tel: +971 4 317 5600 E-mail: roqaya.faramarzy@mbrsg.ac.ae	**Security:** Tel: +971 4 317 5514

8.3 MBRSG Faculty Teaching Profiles 2024-2025 (Full-Time and Adjuncts)

Further information regarding MBRSG Faculty, the MBRSG Research Advisory Team and MBRSG Non-Resident Research Fellows can be accessed via the MBRSG website at: https://www.mbrsg.ae/home/about-us/faculty-researchers.aspx

8.3.1 Dr. Jasim Alali

Dr. Jasim Al Ali is an Assistant Professor of Human Resource Management (HRM) at the Mohammed Bin Rashid School of Government (MBRSG) since 2024. Prior to this, he was the Deputy CEO of the Corporate Sector and Chief Executive Officer of Happiness and Wellbeing at Dubai Media Incorporated (DMI) until 2023. Dr. Jasim earned his PhD and Master's degree in HRM from Victoria University and Griffith University in Australia. In 2022, he was recognized as the "Best Innovative Leader" at the International HR Conference in Dubai, United Arab Emirates. He is also accredited as an HR Consultant by the Chartered Management Institute. As a distinguished international speaker, Dr. Jasim focuses on advanced human capital development, organizational behavior, & the science of self-development. He has provided strategic advisory services to numerous public and private sector entities across the UAE and the GCC.

Dr. Jasim is a certified consultant and recognized expert in HR-related cases for Dubai Courts, Abu Dhabi Court and the UAE Ministry of Justice. With over 34 years of experience, his expertise spans strategic HR management, competency-based training & development, agile performance management systems, & employee experience (EX) optimization. He is known for his work in fostering cultures of continuous learning, implementing integrated talent management frameworks, and driving employee engagement through evidence-based approaches that enhance psychological safety, organizational commitment, & inclusivity. Dr. Jasim made substantial contributions to Emiratization & workforce strategies within the UAE government, developing programs that align with both Emiratization policies and global best practices in talent acquisition and retention. Dr. Jasim has authored several influential books, including Localisng the GCC Workforce, Influential leaders in Arab Organization and Positivity is your way to happiness.

8.3.2 Dr. Abdulla Alawadhi

Dr Abdulla Alawadhi is an Assistant Professor in Public Finance at MBRSG. He holds a DBA degree in Business Administration from the UAE University, Two Master's in Business Administration & Applied Finance from Newcastle University in Australia.

He is a Financial Consultant has 25+ Years of practical experience in fields of: Finance, Accounts, Strategic Management and Business Development, in Government, Semi-Government and Private Sectors. Dr Abdulla is a Certified Public Auditor, Tax Agent, Judicial Expert and Arbitrator.

Dr Abdulla is Professional Trainer & Financial Consultant specialized in Corporate Finance, Accounting, Taxation & Entrepreneurship. Dr Abdulla is a Board Member of Emirates Association for Management Consultants & Trainers, holding a position of Treasurer. Finally, Dr Abdulla is an active person in the official media and social media, his interest is to publish financial knowledge for the public.

8.3.3 Dr. Yousif Al-Ghalayini

Dr. Yousif Al-Ghalayini is an Associate Professor in Public Administration at Mohammed Bin Rashid School of Government, Executive MPA Program Coordinator, and Senior Fellow at the Centre on Governance at the University of Ottawa.

His areas of teaching focus on public sector management and governance, HRM and PM, public policy development along with organizational behaviour and development. Before joining Mohammed Bin Rashid School of Government, Dr. Al-Ghalayini was the Program Manager of HRM Program at the School of Business affiliated to the Australian College of Kuwait.

Dr. Al-Ghalayini spent few years of his career working with the Canadian Federal Government. He designed several organizational capacity-building programs and helped with the implementation of several federal government training programs including public policy development, strategic thinking and results-based management. Prior to that, he spent several years as a United Nations specialist in civil society development and capacity building in post-conflict zones.

Dr. Al-Ghalayini holds a PhD in Public Administration from University of Ottawa, Ontario, Canada. He holds a Master in Project Management from Université du Québec en Outaouais (Gatineau), Graduate Diploma in Administration from John Molson School of Business at Concordia University (Montreal), and BSc. in Electrical Engineering from Amman National University (Salt).

8.3.4 H.E. Dr. Ali Al Marri

Dr. Ali Al Marri has served as Executive President of MBRSG since March 2013, making significant contributions in the development of education, training, and research. Holder of a Bachelor's and Master's in Law from Dubai Police Academy, and a Doctorate in Leadership and Strategy from Bradford University, UK, Dr. Al Marri also has many certificates and accolades from Dubai Police and a number of government bodies.

In 2012, he won the Sheikh Rashid Award for Academic Excellence and The Best Paper Award at University of St Andrews' 4th Annual Scottish Doctoral Management Conference.

Dr. Al Marri delivers lectures and training programs in leadership, public administration and public management, strategic planning, total quality management and sustainable development and also serves as a keynote speaker at numerous local and international conferences and workshops. He has also contributed to the membership of a number of government committees and task forces specialized in corporate performance evaluations, strategies and policies development, as well as work mechanisms and processes.

