



Master of Business Administration

STUDENT HANDBOOK

September

2021

Preface

I welcome you to the OU-AOU MBA program at the Arab Open University. The purpose of this Program is to meet the increasing demand for professionals and skilled managers in local professionals Market. The program is intended to equip its candidates with the most up-to-date knowledge in Business Administration that essential for facing the challenging and dynamic contemporary business environment.

This Handbook is structured to answer your questions about the OU-AOU MBA programme and is intended to explain all regulations and procedures of the program. Generally, it states your rights, responsibilities, and shows the academic and non-academic services that are available to support you in your academic journey. I anticipate that you will find this Handbook very helpful as your headway into the two main stages of the OU-AOU MBA program.

The MBA directorship at the AOU Faculty of Business Studies would make every effort to make your experience rewarding, both academically and professionally.

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Academic Calendar

<https://web.aou.edu.lb/students/Pages/academic-calendar.aspx>

List of programme director and academic staff

Staff List		
Staff Name	Role	Branch
Said Al-Hallaq PhD in Economics The University of Utah, USA, 1990	Dean dean.bs-mba@arabou.edu.kw	HQ
Dani Aoun PhD in Economics, Seoul National University, South Korea, 2007	PC/GCC daoun@aou.edu.lb	Lebanon
Dr. Jamal Abu-Serdaneh PhD in Accounting Huddersfield University, England, 2004	PC J_serdaneh@aou.edu.jo	Jordan
Shirley Nagy PhD in Business Administration (Human Resources) Cairo University, Egypt, 2018	GCC shirley@aou.edu.eg	Egypt
Amer Al Hajri PhD in Economics Sheffield University, UK, 2002	PC amer.alhajri@aou.edu.om	Oman
Islam Kamal Abdelmageed Nada PhD / Accounting Cairo University, Egypt, 2014	GCC Islam.kamal@aou.edu.eg	Egypt
Mohammed Al-Haziati PhD in Public Administration (Personnel Management, Human Resource Management), University of Pittsburgh, PA, USA, 1992	GCC alhaziati@aou.edu.om	Oman
Kabaly P. Subramanian PhD in Management, Alagappa University, India, 2012	GCC kabaly@aou.edu.om	Oman
Subrahmanian Muthuraman PhD in Business Administration (Marketing & Human Resource) Mardurai Kamaraj University, India, 2008	GCC Subrahmanian.m@aou.edu.o m	Oman

Hayel Fakhoury PhD in Management, University of North Texas, USA,1990	Module tutor h_fakhoury@aou.edu.jo	Jordan
Ahmad Mashal PhD in Economics, University of Illinois, USA,1988	Module tutor a_mashal@aou.edu.jo	Jordan
Walid Saleh PhD in Corporate Finance Exeter University/UK, UK, 2003	Module tutor w_saleh@aou.edu.jo	Jordan
Emad Ahmed PhD in Business Administration (Management), Argosy University, USA, 2014	Module tutor e_ahmad@aou.edu.jo	Jordan
Sara Sidani PhD in Management, Lebanese University, Lebanon, 2020	Module tutor ssidani@aou.edu.lb	Lebanon
Soha Achi Doctorate of Business Administration Grenoble Ecole de Management, Grenoble, France, 2014	Module tutor sachi@aou.edu.lb	Lebanon
Jihad Haddad Doctorate of Business Administration Ecole Superieure des Affaires, Lebanon 2017	Module tutor jhaddad@aou.edu.lb	Lebanon
Alfed Osta Doctorate of Business Administration Grenoble Ecole de Management, Grenoble, France, 2014	Module Tutor aosta@aou.edu.lb	Lebanon

Name, position and institution of the external examiner involved in the programme

General information

Institution:	Arab Open University
Programme:	MBA
Subject examined:	All MBA Modules
Name of examiner:	Prof. Kamil Omoteso
Address:	University of Derby
E-mail:	k.omoteso@derby.ac.uk
Current year of appointment	Year 4

ABOUT THE ARAB OPEN UNIVERSITY

A Brief History

In 1996, The Chairman of the Arab Gulf Programme for the United Nations Development Organization (AGFUND), HRH Prince Talal Bin Abdelaziz, took the first steps towards the establishment of the Arab Open University as a pan-Arab project. A Working Group was established under the Chairmanship of HRH Prince Talal to create a development plan for this initiative and a leading international consulting firm (the company then known as Arthur Andersen) was contracted to undertake a comprehensive feasibility study.

The concept of an Arab Open University (AOU) was subsequently presented to a UNESCO regional conference held in Beirut in March 1998 and to a UNESCO international conference in Paris, October 1998. Five Arab States (Bahrain, Egypt, Jordan, Kuwait and Lebanon) offered to host the University's Headquarters. In December 2000 it was decided that the AOU Headquarters and a branch should be located in Kuwait. Five other branches were opened in Bahrain, Egypt, Jordan, Lebanon and Saudi Arabia and a seventh branch, which started operating in September 2007, was opened in the Sultanate of Oman. A branch in Sudan was opened in 2015. In May 2015, AOU signed an agreement of opening a new branch in Palestine. In 2016 a new branch in Yemen in collaboration with the local authorities. The AOU Board of Trustees is also considering the creation of new branches in other Arab countries.

Teaching commenced in October 2002 in the Kuwait, Jordan and Lebanon branches. The first cohort of 536 students graduated on March 5th, 2007. The AOU now serves 230,319 of which 53, 984 graduates from 143 nationalities.

AOU – MBA Wide Learning Outcomes

- Enhance communication skills, including the abilities to speak and write lucidly, and to conduct research demonstrating information literacy.
- Acquire managerial skills for the effective implementation of policies within an organizational context.
- Bridge the gap between theory and practice using the most recent case studies and research projects.
- The ability to understand and apply analytical tools, models and methodologies, and critically evaluate their advantages and limitations.

- Critical thinking skills to organize and process information and to formulate effectively reasoned conclusions.
- Self-awareness and confidence, and the recognition of one's role and responsibility in an individual, social, civic, and moral context.
- To enable the student to interact collaboratively with others of a different culture.
- Learning skills necessary for lifelong personal and professional development.

To achieve these learning outcomes, it is vital that students not only acquire appropriate knowledge and understanding, but also become proficient in a variety of skills that are cognitive, practical and transferable. These 'key skills' are incorporated into the design and delivery of each module

AOU Mission Statement

AOU distinguishes itself as a higher education institution which adopts the open education system of learning. The University is mandated to serve the local and regional communities by offering market-driven programmes of study and research at a pan-Arab level. The University, which is student-centred, raises the slogan of education for all, and seeks to disseminate knowledge through carefully chosen undergraduate and graduate programmes executed by highly qualified academics and supported by state-of-the-art technology.

The hallmark of the AOU Mission is its embrace of change. AOU is keenly aware of developments in instruction and technology as well as the evolving role of higher education institutions. AOU has continually responded by delivering pragmatic and focused programs. Reinforced by a unique student-centered philosophy and serves this and future generations.

AOU Vision

As a gateway to future opportunities, AOU is looking ahead to extending its services by reaching to as many Arab countries as possible to realize the vision of HRH Prince Talal Bin Abelaziz in launching a sustainable educational project. Insofar as AOU seeks to offer opportunities to those who cannot, for one reason or another, join either public universities or private universities, it

is keen to offer quality programmes which answer the real needs of the Arab World based on actual market needs in education, health, engineering, business, and other key sectors. Consistent with its mission and driven by the notion of education for life, AOU presents itself as a platform for continuing education where distance education is implemented through on-line interactive learning.

Goals and Objectives

AOU adopts a set of objectives congruent with its mission. These include the following:

- Offering opportunities of quality higher education to a large and diverse population of students.
- Developing a centre of excellence for open and distance education.
- Providing a forum for continuing education across the region to meet the needs of individuals and local communities.
- Providing opportunities for professional training according to market demands.
- Providing special opportunities in higher education to disadvantaged groups of potential students (e.g., females and those residing in remote areas).
- Participating, as a contributing partner, in promoting research and scholarly activities in areas of special concern to the Arab society.
- Promoting humanistic and Islamic values and ethics.

Academic Advisors

Every student has an Academic Advisor who provides appropriate support to help students fulfil their academic potential during the course of their studies. Your Academic Advisor will be allocated to you early in the first semester and you will be notified when the details of your Academic Advisor are available to view in your academic journey. Your Academic Advisor will meet you when you begin your studies at the AOU, and you can make appointments to meet with him or her throughout the course of your program to discuss your progress.

Why Study at AOU?

