

University of Wollongong in Dubai

Important Notes:

- * *All students to read and comply with the Minimum Rate of Progress (MRP) policy available on the MyUOWD website.*

Important information relating to rules, policies and procedures can be found both in this booklet AND on the MyUOWD website

- * *It's compulsory for all new PG students to meet their Program Directors / Academic Advisors during the 1st semester to discuss their respective degree. Please contact them to make an appointment.*

Degree Handbook PG Students Spring 2011

Faculties and Degree Programs Offered

The University of Wollongong in Dubai offers the following degrees under three Faculties which are as follows:

Post Graduate Degree Programs:

Faculty of Business and Management offers the following:

Master of Business Administration
Master of International Business
Master of Quality Management
Master of Strategic Human Resource Management
Master of Strategic Marketing
Master of Science (Logistics)

Faculty of Finance and Accounting offers the following:

Master of Applied Finance and Banking

Faculty of computer Science and Engineering offers the following:

Master of Information Technology Management
Master of Engineering Management

Session Dates 2010-2011

Spring Session 2011

	Postgraduate
Pre-enrolment Period	19 December (5 pm Dubai time)
Orientation and Enrolment	1 February
Last day for payment of tuition fees	3 February
Lectures Commence	5 – 24 February (3 weeks)
Last day to enrol in subjects	10 February
Mid-Session Recess (1 week)	26 February – 3 March
Lectures Recommence	5 March – 21 April (7 weeks)
Last day to withdraw without fail	7 April
Examinations (2 weeks)	23 April – 5 May
End of session break	8 May (2 weeks)

Summer Session 2011

	Postgraduate
Pre-enrolment Period	25 April
Orientation and Enrolment	16 May
Last day for payment of tuition fees	19 May
Lectures commence	21 May – 21 July (9 weeks)
Last day to enrol in subjects	26 May
Last day to withdraw without fail	7 July
Exams (1 week)	23 July – 30 July
End of session break	31 July – 8 September (6 weeks)

Autumn Session 2011

	Postgraduate
Pre-enrolment Period	8 August
Orientation and Enrolment	23 August
Last day for payment of tuition fees	8 September
Lectures commence	10 Sept – 3 November (8 weeks)
Last day to enrol in subjects	15 September

Mid-Session Recess (1 week)	5 November – 10 November
Lectures recommence	12 Nov – 24 Nov (2 weeks)
Last day to withdraw without fail	3 November
Examinations (2 weeks)	27 November – 10 December
End of session break	11 December

Enrolment Procedures

From second semester onwards, students should enrol for their subjects online via SOLS. Enrolment dates are available to students online. It is the student's responsibility to enrol early.

Postgraduate students can enrol for a maximum of 24 credit points online.

Manual Enrolment: This form is used when request for a special approval (e.g. for an additional/substitute subject) is approved by the Dean's office.

Variation to Enrolment: This form is used when a student needs to withdraw from a subject, change subjects or sections and is unable to do it online. Individual circumstances are considered : This form is not guaranteed to be approved by the Dean's office; hence students are requested to enrol in the section that they can attend from the beginning.

Change of Degree/Major: This form is used for changing degrees or majors. There is a risk of not getting all subjects transferred to new degree/major. Students will need to work with their Academic Advisor to plan ahead, otherwise they may risk graduation delay.

Pre-requisite Waiver Form: This form is used when a student receives a provisional status for a subject where he/she has already passed its UOWD pre-requisite subjects. This needs to be approved by an academic advisor/Dean's office.

Exclusions: If a subject has an exclusion clause to it, students should not enrol in its equivalent. If students complete both subjects, only one will be counted towards the degree. When in doubt, always check with your Academic Advisor.

Degree Planning: students are strongly encouraged to follow the recommended sequence for their degree and plan subjects for each semester. This will ensure timely completion of degree and also takes into consideration the student's ability and subject availability.

****Note: After approval from the appropriate Faculty, students need to submit the forms to the Registrar department. This is students' responsibility.***

Please observe the deadlines (which will be made available online as well as on notice boards) for enrolment and withdrawal of subjects in order to avoid financial and/or academic penalty.

Academic Resources for Students

Student Online Resources (MyUOWD website)

- Student intranet website
- It provides students with updates on what is happening in and around the University.
- It gives student access to subject related information uploaded by lecturers.
- **Students are advised to check regularly for the following: Timetables, important notices (general and subject related), university events, Faculty consultation hours, seminars and workshops.**

A tutorial to use this resource is available on <https://my.uowdubai.ac.ae> website under the link Download MyUOWD Website Tutorial (pdf.)

Student Online System (SOLS)

- It provides a range of services including subject enrolment, withdrawal, assessment and final exam marks, personal details, fee information and others.
- Sols mail is a system where official communications are sent online as messages to students.

SOLS website can be accessed on this link: www.uow.edu.au/student

More information on SOLS can be obtained on this link:
<http://www.uowdubai.ac.ae/cs/details.php?sec=3>

In case of technical problem, please contact out ITTS dept at
TechnicalSupport@uowdubai.ac.ae

Academic Support for Students

Academic Advising System

The University of Wollongong in Dubai recognizes academic advising as a key role in helping students attain their educational goals.

Students should meet with their Academic Program Director OR refer to the notice boards for further information on Academic Advisors:

- Formulating academic goals
- Degree planning which includes selecting the right subjects to enroll in each semester
- Understanding and meeting degree requirements
- Understanding academic regulations and procedures
- Monitoring academic progress
- Responding to academic difficulties

For subjects specific information students can visit their lecturer during his/her consultation hours.

Student academic support services

- The student Services Department provides assistance for students who wish to further their academic skills and/or who are experiencing difficulties with their studies.

- Academic skills workshops are conducted for both UG and PG students on a range of topics aimed at providing students an opportunity to learn the academic skills that will be needed throughout their studies.

Peer tutoring offers academic support to student through small group sessions or one-on-one tutoring led by trained peer tutors.

For further information, please see:
<http://www.uowdubai.ac.ae/ss/details.php?sec=2,20>

Academic Progress

Degree Completion Requirements:

All Postgraduate degrees require an overall weighted average (WAM) of 50 to be awarded a degree.

To find out how the WAM is calculated at UOWD, please check the assessment policy which can be accessed under the policies link on <https://my.uowdubai.ac.ae> website. Other policies are available...(also shown below)

Note:

- Individual degree requirements are mentioned in detail under the relevant Faculty section
- In case of receiving a fail in a subject, **the mark received for the fail grade is also included in the calculation**

Attendance Requirement: The student attendance policy sets out the procedures and criteria for attendance in classes (tutorials, workshops and labs). Attendance requirements are explained in each subject outline.

Minimum Rate of Progress (MRP): The MRP policy outlines the rules, responsibilities and procedures for both undergraduate and postgraduate students in order to satisfy the minimum progress requirements throughout the degree program.

Minimum Passing Requirement for Each Subject: This information can be found in each subject outline.

Plagiarism: This means using the ideas of others (can include author, journalist, lecturer, other student etc) without giving them proper credit. Plagiarism is not tolerated and may lead to expulsion from the University.

Special Consideration Policy: This policy sets out the procedures and criteria for special consideration requests for all forms of assessment (including supplementary examinations).

Release of Results: Final mark and grade is released on SOLS by the Registrar. No information concerning results will be given by telephone, email or in person.

Re-marking/Re-evaluation Policy: This policy sets out procedures to follow if a student feels that the mark or grade they have been awarded for a subject is not indicative of their performance or that there may have been an error in determining their mark or final grade.

Academic Misconduct: The rules for student conduct and discipline outlines the expected standards of conduct and penalties for misconduct (if applicable).

The Academic Grievance – Student’s Policy: Sets out the University’s general approach to resolving academic grievances and procedures.

All the above mentioned policies are available under the policies section on the <https://my.uowdubai.ac.ae> website.

Faculties and Degree Programs

Faculty of Business and Management

The Faculty of Business and Management is located in Room 3-23, Block 15, Knowledge Village.

Contact numbers:

04 3672461- 04 3672452- 04 3753061. Fax number: 04 3672754

The Faculty of Business and Management includes both undergraduate and postgraduate degrees in the field of Management, HR, Quality and Logistics.

Today's highly competitive business environment requires well-qualified, effective decision-makers to take up leadership positions. Businesses want employees with a demonstrated track record of experience, underpinned by relevant qualifications that have helped them develop their management competencies. A relevant degree is a key stepping stone to gaining a position of leadership.

The Faculty of Business and Management aims to create an environment in which students can explore, develop and apply their learning enabling them to make significant contributions to society

Our hallmark is a strong focus on strategy, leadership and the skills necessary to operate in a challenging and changing global environment. Our programs of study require a commitment to teamwork and an enthusiasm to achieve. They are specifically designed to help students attain their career goals.

