



PROGRAMME SPECIFICATION

KEY FACTS

Programme name	Executive MBA Dubai
Award	MBA
School	Bayes Business School
Department or equivalent	Bayes MBA Programme
Programme code	PSEMBD
Type of study	Part Time
Total UK credits	200
Total ECTS	100

PROGRAMME SUMMARY

The Bayes Executive MBA programme is designed for experienced managers, professionals and business people who wish to develop a broader understanding of the nature of management, organisation and business (core modules) and hone their understanding and skills to promote their specific career goals (electives) whilst continuing in employment.

The Executive MBA Dubai programme is delivered at the Bayes Dubai Centre, and recruits students working in the UAE, the whole neighbouring MENA region, Central and South Asia and beyond. Excellent air transport links mean that you can fly in to attend courses in Dubai from this very wide geographic area. You must have at least 4 years of good business or professional experience, and more typically have 8-12 years or more. The cohorts are very international, reflecting the mix of local and expatriate workers in the target region.

Aims

The overall aim of the Programme is to educate you as managers and business specialists and thus to strengthen the quality of management of public, private and not-for-profit organisations, both small and large, and with both formal and informal structures. The Programme adds value to first degrees and to your previous experience through the development of an integrated and critically aware understanding of

management and organisations. It prepares participants to fulfil organisational roles, including those in multi-national organisations, in a highly effective and ethical manner.

Specific objectives include:

1. To develop a sound understanding of organisations, their management and their changing external context
2. To build strong career potential in business and management by developing highly professional skills and an attitude towards leadership, change and enterprise which is both positive and critical - to reflect the dynamism and vibrancy of the current business and management environment
3. To strengthen your ability to apply knowledge and understanding to complex issues, both systemically and creatively, so that theory is converted into practice from a critical and informed perspective, thereby enhancing organisational effectiveness and competitiveness
4. To enhance lifelong learning skills to ensure continuing self-direction and originality in professional development, personal effectiveness and expertise.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge and understanding:

- Evaluate organisations, their management and their changing external context, including the wider social, political and economic forces.
- Debate the concepts articulated in leading edge research such that you can evaluate its validity and its relevance to current issues as well as extrapolate its significance to new and unfamiliar situations and problems.
- Research and analyse major business disciplines in depth and breadth and be aware of new and emerging subjects which will influence next generation business practice.
- Assess the impact of cultural difference on the role and practice of effective management.

Skills:

- Use all the necessary tools in order to formulate decisions in the areas encompassing all aspects of business management.
- Apply learning gained during the programme to everyday workplace experience.
- Design investigative methods for issues of competitive or organisational value: to identify relevant data, designs and workable analytical approaches in order to produce reliable and valid conclusions.
- Carry out independent research and present your research in a coherent and professional manner.
- Learn independently and reflectively to enhance personal development and effective business practice.

- Give effective presentations to an audience.
- Think creatively using brainstorming, brain writing and other creative problem solving techniques.
- Manage and lead in an emotionally intelligent manner and adopt an appropriate management style.
- Undertake negotiations and manage conflict.
- Work effectively in multi-cultural groups as team leader or member, especially important in workplaces in the Gulf, where different cultures, religions and political attitudes collide.
- Deal effectively with the media.
- Use software to give presentations and produce documents, analyse datasets, and work virtually.
- Solve problems and take decisions: establishing criteria, using appropriate decision making techniques including identifying, formulating and solving business problems, identifying and evaluating options, implementing and evaluating the effectiveness of solutions.

Values and attitudes:

- Take an ethical approach to work, which resonates to that of a professional business person (especially the concept of "fairplay") in the practice of business in all the areas covered by the programme.
- Work effectively within a team, while being tolerant of disagreement, open and sensitive to diversity in business, cultures and people
- Engage in reflective, adaptive and collaborative learning..
- Engage with a number of different approaches to learning, teaching assessment and inter-personal communication.
- Assess the human side of enterprise and its significance.
- Demonstrate an understanding of the social responsibility of organisations .
- Explain the benefits of treating people in the workplace with integrity and respect and the consequences of not doing so.
- Recognise, appreciate and respect the cultural, ethnic and gender diversity in organisations.

This Programme has been developed in accordance with the QAA Subject Benchmark for Business and Management.

HOW WILL I LEARN?

The course will be delivered at our Dubai Centre using face-to-face teaching, in-class discussion, and independent study, all supported by the Bayes Virtual Learning Environment (VLE) and web-based discussion groups.

