



Qatar University

College of Business and Economics

The Office of Research and Graduate Programs

QATAR MBA

(Master of Business Administration)

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS
IN THE WORLD

Guidelines and Policies

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Welcome from the Dean

Dear Students:

I would like to take this opportunity to welcome you to your college ... the College of Business and Economics (CBE), one of seven colleges at Qatar University. Qatar University is committed to become a model national university in the region, and be recognized for high-quality education and research, and for being a leader of economic and social development. This dynamic vision has been the driving force for Qatar University aspiration to achieve international recognition of its programs and faculty.

The College of Business and Economics is proud to be a pioneer in setting world standards through its vision, mission, and objectives, and through the development of its high-quality curriculum that meets international standards, faculty, programs, and facilities. The ultimate goal is to produce a competent graduate who holds an AACSB-accredited MBA degree, is well equipped with general and specialized knowledge of world-standards, and is capable of meeting employment challenges in the private and public sectors and possibly pursuing further studies in reputable universities.

I am sure that you would find your study at CBE interesting, exciting, and fruitful. Many will envy you for the kind of courses you will take, the way you will be taught, the analytical tools you will be equipped with, and the language of instruction that will be applied to college and specialization requirements.

YOUR day of graduation is going to be the happiest day of your life, because you will not receive just any university degree, but a prestigious, internationally- accredited MBA degree that meets world standards and meets the expectations of academic and business community. I look forward to seeing you in our magnificent, intellectually stimulating new building.



Professor Nitham M. Hindi
Dean, College of Business and Economics

Greetings from the Associate Dean for Research and Graduate Programs

I would like to take this opportunity to welcome and give you a brief introduction about our Graduate Programs at the College of Business and Economics. Currently, we have two graduate programs; Master of Business Administration (MBA) established in 2002 and Master of Accounting (MAC) established in 2011. Both Programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB). The MBA program is a general management degree. It is designed to provide an excellent and thorough foundation in business areas. MBA graduates are able to work effectively in teams, and effectively communicate solutions to business problems. On the other hand, the MAC is a highly specialized program in Accounting.

QATAR MBA program offers many courses in accounting, finance, economics, management, marketing, and management information systems. Faculty members teaching in the MBA and MAC programs are well-qualified, innovative, and dedicated to providing the most relevant and applied education to our students. Their research activities are tailored to meeting the needs of practitioners (contribution to practice). Additionally, our faculty members publish in the instructional (learning and pedagogical) arena. Many of our faculty members utilize case studies as well as other instructional pedagogy to provide positive and student-centered learning environment.

During the final semester of your MBA or MAC program, you will have the chance to work with a faculty supervisor to complete a graduation project. The project may be about any topic that is approved by the instructor and dealing with a local, regional, or international issue of interest. The completion of the project requires data collection, analysis, and reporting.

The MBA and MAC graduates have great career opportunities including working in public and private organizations and firms. We are also happy to stay in touch with our MBA alumni. They are very successful and serving the State of Qatar very well. We are very proud of their accomplishments. The college and this office in particular are committed to provide you with high quality of education and services. I look forward to greeting you in person. Thank you.



Professor Khaled A. Alshare
Associate Dean for Research and
Graduate Programs



College of Business and Economics

Qatar University is the country's national and major institution of higher education. It seeks to be a model national university that offers a high quality, learning-centered education. The College of Business & Economics (CBE) at Qatar University is a premier educational institution that offers undergraduate programs, MBA program, Master of Accounting (MAC), and executive education. Founded in 1985, the CBE is known for academic rigor; creativity and innovation; hands-on and service learning opportunities; a firm grounding in ethics; and an applied education that prepares students to become outstanding leaders and global citizens within the ever-changing, complex, and fast-paced world of business.

The CBE offers undergraduate business degrees in the fields of Accounting, Finance, Management, and Marketing; a very selective MBA and MAC programs; and an executive CPA program. The college, including all its undergraduate and graduate programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB-International). This is the premier accrediting agency for business schools in the world. The college has a new state-of-the-art building, that offers its students an exceptional business transformational learning and technology enabled environment.

College of Business and Economics Mission Statement

The College of Business and Economics at the Qatar University aims at providing high quality, applied business education in collegial, intellectually stimulating, and supportive learning and working environment. Guided by the university reform plan and committed to innovative curriculum and continuous improvement, the college plans to offer undergraduate and graduate business programs that connect theory to practice, promote critical thinking, and engage students in active and collaborative learning.