Who's who Within the Faculty

Dean:

Dr. Arijit Sikdar

Email : ArijitSikdar@uowdubai.ac.ae

Deputy Dean:

Dr. Melodena Balakrishnan

Email: MelodenaBalakrishnan@uowdubai.ac.ae

Faculty Coordinator :

Ms. Rachel Towers

Email : RachelTowers@uowdubai.ac.ae

Program Directors :

FACULTY MEMBER	PROGRAMME DIRECTOR	EMAIL ID
MBA	MELODENA BALAKRISHNAN	MelodenaBalakrishnan@uowdubai.ac.ae
MIB	GWENDOLYN RODRIGUES	GwendolynRodrigues@uowdubai.ac.ae
MSHRM	PETER HOSIE	PeterHosie@uowdubai.ac.ae
MSM	PRAKASH VEL	PrakashVel@uowdubai.ac.ae
MQM	ABDEL MONEIM	AbdelmoneimAhmed@uowdubai.ac.ae
MSL	TBA	In the interim please contact: Balansundarakani@uowdubai.ac.ae OR ArijitSikdar@uowdubai.ac.ae

Academic Advisors

Students should refer to the notice board for details.

POSTGRADUATE DEGREE PROGRAMS

Degree Programs Offered:

- Master of Business Administration
- Master of International Business
- Master of Quality Management
- Master of Strategic Human Resource Management
- Master of Strategic Marketing
- Master of Science (Logistics)

Spring and Autumn sessions are of 10 weeks duration while Summer session is of 9 weeks duration.

All students enrolled in the Masters degrees must adhere to the below rules:

Probationary Admission: Students on probation may enrol in and complete a maximum of two (2) subjects in the first semester and must achieve a semester average of 50% in the subjects to continue in the program. If the student does not obtain the minimum average score of 50% in the subjects take, the student will be dismissed and not allowed to enrol again in the program. Please note, International students must enrol in two (2) subjects to meet visa requirements.

Please check your offer letter to see if this condition applies to you.

Minimum Rate of Progress:

Please check with the Faculty Coordinator or Registrar and consult the Assessment Policy for further information.

Degree Completion Requirements:

All Postgraduate degrees require an overall weighted average (WAM) of 50_ to be awarded a degree.

To find out how the WAM is calculated at UOWD, please check the Assessment policy which can be accessed under the policies link on <https://my.uowdubai.ac.ae> website.

Master of Business Administration

The Master of Business Administration (MBA) is an interdisciplinary and practical course that allows participants to apply knowledge gained from their study to bridge the gap between classroom learning and the business world. The compulsory subjects of the program have a strategic focus that tackle practical issues and concepts and develop skills required by a modern manager. They offer an introduction to key managerial concepts and the skills required by managers, providing a foundation for the elective subjects that follow.

The program of study requires a commitment to teamwork and enthusiasm to achieve.

At the completion of the MBA program, graduates should be able to analyse any problem they encounter within an organization by identifying the key factors, generating a range of solutions and make strong managerial decisions.

Degree Requirement: Candidates are required to complete twelve (12) subjects (72cps) according to the sequence of study listed below.

There are eight (8) compulsory subjects that are required to be completed along with four (4) elective subjects to be selected from the approved list only.

Core (8 Subjects)		Electives (Choose any 4)	
TBS901	Accounting for Managers	ECON939	Quantitative Economic Analysis
TBS903	Managing People in Organisations	FIN928	Multinational Financial Management
TBS904	Marketing Management	FIN955	International Banking
TBS905	Economic Analysis of the Business Environment	MARK977	Research for Marketing Decisions
TBS906	Information Systems for Managers	MGMT915	Management of Change
#TBS907 (Pre-requisite TBS901)	Financial Strategy	MGMT953	Human Resource Management
TBS920	International Business Strategy	MGMT978	Cross Cultural Management
* TBS921	Strategic Decision Making	TBS908	Supply Chain Management
		TBS930	Operations Management
		TBS982	Marketing in a Global Economy
		TBS983	International Business Economic Environment

TBS901 is a pre-requisite to TBS907 and needs to be completed before taking TBS907

TBS920 – It is highly recommended to take this subject after completion of TBS903, TBS901, TBS904 and TBS905.

*** Capstone: TBS921 should be taken in the final semester.**

Recommended sequence of study

- **Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.**
- **All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.**
- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Session 1*	Session 2	Session 3	Session 4	Session 5	Session 6
TBS901	TBS904	TBS906	TBS907	TBS920	TBS921
TBS903	TBS905	Elective	Elective	Elective	Elective

* session = semester

It is the responsibility of the students to check the subject offering in order to plan their degree.

Master of International Business

The Master of International Business (MIB) is intended for both new graduates about to embark on their first line managerial position, and for experienced managers with relevant professional experience who wish to enhance their knowledge and expertise in global management issues.

The MIB attempts to provide candidates with the necessary skills and competencies to manage effectively in a challenging and changing global environment, and attempts to prepare graduates for careers in management positions in both the public and private sectors.

Degree Requirement:

Candidates are required to complete eight (10) subjects (60cps) according to the sequence of study listed below.

There are seven (7) compulsory subjects that are required to be completed along with three (3) elective subjects to be selected from the approved list only.

Core (7 Subjects)		Electives (Choose any 3)	
TBS980	International Financial Management	ECON939	Quantitative Economic Analysis
TBS981	Managing in Multi-National Companies	FIN928	Multinational Financial Management
TBS982	Marketing in a Global Economy	FIN955	International Banking
MGMT978	Cross Cultural Management	MARK977	Research for Marketing Decisions
TBS983	International Business Economic Environment	MGMT915	Management of Change
TBS 972	Current Issues in International Business	MGMT953	Human Resource Management
*TBS984	International Business	TBS904	Marketing Management
		TBS905	Economic Analysis of Business
		TBS906	Information Systems for Managers
		TBS908	Supply Chain Management
		TBS930	Operations Management

- **Capstone: TBS984 should be taken in the final semester.**

Recommended sequence of study

- **Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.**
- **All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.**
- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Recommended sequence of study for students joining in Autumn

Autumn	Spring	Summer	Autumn	Spring
TBS980	TBS982	TBS983	TBS 972	TBS984
TBS981	MGMT978	Elective	Elective	Elective

Recommended sequence of study for students joining in Spring:

Spring	Summer	Autumn	Spring	Summer
TBS980	TBS982	TBS983	TBS 972	TBS984
TBS981	Elective	MGMT978	Elective	Elective

Recommended sequence of study for students joining in Summer:

Summer	Autumn	Spring	Summer	Autumn
TBS980	TBS982	TBS 972	TBS983	TBS984
Elective	MGMT978	TBS981	Elective	Elective

It is the responsibility of the students to check the subject offering in order to plan their degree.

Master of Quality Management

The Master of Quality Management (MQM) was introduced in Dubai in 1996 in association with the Dubai Quality Group. It is the study of modern management and productivity improvement concepts and techniques. A drive for improved quality requires a change in the whole company culture, including increased quality control from both internal and external sources. This degree is designed to equip decision-makers and managers with the tools necessary to implement and manage quality systems within organizations.

Degree Requirement

Students are required to complete eight (8) subjects (48cps) according to the sequence of study listed below. There are five (5) compulsory subjects that are required to be completed along with three (3) elective subjects to be selected from the approved list (shown below) only.

Core (5 Subjects)		Electives (Choose any 3)	
TBS950	Quality in Management	ECON939	Quantitative Economic Analysis
TBS951	Statistics for Quality Management	FIN955	International Banking
TBS952	Implementing Quality Systems	MARK977	Research for Marketing Decisions
TBS953	Management of Service Quality	MGMT915	Management of Change
*TBS955	Quality Assurance	MGMT953	Human Resource Management
		MGMT978	Cross Cultural Management
		TBS901	Accounting for Managers
		TBS904	Marketing Management
		TBS905	Economic Analysis of Business
		TBS906	Information Systems for Managers
		TBS908	Supply Chain Management
		TBS930	Operations Management
		TBS981	Managing in Multi-National Companies
		TBS982	Marketing in a Global Economy
		TBS983	International Business Economic Environment
		TBS984	International Business

TBS950 is a pre-requisite to TBS952 and TBS9853 and needs to be completed before taking those subjects.

* Capstone: TBS955 should be taken in the final semester.

MQM Recommended sequence of study

- Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.
- All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.

- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Recommended sequence of study for students joining in Autumn

Autumn	Spring	Summer	Autumn
TBS950	TBS953	TBS952	TBS955
TBS951	Elective	Elective	Elective

Recommended sequence of study for students joining in Spring

Spring	Summer	Autumn	Spring
TBS950	TBS952	TBS953	Elective
TBS951	Elective	TBS955	Elective

Recommended sequence of study for students joining in Summer

Summer	Autumn	Spring	Summer
TBS950	TBS953	TBS952	TBS955
Elective	TBS951	Elective	Elective

It is the responsibility of the students to check the subject offering in order to plan their degree.

Master of Strategic Marketing

The MSM Program provides students with the advanced skills to generate products and services for which there is a defined customer need, and to strategically position the product or service in the market with effective promotion, pricing and distribution strategies. The program strives to provide students with a thorough grounding in the strategic marketing techniques required to excel in today's increasingly competitive global marketplace.