8.3.5 Professor Khalid Al Wazani

Khalid Al Wazani is currently a Professor of Economics and Public Policy at the Mohammed Bin Rashid School of Government (MBRSG), before that he used to be a Freelance Consultant in Strategies, Economic Policies, Economic Modelling, and Administrative Reengineering Agility and Nudging. During 2019-2020, he served as a full time Chairman of Jordan Investment Commission (JIC). Between Oct. 2015- Aug. 2019, he served as the Strategy and Knowledge Advisor for Mohammed Bin Rashid Al Maktoum Knowledge Foundation (MBRF) in Dubai, previously he was the Chief Economist/ Strategist, & Founding Partner of Issnaad Consulting. Just before that, (2006-2011), he served at the private sector as General Manger & CEO of Saraya Aqaba Real Estate, Taameer Jordan Holdings (PLC) and Darat Jordan Holdings (PLC).

Earlier in his career, Dr. Wazani was associated professor of Economics at the Department of Economics at the Hashemeyeh University. Dr. Wazani was appointed as Deputy Dean for Faculty of Economics at the same university. Just before that, he established a research, consultancy and community service center at the university, and served as the first General Manager of the center during 1997-1999.

Dr. Wazani has also held the position of Director General for the Jordanian Customs Department during 1999-2001. Later on (Jul 2001- Nov. 2005) he was appointed as an Advisor and Director of the Economic and Development Division at the Royal Hashemite Court during which he served as the Head of the Economic Team for HM King Abdullah II. In early 2004 he served as the Deputy Chairman & Director General of Social Security Corporation in Jordan till early 2006.

8.3.6 Dr. Irina Berezhnova Godchaux

Dr Irina Berezhnova Godchaux has been a non-resident Research Fellow and an Adjunct Faculty since 2019. A physician, public health professional and researcher she holds a Medical Doctor (MD) and Master of Public Health Degree (MPH) and has two decades of experience in Public Health Programs and Policy Development and Implementation across Russia, Europe and CIS countries, and Middle East.

Previously an honorary researcher at Imperial College, London, she is currently a PhD Scholar in health policies at the Robert Gordon University, Aberdeen, Scotland, and her research interest is chronic diseases prevention policies development.

8.3.7 Dr. Mounia Drissi

Dr. Mounia Drissi is an Assistant Professor with a PhD Cum Laude in political science and sociology within the area of comparative/global policy and international governance; from scuola normale superiore in Italy.

Dr. Drissi has a background in social sciences and psychology with an experience within the public and private sector where she provided research assistance, behavioural insight consultancies and data analysis. Dr. Drissi currently works on governance, behavioural insight for public policy and system thinking, with a thematic focus on health, education and decentralized technologies. She speaks fluent English, Arabic, French and Italian.

8.3.8 Dr. Mona El-Sholkamy

Dr. Mona El-Sholkamy is an Associate Professor at the Mohammed Bin Rashid School of Government and a graduate of the Global Affairs and Public Policy Program at the American University in Cairo, Egypt. She is also an affiliate of the Harvard Business School - Microeconomics of Competitiveness group.

Her research interests are in the areas of Macroeconomic Policies, Sustainable Development, Education Polices, Food Security, Health policies and Sovereign Wealth Funds. She has published her work in research publications including International Journal of Management and Applied Sciences; Journal of Business and Economics; and Cambridge University Press; among a few.

Dr Mona is currently a member of the FAO-Regional Network of Experts and its Chair. She received her Ph.D. in from the Faculty of Economics and Political Science at Cairo University, and her Master's and Bachelor's degrees in Economics from the American University in Cairo.

8.3.9 Professor Mark Esposito

Professor Mark is a proponent of a unified strategy that integrates public policy, governance, and technological disruption. He stresses the importance of crafting flexible regulations that encourage innovation while maintaining just governance, effectively connecting the dots between fast-paced technological progress and the societal frameworks required to sustain and guide it.

Dr. Esposito has written or co-written over 150 publications, both peer-reviewed and non-peer-reviewed, and 13 books, two of which are Amazon bestsellers: "Understanding how the Future Unfolds" (2017) and "The AI Republic" (2019). His most recent books include "The Emerging Economies under the Dome of the Fourth Industrial Revolution" (Cambridge University Press, 2022), "The Great Remobilization: Strategies and Designs for a Global Smarter World" (MIT University Press, 2023), and "Digitizing the Emerging Economies" (Cambridge University Press, 2024). His forthcoming books are "Tectonic Shifts: How Technology is Remaking Global Power Dynamics" (Penguin Random House, 2025) and "Becoming AI Native: A Playbook for Businesses" (Routledge, end of 2025). He is a regular contributor to Project Syndicate, World Economic Forum Blog, California Management Review, and Harvard Business Review.

8.3.10 Dr. Scott Fargher

Dr. Scott Fargher joined MBRSG from the University of Wollongong in Dubai, where he was Associate Dean of Research in the Faculty of Business. He has also previously served as a faculty member at the Auckland University of Technology (AUT), the Institute of Public Policy; he was Deputy Director of the New Zealand Institute of Work and Labor Market Studies (now the New Zealand Work Research Institute).