Arab Open University is about more than an education. The know-how gives you the knowledge, skills, confidence and experience to help you create a career which opens up a host of new opportunities and lets you take control of your future. AOU is a unique university by virtue of the postgraduate degree that offers, and the support that it provides in accordance to the need of its students, especially the education system it has developed, and its partnership with Open University United Kingdom (UKOU) which ranks in the top universities MBA program worldwide.

- A perfect blend of all forms of learning: through distance, e-learning and traditional classroom lectures / tutorials.
- Degrees that are recognized nationally, regionally and also internationally through association with the UK OU.
- High quality academic programs which are carefully selected and designed to meet the Arab learners' needs and interests as well as the needs of the local and international market.
- Help for students with time constraints, family obligations, childcare responsibilities, disabilities, or other commitments. This is made possible since only 25% (of each module credits) student attendance is required compared with traditional modes of education.
- Modules designed to accommodate working students and those commuting from remote areas, using teaching materials that are conducive to self-learning.
- High quality interactive educational materials.
- Mobility and opportunity for credit transfer across its branches.
- The language of instruction at AOU is English, for OU-based programs, which improves the students' proficiency in the English language and ensures better job opportunities upon graduation.

AOU MASTER OF BUSINESS ADMINISTRATION

The AOU MBA Program is a demanding and broad-based management degree. It enables students to gain core knowledge of subjects' fundamental to management, develop analytical skills which are indispensable in

problem solving and decision making, understand the process of management and human behavior in organizations, and gain insights into the changing business, economic, social and political environments which influence the business world.

Mission

To provide opportunities that enable students to develop the comprehensive advanced knowledge and management skills necessary to achieve their professional goals, learning opportunities and working experience, and to improve the performance of their organizations.

Objectives

The AOU MBA degree is a broad-based, career advancement degree rather than technical training for a particular job within an organization. It is designed to provide the knowledge and skills needed to become an effective manager in a variety of organizational settings and to provide students with the opportunity to:

- Develop a strategic perspective on real-world business and management practice in a diverse and global business environment.
- Acquire managerial skills for the effective implementation of policy within an organizational context.
- Develop analytical and problem-solving skills for decision making in a business world of complex business issues and problems.
- Apply a range of management concepts, analytical tools, models and methodologies and critically evaluate their advantages and limitations.
- Bridge the gap between theory and practice using the most recent case-studies and research.
- Enhance oral and written communication, presentation, and critical thinking skills.

These objectives essentially represent the core themes of the overall program, and they are embodied in each of the core and optional (elective) Modules of the program.

Values

AOU's Faculty of Business studies values the following:

- **Excellence.** The search for excellence is the hallmark of all FBS endeavors.
- **Learning.** Student learning and satisfaction are measures of our success.
- **Scholarly research.** We engage in reflective practice through the scholarship of discovery and the scholarship of teaching.
- **Free exchange of ideas.** A respectful climate for open discourse promotes innovation, discovery, and social responsibility.
- **Openness and flexibility.** Reducing barriers to education enhances access and social equity. We value diversity and inclusiveness.
- **Diversity.** Diversity and inclusiveness enhance the quality both of learning and of the workplace.
- **Commitment.** The commitment, innovation, creativity and continuous learning of every employee contribute to our success.
- **Accountability.** We are accountable to our students, to each other and to the public.
- **Community.** A positive community sharpens self-identity, promotes acceptance of the demands of responsible citizenship, and transforms conflict into mutual respect.

Strategic Priorities

- Stimulate effective learning that enables students to succeed beyond their own expectations.
- Be mission centered and market smart to maximize our impact in the world.
- Generate sufficient recognition to widen support for the AOU mission.
- Deploy resources to best meet student needs and maximize institutional effectiveness.

Essential Information

Students are provided with a university **email** account once registration is completed, where all communications will be sent to this account. It is important that students check it daily during term-time, and regularly during vacation periods. We recommend that you contact us via email in

the first instance, however if you feel your query requires an urgent response then you can always visit the Student Support Office at the university between the hours of 8:00 AM – 4:00 PM or visit your module leader/Academic Advisor during office hours. Students may seek helpdesk (please see email address options on page 39) that the branch provides for any inquiry.

Language of Instruction

English is the most widely used language in the world of business, and it has become an essential requirement for employment in most business organizations. English is the language of instruction in all modules of the AOU MBA program.

Admission Requirements

All applicants must satisfy the AOU admission requirements for graduate studies which include:

- A bachelor's degree from an accredited institution or an equivalent degree as evaluated by the Ministry of Higher Education in the concerned branch country.
- Applicant should have a minimum of one year of relevant professional experience after his/her undergraduate degree or minimum of two years of relevant professional experience prior (during) to his/her undergraduate study.
- Graduate Testing (GMAT OR GRE) are typically waived but may be required based upon an applicant's undergraduate GPA.
- A minimum score of 600 on the TOEFL or of 7.0 on the IELTS with preference to be given to the applicants who score more than 600 on the TOEFL or more than 7.0 on the IELTS. This requirement may be waived for students who have completed their undergraduate studies at an accredited English-speaking educational institution.
- Students may be advised to take English Communication Skills for Global Managers if their English is limited at the time of entry. This is a 6-month part-time course that aims at improving students' language and communication skills needed not only to study for the MBA but to work effectively in an international context.

Required Documents for Admission

- Application Form
- Official Transcripts
- Work Resume
- Admission Test Scores.

MBA Program Structure

Students will need to complete at least 48 credit hours of study in order to be eligible for the award of the MBA. Typically, the AOU MBA takes two years, the maximum time is flexible because our MBA structure is modular, so students can accelerate completion by overlapping Modules if they are in a position to devote more time to study. The diagram below shows the overall program structure.

Faculty of Business Studies will validate thirteen modules for the general MBA, MBA in (Finance) and MBA in (HRM) follows:

AOU-OU General MBA programme Structure- Project Pathway (2-Year Time Plan)			
Stage 1		Stage 2	Stage 3
PG Certificate		PG Diploma	MBA
YEAR 1		YEAR 2	
Managing in a changing world- Management B870A (15 Credits)	Managing in a changing world- Marketing B870B (15 Credits)	Effective Strategic management B873 (30 credits)	MBA project: leaders of change (Capstone)
Supply chain management BB849 (15 Credits)	Creating & Sustaining Value-Financial Management B872 (15 Credits)	Finance for strategic decision making B874 (15 credits)	B875 (30 credits)
Option I: Elective (15 Credits) +	Elective (15 Credits)	+	Elective (15 Credits)
Option II:	Elective (15 Credits)	+	Elective (30Credits)

MBA General- Project Pathway- STUDY PLAN – 2021

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	36
2	Specialization Requirements / Electives	12
Total		48

1. Specialization Requirements / Mandatory (36 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B870A	Managing in a changing world-Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB849	Supply chain management	4	-
B873	Effective Strategic management	8	B870A
B874	Finance for strategic decision making	4	Co-requisite B872
B875	MBA project: leaders of change (Capstone)	8	B874&B873
Total		36	

2. Specialization Requirements / Electives (12 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B863	Human Resource Professionals	8	B870B
BB848	Leadership and management intercultural context	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		20	

AOU-OU MBA (Finance) programme Structure- Project Pathway (2-Year Time Plan)				
Stage 1		Stage 2		Stage 3
PG Certificate		PG Diploma		MBA
YEAR 1			YEAR 2	
Managing in a changing world- Management and Marketing B870A (15 Credits)	Managing in a changing world- Management and Marketing B870B (15 Credits)	Finance for strategic decision making B874 (15 Credits)	Financial Strategy: Valuation, governance and ethic B859 (30 credits)	MBA project: leaders of change (Capstone) B875 (30 credits)
Supply chain management BB849 (15 Credits)	Creating & Sustaining Value-Financial Management B872 (15 Credits)			
Option I: Elective (15 Credits)	+		Elective (15 Credits)	Elective (15 Credits)
Option II: Elective (15 Credits)	+		Elective (30 Credits)	

MBA (Finance) – STUDY PLAN – 2021

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	36
2	Specialization Requirements / Electives	12
Total		48

1. Specialization Requirements / Mandatory (36 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B870A	Managing in a changing world-Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB849	Supply chain management	4	-
B874	Finance for strategic decision making	4	Co-requisite B872
B859	Financial Strategy:Valuation,gov-ernance and ethics	8	B874
B875	MBA project: leaders of change (Capstone)	8	B859 & B874
Total		36	

2. Specialization Requirements / Electives (12 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B861	Investment and portfolio management	8	B874
BB848	Leadership and management intercultural context	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		20	