The MSM is for marketing practitioners, with the ambition to become effective marketing strategists, who will apply contemporary marketing theory and practice, incorporating international and global perspectives, to their current and future roles. The knowledge, competencies and skills required in modern day marketing are developed through applied research and critical synthesis of alternate marketing perspectives. The MSM provides opportunities for students to build a solid base for continuous self-development as a marketing expert in their field of specialization.

Degree Requirement

Candidates are required to complete eight (8) subjects (48cps) according to the sequence of study listed below. There are six (6) compulsory subjects that are required to be completed along with two (2) elective subjects to be selected from the approved list only.

Core (6 Subjects)		Electives (Choose any 2)	
MARK922	Marketing Management	MARK917	Business to Business Marketing
MARK936	Consumer Behaviour	MARK938	Managing Services & Relationship Marketing
#MARK940	Marketing Communications	MARK959	Sales Management
MARK977	Research for Marketing Decisions	TBS901	Accounting for Managers
MARK997	Retail Marketing Management	TBS903	Managing People in Organisations
*MARK935	Marketing Strategy	TBS905	Economic Analysis of Business
		TBS906	Information Systems for Managers
		TBS920	International Business Strategy

MARK936 is a pre-requisite to MARK940 and needs to be completed before taking MARK940

*** Capstone: MARK935 should be taken in the final semester.**

MSM Recommended sequence of study

- **Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.**
- **All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.**
- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Recommended sequence of study for students joining in Autumn

Autumn	Spring	Summer	Autumn
MARK922	MARK940	MARK977	MARK935
MARK936	MARK997	Elective	Elective

Recommended sequence of study for students joining in Spring

Spring	Summer	Autumn	Spring
MARK922	MARK977	MARK940	MARK935
MARK936	MARK997	Elective	Elective

Recommended sequence of study for students joining in Summer

Summer	Autumn	Spring	Summer
MARK922	MARK940	MARK997	MARK935
MARK936	MARK977	Elective	Elective

It is the responsibility of the students to check the subject offering in order to plan their degree.

Master of Strategic Human Resource Management

The Master of Strategic Human Resource Management (MSHRM) is designed to prepare students and professionals with advanced human resource management skills. The program presents powerful tools for analyzing strategic alignment, managing employment relationships and identifying leadership and team dynamic skills essential to orchestrate organizational change. The program will provide critical perspectives on the role and functions of HR executives and change agents.

All courses in the MSHRM degree program are designed to equip individuals with the management expertise to identify and provide solutions to human resource issues that are complex and evolving. Strategic human resource management will provide graduates with the opportunity to obtain proficiency in human resource management

concepts, skills and activities in order to help develop human resource systems that will support an organization's strategic objectives.

Degree Requirement:

Candidates are required to complete eight (8) subjects (48cps) according to the sequence of study listed below.

There are six (6) compulsory subjects that are required to be completed along with

Core (6 Subjects)		Electives (Choose any 2)	
TBS903	Managing People in Organisations	MARK922	Marketing Management
MGMT908	Human Resource Development	MGMT910	Strategic Management
MGMT920	Organisational Analysis	MGMT915	Management of Change
MGMT949	Performance Management	MGMT978	Cross Cultural Management
MGMT969	Job Analysis, Recruitment and Selection		
*MGMT930	Strategic Human Resource Management		

two (2) elective subjects to be selected from the approved list only.

- **Capstone: MGMT930 should be taken in the final semester.**

MSHRM Recommended sequence of study (PT0)

- **Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.**
- **All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.**
- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Recommended sequence of study for students joining in Autumn

Autumn	Spring	Summer	Autumn
MGMT908	MGMT969	MGMT949	MGMT930
TBS903	MGMT920	Elective	Elective

Recommended sequence of study for students joining in Spring

Spring	Summer	Autumn	Spring
MGMT920	MGMT949	MGMT969	MGMT930
TBS903	MGMT908	Elective	Elective

Recommended sequence of study for students joining in Summer

Summer	Autumn	Spring	Summer
MGMT908	MGMT969	MGMT949	MGMT930
TBS903	MGMT920	Elective	elective

It is the responsibility of the students to check the subject offering in order to plan their degree.

Master of Science in Logistics

The Master of Science Logistics program is designed to provide professionals working within the logistics and operations management area with the skills to manage the flow of materials and information within and between organizations and their business environment. It incorporates both practical and theoretical aspects of logistics and supply chain management to assist managers in increasing business efficiency and advancing their individual careers.

This course will provide managers with the tools to effectively implement supply chain management, enhancing the competitive success and profitability of their organizations. Professionals and managers working within the logistics and operations management area will acquire the skills required to manage the flow of materials and information within and between organizations.

Degree Requirement

Candidates are required to complete eight (8) subjects (48cps) according to the sequence of study listed below.

There are six (6) compulsory subjects that are required to be completed along with two (2) electives from one of the streams mentioned below:

Core (6 Subjects)		Electives (Choose any 2)	
TBS908	Supply Chain Management	<i>Supply Chain Management Stream</i>	
TBS912	Quantitative Methods for Decision Making	TBS927	Process and Change Management
TBS928	Logistics System Management	TBS933	Procurement Management
TBS925	Inventory Management		
TBS934	Logistics Information Systems	<i>Operations Stream</i>	
*TBS918	Strategic Supply Chain Management	TBS931	Manufacturing and Operations Strategy
		TBS932	Service Operations Management

* **Capstone: TBS918 should be taken in the final semester.**

Please check with your Academic Advisor for the recommended subject sequence as this may vary for this degree,

- **Students are strongly encouraged to follow the suggested sequence, as discussed with their Academic Advisor to graduate in a timely manner.**
- **All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.**
- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

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Faculty of Finance and Accounting

The Faculty of Finance and Accounting is located in Room 3-23, Block 15, Knowledge Village.

Contact number 04 3672441

Fax: 04 3672754

The Faculty of Finance & Accounting of the University of Wollongong in Dubai aims to equip graduates in UG & PG degrees with the practical and theoretical skills to operate in a rapidly changing and competitive commercial environment.

The Faculty of Finance & Accounting prepares students for career in the corporate world by providing them with well developed critical thinking, analytical and interpersonal skills, and the ability to work in a multi-cultural environment. Faculty of Finance & Accounting graduates have an extensive and relevant knowledge base in their areas of study built on strong theoretical frameworks and practical expertise. They are proficient in computer and information literacy skills and able to work effectively in teams to analyze and solve complex problems related to Economics, Accounting, Finance & Banking.

Teaching staff at the Faculty of Finance & Accounting are experts in their fields and have close links with business and industry, coupled with a strong research background. The Faculty is home to award winning lecturers and internationally renowned researchers. The faculty use student-centred teaching methods to suit a variety of learning styles and enhance the learning experience, including face-to-face teaching, interactive group work and flexible delivery.

Who's who within the Faculty

Dean:

Dr. David Goodwin

Email : DavidGoodwin@uowdubai.ac.ae

Program Director:

Dr. Naeem Muhammad – Tel: 04-367 2423

Email : NaeemMuhammad@uowdubai.ac.ae

Faculty Coordinator:

Mr. Ivan D'Souza - Tel: 04 367 2441

Email : IvanDsouza@uowdubai.ac.ae

***Degree Program offered:* Master of Applied Finance and Banking**

This section provides details on subjects that need to be completed in order to graduate. A degree plan (subject sequence) is also given at the end of each degree.

Spring and Autumn sessions are of 10 weeks duration while Summer session is of 9 weeks duration.

Students are strongly encouraged to follow the subject sequence to graduate in a timely manner. All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation. If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for. The University has no obligation to offer a subject to meet the requirements of an individual student.

All students enrolled in the Masters degrees must adhere to the below rules:

Probationary Admission: Students on probation may enrol in and complete a maximum of two (2) subjects in the first semester and must achieve a semester average of 50% in the subjects to continue in the program. If the student does not obtain the minimum average score of 50% in the subjects take, the student will be dismissed and not allowed to enrol again in the program. Please note, International students must enrol in two (2) subjects to meet visa requirements.

Please check your offer letter to see if this condition applies to you

Minimum Rate of Progress:

Please check with the Faculty Coordinator or Faculty Dean for information on the Minimum rate of progress.

Degree Completion requirements:

All Postgraduate degrees require an overall weighted average (WAM) of 50 to be awarded a degree.

To find out how the WAM is calculated at UOWD, please check the assessment policy which can be accessed under the policies link on <https://my.uowdubai.ac.ae> website.

Master of Applied Finance and Banking

The Master of Applied Finance and Banking (MAFB) is designed to prepare students and professionals with advanced financial management and banking skills. This program incorporates finance strategy with banking theory and aligns its application to practice, with the aim of equipping students with knowledge and skills required to successfully compete in the job market in the areas of accounting, finance and banking. The curriculum has been specifically developed with an international focus, allowing graduates to seek careers in this sector in any part of the world.