His research focuses primarily on Labor Economics, Macroeconomics, Economic Development, Sustainability and Public Policy. He has produced an extensive range of reports for public and private sector organizations and is widely published in academic journals including Applied Economics, International Journal of Manpower, Journal of Policy Modelling, International Review of Administrative Sciences, and Local Economy.

Dr. Fargher also co-authored, together with Susan St John, the popular text Macroeconomics and the Contemporary New Zealand Economy. Possessing extensive teaching experience, he has supervised to completion up to PhD level; with topics ranging from 'the economic impact of immigration' through to 'Investigating cross-market interdependence in frontier markets.'

Dr. Fargher holds a PhD from the University of Edinburgh (UK), focusing on the economic evaluation of youth training programs; an MSc from Glasgow University (UK), and an MA (1st) and BA from Auckland University, New Zealand.

8.3.11 Dr. Abdulaziz Istatieh

Dr Abdulaziz Istatieh earned his PhD in Economics and Finance from the University of Valladolid in Spain in 2004. Dr. Abdulaziz Istaitieh is currently working as a senior economic advisor in the Strategy & Policy – Economic Development Department at The Secretariat of The Executive Council of the Government of Dubai (TEC). He is responsible to advise and provide expert input to the Strategy Management & Governance Sector in the areas of strategy, policy and performance for the Economic Development Sector, and to ensure proper alignment and harmony with Dubai Strategic Plan. Dr. Istaitieh has actively participated (partially or fully) in the development and implementation of major local economic policies and plans including UAE Vision 2021, Abu Dhabi Vision 2030, Dubai Strategic Plans 2015, 2021 and 2030. Prior to his current role, Dr. Istaitieh served in several government and semi-government entities in the UAE.

Dr. Istaitieh was awarded the top prize in the professionals' category of Dubai Economic Research Award (DERA) in 2008. He has participated also as an assessor in "Dubai Government Excellence Program", "Khalifa Fund Business Award" and "Mohammed Bin Rashid Al Maktoum Business Award". Moreover, he is adjunct professor and part-time lecturer/trainer in the area of public policy making in several institutions such as Mohammed bin Rashid School of Government (MBRSG) in Dubai, Madinah Institute for Leadership and Entrepreneurship (MILE) in Saudi Arabia. He is also a member of the Advisory Boards of Mohammed bin Rashid School of Government and the Middle East Cities Center in the American University of Dubai.

8.3.12 Dr. Leonie Jooste

Leonie Jooste started her career as a schoolteacher in South Africa and left the teaching profession to continue her career as a university academic. She is an associate professor, research associate, and lectures both post and undergraduate students. She served on the academic board and research colloquium of universities and was the academic head at a college in Malta. Leonie is research active and currently serves on an Accreditation and Quality Assurance committee.

Leonie obtained her Doctorate in Financial Management Sciences in 2004 at the University of Pretoria, South Africa. She has been a lecturer for more than 30 years teaching Accounting, Finance and Economic courses for both under and post graduate students. Leonie is an active researcher and collaborates with internationally acclaimed researchers. She publishes in accredited journals, presents papers at internationally acclaimed conferences, reviews and serves on the editorial board of academic journals, as well as an external examiner for Master and PhD students. She also acted as an expert witness in High Courts, offers workshops, and consults with professionals in her field.

8.3.13 Professor Immanuel Moonesar

Professor Immanuel Azaad Moonesar R.D. is the President of Academy of International Business (MENA) and Health Policy and Systems Research Professor at MBRSG. He hails from one of the Caribbean islands- Trinidad and Tobago.

His qualifications include a Doctor of Philosophy (Ph.D.) in Health Services: Leadership (Superior Distinction) from Walden University, USA; Master of Quality Management (Distinction) from the University of Wollongong, Australia (UOW); a Postgraduate Diploma in Institutional Community Nutrition & Dietetics (Distinction) & a Bachelor of Science in Human Ecology: Nutrition and Dietetics from the University of West Indies (UWI), Trinidad & Tobago. He is also the President (Chapter Chair) and Executive Board member of the Academy of International Business – Middle East North Africa (AIB-MENA) Chapter. He is also a Registered Dietitian and possesses professional certifications in 'NEBOSH Occupational Health and Safety', 'Project Management: Certified Business Professional (CBP)', Emotional Intelligence Assessor, and 'Quality Management System Internal Auditors (ISO 9001:2008)'.

Professor Immanuel has published over 250 peer-reviewed journal articles, peer-reviewed international conferences, co-authored books, and book chapters. His Ph.D. dissertation manuscript was entitled: The Role of UAE Health Professionals in Maternal and Child Health Policy. His career experience includes quality assurance and management, nutrition and dietetics, health & safety, teaching, and institutional research. His research interests are in Health Systems, Public Policy, Healthcare Management & Leadership, Maternal & Child Health, Health Policy & Innovation, Nutrition, Global Governance, International Business Policy, Social Policy, Public-Private Partnerships, And Quality Management.

8.3.14 Dr. Mohammad Habibur Rahman

Prior to joining MBRSG, Dr. Mohammad Habibur Rahman was faculty member at a number of universities including University Brunei Darussalam (Brunei), University of South Pacific (Fiji), Lakehead University (Canada) and University of Dhaka (Bangladesh). During his tenure at University Brunei Darussalam, he served the Faculty of Business, Economics, and Policy Studies and the Institute of Policy Studies as Program Leader of Graduate Studies. He supervised academic research by a number of graduate and doctoral students and acted as external examiner to several doctoral theses.