Serving the students of Qatar and other students of GCC countries and the region, the College of Business and Economics at the Qatar University aspires to prepare business students to provide effective and ethical business leadership in an increasingly complex, knowledge based, networked, and global economy.

The College of Business and Economics at Qatar University selects and retains a diverse and talented faculty and staff who uphold the professional standards of their respective disciplines, and consistent with our mission and values produce quality applied scholarship, including contributions to practice, teaching and pedagogical research. Our transformational learning environment is characterized by the highest standards of integrity and respect. Our faculty and staff are provided opportunities for training and career development.

QATAR MBA Program

QATAR MBA Program develops leaders through a holistic approach that combines the academic foundation acquired in the business curriculum with a broad range of opportunities for personal maturation and professional growth. The MBA program is a general management degree. It is designed to provide a solid foundation for making business decisions, to develop skills in applying financial, marketing, management, information technology and statistical techniques to complex management problems, and to improve skills in effectively presenting and implementing solutions to business problems.

Educational Objectives

The Master of Business Administration aims to:

- Develop skills in integrating business knowledge necessary to perform as management professionals in a globalized business environment;
- Prepare ethically and socially responsible business leaders; and
- Provide the necessary technical and analytical skills for effective decision making.

Learning Outcomes of QATAR MBA Program

Master of Business Administration Learning Outcomes
Upon successful completion of the MBA program, students will be able to: LO1: Analyze the implications of making ethically responsible decisions. LO2: Analyze the implications of making socially responsible decisions. LO3: Apply IT effectively in making business decisions. LO4: Demonstrate leadership skills. LO5: Work effectively in teams. LO6: Integrate the knowledge and skills of the business functional areas. LO7: Apply critical thinking skills in making business decisions. LO8: Identify and consider global issues in making Business decisions.

(Qatar MBA Program is Accredited by AACSB)

Degree Requirements

In order to be awarded the MBA degree, students holding a bachelor's degree in business or related disciplines need to successfully complete the following courses:

1- Core Courses (27 Credit Hours)			
Course No.	Name of Course	Credit Hours	Prerequisites
MAGT 607	International Business Management	3	
MAGT 603	Operations Management	3	
MAKT 604	Marketing Management	3	
MIST 606	Management Information Systems	3	
MAGT 610	Strategic Management	3	(MAGT 603, FINA 605)
MAGT 615	Applied Graduation Project	3	(MAGT 603, FINA 605)
ECON 602	Managerial Economics	3	
ACCT 602	Managerial Accounting for Decision Making	3	
FINA 605	Corporate Finance	3	

2- Electives (9 Credit Hours) to be selected from the following:

Course No.	Name of Course	Credit Hours
MAGT 602	Human Resources Management	3
MAGT 608	Total Quality Management	3
MAGT 609	Entrepreneurship & Small Business Management	3
MAGT 611	Business Ethics and Legal Environment	3
MAGT 613	E-Business	3
MAKT 614	Marketing Research	3
ECON 604	International Trade and Finance	3

Students who hold a Bachelor degree in disciplines other than business are required to pass the following foundation courses prior to taking core / elective courses.

3- Foundation Courses (12 credit hours are required)

Course No.	Name of Course	Credit Hours
MAGT 501	Introduction to Management	3
ECON 501	Introduction to Economics	3
STAT 502	Business Statistics	3
ACCT 501	Introduction to Accounting	3

Admission Requirements

Admission Requirements

All applicants to the Masters of Business Administration program who meet the following minimum criteria will be considered for admission to Qatar University:

1. Completed a Bachelor's degree with a minimum Grade Point Average (GPA) of 2.85 on a 4.00 scale OR minimum GPA of 2.65 out of 4.00 with a Graduate Management Admission Test (GMAT) score of 450 from a university or college accredited by an international accrediting association or by the Ministry of Higher Education or equivalent authority in that country.
2. Achieved a minimum score of 520 on the paper-based TOEFL, 190 computer based, or 68 internet based, or 6 IELTS Academic taken within 2 years of the start of the intended semester of admission.
3. A minimum of two-years' work experience is required. Additional experience will be recognized and may help with admission to the program.
4. A satisfactory performance in the personal interview.