The Master of Applied Finance and Banking offers a detailed examination of banks and related financial intermediaries. It provides an in-depth understanding of banking and finance issues such as investment management, analysis and strategy, international banking management (practice, lending and securities), quantitative economic analysis financial management and risk management. The degree prepares students to develop and enhance professional careers in the finance and banking sectors in a contemporary globalised economy.

Degree Requirement:

Candidates are required to complete ten (10) subjects (60cps) according to the sequence of study listed below.

There are eight (8) compulsory subjects that are required to be completed along with two (2) elective subjects to be selected from the approved list (shown below) only.

Core (8 Subjects)		Electives (Choose any 2)	
ECON939	Quantitative Economic Analysis	FIN921	Managerial Finance
FIN922	Investment Management	FIN924	Financial Statement Analysis for Business
FIN925	Banking Theory and Practice	FIN926	Advanced Managerial Finance
FIN928	Multinational Financial Management	TBS903	Managing People in Organisations
FIN955	International Banking	TBS904	Marketing Management
FIN956	Bank Lending and Securities	TBS920	International Business Strategy
TBS905	Economic Analysis of Business		
*FIN923	Portfolio Management		

* Capstone: FIN923 should be taken in the final semester.

The subject sequence is currently under review, please contact your Programme Director for further information.

- Students are strongly encouraged to follow the subject sequence to graduate in a timely manner.
- All subjects are not offered in all semesters and if the sequence is not followed, they run a risk of a delay in their graduation.
- If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.

The University has no obligation to offer a subject to meet the requirements of an individual student.

Students commencing their degree in Summer session

Summer	Autumn	Spring	Summer	Autumn

Students commencing their degree in Autumn session

Autumn	Spring	Summer	Autumn	Spring

Students commencing their degree in Spring session

Spring	Summer	Autumn	Spring	Summer

Note: MAFB students are requested to meet their Program Director / Academic Advisor during the middle of their 1st semester for their subject sequencing.

Faculty of Computer Science and Engineering

The Faculty of Computer Science and Engineering is located in Room 3-23, Block 15, Knowledge Village

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Who's who within the Faculty

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Master of Information Technology Management (MITM)

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Academic Advising System

The University of Wollongong in Dubai recognizes academic advising as a key role in helping students attain their educational goals.

Students should meet with their Academic Program Director who will then refer them to an Advisor to assist with the following:

.Formulating academic goals

- Degree planning which includes selecting the right subjects to enroll in each semester
- Understanding and meeting degree requirements
- Understanding academic regulations and procedures
- Monitoring academic progress
- Responding to academic difficulties

For subjects specific information students can visit their lecturer during his/her consultation hours.

POSTGRADUATE DEGREE PROGRAMS

Degree Programs offered:

- Master of Engineering Management
- Master of Information Technology Management

This section provides details on subjects that need to be completed in order to graduate. A degree plan (subject sequence) is also given at the end of each degree.

Spring and Autumn sessions are of 10 weeks duration while Summer session is of 9 weeks duration.

All students enrolled in the Masters degrees must adhere to the below rules:

Probationary Admission: Students on probation may enrol in and complete a maximum of two (2) subjects in the first semester and must achieve a semester average of 50% in the subjects to continue in the program. If the student does not obtain the minimum average score of 50% in the subjects take, the student will be dismissed and not allowed to enrol again in the program. Please note, International students must enrol in two (2) subjects to meet visa requirements.

Please check your offer letter to see if this condition applies to you

Minimum Rate of Progress:

Please check with the Faculty Coordinator or Faculty Dean for information on the Minimum rate of progress.

Degree Completion requirements:

All Postgraduate degrees require an overall weighted average (WAM) of 50 to be awarded a degree.

To find out how the WAM is calculated at UOWD, please check the assessment policy which can be accessed under the policies link on <https://my.uowdubai.ac.ae> website.

Master of Engineering Management

The Master of Engineering Management degree program (MEM) is designed to prepare engineers in better management of company resources towards successful completion of engineering projects. Basic management principles are of valid interest for all engineers as involvement in some level of management responsibility is an inevitable component of most engineering careers. The knowledge and skills of integrating engineering and management techniques in designing, operating, evaluating, implementing and managing continuous improvements of systems is highly valued in today's industrial environment.

The Master of Engineering Management is structured so as to enable engineering practitioners to advance into positions of greater managerial responsibility, to advance their careers and to develop core competencies in engineering management. The MEM focuses on the need for students to acquire and demonstrate a command of creative, analytical and conceptual skills. It challenges the student to analyze, diagnose and execute strategic judgments across all engineering functions.

Engineering management prepares individuals to successfully integrate engineering and management knowledge while optimizing the use of people, money, equipment and information. MEM is a strategically designed program that will provide graduates the opportunity to improve their management skills and their understanding of business practices which is very much necessary in today's highly competitive environment. Graduates of this program will become empowered to work in teams and understand managers from other disciplines including finance, human resources and marketing.

Degree requirements:

Candidates are required to complete ten (10) subjects (60cps) according to the sequence of study listed below.

There are eight (8) compulsory subjects that are required to be completed along with two (2) elective subjects to be selected from the approved subjects provided each session by the Faculty

Students should consult their Program Director to plan their degree each semester.

- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Core subjects (8)

Code	Title	Credit points
ENGG 938	Engineering Economics	6 cp
ENGG 939	Engineering Logistics	6 cp
ENGG 951	Engineering Project Management	6 cp
ENGG 953	Modelling of Engineering Management Systems	6 cp
* ENGG 954 [capstone subject]	Strategic Management for Engineers and Technologists	6 cp
TBS 901	Accounting for Managers	6 cp
TBS 903	Managing People in Organizations	6 cp
TBS 905	Economic Analysis of Business	6 cp

Electives (2) – choose any 1 stream

Code	Title	Credit points
Management Stream		
MGMT 915	Management of Change	6 cp
MGMT 920	Organizational Analysis	6 cp
MGMT 978	Cross Cultural Management	6 cp
Operations Stream		
TBS 908	Supply Chain Management	6 cp
TBS 930	Operations Management	6 cp
Total Quality Management		
TBS 950	Quality in Management	6 cp
TBS 952#	Implementing Quality Systems	6 cp
TBS 953#	Management of Service Quality	6 cp

#TBS950 is a pre-requisite for these subjects

*Capstone: ENGG954 should be taken in the final semester.

Master of Information Technology Management

The Master of Information Technology Management (MITM) degree program is designed to equip and prepare IT professionals working in various industries for the increasing complexities of the digital economy. Small business enterprises and large corporations are operating in a global and competitive environment, hence, the rising demand for IT experts who can automate organizational processes by utilizing the latest innovations in technology and business. Managing the growing pervasiveness of information and communication technologies in today's business has become a mandatory requirement for current technology professionals and IT managers.

The Master of Information Technology Management will enable professionals to add value in the rapidly growing and dynamic IT industry of tomorrow. The program is intended to broaden the students' knowledge by providing them with a bridge connecting the academic environment and the outside world. MITM aims at making its graduates adept at coping up with the perpetually advancing industry of Information Technology and its application in business. Further, MITM allows students to make the appropriate business-technology decisions appropriate for today's changing business environment, and prepares them to become tomorrow's information leaders; thereby, enabling graduates to effectively plan and execute strategic information technology initiatives.

Degree requirements: Candidates are required to complete ten (10) subjects (60cps) according to the sequence of study listed below.

There are eight (8) compulsory subjects that are required to be completed along with two (2) elective subjects to be selected from the approved subjects provided each session by the Faculty.

Students should consult their Programme Director to plan their degree each semester.

- **If a student fails a subject, he/she needs to repeat the subject at the session it is scheduled for.**

The University has no obligation to offer a subject to meet the requirements of an individual student.

Core subjects (8)

Code	Title	Credit points
CSCI 925	Human Computer Interaction	6 cp
IACT 901	Information Technology Strategic Planning	6 cp
IACT 906	Business On-Line	6 cp
IACT 918	Corporate Network Management	6 cp
ITCS 937	Security, Risk Management and Control in Electronic Commerce	6 cp
TBS 903	Managing People in Organizations	6 cp
TBS 905	Economic Analysis of Business	6 cp
* IACT 999 [capstone subject]	Emerging Topics in Information Technology	6 cp

Electives (2) – choose any 1 stream

Code	Title	Credit points
Management Stream		
MARK 938	Managing Services & Relationship Marketing	6 cp
MGMT 915	Management of Change	6 cp
MGMT 978	Cross Cultural Management	6 cp
TBS 904	Marketing Management	6 cp
Operations Stream		
TBS 901	Accounting for Managers	6 cp
TBS 908	Supply Chain Management	6 cp
TBS 930	Operations Management	6 cp
TBS 950	Quality in Management	6 cp
Finance Stream		
FIN 928	Multinational Financial Management	6 cp
FIN 955	International Banking	6 cp
TBS 901	Accounting for Managers	6 cp
TBS 907#	Financial Strategy	6 cp
TBS 983	International Business Economic Environment	6 cp

#TBS901 is a pre-requisite for this subject

* Capstone: IACT999 should be taken in the final semester.