An active researcher, Dr. Rahman has published papers on governance, civil service reform, local government, human resource management, e-government, and knowledge sharing in top-ranked scholarly journals. His current research interests include public governance reform, smart government/e-government, knowledge management, and public sector performance. His rich professional experience also includes advising UNDP and providing consultancy to a range of international agencies, including the World Bank, Asian Development Bank, United States Agency for International Development, Commonwealth Secretariat and Asia Foundation on governance and public policy areas.

He was a coordinator and facilitator of executive development programs for civil servants in Fiji and Brunei, as well as a consultant to the Government of Brunei on national service and youth development. Dr. Rahman holds a PhD from the University of Wales, UK, and has two visiting positions – as Senior Fulbright Scholar at Maxwell School of Syracuse University, USA, and Visiting Fellow at York Centre for Asian Research in York University, Canada.

8.3.15 Dr. Hamid Saeed

Dr. Hamid Saeed is an experienced library administrator, e-learning specialist, instructional technologist, and learning resources manager. He has numerous publications in international journals and developed competencies in Learning Management Systems. Apart from serving at the Mohammed bin Rashid School of Government, he has served at some of the most prominent accredited institutions of higher education in Dubai including the University of Dubai and the British University in Dubai. His qualifications and professional skills include a PhD in Management and a double master's in information studies. He possesses thorough knowledge of academic standards and practices of blended learning, excellent communication skills, and research orientation.

He has regularly delivered information literacy programs/workshops to undergraduate, and post-graduate students, researchers, and faculty. His current research interests include leadership and innovation in public sector organizations, knowledge management and organizational culture and blended learning, instructional design, and technologies.

8.3.16 Dr. Arthur Seakhoa-King

Dr. Arthur King is the Acting Dean and Director of Academic Affairs at Mohammad bin Rashid School of Government. He is a career academic with over fifteen years teaching and academic management experience. Dr. King has taught at various universities in Europe, Africa and in the Middle East at under-graduate and post-graduate levels. Before joining MBSRG, Dr. King served at various managerial positions including Head of Department, Head of Accreditation, Head of Entrepreneurship Centre and more recently Dean of a university in Kuwait. He has participated in business consultancies in the area of quality evaluation in the public and private sectors.

Dr. King has expert knowledge in accreditation standards and ISO certification for educational institutions. He holds an honors degree in Business Administration from University of Zimbabwe, a Master of Business Administration from University of Science Malaysia and a PhD from Bedfordshire University, in the United Kingdom with a specialization in the quality management field. Dr King is an alumnus of Harvard University's Entrepreneurship program (US).

Prior to joining academia, Dr. King worked in various positions including a foreign service role in the ASEAN region. He also worked as a Senior Business Analyst for an organization which specializes in providing start-up capital and consultancy services to Small and Medium Enterprises in developing countries. Broadly, Dr King's research interests are in the area of quality management, accreditation, education and entrepreneurship.

8.3.17 Dr. Swetal Sindhvad

Dr. Swetal Sindhvad is Adjunct Professor and Non-Resident Research Fellow at Mohammed Bin Rashid School of Government. She is also Senior Social Sector Consultant for Asian Development Bank (ADB) advising and evaluating sovereign lending projects mainly in the education sector, in collaboration with governments in emerging economies of Asia.

Dr. Sindhvad was previously Senior Manager for the Knowledge and Human Development Authority (KHDA), Government of Dubai, supporting private education quality improvement initiatives. She also founded a not-for-profit initiative, i3Development, leading research and capacity development initiatives for governance and management of education service delivery in disadvantaged communities of India, Azerbaijan, and Kyrgyzstan.

Dr. Sindhvad's current research interests include reform of state governance of education and healthcare, public sector capacity for innovation in the social sectors, and the role of public private partnerships. Dr. Sindhvad holds a PhD in Education Leadership and Administration with a specialization in Comparative & International Development Education from the University of Minnesota, USA (2009).

8.3.18 Professor Melodena Stephens

Prof. Melodena Stephens' areas of research and consultancy are in strategy, focusing on agile government, crisis management, entrepreneurship, AI ethics, and brands. She has close to 30 years of experience in industry, government, and academia at senior levels. Before joining MBRSG, where she heads the Master of Innovation Management program, she was the first female Indian Dean of a university in Germany. Before that, she spent over a decade at the University of Wollongong in Dubai (UAE), one of the first private universities in the UAE, where she undertook the roles of Deputy Dean and MBA Program Director. She has actively managed accreditation and accreditation committees (UAE, Germany) and institutional outreach. Before her Ph.D., she worked in India for the Tata Group.

Prof. Melodena Stephens has lived in the UAE, the USA, India, Taiwan, and Germany. Prof. Stephens is on several advisory boards and is active in AI ethics, volunteering at IEEE SA. Her active approach to teaching has been to facilitate an inter-disciplinary, co-created problem-solving competency with a global mindset. She has won several teaching and research awards, including two UAE National Research Foundation Grants, and recently was recognized as one of the 100 Admired People in Education in 2021 by Excelligent. She is passionate about emerging markets, especially the MENA region, and is frequently invited to panels and discussion forums.

