



MBA IN MANUFACTURING EXCELLENCE

Fulfilling the UAE Vision



جامعة الإمارات العربية المتحدة
United Arab Emirates University



UAEU

College of Business
and Economics



The **MBA with a focus on Manufacturing Excellence** is the only program in the UAE specifically designed to transition employees into leadership roles within the Industrial and Manufacturing sectors. Every aspect of this MBA degree is purposefully created to add value to these sectors - including totally original real-world projects that will immerse students in the challenges and opportunities of the sector.

This unique **MBA with a focus on Manufacturing Excellence** from the College of Business & Economics at the prestigious United Arab Emirates University will prepare selected candidates to reach their potential and take that next step into leadership. This highly selective, AACSB accredited program has limited places available per year and is:

- The region's one and only internationally accredited Industrial and Manufacturing sector-focused MBA
- Delivered by the UAEU College of Business & Economics, the #1 ranked university in the UAE
- Designed for both government and private organizations
- Transforms graduates into the UAE's elite future leaders
- Hosted at a state-of-the-art learning center on the spectacular Reem Island in Abu Dhabi
- Taught by both Emirati & global experts via custom-designed real-world projects

“The MBA with a focus on Manufacturing Excellence is uniquely designed to provide participants with combined theoretical and practical knowledge and skills. This MBA will equip participants with the skill-set and competencies required for a transition from a technical into a leadership role.”

Dr. Yehya Al Marzouqi, Executive Director, Strategic Learning and Development, Tawazun Holding



A TRANSFORMATIONAL MBA EXPERIENCE

The College of Business and Economics at the UAEU in cooperation with Tawazun Holding has designed a unique **Master's of Business Administration (MBA) with a specific focus on Manufacturing Excellence**. This exclusive MBA addresses the needs of the industrial and other manufacturing sectors of the UAE economy in a two-year, part-time program taught by our expert faculty at the luxurious Sky Tower on Reem Island in Abu Dhabi.

The cornerstone to this learning experience is the project-based elective courses. These project-based electives are built around the mastery of skills via real-world application to genuine business problems and opportunities. More importantly, each organization has the opportunity to guide the project-based electives so that the project outcome serves both the organization and student learning. No other MBA in the region offers such a unique opportunity.



International Trip
World Class Faculty
Customizable Projects

Exposure to Best Practices 
Designed to Benefit the UAE
AACSB Accredited

A portrait of Mona Ahmed Al Jaber, a woman with dark hair wearing a black hijab and a black abaya. She is smiling and looking towards the camera. The background is a blurred industrial setting with green and blue tones.

“Many MBA programs offer an education in general management but the UAEU MBA with a focus on Manufacturing Excellence is unique because it is specially tailored for the industrial sector. The leadership and management element of the program ensures that it has an enduring value regardless of the career chosen by the participant after graduation.

Having the opportunity to graduate with the MBA (Manufacturing Excellence) from UAEU was a great step forward in my career.

