School of Business Administration

SCHOOL OF BUSINESS ADMINISTRATION

Mission of the School

The mission of the School of Business Administration (SBA) is to provide U.A.E., G.C.C. and international students with an American-style, forward-looking and career-oriented business education that fosters critical thinking, ethical awareness and cultural sensitivity in future global business leaders.

Goals of the School

To accomplish its mission, the School follows a set of broad-based goals:

1. To ensure the highest levels of student satisfaction with the School's educational experience.
2. To ensure that the School's educational programs are continually aligned with the employment needs of the market for business professionals.
3. To ensure the School's sustainable growth through recruitment and retention of appropriately qualified faculty.
4. To provide faculty with a supportive environment that is conducive to their professional growth.
5. To continually enhance the School's reputation and visibility through maintaining a close relationship with the business community.

The School of Business Administration offers two programs, a Bachelor of Business Administration (B.B.A.) and a Master of Business Administration (M.B.A.) program and Master of Art in Intellectual Property and Innovation Management (M.A. IPIM). The curricula in all programs are rich in conceptual content; however, the primary emphasis of our educational experience is on equipping students with the applied skills and the professional and ethical perspectives necessary for success in the global marketplace.

M.A. IPIM Program Mission

The mission of the Master of Art in Intellectual Property and Innovation Management is to equip professionals of today and tomorrow with the knowledge and skills needed to convert intellectual property and innovations into competitive advantages. The program through its courses and thesis is dedicated to conducting impactful research in the field by means of collaboration between expert faculty and students. It provides students with a rigorous conceptual foundation and strong research skills, coupled with real-world experiences from local and global settings.

M.A. IPIM Program Learning Outcomes

Upon completion of the MA in IPIM, students will be able to:

1. Critically evaluate the intricate theories and practices in intellectual property management and innovation.
2. Design solutions for complex and ambiguous intellectual property and innovation problems from various types of organizations.
3. Formulate advanced intellectual property strategies to help local and global organizations achieve competitive advantage in multifaceted and highly dynamic environments.
4. Develop detailed innovation strategies for entrepreneurs and leaders of innovative business entities using a large set of internal and external variables.
5. Analyze complex business models and intellectual property laws from an ethical perspective.
6. Contribute to the body of knowledge and practice in intellectual property and innovation through advanced research.

M.A.IPIM. Summary of Degree Requirements

Course Classification	Credit Hours Required
Common Core	27
Electives	3
Total	**30**

Curriculum/Courses

Common Core		**Credit Hours**
IPIN601	Fundamentals of Intellectual Property	3
IPIN602	Innovation and Entrepreneurship	3
IPIN603	Intellectual Property Protection in The Digital Age	3
IPIN604	Intellectual Property for Entrepreneurs	3
IPIN605	Social Innovation	3
IPIN606	Research Methodology	3
IPIN607	Commercialization of Innovation	3
IPIN608	Master Thesis	6
Total Core Requirements		**27**

Electives Option		**Credit Hours**
MGMT601	Managing Organizations and Leading People	3
MGMT621	Leadership	3
Total Electives Requirements		**3**

TOTAL M.A. IPIM DEGREE REQUIREMENTS   30

Course Sequence

The proposed course sequence for the Master in IPIM program is as follows:

Year/Semester	Fall	Spring	Summer I	Summer II
Year 1	IPIN601 IPIN602	IPIN603 IPIN606	No classes Work on thesis (IPIN608)	No classes Work on thesis (IPIN608)
Year 2	IPIN604 IPIN605	IPIN607 Elective	No classes Work on thesis (IPIN608)	No classes Work on thesis (IPIN608)

M.A. IPIM. Course Descriptions

IPIN 601 |FUNDAMENTALS OF INTELLECTUAL PROPERTY (3-0-3)

This course examines the protection of proprietary rights and privileges in inventions, creative expression and work, writings and other intellectual products by patent, trade secrets law, copyright and trademark. It covers areas of IP protection in national, multinational, large, small and/or medium organizations as well as, universities/research centers. This course also introduces students to the challenges facing the traditional intellectual protection laws as a result of new technologies and the shift to an information-based economy.