Prof. Stephens has published extensively – 11 books, close to 200 chapters, articles and journal publications. The most recent books are AI Smart Kit - Agile Decision Making on AI, Business With Purpose: Advancing Social Enterprise, and Agile Government. She is the founder of the Academy of International Business – the Middle East North Africa Chapter (AIBMENA), which has published cases on this region for local and international consumption. Since 2010, through this book project, she has captured organizational memories of a neglected region in international business studies to further our understanding of context. AIBMENA, a nonprofit social initiative founded in 2009, now under MBRSG, is a self-financing volunteer organization. The purpose of the organization is to act as an ambassador and champion for the MENA region by fostering research and teaching in the field of international business and policy. AIBMENA was awarded the 'Dubai Brand Ambassador Status' by Dubai Conventions & Events Bureau, Department of Tourism and Commerce Marketing in 2012 and jointly won the bid to host the AIB annual conference in 2017.

8.3.19 Dr. Racquel Warner

Since 2003, Dr. Warner has worked in various academic and leadership positions at three major offshore branch campuses in the UAE. A career educator with over 25 years international teaching experience, her professional engagement has been defined by her keen interest in social justice and equality.

In her home country of Jamaica, she has initiated inner city community engagement projects that connected benevolent business owners with families who needed educational assistance. She also works actively in communities in Nepal, Bangladesh, and Kenya to support the development and accessibility of quality education to at risk groups. Dr. Warner holds an MA Education degree from the University of Wollongong in Australia, a PG Cert HE from Middlesex University and a Doctorate of Education from the University of Exeter (both UK).

Dr. Warner's research interest in student engagement and learner autonomy has led to her work in curriculum redesign, teacher training, and education policy development. Her doctoral thesis at the University of Exeter explored student engagement as an alternative pedagogical approach in Higher Education institutions in the UAE.
She is a member of Higher Education Teaching and Learning (HETL), the Vice President-Finance (Sponsorship & Treasurer) of the Academy of International Business - MENA Chapter and has presented at many international conferences and published papers on the subjects of study skills, student engagement and the policy imperative of this approach.

8.4 MBRSG Faculty Listing

Please see below for the current list of full-time and adjunct MBRSG faculty noting their terminal degrees, the conferring institution and academic rank.

A

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

Al Ali, Jasim, PhD in HR (Emiritization), Victoria University (2007), Australia, Assistant Professor.

Al-Ghalayini, Yousif, PhD Public Management – Human Resources Management, University of Ottawa (2014), Canada, Associate Professor. Program Coordinator of the Executive Master of Public Administration (Arabic) program.

Al Marri, H.E. Ali, PhD, Bradford University (2010), United Kingdom, Executive President, Assistant Professor in Leadership and Strategy

Al Wazani, Khalid, PhD in Economics (Honor), Cairo University (1994), Egypt, Professor of Economics and Public Policy.

B

Berezhnova Godchaux, Irina, PhD, School of Pharmacy, Applied Sciences and Public Health, Robert Gordon University Aberdeen, Scotland UK (in progress, 2024) (*Non-Resident Research Fellow* and *Adjunct Faculty*)

D

Drissi, Mounia, PhD, Scuola Normale Superiore (2020), Assistant Professor in Public Policy.

E

El-Sholkamy, Mona Mostafa, PhD Cairo University (2012), Associate Professor in Macroeconomic Policies and Global Governance**.**

Esposito, Mark, PhD in Business and Economics, Ecole des Ponts Paris Tech, France (2018), Professor of Economics and Policy.

F

Fargher, Scott, PhD, University of Edinburgh (2003), Research Fellow (Non-Resident)

I

Istaitieh, Abdulaziz, PhD in Economics and Finance, University of Valladolid, Spain (2004), (*Adjunct Faculty*)

J

Jooste, Leonie, PhD in Financial Management Sciences, Pretoria University (2004), South Africa, Associate Professor (*Adjunct Faculty*)

M

Moonesar R.D., Immanuel Azaad, PhD, Walden University (2015), Professor in Health Policy and Systems Research. Program Coordinator of the Master in Public Policy program and Joint Program Coordinator of the Master of Public Administration program.

R

Rahman, Mohammad Habibur, PhD, University of Wales (1994), Research Fellow (Non-Resident).

S

Saeed, Hamid, PhD in Management, Putra Business School, University Putra Malaysia (2023), Library & Knowledge Support Manager.

Seakhoa-King, Arthur, PhD in Quality Management, Bedfordshire University (2007),United Kingdom, Associate Professor, Acting Dean and Director of Academic Affairs.

Sindhvad, Swetal, PhD in Education Leadership and Administration with a specialization in Comparative & International Development Education from the University of Minnesota, USA (2009). (*Adjunct Faculty*)

Stephens, Melodena, PhD, Bharati Vidayapeet University, Pune, India (2004), Professor in Innovation Management. Program Coordinator of the Master in Innovation Management program and Joint Program Coordinator of the Master of Public Administration program.