All applicants to the Masters of Business Administration program are required to submit the following documents to the Admissions Department:

- Admissions Application and Signature Page
- Final, official and certified **university transcripts**
- Official TOEFL score report or equivalent score report
- Official GMAT score report if submitting GMAT scores
- Evidence of work experience
- Two recommendation letters
- Supporting statements (Essays)
- Curriculum Vitae (C.V.)
- Health Certificate
- Photocopy of the applicant's Qatar ID card (Non-Qatari applicants must provide a copy of their passport)
- Two recent passport sized photographs
- Application Fee

Admission to the Master of Administration program takes place in the fall semester only. For additional information on the program, please see our website at:

http://www.qu.edu.qa/business/graduate_programs/mba/index.php

Admission Dates and Deadlines

Admission into the incoming class is both competitive and limited. Therefore, applicants are strongly encouraged to submit their admissions application and all required documentation as early as possible. Qatar University will not accept applications after the published application

deadline. A comprehensive listing of admission application deadlines can be found on the Qatar University website at: www.qu.edu.qa.

Academic Advising

The associate dean for research and graduate programs will serve as the advisor for the MBA students. Before registering for any semester, the graduate student should meet with his/her advisor.

However, continuous consultation with the advisor is encouraged throughout the year. It is the sole responsibility of the students to successfully analyze their options to pursue degree requirements.

A typical MBA Courses Plan

Course No.	Name of Course	Fall	Spring	Summer
Foundation for Non-Business Students:				
MAGT 501	Introduction to Management	X		
ECON 501	Introduction to Economics		X	
STAT 502	Business Statistics	X		
ACCT 501	Introduction to Accounting	X		
MBA Requirements Courses (Core Courses):				
MAGT 607	International Business Management		X	
MAGT 603	Operations Management		X	
MAKT 604	Marketing Management	X		
MIST 606	Management Information Systems	X		
MAGT 610	Strategic Management	X	X	
MAGT 615	Applied Graduation Project	X	X	X
ECON 602	Managerial Economics		X	
ACCT 602	Managerial Accounting for Decision Making		X	
FINA 605	Corporate Finance	X		
Elective Courses: One or two elective courses will be offered in Fall and Spring				
MAGT 602	Human Resources Management			
MAGT 608	Total Quality Management			
MAGT 609	Entrepreneurship & Small Business Management			
MAGT 611	Business Ethics and Legal Environment			
MAGT 613	E-Business			
MAKT 614	Marketing Research			
ECON 604	International Trade and Finance			

QATAR MBA Policies and Guidelines

Transfer Admission

All applicants who are currently or who have previously attended a graduate program from an accredited MBA program and who have earned at least 3 credit hours are considered transfer applicants, and may apply for transfer admission to Qatar University. Transfer applicants are required to submit the following:

- 1- Complete Admissions Application.
- 2- Final and official university transcript.
- 3- Satisfied the degree and cumulative GPA requirements of the intended program.
- 4- Met Qatar University's English competency requirements.
- 5- Health Certificate.
- 6- Photocopy of the applicant's Qatar ID card.
- 7- (Applicants from outside Qatar should also provide a copy of their passport)
- 8- Two passport sized photographs.

Transfer applicants must satisfy all QU graduate transfer admission requirements for the semester of intended admission and must submit all appropriate application materials and supporting documents to the Admissions Department by the admission deadline.

Transfer of Credits

A maximum of 9 credit hours may be transferred from an accredited MBA program at another university, provided that the student received a grade of 3.00 or better in each course. Transferring the last 9 credit hours is subject to the graduate committee approval. Courses transferred from another institution do not count for Qatar University GPA. Also, the content of the transferred courses must be approved by the College of Business and Economics as equivalent to those offered in this MBA Program. The maximum age of transfer credit eligibility is five years from completion of the individual course.

Academic Regulations

An overall GPA of 3.00 (B average) is required throughout the program, with a minimum grade of "C" (2.00) in each course. If a student fails two or more courses, or fails the same course more than once, he or she will be dismissed from the program. An overall GPA of 3.0 out of 4.0 is required to earn the MBA

degree. MBA students may repeat courses with grades of less than a “B” to increase their GPA.

Academic Probation

MBA students who earn a cumulative grade point average below 3.00 (B) are automatically placed on academic probation that is noted in their academic record. The MBA students on academic probation must gain approval of his/her academic advisor and the director of the program/department head, and may not register for more than the maximum number of semester credit hours allowed for this category of student. Students on academic probation may be advised by their academic advisor to register for fewer courses to improve the likelihood of raising their GPA and consequently removing the probation. Once placed on academic probation, MBA students have the consecutive semester or two (2) separate semesters (summer session not included) to remove the academic probation before being dismissed from the University. The MBA student placed on final probation may not withdraw from a semester or leave the University for the remainder of the semester. If a student on final probation does not register in any courses in a given semester, he/she will be dismissed from the University at the end of that semester.