The Dubai Executive MBA is a part time programme and core courses are delivered in a monthly, blended, block taught format, comprising one long weekend a month alongside both synchronous and asynchronous online content. Bayes full-time and visiting staff lead these sessions with content designed to maximise the potential benefits of the structured study material. Prior to the start of the course, in order to help you prepare, you will be given access to two preparatory, self-paced modules. These modules are pass/fail only and can be completed at any time during your first year.

The Programme reflects the pedagogic philosophy of Bayes Business School: advanced, technically challenging and integrated education to prepare business professionals and leaders to operate at decision-making levels. The breadth and structure of the MBA as a Masters level programme demands a compatible breadth in learning strategies.

Core theory is learned through textbooks, handbooks and self-study. Understanding and application of theory is developed through case teaching, formal lectures, group work, seminars, discussions, workshops, exercises and projects.

Professional skills typically involve experiential learning methodology. You will be required to complete extensive preparation for lecture sessions and are encouraged to learn from each other's practical experience and cultural and functional perspectives through group work.

Emphasis is placed upon the specific acquisition of both the theoretical foundations of various decision-making tools and their application in practical, real-world contexts. You will present some of your work to lecturers, visiting experts, and other members of the class, which will give invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business audience. You will undertake individual and group-work (some of which will be undertaken in semi-virtual teams) for the preparation of case studies, research tasks, and other assignments. This aims to consolidate your acquired knowledge and also build your interpersonal and communication skills which are essential for your further career development.

The Dubai workshops are designed to offer a combination of revision material and introductions to new topics. Following the workshops, time is devoted to consolidation of the module and completion of assignments.

The workshops are a unique opportunity for enhancing your learning. A variety of teaching modes will be used (lectures, discussions, case studies, group work and individual activities) to enhance the quality of learning and to develop your interpersonal and teamwork skills. Your development and guidance will also be an important aspect of these sessions. You will evaluate each workshop and your feedback will be incorporated into a strategy of quality maintenance and improvement.

Independent/self-study will enhance and build upon the face-to-face contact for each module, support your achievement of the learning outcomes and encourage the completion of the programme. Materials to support learning are provided on-line through

an appropriate (VLE), which has been chosen for this programme. When necessary, you will be supported with printed versions of the learning material as a complementary resource to electronic or computer-based material.

Learning materials will consist of some or all of the following:

- Structured study guides (to help students navigate effectively through their materials within a well-defined study timetable)
- Appropriate readings (books and textbooks plus other carefully selected materials such as full-text journal articles)
- Exercises and other self-assessment activities
- Case studies
- Review questions and questions for group discussion
- Glossary
- Useful web links and internet resources
- References
- Specimen examinations

You will follow a structured study timetable prescribed for each module over a calendar month and will be expected to spend approximately 15 hours per week on independent study prior to and after the workshops. Coursework will be submitted at the end of each module.

Summary of Course Hours (approximate)

Contact Hours = 517

Self-Study = 1483

Total = 2000

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment aims to evaluate students' ability to handle complex business and organisational situations holistically with particular strengths in analysing, synthesising and solving complex unstructured business problems and implementing agreed solutions effectively and efficiently.

To achieve this, students need to demonstrate:

- systemic understanding of organisations, their external context and how they are managed
- application of relevant knowledge to a range of complex situations taking account of inter-connectedness internally and externally with other parts of the organisation and with stakeholder organisations
- critical awareness of current issues in business and management and leading edge research and practice in the field, including sound understanding of how research is used to develop and interpret knowledge in this field
- understanding of appropriate techniques for detailed investigation of vital business and management issues

- ability to identify, analyse and evaluate the validity of relevant data, and to synthesise varied and complex information in order to apply it to new and unrelated situations or problems
- ability to communicate complex, policy-oriented information effectively using a wide range of media.

Assessment Criteria relate to validity, reliability and fairness, assessing appropriate aspects of knowledge and skill, supporting the aims of learning and teaching, providing opportunities for feedback wherever appropriate and open to external scrutiny (for example by external examiners) as appropriate.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade- Related Criteria are descriptions of the level of skills, knowledge or attributes that you need to demonstrate in order achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Assessment is carried out according to context and purpose and, where different methods of assessment are in use, recognises that you may exhibit different aptitudes in different forms of assessment. Also assessment methods encourage you and give you credit for clear explanations and a high standard of English.

You will be assessed through a number of diverse, but complementary, methods, including examinations (primarily paper-based), invigilated coursework (tests under exam conditions), non- invigilated individual coursework, assessed group-work (for example case studies and business plan) and class presentations.