AOU-OU MBA in (HRM) programme Structure- Project Pathway (2-Year Time Plan)				
Stage 1		Stage 2		Stage 3
PG Certificate		PG Diploma		MBA
YEAR 1			YEAR 2	
Managing in a changing world- Management and Marketing B870A (15 Credits)	Managing in a changing world- Management and Marketing B870B (15 Credits)	Human Resource Professionals B 863 (30 Credits)	Finance for strategic decision making B874 (15 credits)	MBA project: leaders of change (Capstone) B875 (30 Credits)
Leadership and management intercultural context BB848 (15 Credits)	Creating and sustaining value- Financial Management B872 (15 Credits)			
Option I: Elective (15 Credits)	+		Elective (15 Credits)	Elective (15 Credits)
Option II: Elective (15 Credits)	+		Elective (30 Credits)	

MBA (HRM)– STUDY PLAN – 2021

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	36
2	Specialization Requirements / Electives	12
Total		48

1. Specialization Requirements / Mandatory (36 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B870A	Managing in a changing world-Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB848	Leadership and management intercultural context	4	-
B863	Human Resource Professionals	8	B870A
B874	Finance for strategic decision making	4	Co-requisite B872
B875	MBA project: leaders of change (Capstone)	8	B863&B874
Total		36	

2. Specialization Requirements / Electives (12 credit hours)

Module Number	Module Title	Credit Hours	Prerequisite
B864	Human resource management in context	8	B870B
BB849	Supply chain management	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		16	

AOU-OU General MBA programme Structure- Thesis Pathway (2-Year Time Plan)			
Stage 1		Stage 2	Stage 3
PG Certificate		PG Diploma	MBA
YEAR 1		YEAR 2	
Managing in a changing world- Management B870A (15 Credits)	Managing in a changing world- Marketing B870B (15 Credits)	Effective Strategic management B873 (30 credits)	Thesis Preparation B899A (15 Credits)
Supply chain management BB849 (15 Credits)	Creating & Sustaining Value- Financial Management B872 (15 Credits)	Finance for strategic decision making B874 (15 credits)	Thesis B899B (30 credits)
Option I: Elective (15 Credits)	Elective (15 Credits)		
Option II:	Elective (30 Credits)		

MBA General- Thesis Pathway- STUDY PLAN – 2022

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	28
2	Specialization Requirements / Electives	8
3	Dissertation	12
Total		48

Specialization Requirements / Mandatory (105 credit points /28 credit hours)

Course Code	Course Title	Credit Hours	Prerequisite
B870A	Managing in a changing world- Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB849	Supply chain management	4	-
B873	Effective Strategic management	8	B870A
B874	Finance for strategic decision making	4	Co-requisite B872
Total		28	

2. Specialization Requirements / Electives
(30 credit points/ 8 credit hours)

(30 credit points/ 8 credit hours)

Course Code	Course Title	Credit Hours	Prerequisite
B863	Human Resource Professionals	8	B870B
BB848	Leadership and management intercultural context	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		20	

3. Dissertation
(45 credit points/ 12 credit hours)

(45 credit points/ 12 credit hours)

Course Code	Course Title	Credit Hours	Prerequisite
B899A	Thesis preparation	4	All Course Work
B899B	Thesis	8	Co-requisite B899A
Total		12	

AOU-OU MBA (Finance) programme Structure- Thesis Pathway (2-Year Time Plan)				
Stage 1		Stage 2		Stage 3
PG Certificate		PG Diploma		MBA
YEAR 1			YEAR 2	
Managing in a changing world- Management and Marketing B870A (15 Credits)	Managing in a changing world- Management and Marketing B870B (15 Credits)	Finance for strategic decision making B874 (15 Credits)	Financial Strategy: Valuation, governance and ethic B859 (30 credits)	Thesis Preparation B899A (15 Credits)
Supply chain management BB849 (15 Credits)	Creating & Sustaining Value- Financial Management B872 (15 Credits)			Thesis B899B (30 credits)
Option I: Elective (15 Credits)			Elective (15 Credits)	
Option II:			Elective (30 Credits)	

BUSINESS STUDIES PROGRAMME- STUDY PLAN – 2022

MBA Finance – Thesis Pathway

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	28
2	Specialization Requirements / Electives	8
3	Dissertation	12
Total		48

Specialization Requirements / Mandatory (105 credit points /28 credit hours)

Course Number	Course Title	Credit Hours	Prerequisite
B870A	Managing in a changing world-Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB849	Supply chain management	4	-
B874	Finance for strategic decision making	4	Co-requisite B872
B859	Financial Strategy:Valuation,governance and ethics	8	B874
Total		28	

2. Specialization Requirements / Electives (30 credit points/ 8 credit hours)

Course Number	Course Title	Credit Hours	Prerequisite
B861	Investment and portfolio management	8	B874
BB848	Leadership and management intercultural context	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		20	

3. Dissertation (45 credit points/ 12 credit hours)

Course Code	Course Title	Credit Hours	Prerequisite
B899A	Thesis preparation	4	All Course Work
B899B	Thesis	8	Co-requisite B899A
Total		12	

AOU-OU MBA in (HRM) programme Structure- Thesis Pathway (2-Year Time Plan)				
Stage 1		Stage 2		Stage 3
PG Certificate		PG Diploma		MBA
YEAR 1			YEAR 2	
Managing in a changing World-Management and Marketing B870A (15 Credits)	Managing in a changing World-Management and Marketing B870B (15 Credits)	Human Resource Professionals B863 (30 Credits)	Finance for strategic decision making B874 (15 credits)	Thesis Preparation B899A (15 Credits)
Leadership and management intercultural context BB848 (15 Credits)	Creating and sustaining Value-Financial Management B872 (15 Credits)			Thesis B899B (30 credits)
Option I: Elective (15 Credits)	+		Elective (15 Credits)	
Option II:	+		Elective (30 Credits)	

BUSINESS STUDIES PROGRAMME- STUDY PLAN – 2022

MBA HRM – Thesis Pathway

No	Category	Credit Hours
1	Specialization Requirements / Mandatory	28
2	Specialization Requirements / Electives	8
3	Dissertation	12
Total		48

Specialization Requirements / Mandatory

(105 credit points /28 credit hours)

Course Number	Course Title	Credit Hours	Prerequisite
B870A	Managing in a changing world-Management	4	-
B870B	Managing in a changing world-Marketing	4	B870A
B872	Creating and sustaining value-Financial Management	4	-
BB848	Leadership and management intercultural context	4	-
B863	Human Resource Professionals	8	B870A
B874	Finance for strategic decision making	4	Co-requisite B872
Total		28	

2. Specialization Requirements / Electives**(30 credit points/ 8 credit hours)**

Course Number	Course Title	Credit Hours	Prerequisite
B864	Human resource management in context	8	B870B
BB849	Supply chain management	4	-
BB851	Entrepreneurship in context	4	-
BDE850	Digital Economy in Business	4	-
Total		20	

3. Dissertation**(45 credit points/ 12 credit hours)**

Course Code	Course Title	Credit Hours	Prerequisite
B899A	Thesis preparation	4	All Course Work
B899B	Thesis	8	Co-requisite B899A
Total		12	

MBA (with concentration area)

a. MBA-Finance (MBA-Fin), candidates who chose to have MBA-Finance should complete the following two modules.

- B874 Finance for Strategic Decision Making (15 Credits)
- B859 Financial Strategy: Valuation, Governance and Ethics (30 Credits)

b. MBA-Human Resources Management (MBA-HRM), candidates who chose to have MBA-HRM should complete the following two modules:

- BB848 Leadership and Management Intercultural Context (15 Credits)
- B863 Human Resource Professionals (30 credits)

Modules	General	Concentration Area		Project Based	Thesis
		Finance	HRM	Total 180 Cr.	Total 180 Cr.
Common Modules (credits)	- Managing in a changing world B870 (30 credits) - Creating and sustaining Value-Financial Management B872 (15 credits) - Finance for strategic decision-making B874 (15 Credits)			90	105

	- For Project based MBA: MBA project: leaders of change (Capstone) B875 (30 credits) - For thesis pathway: Thesis Preparation B899A (15 credits) & Thesis B899B (30 credits)				
Concentration Area/ Elective Modules (credits)	*Supply chain management BB849 (15 Credits) *Effective Strategic Management B873 (30 Credits) *Human Resource Professionals B863 (30 Credits) *Leadership and management intercultural context BB848 (15 Credits) *Entrepreneurship in context BB851 (15 Credits) * Digital Economy in Business BDE850 (15 Credits)	*Supply chain management BB849 (15 Credits) *Financial Strategy: Valuation, Governance, and Ethics B859 (30 Credits) *Investment and portfolio management B861 (30 Credits) *Leadership and management intercultural context BB848 (15 Credits) *Entrepreneurship in context BB851 (15 Credits) * Digital Economy in Business BDE850 (15 Credits)	*Leadership and management intercultural context BB848 (15 Credits) *Human Resource Professionals B863 (30 Credits) *Human resource management in context B864 (30 Credits) *Supply chain management BB849 (15 Credits) *Entrepreneurship in context BB851 (15 Credits) * Digital Economy in Business BDE850 (15 Credits)	90	75

Students can study for the first year of the program without any specialization to obtain a Postgraduate Certificate in Business Administration which will be awarded as an **exit Certificate** upon successful completion of not less than 60 points/16 credit hours. A Diploma in Business Administration will be awarded as an **exit degree** and upon successful completion of not less than 120 points/32 credit hours. These exit degrees (options) in the program would be particularly attractive for those students who are employed in junior or middle management positions or who intend to pursue such career paths.