Postgraduate Subject Offerings

Subject Code	Subject Title	Spring	Summer	Autumn
CSCI925	Human Computer Interaction	✓		
ECON939	Quantitative Economic Analysis	✓	✓	✓
ENGG938	Engineering Economics		✓	
ENGG939	Engineering Logistics	✓		
ENGG951	Engineering Project Management			✓
ENGG953	Modelling of Engineering Management Systems	✓		
ENGG954	Strategic Management for Engineers and Technologists	✓	✓	✓
FIN921	Managerial Finance			✓
FIN922	Investment Management			✓
FIN923	Portfolio Management	✓	✓	✓
FIN924	Financial Statement Analysis for Business		✓	
FIN925	Banking Theory and Practice	✓		✓
FIN926	Advanced Managerial Finance	✓		
FIN928	Multinational Financial Management	✓	✓	
FIN955	International Banking	✓	✓	✓
FIN956	Bank Lending and Securities			✓
IACT901	IT Strategic Planning			✓
IACT906	Business On-Line	✓		
IACT918	Corporate Network Planning			✓
IACT999	Emerging Topics in Information Technology	✓		TBA
ITCS937	Security, Risk Management & Control in ecommerce		✓	
MARK917	Business to Business Marketing	✓		
MARK922	Marketing Management	✓	✓	✓
MARK935	Marketing Strategy	✓	✓	✓
MARK936	Consumer Behaviour	✓	✓	✓
MARK938	Managing Services and Relationship Marketing			✓
MARK940	Marketing Communications	✓		✓
MARK959	Sales Management		✓	
MARK977	Research for Marketing Decisions		✓	✓
MARK997	Retail Marketing Management	✓	✓	

Subject Code	Subject Title	Spring	Summer	Autumn
MGMT908	Human Resource Development		✓	✓
MGMT910	Strategic Management	✓	✓	✓
MGMT915	Management of Change		✓	
MGMT920	Organisational Analysis	✓		✓
MGMT930	Strategic Human Resource Management	✓	✓	✓
MGMT949	Performance Management	✓	✓	
MGMT953	Human Resource Management	✓	✓	✓
MGMT969	Job Analysis, Recruitment and Selection	✓		✓
MGMT978	Cross Cultural Management	✓	✓	✓
TBS901	Accounting for Managers	✓	✓	✓
TBS903	Managing People in Organisations	✓	✓	✓
TBS904	Marketing Management	✓	✓	✓
TBS905	Economic Analysis of Business	✓	✓	✓
TBS906	Information Systems for Managers	✓	✓	✓
TBS907	Financial Strategy	✓	✓	✓
TBS908	Supply Chain Management	✓	✓	✓
TBS912	Quantitative Methods for Decision Making	TBC	TBC	TBC
TBS918	Strategic Supply Chain Management	TBC	TBC	TBC
TBS920	International Business Strategy	✓	✓	✓
TBS921	Strategic Decision Making	✓	✓	✓
TBS925	Inventory Management	TBC	TBC	TBC
TBS927	Process and Change Management	TBC	TBC	TBC
TBS928	Logistics System	TBC	TBC	TBC
TBS930	Operations Management	✓	✓	✓
TBS931	Manufacturing and Operations Management	TBC	TBC	TBC
TBS932	Service Operations Management	TBC	TBC	TBC
TBS933	Procurement and Inventory Management	TBC	TBC	TBC
TBS934	Logistics Information Systems	TBC	TBC	TBC
TBS950	Quality in Management	✓	✓	✓
TBS951	Statistics for Quality Management	✓		✓
TBS952	Implementing Quality Systems	✓	✓	
TBS953	Management of Service Quality	✓		✓
TBS955	Quality Assurance		✓	✓
TBS980	International Financial Management	✓	✓	✓
TBS981	Managing in Multi-National Companies	✓	✓	✓
TBS982	Marketing in a Global Economy	✓	✓	✓

Subject Code	Subject Title	Spring	Summer	Autumn
TBS983	International Business Economic Environment	✓	✓	✓
TBS984	International Business	✓	✓	✓

Note: This schedule is subject to change based on availability of staff and students

Postgraduate Subject Descriptions

CSCI925 Human Computer

Interaction

Description: This subject is designed to help managers of information technology projects understand and appreciate issues that affect the usability and utility of software, from a user point of view, and how to ensure that introducing new software to the organization will improve work processes and increase productivity. The subject examines the design, evaluation and implementation of interactive computing systems for human use and the major phenomena surrounding them. Students will be introduced to methods and techniques used in evaluating user needs and the usability of the interactive system. They will be given the essential theoretical background to HCI approaches, methods and techniques followed by practical experience in conducting deferent types of usability evaluations.

ECON939 Quantitative Economic

Analysis

Description: This subject develops the fundamental concepts of econometrics used in applied economic work in the academic, business and government sectors. The subject covers the standard and non-standard econometric models based on time series, cross-section and qualitative data. Emphasis will be on applications of the econometric methodologies to empirical research.

ENGG938 Engineering Economics

Description: Engineers today are not limited to the core of their activities being in the technical area but also the strategic and operational decision making processes. The aim of this course is to familiarise engineering students to the field of economics and its relevance and importance to the field of engineering. Initially, the course looks at a broad definition of economics and the basic elements of microeconomics such as concepts of supply and demand, market equilibrium and price elasticity. Macroeconomic issues are covered next with focus on GDP, inflation, unemployment, phenomenon of business cycles, and the financial markets. The core of the course examines the time value of money and how engineers use this concept for making crucial economic decisions. Future values of capital investments and their links to interest rates and compounding periods is investigated. Future values and present value of annuities, bond and mortgages are also explored. Using the tools developed, the course then applies them in the determination of net present values, internal rates of return and payback periods of diverse investment opportunities. Replacement analysis of capital equipment is examined as well. The implications of taxes, inflation and depreciation for capital budgeting are explored.

ENGG939 Engineering Logistics

Description: Logistics in this course focuses on the design, development, production, distribution, and sustaining support of "systems" throughout their planned life-cycle(s). This course will concentrate on logistics from a systems engineering perspective; i.e., the design of systems for supportability and serviceability, the production and effective distribution of systems for customer use, and the sustaining maintenance and support of systems throughout their period of utilization. Logistics is one of the key elements in sustaining a system and it is important that to successfully accomplish its mission logistics design must be tailored on a total life cycle basis.

ENGG951 Engineering Project Management

Description: Topics will cover: Scope Management, Time Management, Human Resource Management, Risk Management, Financial Management, Project Plans, Project Quality Management and Procurement & Contract Management.

ENGG953 Modelling of Engineering Management Systems

Description: Concentrating on the search of appropriate operations research techniques to assist in the solution of engineering management problems and basic experimental design. Topics include:- the basic principles of modelling, decision support models, modelling

failure processes, search methods, scheduling models, queuing theory and its application, data collection and design, introduction to experimental design, principles of design, importance of randomisation, simple comparative experiments, experiments with a single factor, randomized blocks and related designs, introduction to factorial designs, Taguchi's philosophy of design.

ENGG954 Strategic Management for Engineers and Technologists

Pre-requisite: Capstone Subject. This subject should be taken in the final semester of MEM degree program

Exclusion: TBS921, MGMT910

Description: The subject introduces engineers and technologists to strategic management. This includes basic principles of analysis, decision-making and implementation. The aim is to create awareness of strategic issues in engineering and technology based organisations. This includes an appreciation of competitive leverage from technology decisions. A need for consciousness of these issues amongst engineers is crucial to their function in both profit and not for profit organisations.

FIN921 Managerial Finance

Exclusion: TBS 907

Description: This subject presents the tools necessary for any finance professional, with an emphasis upon the management decision matrix and recognition of the professionalism necessary in modern industry contexts.

Specific topics include financial ratio analysis, capital budgeting, long-term financial planning, current asset management, risk and return, investment decisions, financial policy and capital structure decisions, investment valuation, basic derivatives, and mergers and acquisitions.

FIN922 Investment Management

Description: This subject is about the tools and logical frameworks with which decision makers choose their investments in a world characterised by uncertainty (risk). Emphasis is on investment in financial assets such as shares, bonds and futures rather than on real assets. Particular subjects covered include portfolio choice, allocations of investments between risky and riskless assets, the term structure of interest rates, asset pricing models, options pricing and hedging with derivatives.

FIN923 Portfolio Management

Pre-requisite: Capstone subject. This subject should be taken in the final semester of MAFB degree

Description: This subject examines advanced topics in the modern theory of optimal investment decision-making, portfolio theory, capital and derivative markets. The subject explores several major areas of interest including market efficiency models in valuing portfolios and securities, bond analysis, portfolio management and performance evaluation.

The subject provides a theoretical framework within which all derivative securities can be valued and hedged and also examines the way in which they are traded.