Core modules will be assessed by:

- Coursework based on case studies or key aspects of the module testing the selected, but key, learning outcomes, and
- A 1- or 2-hour unseen examination testing the critical learning outcomes of the module.

Elective modules and Continuing Professional Development will be assessed by:

- Coursework only.

On passing all core and elective modules, the students will proceed to writing:

- A Business Mastery Project of 15,000 words.

A major course project (Business Mastery Project) facilitates the integration of learning and is designed and managed by students with considerable independence, and support and advice from an academic supervisor: it provides a clear assessment of both the

growth of independence of learning and the ability to integrate learning from the MBA in a holistic way.

Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer. The full policy can be found at:

https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf

Assessment Regulations

In order to pass your Programme, you must complete successfully the required modules and assessments totalling 200 credits.

The pass mark for each module is 50%.

The rules governing calculation of module marks are as follows:

- a) An aggregate mark of no less than 50% for each module. In addition, a mark of no less than 40% must be achieved in each assessment component.
- b) Any module with an aggregate mark of less than 50% must be re-sat. Students will be required to retake any assessment component where the mark is below 50%.
- c) The student who successfully completes a re-sit shall be awarded the credit for the module. The mark awarded shall be the average of any previously passed assessment component and the re-sat component mark capped at 50%. This aggregated mark will be used in calculation of the final award mark.

If you fail an assessment component or a module, the following will apply:

Resit: you will be offered one resit attempt. If you are successful in the resit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a resit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that you passed at first attempt.

If you do not meet the pass requirements for a module and do not complete your resit by the date specified, the Assessment Board may require that you be withdrawn from the Programme.

A student who has not met the pass requirements for a Module due to failure in a resit may, at the discretion of the Assessment Board and under exceptional circumstances, be offered a second resit subject to the following conditions:

1. The resit is permitted for no more than one assessment component
2. The student does not attend City, and access is limited to certain learning resources for the component being repeated,
3. The marks that can be achieved for the component being repeated is capped at the module and/or component pass marks,
4. The student retains the marks for the modules and/or components already passed,
5. No further resit opportunities are permitted.

Where the Assessment Board is satisfied that a further opportunity to take the original assessment is not possible or is inappropriate, it may arrange for an alternative assessment task to be set, on the condition that it must be an equivalent task which will enable the relevant Learning Outcomes to be demonstrated

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at:

http://www.city.ac.uk/data/assets/word_doc/0003/69249/s19.doc

WHAT AWARD CAN I GET?

The Masters Degree will be awarded if the student achieves:

- i) 200 credits (required core and correct number of elective modules)
- ii) An award mark of no less than 50%

The Masters Degree with Merit will be awarded if the student achieves

- i) 200 credits (required core and correct number of elective modules)
- ii) An award mark of between 65% and 69.9%
- iii) No modules failed at the first attempt

The Masters Degree with Distinction will be awarded if the student achieves

- i) 200 credits (required core and correct number of elective modules)
- ii) An award mark of at least 70%
- iii) No modules failed at the first attempt*

*If a student fails one module at the first attempt, and subsequently passes that module, and achieves an award mark of 70% or above, they will be eligible for a Merit.

Master's Degree:

Part	HE Level	Credits	Weighting (%)	Class	% required
Degree	7	200	100	With Distinction	70

With Merit	65
Without classification	50

WHAT WILL I STUDY?

CREDIT STRUCTURE

- 2 compulsory online preparatory modules, not credit bearing
- 15 core modules, totalling 75 credits
- A Continuing Professional Development module, 5 credits
- An International Consultancy Week = 10 credits
- Sufficient number of elective modules = 60 credits
- 1 Business Mastery Project = 50 credits

Total Executive MBA Programme Credits = 200 credits

Core modules are taught in blocks, after each of which you will sit examinations in the subjects taught in the block. All core modules are taken by all students, and also the compulsory Continuing Professional Development module.

Many electives run in Dubai, subject to demand. You are also welcome to take elective modules at the London Campus after you have finished your core courses, attend the International Electives or take wholly online modules from the GMBA portfolio.

Students then progress to undertake the Business Mastery Project.

Students will also be required to undertake a number of additional Professional Development sessions to expand their professional and personal skills, e.g. Team Building, Leadership, Negotiation Skills, Presentation Skills, etc.

Details of the modules are show below.