W

Warner, Racquel, Doctorate of Education, University of Exeter (2016), Research Fellow (Non-Resident).

9.0 Health and Safety

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

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

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

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

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

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

If you have concerns about personal safety or security, within the MBRSG premises or outside, contact Reception or Security on 043086400.

For general emergencies: Fire – Police – Medical students should dial 999.
When you dial 999 to report an emergency, give the following information:

- Exact nature of the emergency (describe as clearly and accurately as possible).
- Exact address or building, floor, and area or department.
- Telephone number from which you are calling.
- Your full name.
- Do not hang up, as additional information may be needed.
- If phones do not work following an earthquake or other emergency, please seek assistance from MBRSG staff at the City Walk Campus or on the 13th Floor of the Convention Tower Campus at DWTC.

10.0 Tuition, Fees and Other Program Costs

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

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

10.1 Program Fees 2024/2025 Academic Year

The Program fees for each graduate program at MBRSG in the 2024/2025 Academic year are provided in the Table 17 below:

Table 17: Fees Payable per Academic Program

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

All tuition fee payments and installment inquiries should be directed to the Finance Department. Please see the Finance Department contact details in Table 18 below:

Table 18: Finance Department Contact Details

Senior Financial Controller	Accountant
Mr. Esam Dukhan	Mr. Ahmad Abu Amarah
Phone: +9714-3175515	Phone: +9714-3175540 Mobile: +971558995104
E-Mail: esam.dukhan@mbrsg.ac.ae	E-Mail: ahmad.abuamarah@mbrsg.ac.ae
Mohammed Bin Rashid School of Government	Mohammed Bin Rashid School of Government
Level 13, Convention Tower	Level 1, Building 2, City Walk Campus
P.O. Box 72229, Dubai, UAE.	P.O. Box 72229, Dubai, UAE.

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

10.2.1 Grants Applicable for 2024/2025 – New Students Only – all Programs

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

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

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

For students admitted to a graduate program of study on or before Fall Semester 2022, the Mohammed Bin Rashid School of Government provided opportunities for students to receive three types of grants, if applicable. Grant(s) will be deducted from the total tuition fees payable for all postgraduate programs. Each grant is worth 10,000AED and are detailed as follows:

- Emirati National Grant: AED10,000 grant (deducted from total fees) to be offered to all Emirati Nationals who enroll.
- Working in Government Grant: AED10,000 grant (deducted from total fees) offered to all students who work in government full time. This includes all federal and local governments in the UAE.
- Institutional Grants: AED10,000 grant (deducted from total fees) offered to any student coming from an institution that sponsors five or more students.
- The maximum total of grants that student may be eligible for is 30,000AED for a graduate program of study.

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

10.3 Scholarships

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

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

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

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

10.3.1 Scholarship Application Date Deadlines 2024/2025 Academic Year

For the 2024/2025 Academic Year the Scholarship date deadlines are:

- **Friday 16th August 2024** for candidates applying for the **Fall Semester 2024.**
- **Friday 24th January 2024** for candidates applying for the **Spring Semester 2025**.

Academic Scholarships will be awarded based on:

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

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

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

The Program fees for the MBRSG Master (including Executive Master) programs at MBRSG are payable on a semesterly basis based on the number of Modules (or Dissertation) that a student is registered in. Further details are provided in the Student Payment Guide (P-ACD-126) Please also see the Tables 19 and 20 below:

Table 19: Master Program Fees: Module and Dissertation per Semester 2023-2024 – Full Fee-Paying Student

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

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

Table 20: Program Fees Payable 2024/2025 Academic Year – Fall 2023 – NEW Students

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

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

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

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

**Table 20 – continued on next page

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

**Students have 2 semesters to complete their Dissertation.

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

The Dissertation Fees, as noted in Tables 19 and 20 above, represent tuition fees payable for a maximum of two (2) semesters in which to complete the Dissertation Module.

Should a student be required to enroll in a third (3rd) semester, and in each subsequent semester, of a Dissertation Module, a tuition fee will be payable representing half (1/2) of the Dissertation fees noted in the applicable section of Tables (6 and 7) above for each semester thereafter, relevant to the program of study.

10.5 Tuition Fee Payment: Installment Options

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

Authorised payment arrangements must be formalised by an agreement signed at enrolment or such later date as may be agreed by the Finance Department. An additional administration charge may also be applied to authorised payment arrangements.

MBRSG will normally agree to a request to pay by installments through no more than six installments. Three installments are usually the preferred plan for instalments.
Authorised installment payment arrangements must be completed before the start of the relevant final academic assessment period in the academic year of the program of study.

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

For students who have an authorised three (3) payment Instalment Plan, the instalment plan is noted in the Table 21 below:

Table 21: MBRSG Tuition Fees Payment Installment Plan

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

10.6 Tuition Fees: Payment Options

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

10.6.1 Methods of Payment

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

10.6.2 Cash

Students may make cash payments to the MBRSG Accountant(s) on the 13th Floor of the Convention Tower DWTC Campus, or on the First Floor at the City Walk Campus within the Finance Office(s), from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday during semester.