Eligibility to claim Exit Award

A Post Graduate Exit Certificate is available upon successful completion of the following modules in MBA: B870A, B870B, B872 and BB849 which equate to but not less than 60 points/16 credit hours. For MBA in HRM must successfully complete the following modules: B870A, B870B, B872 and BB848 which equate to but not less than 60 points/16 credit hours. For MBA in Finance must successfully complete the following modules B870A, B870B, B872 and BB849 which equate to but not less than 60 points/16 credit hours

A Post Graduate Exit Diploma requires students to complete the following modules in the MBA general; B870A, B870B, B872, BB849, B873, B874, and an Elective (4credits). BB849 which equates to but not less than 120 points/32 credit hours. For MBA in HRM must successfully complete of the following modules B870A, B870B, B872, BB848, B863, B874, and an Elective (4credits) which equate to but not less than 120 points/32 credit hours. For MBA in Finance must successfully complete the following modules B870A, B870B, B872, BB849, B859, B874, and an Elective (4credits) which equate to but not less than 120 points/32 credit hours. Finally, on successful completion B875 and Electives (8 Cr. OR 2*4 Cr.) which equate to 180 points/48 credits of study, and according to what you have sought of the major, you'll be awarded the MBA/MBA in HRM/MBA in Finance. For the MBA- thesis pathways, the project module B875 is replaced with B899A and B899B.

P.S Exit Certificate will be based on the approval from the Higher Ministry of Education in the related country. Thus, will be honored by the Open University United Kingdom OUUK.

- Managing in a changing world B870 will be split into two totally separated modules in which B870A and B870B will be offered in two different semesters.

AOU-OU MBA- Project Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) B874 (15 Points)	B873 (30 Points) BB849 (15 Points) Elective (15 Points)	B875 (30 Points) Electives (30 Points or 2* 15 Points)

AOU-OU MBA- Thesis Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) B874 (15 Points)	B873 (30 Points) BB849 (15 Points) Elective (15 Points)	B899A (4 Cr.) B899B (8 Cr.) Electives (4 Cr.)

AOU-OU MBA-HRM- Project Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) BB848 (15 Points)	B863 (30 Points) B874 (15 Points) Elective (15 Points)	B875 (30 Points) Electives (30 Points or 2* 15 Points)

AOU-OU MBA-HRM- Thesis Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) BB848 (15 Points)	B863 (30 Points) B874 (15 Points) Elective (15 Points)	B899A (4 Cr.) B899B (8 Cr.) Electives (4 Cr.)

AOU-OU MBA-Finance- Project Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) BB849 (15 Points)	B859 (30 Points) B874 (15 Points) Elective (15 Points)	B 875 (30 Points) Electives (30 Points or 2* 15 Points)

AOU-OU MBA-Finance- Thesis Pathways		
PG Certificate (60 Points) ↓	PG-Diploma (60 Points) ↓	YEAR 2 MBA (60 Points) ↓
B870A (15 Points) B870B (15 Points) B872 (15 Points) BB849 (15 Points)	B859 (30 Points) B874 (15 Points) Elective (15 Points)	B899A (4 Cr.) B899B (8 Cr.) Electives (4 Cr.)

There is no restriction regarding the availability of optional modules for MBA students. Students of whichever track can choose the electives from those set for each track without any restriction.

MBA Modules (Courses)

The following is a brief description of the compulsory and optional modules of which the AOU MBA program is composed. These modules are based on modules produced by the UK OU and are licensed to the AOU. More details are (will be-subject to revalidation) provided at the AOU website (at <http://arabou.edu.kw/>) for easy reference.

Module (Course) Description

B870 Part A- Managing in a Changing World (15points/4credits)

The module provides you with the opportunity to develop and learn about managing and marketing in relation to your working life and personal practice. As an aspiring organisational decision-maker, you'll gain the knowledge and tools necessary to successfully take advantage of cutting-edge theories of management and human resource management. This will be linked to the values of collective responsibility, aesthetics and ethics. You'll become empowered to create responsible growth, across a range of private sector, public and not for profit organisations, while also critically reflecting on your own potential in terms of leadership and management practice. In addition, you'll explore the ways in which marketing can be used to more effectively help organisations to be both successful and forward thinking in a business environment that is quickly moving beyond traditional geographic, cultural and organisational boundaries. The module offers a developmental route appropriate for the first module of an MBA, which builds on and consolidates knowledge through a series of activities and text.

B870 Part B Managing in a Changing World (15 points/4 credits)

B870 Part B Managing in a changing world. While studying this module, you will be encouraged to develop, as well as challenge, your current knowledge and skills in order to meet the contemporary and rapidly changing areas of management, marketing, ethics and leadership. Using both independent and collaborative approaches to learning, this module will enable you to integrate and understand ways of managing these core business functions

in the face of globalisation, technological advancements and other recent economic, social and political challenges. B870B Theme provides a coherent and strong conceptual narrative to the module. These overarching themes provide a way of relating different and disparate knowledge to a conceptually organised framework. The theme consists of, Unitarism and Pluralism, challenges the idea that there is one best way and the assumption that when we speak of 'an organisation' we are talking about one harmonious and homogenous entity.

B872 – Creating and Sustaining Value (15 points/4 credits)

This Module is an elective for the direct entrants to the Finance track of the MBA program. The scope of this Module relates to the central managerial aspects of understanding, creating, improving and sustaining value within contemporary organisations. This course will enable the participant to gain a greater understanding of how decisions and organisational performance can be optimised. This module will help you understand how different business functions, such as management accounting, financial reporting, operations management and business intelligence, contribute to sustainable value creation. Most importantly, the module moves beyond a treatment of functional areas, towards a systemic view of organisational functions. Through this systemic view, you will be able to expand your critical understanding of what constitutes organisational value and how a range of value perspectives can be implemented within diverse organisational contexts. By the end of this module, you should have a greater understanding of what creating and sustaining value is and be more confident in applying these ideas in your daily work life.

B873 Effective Strategic Management in Business and the Public Sector (30 points/8 credits)

This module B873 Effective strategic management in business and the public sector will provide the student with the necessary tools to become an effective strategic decision-maker. Students will learn about the strategic analysis of the organizational environment, strategic decision-making processes, and the implementation of preferred strategic choices. The module will also support the development of soft skills, which student will require both to progress in the qualification and succeed in the workplace by applying their learning to their own context. By the end of this module, student should have a greater understanding of what strategic

management is and be able to apply their learning to your own workplace. This module intends to provide Students ways of increasing levels of engagement and improving performance, in acting ethically and in managing change.

This module draws on case studies and the experience of their fellow students working in different geographical areas and sectors; and they will also look at the development over time of thinking about the role of strategy in order to understand how this may influence current thinking. The emphasis throughout will be on considering what Strategy practices are associated with positive organizational outcomes. Students will develop and practice the skills they will need to be effective as a Strategist, including as a leader and a senior manager. These include self-management, leading and working in teams, making decisions, managing and communicating information, including financial information, consultancy skills and helping others to learn. They will also develop postgraduate study skills and digital literacy skills. Most importantly this module will develop students' skills as a reflective practitioner, committed to continuously learning from reflection on their practice and on the critical application of new theories and ideas to inform this practice.