Preparatory modules

Module title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Accounting and Financial Reporting	MBM703	N/A	N/A	N	y
Mathematics for Management and Finance	MBM701	N/A	N/A	N	y

Core modules

Module title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Accounting and Financial Reporting	MBM023	5	C	N	7
Analytics for Business	MBM026	5	C	N	7

Business Economics	MBM028	5	C	N	7
Leadership and Performance	MBM148	5	C	N	7
New Venture Creation	MBM149	5	C	N	7
Corporate Finance	MBM018	5	C	N	7
Corporate Social Responsibility	MBM013	5	C	N	7
Corporate Strategy	MBM030	5	C	N	7
Digital Technologies and Business Innovation	MBM027	5	C	N	7
Financial Markets and Instruments	MBM024	5	C	N	7
Human Resource Management	MBM020	5	C	N	7
Operations Management	MBM014	5	C	N	7
Organisational Behaviour	MBM025	5	C	N	7
Principles of Marketing	MBM029	5	C	N	7
Strategic Leadership	MBM022	5	C	N	7

Compulsory modules

Continuing Professional Development	MBM019	5	C	N	7
International Consultancy Week* (Including skills workshops)	MBM545	10	C	N	7
Business Mastery Project	MBM100	50	C	N	7

* NB – if you are unable to undertake the international consultancy week you may be able, in consultation with your course director, to replace this with MBM113 Consulting to Management. This is by exception only, and prior permission must be obtained. A further 10 credits of electives will be required in this instance.

Indicative electives in Dubai and international electives

The elective module list (below) is indicative and is not a definitive list of modules offered as these vary from year to year

Module title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Advanced Strategy Analysis	MBM314	10	E	N	7
Advanced Corporate Finance	MBM107	10	E	N	7
At the Core of Entrepreneurship - Silicon Valley	MBM176	10	E	N	7
China International Study Tour	MBM137	10	E	N	7
Crisis Management and Leadership	MBM021	5	E	N	7

Cuba, Facing the Sustainability Revolution	MBM177	10	E	N	7
Investment Strategy and Practice	MBM163	10	E	N	7
Global Real Estate Markets	MBM316	10	E	N	7
Innovation and Entrepreneurship	MBM109	10	E	N	7
International Consultancy Week	MBM545	10	E	N	7
Islamic Banking, Finance and Insurance	MBM313	10	E	N	7
Managing Strategic Change	MBM526	10	E	N	7
Mergers and Acquisitions***	MBM140	10	E	N	7
Private Equity****	MBM134	10	E	N	7
Silicon Valley: Digital Innovation in Action**	MBM171	10	E	N	7
South Africa - leading change in a complex world	MBM540	10	E	N	7
Strategic Management in Action: Exploring Location Brands	MBM546	10	E	N	7
Strategic Valuation and Management of Customer Relationships	MBM120	10	E	N	7
Sustainability: Business Challenges and Opportunities	MBM186	10	E	N	7
Tech for Social Good Study Tour - Kenya	MBM181	10	E	N	7
UAE International Study Tour	MBM312	10	E	N	7

Electives in London (subject to confirmation of timetable and availability)

Module Title	SITS Code	Module Credits	Core/ Elective	Can be Compensated?	Level
Applied Corporate Finance	MBM104	10	E	N	7
Advanced Corporate Finance	MBM107	10	E	N	7
Advanced Corporate Strategy in a Globalizing World	MBM167	10	E	N	7
Applied Financial Analysis for Managers and Investors	MBM520	5	E	N	7
Behavioural Finance	MBM530	5	E	N	7

Branding and Advertising	MBM522	10	E	N	7
Capturing Value from Technological Innovation	MBM179	5	E	N	7
Cass Entrepreneurship Fund Project	MBM122	10	E	N	7
Climate Change Impact on Companies	MBM147	10	E	N	7
Competitive Edge with Digital Technologies	MBM182	10	E	N	7
Consulting to Management	MBM113	10	E	N	7
ESG Strategy and Investing	MBM144	10	E	N	7
Topics on Derivatives	MBM512	10	E	N	7
Design Thinking	MBM178	5	E	N	7
Digital Marketing and Social Media	MBM560	10	E	N	7
Fintechs – Disruption and Cooperation	MBM528	5	E	N	7
Forecasting	MBM515	10	E	N	7
Global Real Estate	MBM814	10	E	N	7
Innovation and Entrepreneurship	MBM109	10	E	N	7
International Financial Management	MBM518	10	E	N	7
Intrapreneurship	MBM174	5	E	N	7
Investment Strategy and Practice *	MBM163	10	E	N	7
Leadership	MBM129	5	E	N	7
Leading Digital Transformations	MBM173	5	E	N	7
Leading in Challenging Situations	MBM183	5	E	N	7
Managerial Decision Making	MBM112	10	E	N	7
Managing Strategic Change	MBM526	10	E	N	7
Managing Value Creation	MBM166	5	E	N	7
Mergers and Acquisitions	MBM140	10	E	N	7
Private Equity	MBM134	10	E	N	7
Scaling Ventures	MBM553	10	E	N	7
Storytelling in Business	MBM600	5	E	N	7
Strategic Valuation and Management of Customer Relationships	MBM120	10	E	N	7