IPIN 602 |INNOVATION AND ENTREPRENEURSHIP (3-0-3)

This course exposes student to different approaches used by organizations to generate and sustain high degrees of innovation. It also teaches students techniques that help enhance the originality and flexibility of their thinking. The course covers innovation both in start-ups and SMEs, as well as large global organizations. Students are exposed to the general lifecycle of a start-up and will analyze innovation from product design to commercialization. The course teaches students how to search for innovation, how to develop employee creativity and how to learn in an innovative organization. It also helps them develop their innovative thinking skills and develop their own personal innovation plan.

IPIN 603 |INTELLECTUAL PROPERTY PROTECTION IN THE DIGITAL AGE (3-0-3)

This course exposes student to the evolving and fluid intellectual property regime of the current and future digital age. This course explains how the laws of various jurisdictions adapt to the changing use and venues of use regarding intellectual property. The course will take special note of Intellectual Property Law in the UAE. The course will further expand upon the following but not limited to topics of copyright recognition and registration globally and in the region, fair use, open source materials, technological innovations, trademarks in the new information society, trademark dilution and infringement, the intellectual property rules and social media, and the information culture of the current digital age and the next.

IPIN 604 |INTELLECTUAL PROPERTY FOR ENTREPRENEURS (3-0-3)

The aim of the course is to provide students with a fundamental understanding of the critical role that intellectual property rights (patents, copyrights, trademark rights etc.) play in entrepreneurial business activities. These legal principles are of special importance to new businesses as it plans strategy to gain and exploit new technologies. This course will take a close look at intellectual property (IP) and its implications for the success of an entrepreneur.

IPIN 605 |SOCIAL INNOVATION (3-0-3)

The environmental, social and economic problems the world is facing need to be addressed not only by governments, but as well the business community and civil society. Social innovations have emerged as a new form of organizing business activities that address environmental problems and social issues and while being financially sustainable. This course gives insights on the frameworks, processes, business models and strategies of social innovation. The course will discuss the intricate mechanisms of supporting social innovations by governments and private organizations. It also deals with the challenges pertaining to the promotion of social innovation and related policies globally and in the UAE.

IPIN 606 |RESEARCH METHODOLOGY (3-0-3)

This course provides students with the knowledge and skills required to design, conduct, analyze and find solutions to research problems. The course covers four areas. First, it covers research methods, which includes various procedures, techniques and algorithms used in research. Second is the research methodology, which includes descriptive, explanatory and predictive procedures to solve the research problem. Third is the development of required software skills (Excel, SPSS, Minitab, Stata, etc.) to analyze the data. Finally, the course covers several report writing techniques to communicate effectively the research findings and recommendations to decision makers.

IPIN 607 |COMMERCIALIZATION OF INNOVATION (3-0-3)

This course covers topics like the identification, nurturing, protection, and commercialization of innovative ideas and products. Challenges of adopting and transforming new technologies into commercial products or services are investigated as well, in connection with the use of life cycle and stakeholder models. The course illustrates how individuals and companies deal with the range of innovations happening within their firms. Students will be developing their own entrepreneurial skills through preliminary assessment, proposals, potential meetings with venture capitalists and final report.

IPIN 608 Master Thesis (0-0-6)
Prerequisites: IPIN 601,602,603 and 606

In this course students will complete independently a scientific research work (thesis). The aim of the thesis is to contribute to the body of knowledge (both academic and practical) in the fields of intellectual property and innovation management. Students pursuing the thesis should adhere by the guidelines described in this syllabus and in the thesis handbook.

Options for elective:

MGMT 601 | MANAGING ORGANIZATIONS AND LEADING PEOPLE (3-0-3)

MGMT 621 | LEADERSHIP (3-0-3)

Process/Documentation for Graduate Admissions

Applications for admission to AUD's graduate programs are evaluated by the Graduate Committee of the respective graduate program, which consists of the Program Director as Chair, two graduate faculty members appointed by the Program Director, and in some cases one representative of the Admissions Office. The Committee employs a balanced approach, based on the principle that ample satisfaction by an applicant, of one or more of these criteria, may to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.

Submission of Documents - Students should be aware that all records, letters and other documents provided in the original to AUD as part of the admissions process will remain university property. The university reserves the right to evaluate the adequacy of all credentials submitted for admission. Furthermore, students are reminded that omission or falsification of information constitutes sufficient reason for rejection or dismissal. This dismissal, requiring the President's approval, may occur at any time during a student's residence at AUD; i.e., upon discovery of the omission/falsification.)

To be considered for admission to an AUD graduate program, applicants must submit the following documents and information:

- An online *Application for Admission* to an AUD graduate program. The application must clearly specify the program and specialization option to which the applicant wishes to be admitted.

