



## MBA (MANUFACTURING EXCELLENCE)

Fulfilling the UAE Vision



### Contact Us

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As an employer in today's highly competitive and globalized business climate you know that the key to your success lies in your most valuable asset - your talent. The unique MBA with a focus on Manufacturing Excellence from the prestigious United Arab Emirates University will prepare selected candidates to reach their potential and take that next step into leadership. This highly selective AACSB accredited program has only limited places available per year. Early application is highly recommended.

# MBA (Manufacturing Excellence)

**M**anufacturing today operates in a highly competitive, global environment. Individuals leading this sector require in-depth exposure to and experience in supply chain mechanisms, inventories, production processes, technology, quality assurance systems, finance, marketing, logistic and environment issues.

The College of Business and Economics at UAEU in cooperation with Tawazun have designed a Master's of Business Administration (MBA) with a specific focus that addresses the needs of the industrial and other manufacturing sectors of the UAE economy.

This two-year part-time program is taught by our top faculty. These faculty members are actively engaged with the business world through pioneering research designed to educate our nation's future leadership.

Your employees will benefit from various approaches used in teaching such as group exercises, discussion, case studies, real-life projects and presentations to ensure effective learning outcomes. We prepare your employees to be agents of change within your organization and to manage challenges and opportunities in order to

maximize the potential of your organization's strategic plans and lead your company into the future.

The cornerstone to this learning experience is the project-based elective courses. The project-based electives are built around the mastery of skills via real-world application to genuine business problems and opportunities. More importantly, your organization has the opportunity to guide the projects that your employees take on, ensuring the ideal learning outcomes for your specific company.

“Innovative leaders know how to create business opportunities from the major challenges facing the world. UAEU has the proven ability to produce such leaders.”

Dr. Peter Oyelere,  
Assistant Dean of Graduate Studies,  
College of Business and Economics, UAEU

## Main Topics

- The changing role of marketing
- The Dynamic Marketing Environment
- Marketing Concept
- Marketing Research
- Understanding Consumer Behaviour
- Business market and buying behaviour
- Segmentation/ Target Markets / Positioning
- Product Levels and Classification
- Pricing Decisions
- Promotion – Advertising, Sales, Promotion, Publicity
- Distribution
- Customer Relationship Management Strategy
- E-marketing Strategies

# ABOUT UAEU AND THE COLLEGE OF BUSINESS AND ECONOMICS

The United Arab Emirates University (UAEU) is the country's first and most prestigious university. This top-ranked institution is a key player in the development and diversification of the UAE's economy. The United Arab Emirates University has a long tradition of educating future leaders, and in partnership with Tawazun, the MBA in Manufacturing Excellence is designed to continue that legacy.

The College of Business and Economics at UAEU is the only business school in the country with a much coveted double AACSB accreditation. This accreditation is reserved for the best business schools around the world and is an assurance that you are receiving the best in business education.



“UAEU develops leaders who can ignite and inspire lasting growth.”

Prof. GERALYN FRANKLIN,  
Dean, College of Business and Economics, UAEU



**Mona Ahmed Al Jaber,**  
Senior Manager,  
Projects Investment Unit, Tawazun



**Ibraheem Hasan Alzaabi,**  
Electrical Engineer, GHQ



**Ahmed Saleh Al Audhil,**  
Aerospace Engineer, GHQ



**Mohamed Osama Al Mahmoud,**  
Senior Analyst, Foreign Affairs  
Industrial Development Unit, Tawazun



**Ahmed Salem Al Dhaheeri,**  
Chief Commercial Officer,  
Emirates Steel

Many MBA programs offer an education in general management but the UAEU MBA with a focus on Manufacturing Excellence is unique because it is specially tailored for the industrial sector. The leadership and management element of the program ensures that it has an enduring value regardless of the career chosen by the participant after graduation. The program equips students with knowledge that can be applied to a variety of real-world business situations. Having the opportunity to graduate with the MBA (Manufacturing Excellence) from UAEU was a great step forward in my career.

Technical and managerial proficiency are both key to advancing my career path. Having the opportunity to enroll in the MBA (Manufacturing Excellence) at UAEU was exactly what I was looking for. This program helped me to achieve my career objectives and provided tailored courses that brought manufacturing industry theory into practice. The manufacturing sector is developing rapidly and I want to contribute to this.

Tawazun is cooperating with UAEU to create a unique MBA opportunity to further develop both professional and personal skills. This program provides the necessary tools and education to help shape future leaders in the manufacturing industry through a set of specifically tailored practical and educational experiences delivered by highly experienced and well qualified faculty. This provides a platform to propel the UAE into a leading position in manufacturing.

UAEU successfully connects theory to everyday experiences in the manufacturing field by perfectly tailoring the content of the MBA Program. Moreover, apart from the knowledge and skills gained, the diversity of the students greatly enriched my experience both personally and professionally.

In addition to broadening perspectives regarding business management, the UAEU MBA program with a focus on Manufacturing Excellence helps students to grow both professionally and personally. The program made my career goals clearer, more focused and also more realistic.