B874 Finance for Strategic Decision-Making (15 points/4 credits)

This module will provide you with the necessary tools to use financial information and other data for making management decisions. You will learn a range of accounting and data analysis techniques as well as being introduced to the workings of the financial markets. Additionally, the module will make use of Excel spreadsheets and discuss good spreadsheet practice. The module is designed for professionals from a wide range of contexts and backgrounds who need to actively to engage with the challenges of using financial and other quantitative information for making decisions

B859 – Financial Strategy, Valuation, Governance, and Ethics (30 points/8 credits)

This Module is compulsory for the direct entrants to the Finance track of the MBA program. The scope of this module relates to the relationship between stakeholders, namely the agents internal to the business organisation (managers), and the shareholders (investors). Understanding this relationship is vital in the strategic decision making of corporations. The

overall aim of this course is to equip the participant with the necessary theoretical, applied, and critical skills required to take financial management responsibilities within an organisation. After completing this course, the participant should gain the skills to tackle the following: 1) how can the financial management of an organisation best reflect its internal reporting and governance regime, 2) understand the different sources of finance in the capital structure, 3) evaluate projects with different levels of risk and returns, 4) the valuation process of organisations. The participant will recognize how financial management relates to other business functions (such as operations, marketing, human resource management, and accounting) through its role. For example, finance enables the purchase of equipment, the buying of raw materials, enables production to estimate demand, enables promotion, and it plays a key role in the growth of the company. Overall this course will build your understanding of the complex and specialist aspects of finance which is one of the most functional areas of business.

BB849 Supply Chain Management (15 points/4 credits)

This module designed for those who want a sound knowledge of and insight into supply chain management and will appeal to both Supply Chain professionals and managers in other professions. This module will provide you with an in-depth insight into the theory, problems, solutions, and best practice in the area of supply chain management. It will provide you with opportunities to question and reflect upon your own organization and its role in the wider supply chain. It will also help you to develop your ability to identify opportunities for improvement of product design, manufacturing processors, sourcing strategies, and market development.

B863 The Human Resource Professional (30 points/8 credits)

The Human Resource Professional aims to equip the student to play the role of a HR Professional and contribute to the overall performance of the organization and the skills needed to be effective in this role. Also, this module intends to increase levels of engagement and improving performance, in acting ethically and in managing change. This module intends to build on the practice of HR professionals in other contexts, drawing on case studies and the experience of their fellow students working in different geographical areas and sectors. The emphasis of this module is

on considering what HRM practices are associated with positive organizational outcomes.

This module intends to develop and practice the skills they will need to be effective as an HR professional, including as a leader and a senior manager. These include self-management, leading and working in teams, making decisions, managing and communicating information, including financial information, consultancy skills and helping others to learn. Also develop postgraduate study skills and digital literacy skills. The most important is that this module intends to develop students' skills as a reflective practitioner, committed to continuously learning from reflection on their practice and on the critical application of new theories and ideas to inform this practice. Collaboration skills of the students with all functional areas of an organization (accounting, human resources, operations, production, marketing, information technology, etc.) will be improved.

BB848 Leadership and Management Intercultural Context (15 points/4 credits)

This Module is relevant to any managerial career. It has particular relevance if you are considering or already have an international career or if your managerial and leadership role involves interaction with or within intercultural or intracultural organisations or contexts. Given the increasingly intercultural and globally connected nature of business, management and organisations, this course provides opportunities for you to question and reflect on your own practice and to develop ways of managing and leading which are appropriate in different national and regional settings. By offering new (cross-national) perspectives on leadership and management you are also challenged to rethink your own practices in your current setting. This course addresses issues facing managers and leaders working in intercultural contexts and supports you to develop skills, competencies and knowledge to thrive and to get the best from colleagues, partners and associates.

The course covers three main themes: Theme One: Understanding cultures effects: This theme explores different approaches to understanding cultures. Theme Two: Understanding the role of social, political and economic institutions: Drawing on a varieties of capitalism approach, this section looks at the ways in which institutions such as labour markets, forms of firm governance, legal systems, differences in the rule of law, and the structure of inter-firm collaboration and competition affect the practices

and challenges of leadership and management. Activities encourage you to explore the ways in which the business, social, economic and political environments affect your own experience of leadership and management. Theme Three: Putting it into practice: cross-cultural leadership capabilities: This theme explores the implications of what you have learned for your own practice and uses, with a series of self-assessment tools to evaluate and assess your own strengths and development needs in relation to the challenges of intercultural leadership and management.

BB851 Entrepreneurship in Context (15 points/4 credits)

This module aims to equip you with an entrepreneurial mindset that helps you to make better career decisions – either in your workplace or as an independent entrepreneur – and effectively cope with the increasingly rapid changes in economy and society. In this module, entrepreneurship is broadly described as the application of enterprise behaviors with the aim to create economic, social, environmental, or cultural value in various contexts, among them private and public organizations, small enterprises, large corporations. Specifically, it goes beyond new venture creation (i.e. entrepreneurship) and considers the application of entrepreneurial skills and knowledge in established organizations (i.e. intrapreneurship) to initiate innovation, change and organizational development. Therefore, you need not aim to start your own venture to enjoy studying this module.

BDE850 Digital Economy in Business (15 points/4 credits)

This module consolidates, integrates, and assesses your learning from the Digital Economy. The Digital Economy explains the new economy, the new enterprise, and the new technology, and how they link to one another, how they enable one another. If you and your organization understand these relationships, the role of the new technology in creating the new enterprise for a new economy, you can be successful.

B864 Human Resource Management in Context (30 points/8 credits)

In this module you will examine how HR policies and practices operate within multiple tiers and manifestations of economic, political and social context – at macro (societal and international) and micro (organisational) levels. In addition to developing analytical and practical skills in this specific domain, the module breaks new ground by incorporating resourcing and talent management as extended examples of HR practice and to illustrate how an

intelligent understanding and reading of context by skilled HR professionals can help contribute to more informed choices. This module is part of a qualification that is intended to provide a route to professional membership of the CIPD if you wish to develop a career in HR management. It will also provide training in research and academic skills if you want to develop an academic career in the field of HR management.

B861 – Investment and Portfolio Management (30 points/8 credits)

This module is an elective for the direct entrants to the Finance track of the MBA program. The scope of this course relates to an overview of theory and practice in the field of investment management which is a highly successful and diverse sector in the global economy. The overall aim of this course is to introduce the participant to the world of investments by providing the necessary theoretical knowledge, and analytical skills to evaluate different investment alternatives and enable them to construct optimal portfolios in a risk-return sense, including the use of derivatives. This includes bonds, equities, and alternative investments. It will also provide an understanding of the key factors affecting investment decision making, such as investment objectives and constraints, behavioral and ethical issues, and an understanding of the different institutions involved in portfolio management. Overall, this course will build an understanding of the complex aspects of investments and portfolio management which is an increasingly important area in the study of finance.

B899A- Thesis Preparation

B899A MBA thesis proposal is a postgraduate compulsory course for all students who progress to Stage III of the AOU MBA Program/Thesis Track. The course provides exposure to skills, knowledge and practices used by researchers at the commencement of a research investigation with particular reference to the preparation of a thesis proposal.

B899B- Thesis

B899B course is intended for Master's level students to create a Master's Thesis project and to see it through to the final draft. In this semester, students will work with their thesis committee to make any necessary revisions to the thesis proposal, collect data, analyse it, and produce the final draft of the thesis. Students will work one-on-one with their thesis advisor and the thesis coordinator to identify times that they will meet and create a

plan for communication throughout the process of completing the Master's Thesis.

The Master's Thesis is the culminating assessment in earning the degree of Master in Business Administration at Arab Open University. As such, it should be treated as a serious and academically rigorous component of the program. Each project is unique to the student completing it, and thus there is flexibility in scheduling, approach, and style that is up to the discretion of the thesis advisor. The thesis component at AOU is meant to demonstrate advanced study and inquiry into a particular facet of business administration in relation to the experiences of candidates in the program. The thesis is a work of original scholarship, designed with guidance from a thesis advisor and thesis committee. A copy of the final project is uploaded to the Turnitin and Theses are added to the College Archives.

Student Support Systems

- The AOU Learning Management System (LMS) is a user-friendly *Moodle* e- learning portal platform. Students will access all academic services and support from this system including
 - Downloading the course materials
 - Uploading the Assignments, reports and other class works
 - Text based interaction with the tutors and peers
 - Using forums for discussing about the course
 - Sending instant messages to the tutors and classmates
 - Using other academic facilities that are available in the university i.e.
 - access to e-library
 - Student Support
 - Student appeals and complains
- Faculty and staff are committed to helping students with their problems. All faculty members have regular office hours to meet students. If students wish to meet faculty outside of office hours, they need to make an appointment. The staff members can also be contacted through email.
- Video Conferencing technologies provide a basis for remote collaboration with academia.
- The Arab Open University Library Services provides electronic library services to AOU students through the internet. This covers the

provision of a range of information e-resources, help sheets, guides and tutorial documents. AOU currently subscribes to the following EBSCO databases:

- Academic Search Premier
 - Business Source Complete
 - Computers and Applied Science Complete
 - Education Research Complete
 - Literary Reference Center
 - English Language Learning
 - Research Starter – Business
 - Research Starter – Education
 - ERIC
 - LISTA
-
- Computing facilities are designed to be used for legitimate, university-related purposes. Access to computing labs is allowed to registered students in all branches. The IT unit in each branch strives to maintain a clean, quiet, and work-friendly environment in its computing labs in order that lab users can use their time productively and with minimal distraction.