Academic Requirements
- An earned undergraduate degree from an institution accredited by the Ministry of Education in the U.A.E. or by the relevant national or regional institutional accrediting body in the case of international applicants.

- A 3.00 GPA (on a 4.00 scale) or better in undergraduate study. For students with post undergraduate credits earned at more than one institution, a separate GPA is calculated for each institution.

- Original, official transcripts of academic record from all universities, colleges or other postsecondary institutions attended by the candidate; to be submitted to the Admissions Office. Transcripts should be attested by the appropriate higher education authority in the country in which the undergraduate degree was granted, and must be translated into English if they are issued in a language other than English.
  - Applicants with degrees granted outside the U.A.E. should obtain attestation from (a) the Ministry of the country of study; (b) the Ministry of Foreign Affairs in/of that country; and, (c) the U.A.E. Embassy in that country or the Embassy of the country of study in the U.A.E. and the U.A.E. Ministry of Foreign Affairs.
- Equivalency letter to be obtained from the UAE Ministry of Education for all applicants with the exception of applicants with degrees granted in the UAE and approved by the UAE Ministry of Education. It is solely the applicant's responsibility to obtain this equivalency from MOE.

- Undergraduate and Graduate Diplomas – originals required for verification.

- Confirmation of University Records, required from every university attended by the student before joining AUD to be e-mailed directly from the student's university to the Admissions Office at AUD (admissions@aud.edu).

- A statement of the applicant's career objectives, special professional and academic interests, and other reasons why the candidate wishes to pursue their choice of program at AUD, as well as the applicant's special skills, expertise and interests that might contribute towards enriching the graduate learning at AUD.

- CV or resume describing professional and academic experience.

- Reference Forms: Graduate Committees will look for evidence of each candidate's maturity, seriousness of intent, perseverance, academic and professional preparedness, promise and potential, and chances of successful completion of the graduate program. Candidate is required to submit two official recommendation letters completed by present or former university instructors or employers. Letters should be on letterhead, signed and stamped or emailed directly from the recommender's work email address directly to AUD at admissions@aud.edu.

English Language Requirements

All students must achieve a TOEFL® score of (550 PBT) or (79 IBT – AUD's international code is C005) or Academic IELTS™ score of 6.5 or an equivalent score in a test approved by the U.A.E. Ministry of Education.

Exceptions:
- A native speaker of English who has completed his or her undergraduate education in an English medium institution in a country where English is the official language
- A student who has completed his or her undergraduate education in an American Accredited institution.
- A student admitted to and graduated from an English medium institution who can provide evidence of having achieved (upon admission to the undergraduate program) a TOEFL® score of 500 or Academic IELTS™ score of 6.0 or its standardized equivalent approved by the U.A.E. Ministry of Education.

All the above exceptions are at the discretion of the Admissions Office.

- Photocopy of passport (Ethbara page for UAE nationals), residence visa page, Emirates ID (both sides) and two passport-size pictures.

- Army exemption letter for UAE nationals.

- Completed Health History Form. This form must be signed and stamped by a physician.

- Non-refundable application fee of AED 420.

M.A. in Intellectual Property and Innovation Management Admissions Criteria

Selection of students for the Master in IPIM program will be based on an individual assessment of each applicant and will take into consideration, besides the requirements summarized in below, the applicant's interests, talents, experiences and potential contribution to enriching the learning experience. To this end, an admissions interview with each applicant will be required.

For the Master in IPIM program, the Admissions Criteria are:

- A statement of the applicant's career objectives, special professional and academic interests and reasons why the candidate wishes to pursue the Master in IPIM Program
- In-person interview

M.B.A. Program-specific Admission Criteria
- Graduate Management Admissions Test (GMAT®). The M.B.A. Admissions Committee will take cognizance of the three GMAT® sub-scores (Quantitative, Verbal, and Analytical Writing Assessment) for purposes of assessing each candidate's specific aptitude strengths and weaknesses. Subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who have not taken the GMAT® at the time of application may be granted conditional admission (see p. 21), with a requirement that they submit satisfactory GMAT® scores not later than the end of the first term following admission.

- Applicant's work experience: Candidates who have a minimum of two years of work experience will be given preference for admission.

- The Committee follows a balanced approach in evaluating each candidate on their individual scores for the Undergraduate GPA, GMAT®, and TOEFL®, Academic IELTS or EMSAT and their work experience. This is based on the principle that ample satisfaction by an applicant of one or more of these criteria may be to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.