Strategies of Fast Track Venturing	MBM141	5	E	N	7
Strategy in the Face of Uncertainty	MBM161	5	E	N	7
Succeeding in Professional and Financial Services	MBM538	10	E	N	7
Supply Chain Finance and Risk	MBM184	5	E	N	7
The London Symposium	MBM170	10	E	N	7
The New Strategic Landscape	MBM126	10	E	N	7
The Wealth Management Industry	MBM180	5	E	N	7
Machine Learning for Business	MBM183	10	E	Y	7
Managing Strategic Change	MBM810	10	E	Y	7
Global Economic and Social Challenges	MBM805	10	E	Y	7
Competitive Edge with Digital Technologies	MBM808	10	E	Y	7
Consulting to Management	MBM806	10	E	Y	7
Advanced Corporate Finance	MBM804	10	E	Y	7
Advanced Strategy and Business Models	MBM809	10	E	Y	7
Digital Marketing and Social Media	MBM809	10	E	Y	7
Capturing Value from Innovation: Strategies for Innovative Firms	MBM807	10	E	Y	7
International Finance	MBM803	10	E	Y	7
Global Real Estate	MBM814	10	E	Y	7
Strategic Business Analysis	MBM816	10	E	Y	7
Investment Strategy and Practice	MBM819	10	E	Y	7
Mergers and Acquisitions (online)	MBM820	10	E	Y	7
Private Equity (online)	MBM821	10	E	Y	7
Start-ups in Latin America: Practicing Entrepreneurship	MBM187	10	E	N	7

* Cannot be taken alongside 'Investment Strategy and Practice' MBM819.

** The pre-requisite to this module is successful completion of the 5 credit module 'Leading Digital Transformations' MBM173.

*** Cannot be taken alongside 'Mergers and Acquisitions online)' MBM820

**** Cannot be taken alongside 'Private Equity (online)' MBM821.

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

The list of electives offered in a given year will be confirmed in the first week of October that academic year.

Electives can be offered to MBAs in a different format and timetable to the core modules of the programme chosen. In order to have access to a wider array of electives, students should be prepared to adapt their personal agenda to the schedule of the modules, which can vary every year for the reasons mentioned above. In particular, we strongly recommend that Dubai students attend some of the electives in London.

TO WHAT KIND OF CAREER MIGHT I GO ON?

Students typically have the ambition either to progress to more senior management and strategic roles in their organisation, enter a consultancy type firm, change sector, or start up their own business.

Dubai students are supported by the Bayes Careers Online system (also used by the London students), by site visits involving seminars and one-to-one counselling sessions.

For information on the Careers support available at Bayes, please go to: Bayes Careers Online www.cass.city.ac.uk/careersonline

WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?

Students on the Executive MBA (Dubai) can join any of the International Study Tour electives and International Consultancy electives listed above.

WILL I GET ANY PROFESSIONAL RECOGNITION?

Accrediting Body: Association of MBAs (AMBA)

Nature of Accreditation

Approval of quality of design, delivery and administrative support
Periodically reaccredited every 4-5 years

HOW DO I ENTER THE PROGRAMME?

To be considered for the Dubai EMBA, candidates are required to have:

- A good university degree or appropriate professional qualification. Candidates who do not have a degree or a professional qualification may be considered on the basis of evidence of their ability to study successfully at postgraduate level, such as Graduate Management Admissions Test (GMAT), together with evidence of substantial business or professional achievement and, a minimum of four years full-time relevant work experience gained after graduation.
- If English is not the candidate's first language, they will require a minimum well-balanced IELTS score of normally 7.0. This may be waived if the candidate has worked or studied in an English-speaking environment for at least a year, and has a satisfactory interview (see below).
- Applicants will also be required to submit a resume and two professional referee reports.
- All offers will be subject to face-to-face or telephone interviews, where interpersonal skills and English proficiency will also be assessed before formal acceptance onto the programme. Candidates whose language competence is considered borderline, may be required to take an MBA Pre-sessional English programme before commencing the MBA programme.

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