FIN924 Financial Statement Analysis for Business

Description: This subject examines the framework for financial statement analysis with discussion of the role of accounting information and intermediaries. Emphasis is on the appraisal and prediction of corporate financial performance from publicly available information such as accounting numbers, industry and economic statistics as well as other stock market data. Cases and problems are gradually introduced, provoking an analytical and creative thinking process ending with the evaluation and preparation of appropriate business strategies.

FIN925 Banking Theory and Practice

Description: This subject examines bank management theory as applied to the practice of bank operations within the banking sector. It entails comprehensive discussion on issues that are commonly involved within the banking environment such as the regulatory structure, risk management, commercial and consumer lending, capital adequacy analysis, banking financial futures and forwards, the cheque clearing system and the latest information technology within the banking world.

**FIN926 Advanced Managerial
Finance**

Description: This subject examines advanced aspects of financial controllership and corporate finance within the contemporary business environment. The subject first analyses the impact of less-than-ideal capital markets, information asymmetries and principal-agent conflicts on practical decision-making in the firm. It then investigates several specialised areas receiving increased scrutiny from corporate stakeholders including financial distress and restructuring, corporate governance, organisational architecture and risk management, debt and equity strategies, and mergers and acquisitions.

**FIN928 Multinational Financial
Management**

Description: This subject examines international finance and investment from the perspective of the multinational corporation. Topics studied include various aspects of the international monetary system, the Euromarkets, foreign exchange markets, internal and external exposure management techniques, currency futures and options, swaps, financing multinational corporation investment, multinational corporation investment decision making, political risk analysis and international taxation.

FIN955 International Banking

Description: The global impact of banking is the focus of this subject. The subject incorporates comprehensive discussion of issues that commonly arise in the international banking environment. These include the development of the international monetary system, the deregulation of banking, methods of payment in international trade, foreign exchange markets, international lending and developments of new technology.

**FIN956 Bank Lending and
Securities**

Description: This subject examines the bank's lending process and the securities associated with it. The subject includes comprehensive discussion on issues concerning lending within the banking environment, including regulation of security offerings, principles of good lending, documents involved in lending, lending and the consumer credit code, new developments in lending and securities and their impact on the banking sector.

**IACT901 Information Technology
Strategic Planning**

Description: The subject is essentially about the application of technology for competitive advantage. Throughout the subject, the emphasis will be based on techniques and frameworks for "thinking strategically about a company's technological orientation". A wide spectrum of business and technology

issues will be covered that address the problems and issues surrounding the analysis and development of an IT strategic plan. Also, students are expected to research the current magazines, journals and electronic media for latest findings and examples on the appropriate strategies used to manage technology and innovation.

- Managing the network: influences on the network, management architectures and standards, performance management, fault management, disaster management, managing changes in a network, cost management.
- Corporate and regulatory requirements: management teams, operations and support, standards and protocols.

IACT906 Business On-Line

Description: This subject aims to provide students with an understanding of e-business in the context of today's global business environment. Today most businesses compete in a global environment; a sound business strategy for on-line business is essential to facilitate this. This subject covers key areas of e-business, including: Strategy formulation and implementation; e-branding; service leadership; economics and industry impacts of e-business and Internet effectiveness.

IACT918 Corporate Network Planning

Description: The subject investigates the documentation and management of telecommunications networks. Topics to be covered include, but are not limited to:

- Documenting the network: requirements capture and specification, functional specification, design specification, documenting the network configuration.

IACT999 Emerging Topics in Information Technology

Pre-requisite: Capstone. This subject should be taken in the final semester of the MITM degree

Description: This subject is concerned with the emerging issues involved in the analysis, design, development and implementation of a corporate-wide information system. Students will complete an individual project/business case related to the strategic use of IT in an organization. Students are required to apply their experience and knowledge from previous subjects, as well as a set of research methods to prepare a report and presentation. Projects will be undertaken individually and specific topics will be selected based on the student's chosen elective stream and interests. The subject also provides students with enhanced communication and project management skills.

ITCS937 Security, Risk Management and Control in Electronic Commerce

Pre-requisite: IACT918

Description: This subject aims to provide students with a deep understanding of the security, risk management and regulatory aspects of e-commerce facing businesses in the on-line business environment. Today most businesses compete in a global business environment; a sound business strategy that addresses these issues is essential. This subject covers key issues in e-commerce, including: security options, trusted authorities, secure payment systems for the Internet, the regulatory environment and government policy; risk management and control.

MARK917 Business to Business Marketing

Description: This subject will give students an appreciation of the differences between organisational and consumer customers. Organisation buying practices are different from the processes of consumers and as a result marketing strategy and operations have distinctly different imperatives. With a much higher level of rationality in decision making, there is a far greater focus on product management and innovation as a source of competitive advantage. There is also a far greater focus on logistics and distribution functions as reliability of supply is a key need of customers, particularly when product delivery has to interface

directly with customer operations. The central role of personal selling in the promotional mix is also dealt with in depth as it is critically important in generating sales and maintaining relationships with customers.

MARK922 Marketing Management

Exclusion: TBS904

Description: This is the introductory postgraduate Marketing subject. It examines the contemporary view of marketing and focuses on the following areas: identification of market opportunities, segmentation and target marketing, marketing mix decisions, service marketing and international marketing.

MARK935 Marketing Strategy

Pre-requisite: Capstone Subject. **This subject should be taken in the final semester of the MSM degree program**

Description: With the use of case studies, this subject will examine the development and implementation of marketing plans and strategies at the organisational level. Key issues may include: marketing's strategic role in the organisation, marketing strategy and competitive advantage, including marketing mix strategies, marketing strategy formulation, implementation and control.

MARK936 Consumer Behaviour

Description: The subject will explore the motives of consumers during the purchase

of products and services. It will investigate sociological and psychological concepts as they specifically apply to the behaviour of consumers in order to learn how to make more effective marketing decisions. In addition to a required text that will be used to understand the theory, readings and case studies will be assigned for practical application of the concepts.

MARK938 Managing Services and Relationship Marketing

Description: The aim of the subject is to introduce the graduate student to a theoretical and practical perspective of the service industry, its marketing implications, and managing buyer-seller relationships. The subject is intended for students who are interested in how to cope with service competition in a customer-oriented manner. The subject will not only deal with issues relating to managing customers in service firms, but is equally intended for manufacturers of physical goods operating in business-to-business or consumer markets because the importance of service to success is constantly growing for such firms. Because services and relationships are interrelated, the subject will deal with customer relationship management and relationship marketing as well as services management.

MARK940 Marketing Communications

Pre-requisite: MARK936

Description: This subject will provide both a theoretical and a practical perspective

on Marketing Communications and Promotion Strategy. Students will learn to use communication tools such as advertising, sales promotion, point-of-purchase materials, sponsorship programs and publicity, to optimise intervention on organisational issues.

MARK959 Sales Management

Description: This course involves organising and planning the company's overall personal selling efforts and integrating these efforts with the other elements of the firm's marketing strategy. It also includes the selecting of appropriate sales personnel and designing and implementing policies and procedures that will direct their efforts towards the firm's desired objectives. The final part of the course involves developing procedures for monitoring and evaluating sales force performance so that adjustments can be made to either the sales program or its implementation when performance is unsatisfactory.

MARK977 Research for Marketing Decisions

Description: This subject focuses on the role & practice of marketing research in marketing. Marketing research can be defined as the systematic collection, analysis and interpretation of data about market-related and other consumer behaviour, using research methods derived from the behavioural & social sciences. Marketing research is an important means through which all types

of organisations can obtain reliable and valid information about their markets, customers or clients in order to inform their marketing-related decisions. This subject will provide an overview of marketing research as an applied practice and will emphasize the practical aspects of doing research to meet client needs. It will cover the marketing research process beginning with client consultation and research design, as well as data collection, data analysis and report preparation.

**MARK997 Retail Marketing
Management**

Description: This subject will include a background to retailing, the scope of retailing, retailing strategies, merchandise and store management. Particular emphasis will be placed on case analysis in order to bring as much of the real world as possible into the classroom.

**MGMT908 Human Resource
Development**

Description: This subject provides an advanced perspective on the use of Human Resource Development (HRD) in enhancing the competitive advantage of organisations, by building up the intellectual and learning system capacities of the organisation to cope with a rapid change, customer focused environment. The concept of the Learning Organisation will be developed through the perspective of the HRD policies and actions required to develop and change organisations

through their human capital and capabilities.

MGMT910 Strategic Management

Exclusion: TBS921, ENGG954

Description: This subject introduces students to theories, concepts and practical issues associated with the strategic management. Topics examined include strategy formulation, choice and implementation; strategy and structure and the organisational context; industry analysis; strategy and competitive advantage.

MGMT915 Management of Change

Description: This subject analyses how managers can conceptualise and lead the process of organisational change. Issues under discussion will be: organisational change theories and models; forces for change; resistance to change; coping with change; recognising, diagnosing, planning and implementing change; organisational development; contingency approaches to change; and aspects of cultural change management.