10.6.3 Cheque Payments

Cheques should be made payable to The Mohammed Bin Rashid School of Government and forwarded and or delivered to the to the MBRSG Accountant(s) on the 13th Floor of the Convention Tower DWTC Campus, or on the First Floor at the City Walk Campus, within the Finance Office(s), from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday during semester.

10.6.4 Bank Transfer

Students who would like to pay their tuition fees via a bank transfer, should make payments to the MBRSG bank account, as noted in Table 22 below:

Table 22: MBRSG Bank Account Details for Fee Payment via Bank Transfer

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

10.6.5 Credit Card

Students may make a credit card payment, in person, with the MBRSG on the 13th Floor of the Convention Tower, DWTC Campus, or on the First Floor at the City Walk Campus within the Finance Office(s), from 7:30am – 3:30pm Monday to Thursday and from 7:30am to 12:00pm on Friday during semester.

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

10.7 Payment Options: Sponsored Students

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

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

10.8 Withdrawal and Refund of Tuition Fees

The Table 23 below specifies the percentage of tuition fee refund payable to a student who withdraws from a Module of study during the academic semester. The refund percentage is based on the week during which a student withdraws.

Table 23: MBRSG Refund Details based on Week of Semester in which the Student Withdraws from their Program or Module(s) of Study

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

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

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

10.9.1 Financial Aid

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

10.9.2 Deferment of Payment of Tuition Fees

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

10.10 Consequences of Failing to Pay Tuition Fees and Charges

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

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

Students whose enrolment is terminated will not be permitted to continue their program of study, receive an award certification, or attend their graduation ceremony.
In cases of students experiencing unexpected and significant hardship, the Director of Support Services has the discretion to consider and agree special or exceptional payment arrangements.

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

10.11 Request of Official Letters or Replacement Documents

The Registrar's Office can provide official letters to students based on their request through an official email only. Student must collect the original copy of the letter and pay the document fees which are shown in Table 24 below:

Table 24: Fees Payable for Request of Official Letters or Replacement Documents

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

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

** MBRSG will only issue a 'replacement' Testamur (Degree Certificates) in English and/or Arabic if the original has been lost or destroyed. In such cases the student would need to sign a Declaration (available for the Registrar's Office) to this effect before we could issue a replacement. We then may be required to notify the Ministry of Education accordingly.

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

11.0 MBRSG Directory

Table 25: MBRSG Directory – Academic Affairs, Administrative Support and Full Time Faculty Contact Details

Department	Telephone	E-Mail
Administrative Affairs	(+971 4) 3175 569	Ali.Alhuraiz@mbrsg.ac.ae
Admissions - Manager	(+971 4) 3175 548	yusra.alagha@mbrsg.ac.ae
Admissions – Officer	(+971 4) 3175 624	Shamsa.habash@mbrsg.ac.ae
Financial Affairs	(+971 4) 3175 515	esam.dukhan@mbrsg.ac.ae
Accountant	(+971 4) 3175 540	ahmad.abuamarah@mbrsg.ac.ae
Information Technology	(+971 4) 3175 648	anthony.bartolo@mbrsg.ac.ae
Institutional Effectiveness (IE)	(+971 4) 3175 516	aisha.alali@mbrsg.ac.ae
Executive Education	(+971 4) 3175 529	aisha.alshamsi@mbrsg.ac.ae
Library and Knowledge Support Manager	(+971 4) 3175 615	hamid.saeed@mbrsg.ac.ae
Library and Knowledge Support Officer	(+971 4) 3175 606	maryam.alblooshi@mbrsg.ac.ae
Registrar	(+971 4) 3175 612	kieran.ross@mbrsg.ac.ae
Administration Officer	(+971 4) 3175 610	yousra.hamid@mbrsg.ac.ae
Student Affairs & Alumni	(+971 4) 3175 645	Hayathem.shukri@mbrsg.ac.ae
Dean's Office Coordinator	(+971 4) 3175 600	roqaya.faramarzy@mbrsg.ac.ae
Reception	(+971 4) 3175 500	
Security	(+971 4) 3175 514	
Full Time – Faculty		
Dr. Arthur Seakhoa-King (Acting Dean and Director of Academic Affairs)	(+971 4) 3175 618	arthur.king@mbrsg.ac.ae
Professor Melodena Stephens	(+971 4) 3175 625	melodena.stephensb@mbrsg.ac.ae
Professor Immanuel Moonesar	(+971 4) 3175 533	immanuel.moonesar@mbrsg.ac.ae
Professor Khalid Alwazani	(+971 4) 3175 638	Khalid.Alwazani@mbrsg.ac.ae
Dr. Yousif Al Ghalayini	(+971 4) 3175 600	Yousif@ghalayani@mbrsg.ac.ae
Dr. Abdulla AlAwadhi	(+971 4) 3175646	AbdullaAlAwadhi@mbrsg.ac.ae
Dr. Mona Elsholkamy	(+971 4) 3175 614	mona.elsholkamy@mbrsg.ac.ae
Dr. Mounia Drissi	(+971 4) 3175 546	Mounia.Drissi@mbrsg.ac.ae