- Students who have earned their undergraduate degree in an unrelated major may be required to pursue one or more graduate foundation courses. The Graduate Foundation Course Program consisting of various discipline-specific modules is designed to prepare potential students who do not have the necessary competencies in the core areas of accounting, microeconomics, finance, and statistics. These students are required to enroll and satisfactorily complete an appropriate series of non-credited courses in the Foundation Course Program. The courses required of each such student will be determined on a case-by-case basis following a review of the student's academic record.

M.Ed. Program-specific Admissions Criteria
- Undergraduate degree: Preferably in education or in a discipline related to a content area of teaching that is applicable to primary or secondary education.
- The applicant's history, including length of teaching experience, skills, and evidence of content knowledge (for applicants seeking admission at the secondary level) will be assessed at the time of admission to determine admission eligibility and whether certain courses could be waived. If waived, the student will be required to take an alternative course as indicated by the Dean.

Admission requirements for the Professional Teaching Certificate Program are the same as those for the M.Ed. degree.

M.A. in Leadership and Innovation in Contemporary Media (LICM) Program-specific Admission Criteria

- Undergraduate degree: preferably but not necessarily in Communication or in a discipline related to media.
- At least 2 years' experience preferably in the media industry.
- The applicant's history, including length of work experience, and specific skills.
- A Final Interview with the M.A. in LICM Admissions Committee (Program Director, M.A. in LICM Faculty)

M.S.C.M. Program-specific Admission Criteria
- Undergraduate degree: In Engineering, Architecture, or a closely-related discipline, from a recognized institution.
- Graduate Record Examination (GRE®): A minimum of 148 is required in the quantitative section. The Engineering Admissions Committee will also take into consideration the sub-scores in the other portions of the GRE® to assess the candidates aptitude strengths and weaknesses. Test takers should authorize ETS to make scores available on the university EDM (ETS Data Manager) verification link. GRE code is 7493.
- A minimum of three years of work experience as a field or design engineer is recommended. Students with fewer than three years of documented work experience will be evaluated on a case-by-case basis by the Engineering Admissions Committee.
- Students lacking the following courses or their equivalent in their undergraduate studies may be required to take undergraduate-level equivalent courses at AUD prior to enrolling in certain graduate courses:
  ENGG 255 – Engineering Design and Economics
  ENGG 300 – Probability and Statistics in Engineering
  ECVL 420 – Construction Engineering and Management

  Students who have not taken the above courses at the undergraduate level but have acquired the requisite knowledge in the corresponding areas through continuing education, MOOCs, work experience, or other means may submit a request for a waiver along with supporting evidence for consideration by the M.S.C.M.

EMBA Program-specific Admission Criteria

- Personal statement outlining career progress and aspirations and the unique contribution of the applicant to the EMBA program.
- Applicant's work experience: Candidates should have a minimum six years of post-graduate work experience.
- After an initial evaluation, an in-person final admissions interview is required.

Admission on Probation

Applicants whose undergraduate GPA is below 3.0, but who otherwise amply satisfy the selection criteria, may at the Graduate Admissions Committee's discretion be granted admission on probation. These candidates' course load during the first term may be restricted by the Graduate Admissions Committee and will under no circumstance exceed six credit hours. They will be required to achieve a cumulative GPA of 3.0 within the first six credit hours attempted. *Failure to satisfy this requirement may result in termination of the students' enrollment in the graduate program.*

Conditional Admission

Subject to the evaluation and approval of the Graduate Committee, applicants who largely satisfy the admission criteria except for incomplete information or documentation that can, in the Committee's judgment, be completed within a short time, may be granted conditional admission for one term. These applicants will be notified of the information or documentation that needs to be completed and provided by the end of the term, as a condition for their continued enrollment. *Non-satisfaction of this condition by the end of the first term following conditional admission may result in termination of the student's enrollment in the graduate program.*

Provisional Admission

The Graduate Committee may grant applicants provisional admission to a graduate program. Typically, these are applicants whose area of undergraduate studies is not in the proposed degree field, whose evaluation by the Graduate Committee reveals deficiencies in one or more of the foundation areas normally considered pre-requisite for success in the respective graduate program, but for whom there is nonetheless sufficient promise as potential graduate students. For each applicant in this category, the Graduate Committee will specify an appropriate non-credit course sequence (see Foundation Course Program as designated for each graduate program) that the candidate must successfully complete. No credit towards the graduate degree will be given for successful completion of this sequence.