“ **EXCEPTIONAL  
PEOPLE WHO ARE  
SHAPING THE FUTURE** ”



“ The MBA (Manufacturing Excellence) is a unique program which will equip participants with the know-how and practical skills required to lead the fast growing manufacturing sector in the UAE. ”

**Dr Yehya Al Marzouqi,**

Executive Director, Strategic Learning and Development, Tawazun Holding

## TOP BENEFITS FOR ORGANIZATIONS

1. **Develop New Leaders:** Your employees will gain the confidence to challenge conventional thinking in the global marketplace. They will be encouraged to innovate in ways that can only benefit your company.
2. **Employee Retention and Reward:** Enrolling your employee in this MBA will both reward up-and-coming high-fliers in your organization as well as help to retain more senior talent. Significant returns on your investment await.
3. **Contribute to the Prosperity of the Nation:** You will be contributing to the UAE's vision to develop its human capital.
4. **Solve your own Business Problems:** You have the option of tailoring your employee's learning experience to include specific business problem or projects that are salient to your organization's current context.
5. **Long-term Growth:** Sustained employee development can lead to long-term growth and a competitive advantages.
6. **Clear Career Pathways:** This can all be built into your organization's career progression plans.

## TOP BENEFITS FOR THE EMPLOYEE

1. **Advance your Career:** The MBA with a focus on Manufacturing Excellence is specifically designed to prepare employees for leadership roles.
2. **Enhance Earning Potential:** MBA graduates are highly valued within industry. You will be better qualified and more desirable to employers.
3. **Excellent Reputation:** Benefit from our excellent reputation as a top ranked, AACSB accredited business school. This can only enhance your CV.
4. **Build your own Network:** Become part of UAEU's powerful network of more than 57,000+ alumni and draw on their expertise throughout your career.
5. **Learn How to Learn:** The best leaders are the fastest learners. This MBA adopts a learning by doing approach.
6. **Enhance your Abilities:** Our MBA encourages people to think more creatively, manage more effectively and assess their abilities and potential more accurately.
7. **Develop Personal Contacts:** You will learn with (and from) a highly diverse group of experienced and talented professionals while forging a valuable and lasting network of business partners and friends.

“ At UAEU, we challenge you to connect with ideas beyond traditional boundaries by immersing yourself in real-world business challenges. You will develop the skills and broad perspective required to lead the businesses of tomorrow. ”

**Dr. Fernando Zanella,**  
Specialty Manager,  
College of Business and Economics, UAEU



# QUICK FACTS



**UAEU is ranked as**  
#1 university in the UAEU  
#4 in the GCC  
(QS World University Rankings)



**MBA**  
is accredited by AACSB  
(the foremost global accreditation body)



More than 300 graduates have  
already benefited from our  
MBA program



Our partner, Tawazun is a premier  
industry leader in the manufacturing  
and industrial development in the UAE



Other industry partners include  
Emirate Steel, Agthia, GHQ, and  
Abu Dhabi Water & Electricity

## MBA

UAEU was the first university in the  
UAE to offer an MBA program



**Access to the largest number of  
electronic resources in the Arab World**

150,000+ E-Books  
40,000+ E-Journals  
60+ Databases



Become part of UAEU's powerful  
network of 57,000+ alumni



The program is taught by more  
than 40 top faculty and  
international guest speakers



## Major Areas of Study

**INNOVATION & ENTREPRENEURSHIP**

**FINANCIAL MANAGEMENT**

**HUMAN RESOURCE MANAGEMENT**

**ECONOMICS**

**BUSINESS ETHICS & CORPORATE GOVERNANCE**

**MANAGEMENT & STRATEGY**

**MANAGERIAL ANALYTICS**

**MARKETING**

**GLOBAL OPERATIONS MANAGEMENT**


**ACCOUNTING**

# ADMISSIONS

Admission into the UAEU MBA Program (Manufacturing Excellence) is selective in nature. Most candidates are assessed and then selected by their employer based on their role within the organization. Admission is also open to self-sponsored candidates of any nationality, provided they are senior employees within their organization, and pass the selection process. A critical requirement is that successful candidates are capable of undertaking postgraduate-level studies and have been identified as potential leaders within their organization. The MBA Admissions Committee, consisting of members of the UAEU MBA Joint Advisory Committee, along with the Director of the MBA course, evaluate each applicant to determine their suitability for admission to the course.

## Application Documents Required

- Submit a completed MBA application form, along with a copy of all the other documents required.
- Possession of a Bachelor's degree (any major) from UAEU or another institution recognized by the Ministry of Higher Education, with a GPA of 3 (out of 4) or higher. Candidates with a lower GPA may be considered based on the length of their work experience.
- Submit one of the following English language test scores:
  - Paper-based TOEFL 550
  - Internet-based TOEFL (ibT) 79-80
  - Computer-based TOEFL 213
  - IELTS (Academic) 6. Exceptions may be made for candidates with degrees from an accredited English language

- 
- speaking country (e.g. the USA, UK, Canada, Ireland, Australia, New Zealand, etc.)
  - Three years' work experience (recommended).
  - Attend a personal interview with the MBA Program Director and/or other members of the UAEU MBA Joint Advisory Committee.