MGMT920 Organisational analysis

Description: This subject provides students with an understanding of the main theoretical frameworks and conceptual tools used to analyse organisations. The subject approaches organisational analysis using four perspectives: bureaucratic, contingency, political, and cultural. Emphasis is placed

on understanding the basis in theory and metaphorical roots of each perspective, as the foundation for using a multiple perspectives approach to identify the key dynamics of organisations.

performance; writing and communicating constructive performance evaluations, and planning education and development activities to maintain and improve or build on employee work performance.

MGMT930 Strategic Human Resource Management

Pre-requisite: Capstone Subject. This subject should be taken in the final semester of MSHRM degree program

Description: This subject examines strategic management concepts and frameworks, and explores the links between strategic management and human resource management. A number of models of strategic HRM are considered, in terms of their theoretical foundations and practical utility. The overall focus is on using the conceptual and analytical frameworks of strategic HRM to develop and implement effective human resource strategies.

MGMT949 Performance Management

Description: This subject examines the area of performance management, which is defined as an ongoing communication process that involves both the performance manager and employee. Key aspects of this process are examined. Topics include: identifying and describing essential job functions and relating them to the mission and goals of the organisation; developing performance standards; giving and receiving feedback about

MGMT953 Human Resource Management

Description: This subject addresses key areas associated with the functional specialisation of human resource management, and expects these to broaden the organisational context. It focuses on major functional policies and programs such as human resource planning, strategic HRM, job analysis, employment law, recruitment and selection, performance management, compensation, human resource development, occupational health and safety and international HRM. Students are encouraged to draw upon their work experiences in classes and assignments to enhance learning.

MGMT969 Job Analysis, Recruitment and Selection

Description: This subject examines contemporary issues and theory related to the environment and processes of organisational entry, involving the key phases of job analysis, recruitment, selection and socialisation. Traditional recruitment strategies are assessed from the perspective of the organisation and the individual in light of contemporary theoretical developments. A range of

personnel selection techniques is examined in relation to issues of reliability, validity, fairness and applicability. In addition, there will be a focus on major challenges faced in these processes in the light of rapidly changing technologies and globalisation. Organisational entry processes will be critically evaluated in the context of differing cultural expectations and practices. A range of practical skills in recruitment and selection processes will also be developed.

MGMT978 Cross Cultural Management

Description: The subject addresses key issues and problems associated with managing across cultural boundaries in a context of increasing global contact. Topics include: cross cultural communication, technology, comparative management practices, managing with multicultural policies, and the challenges cultural differences posed for international/global managers.

TBS901 Accounting for Managers

Exclusion: TBS980

Description: This subject is intended for those who need to obtain a better understanding of the principles of accounting and financial management. No previous knowledge or experience is assumed. The subject will introduce you to the role that effective financial management makes within an organisation. The aim is to make you

proficient in the use of the accounting data that you receive in your work environment, as well as making you aware of the basis on which key financial decisions are made. You will be introduced to the basic concepts of financial decision-making and the role of financial management in both private and public sector organisations. The concepts and techniques will assist you in the use and interpretation of accounting data and you will become better acquainted with the planning and controlling of resources you have at your disposal.

TBS903 Managing People in Organisations

Exclusion: TBS981 (Managing in Multi-National companies)

Description: This subject introduces students to ideas about managing people in organisations which thematically combine theories and research in organisational behaviour and human resource management. The subject encourages students to think about management and organisations in ways which are multi-disciplinary, problem solving and critical. It encourages intellectual inquiry and debate using a range of sources: theoretical, journalistic, historical, comparative and quantitative. The subject encourages students to evaluate popular management fads in the light of more rigorous theorising and research. It aims to improve the research, critical thinking, writing and speaking skills of students

TBS904 Marketing Management

Exclusion: MARK922

Description: This subject examines the contemporary view of marketing and focuses on the following areas: identification of marketing opportunities; market segmentation; targeting and positioning; product life cycle; new product development; services marketing and marketing mix decisions.

TBS905 Economic Analysis of Business

Description: This subject aims to introduce students, and develop their understanding of, core economic concepts relevant to business and managerial decision-making, in order that they may identify and interpret those economic events and circumstances which influence the operations of business. Commencing with the (microeconomic) examination of the behaviour of individual economic units, the subject develops to provide a view of macroeconomics and its application to the functioning of the economy overall. National accounts systems are introduced, and the macroeconomic approach that is relevant to an open economy of the type in which real businesses operate. It is a course objective to equip students to be able to read and understand published articles on business and the broader economy, and interpret these as to their impact on business and government organisations, and such material will be used in class.

TBS906 Information Systems for Managers

Description: This subject provides an understanding of the management of information systems in organisations, in particular, it provides an analysis of the approaches to managing information and knowledge as well as the techniques for ensuring information quality. Other issues considered are the creation of strategies to resource and control information flows and usage within an organisation; the management of information system projects and the impact of change their implementation has on staff; the use of technology and people to improve the quality information services.

TBS907 Financial Strategy

Pre-requisite: TBS901 or TBS980

Exclusion: FIN921

Description: This subject provides an introduction to the theory and practice of financial management. The financial manager plays a key role in the development of a company's strategic plan. In particular s/he is concerned with providing advice on which investment opportunities should be undertaken and how they should be financed. Both of these decisions should be taken in the context of maximising the value of the investment made in the company by its shareholders. Investment of funds in assets determines the size of the company, its profits from operations, its business risk and its liquidity. Obtaining

the best mix of financing and dividends determines the company's financial charges and it's financial risk; which in turn impacts on it's valuation. It is the aim of this course to examine many of these issues.

TBS908 Supply Chain Management

Description: Supply Chain Management extends the study of logistics beyond the boundaries of a single organisation, and places particular emphasis on the interfaces between the 'chain' or 'network' of enterprises engaged in moving products, services, and information, from suppliers through intermediaries to end users/consumers. The early part of the subject focuses on understanding the concepts and principles of supply chain management. Supply chain infrastructure and operations topics are reviewed giving emphasis on topics such as JIT, lean, and agile supply chain. Channel relationships between suppliers, manufacturers, and distributors is also reviewed, particularly as leading organisations are now openly embracing more collaborative behaviour for mutual benefit. Transformational change in supply chains is studied from two perspectives, i.e., re-alignment inside the supply chain itself, and new advanced forms of 'outsourcing'. Finally, we live in Asia Pacific, so it is important to understand the regionalisation of supply chains which is well underway, and in some cases, globalisation.

TBS912 Quantitative Methods for Decision Making

Description: This subject focuses on the quantitative techniques available to managers in problem solving and decision making in businesses. The subject aims to develop in students the skills necessary for data analysis, model building and analysis for business decision-making. To this end the subject covers areas such as decision making under certainty and uncertainty, linear programming, transportation and transshipment techniques, project scheduling with certainty and uncertainty, waiting line models, goal programming, Analytic Hierarchy Process and simulations. In this subject, the emphasis is given on the analysis and interpretation of the results provided by the models.

TBS918 Strategic Supply Chain Management

Pre-requisite: Capstone subject. This subject should be taken in the final semester of the MSL degree program

Description: This subject extends the study of Supply Chain Management from the introductory level and examines the development of organisational strategy in the context of supply chain management. The overarching framework around which the course content is organised is the supply chain management performance/capability continuum, which consists of three critical components: operational excellence, supply chain integration, and

collaboration and virtual supply chains. Also covered is how information systems can be used to bring strategic competitive advantage to supply chains.

TBS920 International Business Strategy

Pre-requisite: It is highly recommended to be take this subject after completion of at least TBS901, TBS903, TBS904 and TBS905

Exclusion: TBS984

Description: This subject provides a detailed introduction to management within an international business perspective. Business is becoming increasingly global and firms require managers who understand and can resolve the challenges faced in surviving and succeeding in this competitive, diverse and dynamic environment. The subject seeks to integrate a range of disciplines including economics, management, global finance, marketing, operations management, and socio-cultural and political sciences, into a program focussed on the application of such disciplines to real business challenges. The subject therefore intends to build the students awareness of the complexity and dynamic nature of international business, and build their capacity to think and respond strategically. Managers capable of operating effectively in this environment will have truly global skills and will enhance their career

prospects in today's exciting international business context.

TBS921 Strategic Decision Making

Pre-requisite: Capstone subject. This subject should be taken in the final semester of the MBA degree program

Description: This subject is theory and case based and will provide a study of the development of strategic decision-making and its application to corporate strategy. The subject consists of three main sections: strategic analysis, strategic choice and strategy implementation. However, it is more realistic to consider these from an integrated point of view and students will be strongly encouraged to develop holistic ideas of strategic decision-making, with emphasis on solutions to actual business challenges. Students should also realise that much of the strategic thinking that will be covered in this subject is also relevant to not for profit organisations. The theme throughout the subject will be to assess strategic capability and determine appropriate strategic actions, by developing a sound understanding of the mechanisms behind industry opportunities and threats. That is not to say that a purely mechanistic view is appropriate. Creativity, divergent lateral thinking and some understanding of risk management are essential requirements. The ability to find company information and develop a sophisticated understanding of case information are also

skills that will be developed to encourage an educated approach to strategic decision-making.