Special Admission

Applicants who, for special reasons, are interested in taking one or more selected courses in an AUD graduate program, but do not desire to complete the program requirements at AUD, may, at the discretion of the Graduate Committee, be granted special admission to take the specific course(s) requested. Examples of applicants for special admission include:

- Students in graduate programs at other universities who wish to take one or more courses in an AUD graduate program for credit towards their program requirements at their home universities, and
- Individuals pursuing a professional designation (e.g., Certified Public Accountant, Professional Engineer, etc.) who may be required to take specific graduate-level courses in one or more disciplines as part of the qualification requirements for that professional designation.

Transfer Credits

Requests for the transfer of graduate credits completed at other accredited institutions of higher learning towards completion of a graduate program at AUD will be evaluated by the Admissions Committee on a case-by-case basis. The number of graduate courses transferred or accepted for credit towards a graduate degree at AUD may not exceed two (2) courses or six (6) credit hours. A grade of "B" and above is required.

As a rule, such transfer or acceptance will be highly restricted and may only be granted in cases where there is ample evidence that the graduate coursework in question is at least equal in scope and quality to comparable graduate coursework at AUD. In assessing such evidence, the Admissions Committee will make use of a wide variety of instruments and information sources, such as recognized guides to post-secondary institutions and programs, the other institutions' catalogs and/or web sites, course syllabi, and letters from instructors at other institutions describing in detail the applicant's work in these courses. *In all cases, students must earn the majority of their final year credits towards the graduate program at AUD.*

Statement on Prior Learning

Prior learning is a practice whereby a college or university grants academic credit for learning outside the classroom; i.e., learning acquired through work experience, civic activity, independent study or corporate training. The granting of credit by AUD for learning acquired outside of AUD is limited to courses transferred into AUD per the *Transfer Credit* policy. Hence, only academically generated credit is recognized.

Initial Registration Deferral

Acceptance into a graduate program, regardless of type, is valid only for the semester for which an applicant initially applies. If an applicant is granted admission for a specific academic term and for some reason fails to enroll in that term, the applicant may request, in writing, to defer his or her admission to the following term only. Admission for the following term will depend on available places and the admissions criteria in effect at the time.

Application Deadlines

Applications for admission to AUD's graduate programs are accepted throughout the year for Fall, Spring and Summer I entering classes. To allow enough time for the evaluation of applications and the selection of accepted candidates, we encourage applicants to submit their applications in advance of the following meeting times. The Admissions Office must receive all required documentation for each candidate, prior to their full-review by the Graduate Admissions Committee. Copies of the required documents will be accepted for preliminary evaluation; however, originals should be submitted prior to the semester start date.

The Master of Business Administration (M.B.A.) Committee reviews applications for (1) applications for the Spring semester are reviewed mid-October and mid-December and mid-January (2) applications for the Summer I term are reviewed mid-February and mid-April; and, (3) applications for the Fall term are reviewed end-June and end-August.

The Executive Master of Business Administration (E.M.B.A) has one intake in Fall each year. Applications are reviewed on an ongoing basis throughout the year with applications being processes as and when they are received. The last date to receive applications to the program is mid-August preceding the Fall of the start of the program.

The Master of Education (M.Ed.) Committee reviews applications for (1) Spring 2018 semester mid-October; mid-December and mid-January, and (2) Summer I mid-February and mid-April, (3) Fall semester mid-April, mid-June and end-August.

The Master of Science in Construction Management (M.S.C.M.) Committee reviews applications for (1) Spring semester end-October, mid-December and mid-January; (2) Summer I term mid-April; and, (3) Fall semester mid-April, mid-June and end-August.

The Admissions Office must receive all required documentation (see above) for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified above.

Entry Dates
Classes in the graduate programs begin in Fall (early September), Spring (early January), and Summer I (early May). The EMBA program has an annual intake in Fall only. For specific starting dates, please consult the *Academic Calendar* section of this *Catalog*.

Application Deadlines:

Fall semester
- Submission of early applications up until March/April (will be given preference for early class registration)
- Submission of late applications through July/August (Late applications will be considered upon admission availability)

Spring semester

- Submission of early applications up until October/November (will be given preference for early class registration)
- Submission of late applications through December/January (Late applications will be considered upon admission availability)

Summer I - Open Admissions