A limited number of highly qualified students will be admitted to each cohort. The final decision concerning acceptance into the program rests with UAEU's MBA Admissions Committee.

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# PROGRAM OVERVIEW

The curriculum includes 12 core courses and 4 electives. The four elective courses are based on projects selected on the basis of the participants' industrial abilities and core competencies. The program is taught at the UAEU-Tawazun Centre for Industrial Leadership, in the Sky Tower on Reem Island, Abu Dhabi. Classes are held two evenings a week, from 15:00 PM to 19:00 PM. The program includes a total of 16 courses (48 credit hours), in addition to a bridging course, and adheres to AACSB requirements. The project-based electives are built around the mastery of skills developed through dealing with real-world applied business problems and opportunities.



## Program Structure

The detailed program structure below shows the three core courses for each semester and the project-based course. There are several project sequences available to choose from. Each project sequence is generated by a real business activity and developed by the organization's own experts and CBE faculty.

Bridging	Economic Development Strategy and Offsets Introduction to Quantitative & Statistical Analysis Foundations of Manufacturing Management Learning Through Case Studies Zodiak - Business Simulation Session	August. 2015
<b>12 CORE COURSE</b>		
Exploration Semester	ECON 605 - The UAE in the Global Business Environment STAT 640 - Statistics & Quantitative Analysis ACCT 601 - Accounting for Senior Managers Project Sequence 1	Sept. 2015 Oct. 2015
		Nov. 2015
Elaboration Term	MIST610 - Management Information System FINC 610 - Financial Management ECON 651 - Managerial Economics Project Sequence 2	Feb. 2016
		Mar. 2016
		Apr. 2016
Application Term I	MKTG605 - Marketing Management in Manufacturing Firms MGMT650 - Global Operations Management MGMT610 - Strategic Human Resource Management Project Sequence 3	Sept. 2016
		Oct. 2016
		Nov. 2016
Application Term II	MGMT660 - Strategic Management MGMT620 - Entrepreneurship & Innovation MGMT630 - Business Ethics & Corp. Governance Project Sequence 4	Feb. 2017
		Mar. 2017
		Apr. 2017

## Bridging Course

The bridging course is held before the first month of the actual course to introduce students to basic business knowledge and other soft skills. Students cannot be admitted to the program without completing the bridging course, which provides valuable preparation.

Course Name	Duration (Hours)	Days	Potential Facilitators
Economic Development Strategy and Offsets	2	1	Dr. Yehya Al-Marzouqi & Dr. Fernando Zanella
Introduction to Quantitative & Statistical Analysis	8	2	Prof. Kilani Ghoudi
Foundations of Manufacturing Management	8	2	Dr. Basel Al-Sayyed
Learning Through Case Studies	8	2	Dr. Hassan Selim
Zodiak - Business Simulation Session	12	3	Pro-Training

## List of Core Courses

**ECON 605:** The UAE in a Global Business Environment

**STAT 640:** Statistical and Quantitative Analysis

**ACCT 601:** Accounting for Senior Managers

**MIST 610:** Management Information Systems

**ECON 651:** Managerial Economics

**MKTG 605:** Marketing Management in Manufacturing Firms

**FINC 610:** Financial Management

**MGMT 650:** Global Operations Management

**MGMT 610:** Strategic Human Resource Management

**MGMT 660:** Strategic Management

**MGMT 620:** Entrepreneurship and Innovation

**MGMT 630:** Business Ethics and Corporate Governance

## International Business Module

The International business module aims at providing the participants with a comprehensive view of best practices adopted by various manufacturing and industrial organizations outside the UAE. This week-long module involves visits to companies and R&D centers, presentations by subject matter experts, practical demonstrations and assignments to be completed after the trip.

## Project-Based MBA Electives

The project-based electives are structured around mastering skills through real-world applied business projects. These team projects are organizationally based with students working with other professionals to deliver tasks and build skills. The following section shows one example of a project elective.

### Example of a Project Elective

#### Project Sequence 1: Strategic Leadership

Participants develop or enhance a strategy for an organization, subsidiary, division, department or section, using a range of managerial and analytical tools. Learners develop strategic plans and tactical responses to help the entity realize its mission, vision, values and goals. The project teams select a suitable company and business unit to implement the planned project. The project sequence is structured as displayed below.

GBUS 610	Ethics & Corporate Responsibility
GBUS 620	Creativity & Competitive Advantage
GBUS 630	External Company Analysis
GBUS 640 -I	Internal Company Analysis
GBUS 640 -II	Business Level Strategy





### Other Project Sequences

- Project Sequence 2: Consumers in the Market
- Project Sequence 3: Enterprise Performance
- Project Sequence 4: Implementing Strategy
- Project Sequence TEAM: Team Strategy Project