TBS925 Inventory Management

Description: This subject aims to provide the student with state-of-the-art knowledge of inventory management theory and practice. Topics included will be as follows: materials management; management of storage and retrieval facilities; types of inventory problems; measuring inventory performance; inventory management systems for independent demand items; influence of forecasts and uncertainties of demand and lead time; dependent demand inventory systems; multi-echelon inventory management; decision models for inventory management; simulation models of inventory management systems; and case studies of world-class inventory management.

TBS927 Process and Change Management

Description: This subject combines the process reengineering and change management. The topics covered in this context include mass customisation, business process reengineering, and change management for process change. Cases are studied to provide a unifying theme in terms of organisational change, supply chain reengineering and integration aspects.

TBS928 Logistics System

Description: Logistics Systems is an advanced course in logistics and supply chain management. It involves design and management of supply chain systems. It prepares students for logistics management positions in manufacturing, transportation and distribution firms. The application of analytical techniques, simulations and computer software to selected aspects of distribution management is explored in the course. Attention will be given to areas of network planning, inventory control, facility location, vehicle routing and scheduling of logistics systems. Mathematical models in these areas will be discussed in terms of their ability to represent the problem and usefulness to the managers. Cases will be used to demonstrate the nature of decision making problems managers' face in logistics and supply chain management in contemporary business and class discussion will take place about the repercussions of alternative decisions.

TBS930 Operations Management

Description: This subject is a study of the design, analysis, decision-making and operations of activities for the production and delivery of goods and services. Topics include: strategic issues, qualitative and quantitative forecasting, facility location, capacity and layout, production planning, scheduling, management of quality, supply chain management and e-business, just-in-time and lean manufacturing, and project management. Whilst some

calculations will be part of this subject, the emphasis will be more on the managerial interpretation of the methods and results.

TBS931 Manufacturing and Operations Management

Pre-requisite: TBS908 and TBS928

Description: This course combines manufacturing and operations strategies in matching the characteristics of the operations function with the requirements of the manufacturing in order to fulfil the needs of the customer. A proper appreciation of this process requires not merely an understanding of the ideas and methods used to develop an operations strategy but also knowledge of the techniques and principles involved in its implementation.

TBS932 Service Operations Management

Pre-requisite: TBS908

Description: The purpose of this subject is to provide the student with an understanding of the basic issues, concepts, methods, tools and some quantitative models in Service Operations Management (SOM). The subject is designed for students with no previous study in Service Operations Management but aims to develop an understanding and level of skill commensurate with postgraduate study, though at an introductory level rather than that required by a professional service operations manager. Subject Aims: 1) To develop an appreciation of the significance of SOM to

the success or failure of a business; 2) To be aware of and to understand some of the key activities involved in SOM; 3) To develop an insight into some of the many different tools and techniques used by Service Operations Management.

TBS933 Procurement and Inventory Management

Pre-requisite: None

Description: Today, the function that used to be called purchasing or procurement, has expanded to become supply management. Supply management is a progressive approach to managing the supply base that differs from a traditional arm's length or adversarial approach with suppliers. This subject looks at the expanded responsibility of procurement and its integration with long-term strategic corporate planning. Procurement now includes participating collaboratively in key material requirements determinations, supply management and warehousing and inventory management. It focuses on the management of supplier relations and performance. This subject incorporates all these areas in the development of procurement and supply chain management. Also included are key elements of supply chain inventory management. Also included are key elements of supply chain inventory management.

TBS934 Logistics Information Systems

Description: This subject centres on how information technologies will transform the business landscape, with a particular emphasis on logistics and supply chains. Lectures highlight logistics management process analysis, value and productivity performance measurement of information technology investments, and the impact of ERP and RFID on supply chain strategy.

TBS950 Quality in Management

Description: This subject addresses the quality issues from the supply chain perspective. It covers the following topics: the quality imperative for the open economy; concepts of quality; quality in service and manufacturing organisations; quality control and assurance; quality costs; tools of TQM; quality function deployment; six sigma implementation; principles of Taguchi methods and robust quality; international quality assurance standards; HRM in quality; case studies in quality management.

TBS951 Statistics for Quality Management

Description: Topics covered in this subject include quality theory including 'six sigma' and the 'seven tools of quality'. This subject has a comprehensive approach to statistics to meet the needs of students from diverse backgrounds. The subject provides a theoretical and practical grounding in statistical process quality (SPC). Students will be required to demonstrate their understanding of SPC using real case studies from organisations

or companies selected by the student. The subject will create a direct link between statistical concepts delivered in lectures and real cases in the area of quality and a direct link between SPC and regression analysis.

TBS952 Implementing Quality Systems

Pre-requisite: TBS950

Description: This subject briefly reviews basic Quality philosophies - with an emphasis on system, cost, problem solving and people improvement. It concentrates on systems thinking as a key factor in understanding and improving quality, the development of a learning organisation, and ultimately the achievement of customer loyalty. This subject also reviews the fundamentals of the Quality organisation: ISO 9000, Six Sigma and other Quality systems that play a role in TQM. The course introduces practical Quality systems (eg: Kaizen, improvement methodologies and QI tools), Quality Function Deployment (QFD), measure of conformance and the prevention of non-conformance. The behaviour, commitment, and involvement of people in a Quality organisation are explored, including: team working, the team approach to problem solving, and the roles of management, suppliers, and customers in a Quality environment. Implementation examples are provided through a case study that features the identification and improvement of quality systems.

TBS953 Management of Service Quality

Pre-requisite: TBS950

Description: This subject explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. Outstanding service organizations are managed differently than their "merely good" competitors. Actions are based on totally different assumptions about the way success is achieved. The results show not only in terms of conventional measures of performance but also in the enthusiasm of the employees and quality of customer satisfaction. Beginning with the service encounter, service managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage. This subject will study service management from an integrated viewpoint with a focus on customer satisfaction. The material will integrate operations, marketing, strategy, information technology and organizational issues. Finally, because the service sector is the fastest-growing sector of the economy, this course is intended to help students discover entrepreneurial opportunities.

TBS955 Quality Assurance

Pre-requisite: Capstone Subject. This subject should be taken in the final semester of the MQM degree

Description: This course provides an opportunity for specialised study within the Quality management program, by developing the following frameworks of understanding: 1) the terminologies and purposes of Quality Assurance; 2) studies of selected methodologies Quality Assurance; 3) a case study in quality assurance; 4) preparing an organisation for a selected QA accreditation.

TBS980 International Financial Management

Exclusion: TBS901

Description: This subject introduces students to financial management in an international context. The topics covered include the following: financial environment of international corporate activity; foreign exchange and derivatives markets; methods of foreign exchange risk measurement and management; overview of international financial markets and instruments; financing of foreign trade and foreign direct investments; international working capital management; investment decision making in an international context, including country risk analysis; international aspects of controlling, reporting and performance analysis; effects of government regulation on management decision making.

TBS981 Managing in Multi-National Companies

Exclusion: TBS903 Managing People in Organisations

Description: This subject will outline the factors affecting the management of people in multi-national enterprises, both the international regulatory organisations such as the International Labour Organisation and internal business criteria such as the effect of different business strategies and environments on people management practices. The course will discuss leadership, motivation, communication, performance management, diversity and corporate social responsibility as practised in multi-nationals, relating academic theory to real world examples. Students will be encouraged to think, to analyse, to discuss, to research, and to propose solutions to the problems they analyse.

TBS982 Marketing in a Global Economy

Description: The objective of this subject is to provide a background in global marketing and both a theoretical and practical perspective to advertising communications and promotion management in a global economy. Thus, by adopting the perspective of the product manager or marketing manager, the subject examines the development and implementation of advertising and promotional programmes to facilitate global marketing.

TBS983 International Business Economic Environment

Description: This subject aims to introduce to students, and develop their

understanding of, those factors shaping the international economic environment in which business now operates. The subject examines the background to globalisation and then three core areas of international business. These (trade and trade barriers, international investment and foreign exchange) will be considered separately and then together in the context of the major international institutions charged with promoting trade, investment and monetary stability.

TBS984 International Business

Pre-requisite: Capstone subject. This subject should be taken in the final semester of the MIB degree program

Exclusion: TBS920

Description: This subject provides an introduction to management within an international business perspective. Business is becoming increasingly global and firms require managers who understand and can resolve the challenges faced in surviving and succeeding in this competitive environment. Greater internationalisation of business requires firms to be more competitive, dynamic, and interdependent. Managers must understand the complexities of global cultural, political, economic, organisational, and financial forces and recognise how they affect their firm. Management challenges include dealing with the uncertain external environment, handling the increased risk of international operations, and developing



appropriate international strategies.
Managers capable of operating in this
environment will have truly global skills

and will enhance their career prospects in
today's exciting international business
context.