Academic Dismissal

The MBA student will be dismissed from the University for academic reasons under the following conditions:

- Failing the MBA course two (2) times.
- Failing to achieve a minimum GPA of 3.00
- Failing to meet MBA requirements within four years of enrollment in the program.

Credit Hours

Students with business degree must successfully complete 36 credit Hours to Graduate. Students with non-Business degree must successfully complete 48 credit hours to graduate of which 12 credit hours for foundation courses (all courses are included in calculating the GPA).

Registration, add, and drop policies

Registration, add, and drop are the sole responsibility of the students and can be performed online. The maximum number of hours to be enrolled is 9 credit hours per semester. The minimum number of hours to be enrolled and carried is 6 credit hours per semester. QU policies regarding financial penalties are applied in case of drop or withdraw from courses in the semester after the end of the add and drop period as stated in University course schedule.

Please note that Students who drop one or more courses, or withdraw from the semester after the add and drop period, are subjected to the penalties shown in the following table.

Semester	Time of Drop or Withdrawal after End of Add and Drop Period	Penalty
Fall and Spring	Up to 2 weeks	20%
	After 2 weeks and up to 4 weeks	50%
	After 4 weeks and up to 8 weeks	75%
	After 8 weeks	100%
Summer	Up to 1 week	20%
	After 1 week and up to 2 weeks	50%
	After 2 weeks	100%

- If a full week falls within an official holiday, it is not counted in the weeks shown in the above table.
- Penalties shown in the above table apply to both tuition-paying and tuition exempted students.

Please note this is subject to change by the University.

- Usually Classes are held once a week from 6:00 – 9:00 p.m. However, in Ramadan classes will be from 2:00 - 4:00 p.m.
- A student must not exceed four years from date of enrollment in the graduate program including the withdrawal semesters.
- Under serious circumstances and with the approval of the director of the program, students are allowed to withdraw for a maximum of 2 semesters during the program.
- A student who misses more than 25% of the classes during a semester will receive a failing grade regardless of his/her performance.
- Final examinations will take place within the time schedule set by the University.
- Text books to be purchased by the student.
- The grading system scale for the MBA is similar to undergraduate courses, except the MBA passing grades is “C”, and therefore, grades such as “D” or “D+” will not be accepted and shall be reported as “F”. Thus, the scale for MBA courses will be:

Grade	Percentage
A	90 and above
B+	85 – 89
B	80 – 84
C+	75 – 79
C	70 – 74
F	Less than 70



Course Description

1- Core Courses (27 credit hours)

MAGT 603 Operations Management (3)

This course helps students to understand how to manage the conversion process, whether with goods, services or systems. It is also intended to broaden the scope of students' knowledge relating to the application of decision-making techniques to production problems with special emphasis on production control, operation system design, quality, operational strategy, relationship of production to other functions within the organization, and characteristics of the effective production/operations manager.

MAKT 604 Marketing Management (3)

This course develops students understanding of how organizations match the requirements of consumers in competitive environments, and develop strategies to create the competitive edge. It covers areas such as analysis, planning, implementation, and control, as well as the marketing mix, exportation, and the social aspects of marketing.

FINA 605 Corporate Finance (3)

The objective of the course is to provide an understanding of the nature of business finance, financial planning and analysis tools and help students acquire the necessary skills to be able to take important financial decisions which add and protect value to the corporation such as, the decision of financing investments and efficient resource allocation. The course also deals with the different types of risks that faces the financial manager, and how to incorporate these risks in financial decision making.

MIST 606 Management Information Systems (3)

This course provides an introductory theoretical and managerial overview of the area of information systems. Students will be exposed to various information technologies, the methods and tools for developing and managing information systems, and the impact of information systems on organizations and on society at large. Case-studies, in-class discussions, or projects will be used to also steer the student's ability to communicate effectively to information systems professionals.

MAGT 607 International Business Management (3)

This course examines the theories that explain the need for international business in both international trade and direct investment. It also covers the complex environmental factors (political/legal, cultural, social, economic/ financial) that affect the activities of multinational companies and international management practices in the areas of marketing, operations, finance, and human resources.

MAGT 610 Strategic Management (3)

Prerequisite (MAGT 603, FINA 605)

This integrative course relies heavily on other business disciplines previously studied, and aims to promote students' business analysis skills. It places special emphasis on tools and techniques of strategic planning, decision-making and implementation. It covers areas such as: setting corporate missions and objectives, analysis of external environment and internal resource positions, evaluation of strategic options, implementation, and control.