Study Calendar and Study Load

The beginning of the academic year, semesters, and the final exam period shall be specified in accordance with the academic calendar approved by the University Council. The study load for a student shall range between 8 and 16 credits hours at each semester. The maximum period of study shall be eight semesters.

Assessment and Feedback

Since the emphasis of the MBA program is on self-development, students are expected to continuously monitor their own performance. The Faculty also provides regular feedback to the students through formal and informal channels. Grades are communicated to students upon approval and

endorsement of the CEC Committee. With the student's permission, these grades may also be communicated to the guardians or sponsors of the students.

The faculty formally evaluates students using a combination of the following instruments:

- Class Participation
- Written Analyses of TMAs
- Individual/Group Projects and Presentations
- Tests and Examinations.

At the beginning of each course, the tutor identifies the instruments that will be used to assess the students' performance and also the weights assigned to each of the different assessment components. Class participation is assigned a significant weight in all courses. To pass the module and to achieve a particular grade of pass, a student must achieve the minimum score on both the continuous assessment and the examinable component. The minimum passing grade in a module is (C) provided that the student obtains at least 50% in each of the continuous assessment and the final exam. 60% of the module grade is allocated to continuous assessment, including 2 TMAs related to the course, 40% of the grade is allocated to the final exam. This applies to all MBA modules except for the project module where the faculty formally evaluates students using combination of the following instruments: Class Participation, Written Analyses of Tutor Marked Assignment, TMA (30%), and Presentation (20%) including any required Individual/Group Projects, and Final Project (50%).

A warning shall be issued to a student whose cumulative grade point average is below 2 points (C) at the end of any semester. A student shall be dismissed from the program if he or she receives two warnings in two consecutive semesters. To achieve a program award, a student must successfully complete all the compulsory modules and appropriate optional modules as indicated in the program description.

In general, markers will be expecting students to write clearly, using correct spelling and grammar. They will be looking for evidence that students have:

- Reflected critically on issues raised in the course.
 - Considered and appreciated a range of points of view, including those in the course, and their own views.
 - Stated their argument clearly, with supporting evidence and proper referencing of sources.
 - Drawn on their own experience and that of others on the course, communicated through online discussion and face to face meetings.
- The specific criteria by which TMAs and the examinable component will be assessed are stated under each assignment.

General Policy Relating to Assessment

The table below outlines The Arab Open University's general policy relating to the different types of assessments you may have to complete for your modules. This includes our general rules and regulations for submitting work and sitting examinations and should be referred to in conjunction with module-specific information.

The final mark of each module shall be calculated, and be entered in letters and their equivalent points as follows:

Assessment criteria: general characteristics of work in each 'band'

Indicative Grade	%Marks	Characteristics	
A	86 and above	High standard of critical analysis using appropriate conceptual frameworks Excellent understanding and exposition of relevant issues Clearly structured and logically developed arguments Good awareness of nuances and complexities Substantial evidence of well-executed independent research Very good evaluation and synthesis of source material Very good use of relevant data and examples, all properly referenced	Outstanding Student meets all requirements of LOs. The student demonstrates an excellent grasp of the subject knowledge including critical thinking and consistently adheres to the conventions of writing. The student demonstrates outstanding ability in use of relevant ideas / facts / theories / concepts / models / perspectives with consistency and precision of breadth and depth. The student work is strikingly insightful with evidence of originality and integration of information from sources with sound judgment and professional standards of writing with further scope for research.

Indicative Grade	%Marks	Characteristics	
B+	80-85	Very good standard of critical analysis using appropriate conceptual frameworks Clear awareness and exposition of relevant issues Clearly structured and logically developed argument Awareness of concepts and complexities Evidence of independent research Good evaluation and synthesis of source material Good use of relevant data and examples, all properly referenced	Very Good Student meets all requirements of LOs. The student demonstrates a very good grasp of the subject knowledge and consistently adheres to the conventions of writing. The student demonstrates high ability in use of relevant ideas / facts / theories / concepts / models / perspectives with consistency and precision of breadth and depth. The students work is insightful with evidence of originality to a great extent and integration of information from sources with sound judgment and professional standards of writing.
B	75-79	Uses appropriate conceptual frameworks Attempts analysis but includes some errors and/or omissions Shows awareness of issues but no more than to be expected from attendance at classes Arguments reasonably clear but underdeveloped Insufficient evaluation of source material Some good use of relevant data and examples, but incompletely referenced Insufficient evidence of independent research	Good Student meets nearly all requirements of LOs. The student demonstrates an sound grasp of the subject knowledge and adheres to the conventions of writing. The student demonstrates ability in use of relevant ideas / facts / theories / concepts / models / perspectives with consistency and precision of breadth and depth. The student work is has fair evidence of originality and integration of information from sources with judgment and appropriate standards of writing.
C+ Probation	70-74	Adequate understanding of appropriate conceptual frameworks Answer too descriptive and/or any attempt at analysis is superficial, containing errors and/or omissions Shows limited awareness of issues but also some confusion Arguments not particularly clear Limited evidence of independent research and reliance on a superficial repeat of class notes Relatively superficial use of relevant data, sources and examples and poorly referenced	Satisfactory Student fairly meets requirements of LOs. The student demonstrates fair level of knowledge but with weak competency in presenting the argument. Adheres to broad standards of writing and lacks in presentation of knowledge in depth and breadth.

Indicative Grade	%Marks	Characteristics	
C	60-69	Shows acquaintance with and understanding of key concepts and issues from a range of sources; ideas synthesized and related to the topic. Ideas organized and grouped into a coherent argument; use of examples / detail / quotations / references / experience to support argument; some critical analysis of ideas/evidence; limited appraisal of implications.	
D	50-59	Shows general understanding of key concepts and issues. Ideas organized and grouped into a coherent argument; use of examples / experience to support argument; limited appraisal of implications.	Unsatisfactory Student fails to meet the LOs. The student demonstrates patchy overall knowledge of the subject. Lacks skills in presenting argument, contains inaccuracies with very little evidence of independent thought.
F	Below 50	Failed.	

Marking Scale

The final mark of each module shall be calculated, and be entered in letters and their equivalent points as follows:

<u>Grade</u>	<u>Points</u>
A	4.0
B+	3.5
B	3.0
C+	2.5
C	2.0
D	1.5
F	0

Registered students who do not fulfill the assessment requirements stated in the study plan of the course shall receive the grade (Incomplete/I), provided that they re-sit for the exam in the second week of the next semester. The cumulative average shall be calculated in points with the equivalent ratings given as follows:

Average in points	Rating
3.67 – 4.00	Excellent
3.00 – 3.66	Very good
2.50 – 2.99	Good
Less than 2.5	Fail

Inability to Attend Final Examination

The following cases shall be observed when the student is unable to take the final examination at the fixed time and place.

- In case of sickness or emergency, the final examination can be given at the same time scheduled for the original examination but in another location, such as a hospital, if the student's situation permits.
- A student, who through illness cannot take the final examination or submits a report/project which is considered a main component of the assessment, must submit a medical report to the course tutor who will forward it to the competent authority.
- The case must be submitted within one week before or after the date of the final examination.
- If the Branch Examination Committee accepts the case, the student is awarded (Incomplete/ I) and the student may take the examination with all other students studying the course at the end of the next semester.
- If the Branch Examination Committee rejects the case, the student is awarded a zero in this examination.
- A student, who fails the final examination of any module but has passed the continuous assessments for that course, can take the examination again in a subsequent semester in which the course is examined.

Student Complaints/Appeals

What are Complaints?

You may complain against:

1. Poor teaching quality or tutorial services
2. Misleading or withholding of information by tutor or administrative staff

3. Inadequate services and facilities
4. Misconduct by any University staff – administrative or academic
5. Misconduct by any student within university premises
6. Offensive or racist remark by staff or student within the University Premises.

What are Appeals and Complaints? Is there a difference or are they one at the same?

Appeals and Complaints are your requests against any dissatisfaction you experience in your learning environment as a student of AOU. Appeals and Complaints are not the same, so when requesting for a review you need to be clear about the difference.

When can I complain?

The sooner you complain the better. Complaints that are lodged after a long gap (after one whole academic year) may be difficult to resolve unless backed by strong supportive evidence.

Whom do I complain to?