Handbook Review

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

APPROVAL AND REVIEW

Document Status					
Policy Status	Approved by the Board of Trustees | January 2014				
Ratified By	MBRSG School Council Review				
Verified By	Academic Affairs Director and Director of Institutional Effectiveness				
Prepared By	Reviewed by Faculty team members and Registrar				
Issue Date	January 2014				
Review Date	03-08-2016	28-10-2016	08-12-2016	20-04-2017	01-09-2017
	01-09-2018	01-07-2019	07-05-2020	30-09-2020	08-05-2021
	14-03-2022	15-03-2022	01-04-2022	17-04-2022	23-05-2023
	03-07-2024	11-09-2024			
Next Review	May 2025				
BOT Approval date	January 2014				

Modification History

Version No. & Date	Modifications Details
V1 18-03-2014	• New Graduate Student Handbook
V2 03-08-2016	• Review
V3 28-10-2016	• Review based on CAA Requirements
V4 08-12-2016	• Updated Conditional Admission and LockDown Browser
V5 20-04-2017	• Updated Academic Calendar (include newly accredited programs). Updated Program Offerings, Grading Scale and Tuition Fee Payment information.
V6 01-09-2017	• Updated Acting Director Academic Affairs Welcome, Academic Calendar. Updated Program Structure Study Plans, Grading Scale, Tuition Fee Payment information and MBRSG Directory.
V7 01-09-2018	• Updated Academic Calendar, Tuition Fee Payment information and MBRSG Directory
V8 01-07-2019	• Updated name to Graduate Student Handbook., Updated Academic Calendar, Clearer reference to Exit Awards in respect to Postgraduate Diploma Awards, include reference to TurnItIn, Remove reference to lock-Down Browser and Update MBRSG Directory.
V9 07-05-2020	• Updated Cover Page, Welcome Messages, Updated Academic Calendar for 2020/2021, Added Section Numbering, Updated Year to 2020/2021. Updated Admission Criteria and English Language Proficiency Requirements, Updated Program information, Tuition Fee Information and MBRSG Directory.
V10 30-09-2020	• Updated Academic Calendar and included MBRSG Operating Protocol during Covid19 (P HR 151) as an Appendix
V11 06-05-2021	• Updated entire Student Handbook including Academic Calendar in accordance with Standards 2019 and MBRSG Policy and Program updates. • Changed the document title from Student Handbook to Graduate Student Handbook.
V12 14-03-2022	• Updated Academic Calendar for Spring 2022 Semester • Updated Faculty contact details at Section 8.1.3 • Updated Academic Affairs contact details for administrative staff at Section 8.1.4

Version No. & Date	Modifications Details
	• Updated Section 10.11 regarding Special Grant provisions • Updated Section 11 re contact details
V13 15-03-2022	• Updated Academic Calendar for 2022/2023 Academic Year • Updated reference to 2022/2023 Academic Year • Updated grammar and formatting throughout document • Updated Table 14 with Instalment dates for 2022/2023 academic year
V14 01-04-2022	• Updated Sections 1.1, 6.8.5 and 6.8.6
V15 17-04-2022	• Reviewed and updated entire document. • Updates included: Welcome Messages, MBRSG Strategy, 2023-2024 Academic Calendar, Tuition Fees and removed Appendix 1 re Covid19 Protocols.
V16 23-05-2023	• Updated Admission Criteria to remove work experience requirements for MPA, MIM and MPP master programs.
V17A 27-09-2023	• Updated Academic Calendar for 2024/2025. Updated work experience requirements, Updated Table 7 and added Section 7.3.9. Made minor grammatical updates throughout.
V18 29-02-2024	• Updated Academic Calendar for 2024/2025. • Updated Section 6.20 re Academic Integrity included a sub-section on AI (6.20.3). • Made minor grammatical updates throughout.
V19 03-07-2024	• Updated Academic Calendar for 2024/2025. • Re-wrote Section 3 on Campus Location. Provided new details for City Walk Campus and updated details for DWTC Campus (13th Floor) • Updated Information on Admission Criteria (Arabic language proficiency no longer required) and updated Orientation details regarding Return To Learning. • Referenced MBRSG Campus details throughout the document. • Made minor grammatical updates throughout.
V20 11-09-2024	• Updated Academic Calendar for 2024/2025. • Updated Section 1.1.1 to note which programs not on offer or taking new students in 2024/2025 Academic Year. • Updated Section 1.4 to include a summary of the MBRSG Research Strategy 2022-2026

Version No. & Date	Modifications Details
	• Included a new Section 3 on Student Rights and Responsibilities. • Included details of faculty teaching in each academic program at Sections 6.7.1.1, 6.7.2.1,6.7.3.1, 6.7.4.1 and 6.7.5.1 • Noted EMPA(English) program not on offer throughout the document. • Updated Sections 6.7.11 and associated sub-sections relating to MBRSG Teaching Philosophy. • Updated Sections 6.7.12 and associated sub-sections relating to MBRSG Blended Learning Methodology. • Updated Section 6.9 regarding Dissertation to cross-reference to the MBRSG Dissertation Policy in Section 7 of the Graduate Academic Catalogue 2024/2025. • Updated Section 7.2.2 to provide an overview of MBRSG IT Policies relevant to students. • Included Sections 8.3 Faculty Profiles and 8.4 Faculty Listing. • Made minor grammatical updates throughout.