MAGT 615 Applied Graduation Project (3)

Prerequisite (MAGT 603, FINA 605)

This is the final part of the program. This project provides students with the necessary skills to carry out research. Students are expected to submit a written project about a specific topic under the guidance of a member of academic staff. Students will present a dissertation of not more than 20,000 words.

ECON 602 Managerial Economics (3)

An overview of the fundamental concepts in microeconomics as they apply to managers in a global environment, this course covers the use of quantitative and computer applications to determine optimal levels of output, resource usage and capacity planning, application of appropriate decision-making models, and mathematical tools for optimal business decisions.

ACCT 602 Managerial Accounting for Decision Making (3)

Preparation, analysis, interpretation and use of accounting information in the guidance and control of a business enterprise are discussed. The course concentrates on the decision-making process in measuring and reporting. Sophisticated approaches in budget preparation, performance evaluation, profit centers and transfer pricing are covered.

2- Electives: (Choose 9 credit hours)

MAGT 602 Human Resources Management (3)

This course aims at exploring key issues related to the management, performance, and development of human resources in the workplace. It places special emphasis on making decisions and developing plans that will enable managers to make the best possible use of their human resources, and covers areas such as: manpower planning, analysis and evaluation, recruitment and selection, wages and salaries, training and management development, performance appraisal, and industrial relations.

MAGT 608 Total Quality Management (3)

This course discusses how firms can improve the effectiveness and flexibility of their business by managing across functions and throughout all areas of the business in an integrated and coherent fashion. It covers areas such as: quality policies and strategies, quality improvement programs, quality planning, quality systems and manuals, process control, quality costing, communication and team-building, measurement, benchmarking and self-assessment.

MAGT 609 Entrepreneurship Small Business Management (3)

This course deals with the problems and challenges facing the management of small businesses in raising funds, marketing products and services, improving effectiveness and flexibility, and achieving growth.

MAGT 611 Business Ethics and Legal Environment (3)

This course covers legal and case analysis of court systems and dispute resolution, contracts, employment, and professional obligations that influence the decision-making process of managers. The relationship between personal values and business conditions and legal environment will take place. Other countries' business law and international agreements that govern the business environment in the world are also examined.

MAGT 613 E-Business (3)

This course examines database management, application of the concepts and theories of management to e-commerce, trading over the web, the challenges facing marketing in business-to-business contexts, and strategic applications of marketing mix in e-business environments.

MAKT 614 Marketing Research (3)

The course deals with scientific research methods and used by marketing managers. It focuses on issues such data collection, use of analytical techniques, and presentation of results. Special emphasis will be placed market research results in solving real life marketing issues.

ECON 604 International Trade and Finance (3)

The course aims to provide the participants with essential information about the most important issues in the fields of international trade and finance. It allows the participants to understand the importance of international trade recent related theories, and how they affect the performance of the domestic economy. On the international finance front, the course aims to acquaint participants with the main tools of the role and functions of the international capital market, foreign exchange markets, and international financial systems (including the various tools used).

3- Foundation courses: (12 credit hours for non-business students)

MAGT 501 Introduction to Management (3)

This course definition of management, its characteristics, evolution and importance as well as the functions performed by manages-planning, organizing, directing and controlling. The course also intends to show students the applications of the management functions in various enterprises such as marketing, finance, personnel, production, etc.

STAT 502 Business Statistics (3)

In this course, the students are focused on the tools and methods for effective use of data in problem solving and making management decision. It emphasizes data management and proper ways to communicate the findings in an executive manner. This course covers probability, decision analysis, continuous distributions, hypothesis testing, forecasting, and regression. Exercises and examples are drawn from marketing, finance, and operations management. In addition, computer software will be used to demonstrate the use of the concepts and presentation techniques.

ACCT 501 Introduction to Accounting (3)

Presentation of theoretical and practical aspects of accounting information relevant to businesses by examining basic accounting concepts, preparation and usages of financial statements, including income statement, balance sheet, statement of stockholders' equity, and statement of cash flows.

ECON 501 Introduction to Economics (3)

The course aims to provide the students with the essential tools of economic analysis, to allow them to utilize these tools in their work, and to make sense of the economic events occurring around them. This might include the following issues: Economic problems, supply and demand, consumer theory, producer theory, circular flow of income, measurement of GDP, fiscal and monetary policies, business cycle, inflation and unemployment.

**College of Business & Economics
Faculty**

Dr. Rajab Abdullah Al-Esmail
Ph.D., 2003
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