For your convenience the University has set up an online appeals and complaints system that can be accessed through your SIS (Student Information System) account. You need to complete the available form with all details duly filled in and your completed form will be directed to the concerned authority.

What is the information required from me to complain?

You will be required to fill up an online form and provide all details about the issue that you are appealing or complaining against. You will also be required to provide your student identification details including your name, and contacts, and names and details of any other entity involved in the matter.

What does the complaints process involve once I have complained?

Complaints: You may lodge a complaint any time during the academic year, by completing the University student complaints online form. You must state the grounds for the complaint giving detailed reasons to

support his/her case. The student affairs department will process the complaint and forward it to the concerned department(s) for consideration. The concerned department will examine the complaint and it may consult other members of university staff or departments if it is deemed appropriate in particular cases. The Concerned department may find grounds for complaint and produce a report on the case setting out decision on the case and the documentations considered. The report will be sent to the Assistant Director for Administration and Finance or Assistant Director for Academic Affairs based on the nature and subject of the complaints for approval. Upon approval the Student Affairs Office will notify the final outcome of the complaint to the student.

How long would the entire process take?

Since we want to ensure the best for you, the entire process may take from 2–3 weeks. However, you may expect a reply earlier depending on the nature and gravity of your problem.

Is my physical presence in the campus required?

No. All your complaints and appeals may be recorded electronically on the complaints available on the Student Support System. Unless otherwise required before the complaints and appeals committee your physical presence will not be required.

Is it alright for me to complain against a tutor or staff?

Yes, at no point of time will you be at a disadvantage for having made a complaint. Your dissatisfaction with academic or administrative services is of serious concern to us and we need to hear from you so as to improve matters and assure the quality of services in creating an enabling learning environment.

Will my information be kept confidential?

Yes, complete confidentiality will be maintained regarding your request and no information whatsoever will be revealed to anyone without your permission other than those handling the case.

Can I withdraw my complaint at any time?

Yes, just as you have the right to complain, you also have the right to withdraw your complaint at any time.

What do I do if I am dissatisfied with the AOU's handling of my complaint / Appeal?

If you are registered for an Open University Validated Award Programme and still dissatisfied with the decision of handling your appeal / complaint, you may complain to the Open University.

You will find more information on this process in the student guide to studying on a programme validated by The Open University.

(<https://web.aou.edu.lb/students/guide/Documents/Student%20Guide%202023-2024%20%28updated%29.pdf>)

Combating Cheating and Plagiarism

Any student caught cheating or found to have committed an act of plagiarism shall be referred to the competent Branch Disciplinary Committee, which shall take its decisions as per rules in effect at AOU. Punishment, if warranted, may include dismissal from the University. The acts of cheating and plagiarism:

Dear Students:

Plagiarism may not always be an intentional activity on your part, however, the consequences of plagiarism are not something that you as a student would like to face. We would therefore urge you to read this guide and help yourself not to plagiarize.

As students at AOU you need to be aware that fifty percent of your grades depend on internal assessment that consists of Tutor Marked Assignment (TMA) and Mid Term Assessment (MTA). Plagiarism of any kind is dealt with very strictly as per the by-laws of the university.

The key element of your submitted assignment at AOU is that it should be entirely your own work wherein any information from external sources is appropriately acknowledged.

At Arab Open University we are determined to develop your skills in writing that are authentic and reflective of your understanding and in doing so we practice zero tolerance to plagiarism. This brochure guides you through the AOU policy on plagiarism.

WHAT IS PLAGIARISM?

The Online Oxford English Dictionary definition of plagiarism as "The practice of taking someone else's work or ideas and passing them off as one's own".

According to the Arab Open University By-laws, "the following acts represent cases of cheating and plagiarism:

- Verbatim copying of printed material and submitting them as part of TMAs without proper academic acknowledgement and documentation.
- Verbatim copying of material from the Internet, including tables and graphics.
- Copying other students' notes or reports.
- Using paid or unpaid material prepared for the student by individuals or firms.
- Utilization of, or proceeding to utilize, contraband materials or devices in examinations."

Examples of Plagiarism:

- Part or whole of the text or document of other people's work (published or unpublished) without the use of quotation marks, citation or acknowledgement.
- Rewording or paraphrasing someone else's ideas and passing it off as yours.
- Passing of previously submitted assignment by another student as yours.
- Producing assignments written by professional assignment writing offices.
- In appropriate or incorrect references that do not match the work produced.

How can you avoid Plagiarism?

- Make sure you acknowledge the source from where you gather the information used in the assignment.
- When using a certain text, concept or a definition as it is, use them in quotation marks, e.g., "Copied text".
- Information that is too large to be quoted should be 'paraphrased' or summarized and written in your own words and acknowledged.
- You need to document all the ideas and points of view that are mentioned in your TMA by using standard methods of referencing and citations in the text and in the references section.
- You may seek your tutor's help towards any clarification regarding citation and referencing styles that you need to follow.

Detecting Plagiarism

- The University employs sophisticated software namely (Turn ITIN) for plagiarism detection in TMAs. This is used to detect and identify plagiarized material whether from the internet or previously submitted TMAs or a similar TMA from another student of the same section or another section.
- Also, the Tutors are quite experienced in identifying plagiarized assignments and can easily determine whether the authorship of the TMA belongs to the student or not.

Penalties Against Plagiarism

The university By-laws impose strict penalties in dealing with plagiarism. Article 11 of the Bachelor Degree Award rules and regulations of AOU impose penalties for cheating and plagiarism which include:

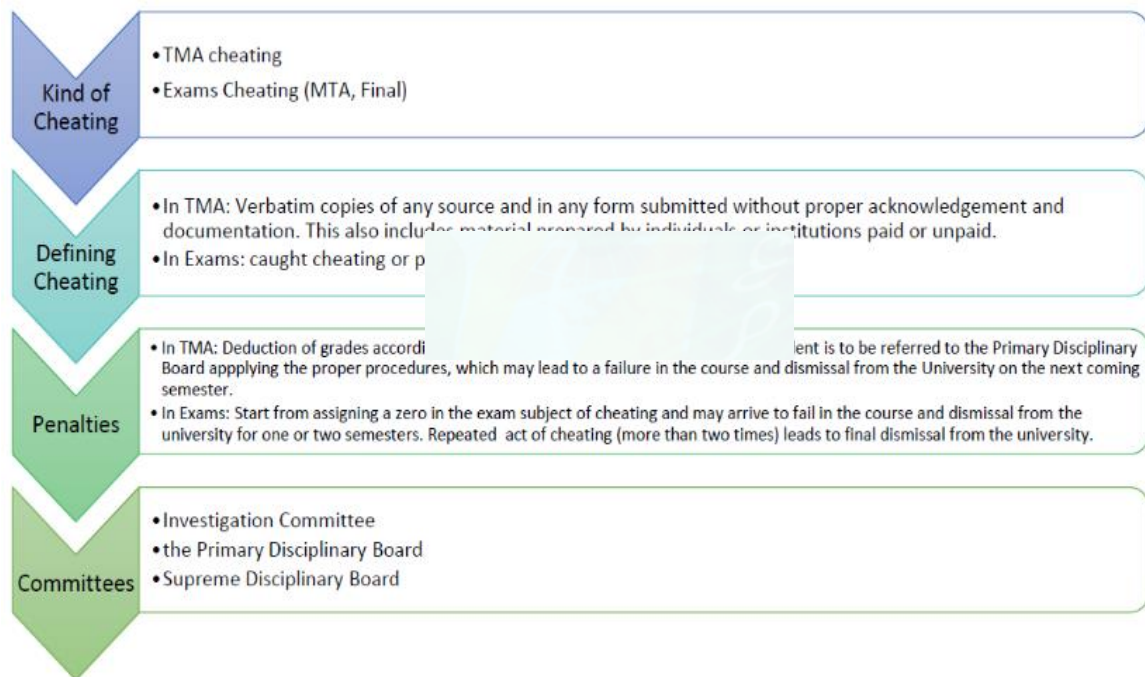
- Awarding of zero for the specific plagiarized TMA.
- Documentation of warning in student record.
- Failure in the course to dismissal from the University



PLAGIARISM !!
DO NOT DO IT !

GUIDELINES
FOR
AOU STUDENTS'

Contact us :
Arab Open University
P.O. Box 3321 Safat 13033 Kuwait
Tel: (+965) 25329013 / 8



AOU subscribes to a plagiarism detection service. Faculty can access and use it to detect any plagiarism act and the TMAs and Finals (Level 7) are designed to prevent cheating/plagiarism

Determination of Results

The final module results are approved by the Central Examinations Committee pursuant to a recommendation submitted by the Examinations committee of the Faculty of Business. The final results are then announced on the Arab Open University website. Students should log in to SIS (Student Information System) with their ID and password to view their results.

Your final result will be processed centrally at the Headquarters. The FBS at the AOU follows a tiered approach to the examination boards and committees. There exist mainly four examination committees at the AOU named as follows:

- The Branch Examination Committee (BEC).
- The Course Assessment Committee (CAC).
- The Faculty Examination Committee (FEC).
- The Central Examination Committee (CEC).

External Examiners are members of the FEC, and the Chief External Examiner is member of the CEC. The main role of the assessment boards is to standardize the assessment processes and procedures at the AOU and to ensure fair processing of students' grades.

All awards recommended by The Arab Open University Examination Boards are ratified by The Open University's Ratification Panel. This panel has the authority of the OU Senate to ratify the recommendations of all Examination Award Boards (EAB) after satisfying itself that the recommendations have been determined with due regard to the approved regulations, that the correct procedures have been followed, and that the appropriate academic standards have been upheld.

Once the Examination Board has taken place, The Arab Open University sends documentation to the OUVP via secure electronic transfer. Once documentation is complete, it is submitted to the Open University's Ratification Panel. Once confirmed, The Arab Open University is informed, and if conferred, results can be released to students as final.

Attendance Policy

Class attendance is a critical component of the MBA degree and is mandatory. Absence from classes is strongly discouraged and faculty members take note of absent students. Students who exceed the maximum number of allowed absences (25% of class meetings) receive an “Incomplete” grade in the module and are not allowed to take the final exam. An “Incomplete” in a compulsory module will require repetition of that module, whereas an “Incomplete” in an optional module will require either repeating the same module or taking another optional module as a substitute.

Students with Special Needs

Students who need particular support should present their special requirements to their tutors who will discuss the matter with the appropriate authority within the branch. Students requiring an extension to a submission date or extra time in an examination must submit their needs not less than three weeks before the date of the examination or the due date of TMAs.

Repeat Modules

Students may repeat any module in the study plan to raise their cumulative average if their grade in that module is less than B. In such a case, the new grade will replace the former. If a student repeats a module, the credits of that module shall be counted only once when calculating the student's total points for graduation. If a student fails an optional module and takes another optional module to meet the requirements of his or her study plan, the new module shall be considered equivalent to the optional module they failed.

Equivalency of Modules (Credit Transfer)

Academic Programme Course Equivalency Committee is formulated at the branch level, to study the recommendations of the concerned academic department for the equivalent decisions, approve them, and then submit them to the branch director for approval and to issue a decision.

And a **Branch Central Course Equivalency Committee** is formulated by the Branch Council to consider the recommendations of the Academic programme course equivalency committee after studying it and takes appropriate decisions. A copy from decisions is then sent to the relevant

dean at the headquarters, through the Office of the Vice President for Academic Affairs and Research Scientific.

The **Faculty of Business Council (FBC)** may make judgments on the equivalence of the MBA modules with courses which the student may have previously completed in other recognized academic institutions. The grant of credit for these courses will be subject to the following conditions:

- Courses submitted for equivalency judgments can only be considered if they have been completed within five years preceding the date of their submission for consideration.
- The student's grade in each of the courses submitted for equivalency judgments should not be less than three points (3.00) from the four-point scale or equivalent.
- Courses judged to be equivalent to modules in the MBA program should not exceed 30 points of the total points of the program (180 points). The grades earned in these courses will not count in calculating the student's semester average or his or her cumulative average.
- A module shall not be considered for equivalency if it was part of a previously earned degree.

Postponement of Study

A student may file an application to postpone his or her study within two weeks from the beginning of the semester, subject to the period of postponement not exceeding two consecutive or interrupted semesters. The period of postponement shall not be considered as part of the maximum period allowed for earning the Master's Degree.

Withdrawal from Module/Program

During the "Add and Drop" period announced in the university calendar, you may withdraw or add some modules within the study plan in a way that does not conflict with the minimum or maximum required registration load.

The Financial procedure for withdrawing modules is as follows:

Withdrawal	Percentage of refund	Letter Grade on the Transcript
Before the start of the semester During the Add/Drop period	100% (Full Fees)	Doesn't appear
After the Add/Drop period	70%	W- Withdrawal
After the third week	0% (nothing is refundable)	W- Withdrawal

You may apply for withdrawal from a module up until one week before the start of the final examinations according to the academic calendar.

If a student fails to register in one semester and he or she does not apply for postponement, they shall be considered withdrawn from study unless they present an acceptable excuse no later than the end of that semester. For students with an accepted excuse the period of withdrawal shall be considered as part of the postponement period allowed. A withdrawn student may re-apply for admission, and in the event of readmission, the courses (modules) they have completed successfully at the University shall be accounted for according to the study plan of the program.

Makeup Exam

When a student misses a Final Exam, he/she will still have the chance to sit for a Makeup **Final Exam** in case the absence' reason was one the following:

- Hospitalization due to an emergency medical situation on the exam day, with detailed medical report stamped from the Hospital and/or doctor.
- Maternity leave.
- Death of a first degree relative (within 3 days before the exam day).
- Car Accident on the same day of the exam.
- Travelling abroad due to work.

To request a Makeup exam, a student should submit a "Makeup Excuse Form" with its corresponding supporting documents through "Student Service" portal within **three days** of the exam's date.

A special committee will review all the received Makeup requests. In case the excuse was found valid, letter **(I) – Incomplete** – shall be entered in the

student's academic record, provided that he has not failed in the Continuous Assessment. Makeup Final Exams will be held with regular final exams of the following semester.

Students will receive emails about the results of their requests between 5 to 10 working days. If a student fails to show up to his makeup final exam, the letter (I) shall be replaced with (F) – Fail – in his/her academic record. Such students will not be allowed to delay further their makeup exams (i.e. Makeup requests for Makeup exams are not allowed).

Transfer between Branches

While recognizing the local accreditation requirements, a student may transfer from one AOU branch to another provided that the transfer takes place at the beginning of the semester. In this case, all completed modules are taken into account for the student. The tuition fees of the new modules are calculated according to the fees of the new Branch. Transfer is dependent on the following:

- When applying for transfer from a Branch, the student should be registered in that Branch without any disciplinary issues outstanding.
- The student shall complete a special form before the end of the semester, stating the reasons for his or her transfer.
- In certain circumstances, a student may apply for transfer from one Branch to another during the semester, provided that he or she can provide a valid reason for doing so. In this case, the tutorials, examinations and other study requirements are not affected.
- The student shall pay the appropriate transfer fee when filing the application. If the application is rejected, the student has the right to receive a refund.
- When necessary, it is the student's responsibility to get a residence permit in the branch country to which he or she wishes to transfer.
- When transfer has been approved by the two branches, the student's file is sent to the new branch.
- Before joining the new branch, the student should be informed about any admission conditions or requirements observed in the new branch so that he/she can fulfill these conditions either before or after joining the new branch.

AOU Websites

To facilitate the educational process and achieve comprehensive and meaningful results, AOU has established a website on the internet as a means for providing information on its various programs and activities. The address of this website is "<https://www.arabou.edu.kw/>". It also has comprehensive websites (within) set up for each branch.

Addresses of AOU Headquarters and Branches

Headquarters

Arab Open University-Headquarters
Ardiya Industrial Area, Farwanya, Al-Safat 13033.
P.O. Box 3322 Kuwait State of Kuwait
Tel: 00965 24394143
Fax :00965 24394150
info@arabou.edu.kw
<https://www.arabou.edu.kw/>

Jordan Branch

Amman- Tareq, Jordan
P.O.Box 1339 Amman 11953 Jordan
Tel : 00962 6 5630630
Fax: 00962 6 5630610
info@aou.edu.jo
<http://www.aou.edu.jo/>

Lebanon Branch

Omar Bayham St.-Al Hursh Area-
Tayouneh- Beirut Lebanon
Tel: 00961 01-39 21 39
Fax: 00961 01-392146
info@aou.edu.lb
<http://web.aou.edu.lb/>

Oman Branch

Madinat Sultan Qaboos
P.O. Box 1596, PC 130
Muscat -Sultanate of Oman
Tel (00968- 24957300)

Fax (00968- 24699669)

info@aou.edu.om

<https://www.aou.edu.om/>

Egypt Branch

El-Shorouk City, km 37 Cairo – Suez Rd

P.O Box. 51 El-Shorouk City – Behind City Hall, El-Shorouk, Cairo +202, EG

Tel (0020 26890500)

Fax (0020 26890590)

info@aou.edu.eg

<http://www.aou.edu.eg/>