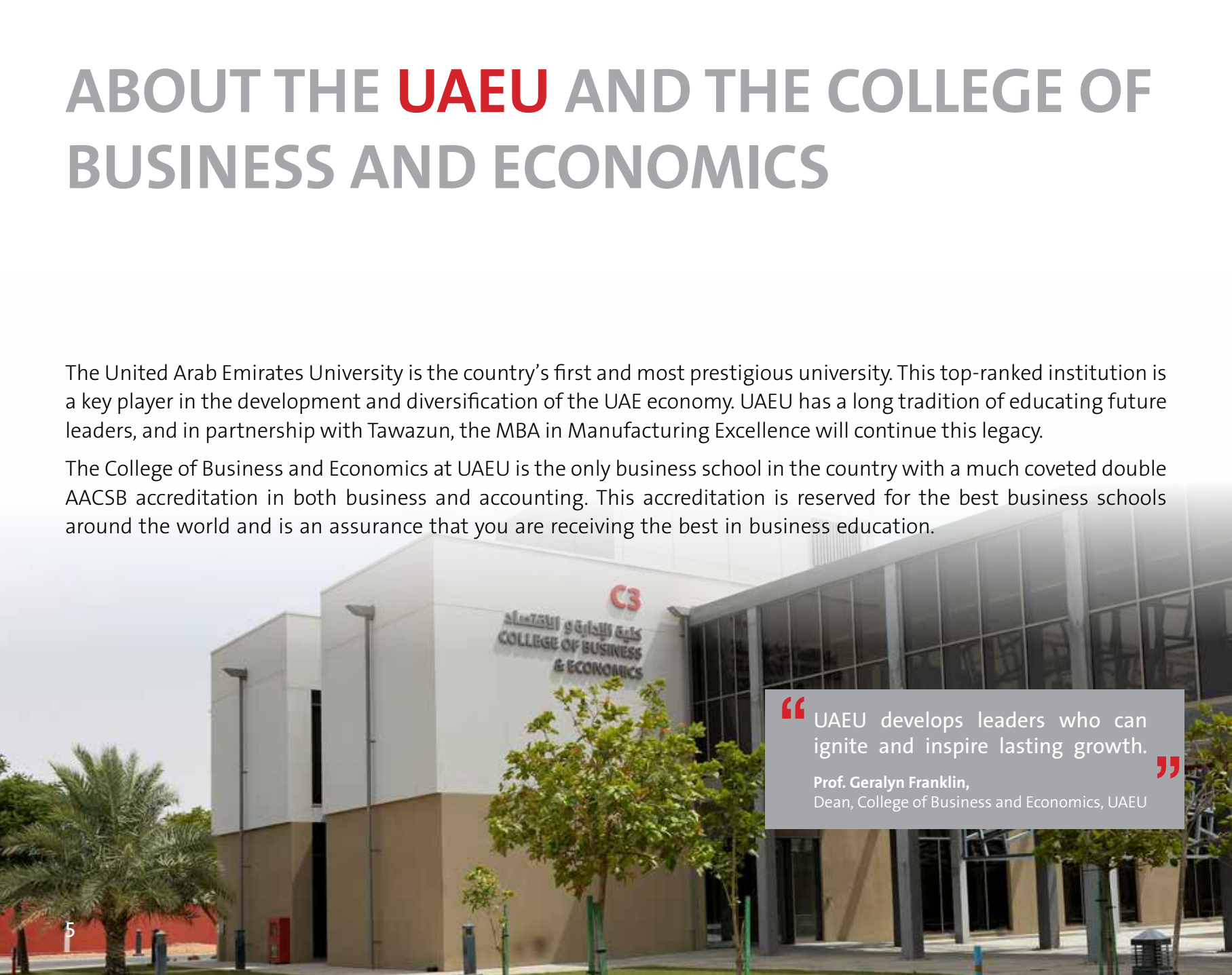
Mona Ahmed Al Jaber

Associate Director-Projects,
Projects, Tawazun Holding

ABOUT THE **UAEU** AND THE COLLEGE OF BUSINESS AND ECONOMICS

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

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



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

Prof. Geralyn Franklin,
Dean, College of Business and Economics, UAEU

FEATURING OUR **WORLD CLASS FACULTY**

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

Dr. Fernando Zanella

Assistant Dean for Research & Graduate Studies



"In our MBA program we offer transformative experiences by helping students to think globally and act locally to build a new growth model. We also provide them with a unique opportunity to self reflect and to build their own career path."

Dr. Nihel Chabrak

Associate Professor of Accounting



"Innovative leaders know how to create business opportunities from the major challenges facing the world. The CBE at UAEU has the proven ability to produce such leaders."

Dr. Peter Oyelere

Associate Professor of Accounting



"The most important factor in an MBA is the caliber of its students. The MBA at UAEU brings together the brightest leaders from the best companies in the country, in a unique and inspiring learning environment."

Dr. Timothy Daly

Assistant Professor of Marketing



"At the CBE we provide our students with State of the Art learning resources that enable them to utilize different opportunities at work and succeed in their career."

Dr. Mohammed AlSuwaidi

Assistant Professor of Human Resources

ACCREDITED by AACSB
the world's leading accreditor
of business programs



UAEU is the TOP RANKED
Institution in the
United Arab Emirates





TOP ORGANIZATIONAL BENEFITS

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

TOP EMPLOYEE BENEFITS

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

“The UAEU MBA program in Manufacturing Excellence has helped me grow both professionally and personally.

The program made my career goals clearer, more focused, and more realistic.”

Ahmed Salem Al Dhaheri

Chief Commercial Officer
Emirates Steel





Ahmed Saleh Al Audhil

Aerospace Engineer, GHQ



Ibraheem Hasan Alzaabi

Electrical Engineer, GHQ



Ahmed Abdulla Al Zaabi

Deputy Program Director, Adasi



Mohamed Osama Al Mahmoud

Associate, Foreign Affairs
Industrial Development Unit, Tawazun Holding

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

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

I'm happy to be part of the inaugural program of UAEU & Tawazun MBA in Manufacturing Excellence. It was really good experience that helped me to improve my leadership skills and to advance in my career in manufacturing sector in the UAE

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

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

ADMISSIONS

Admission into the **UAEU MBA Program (Manufacturing Excellence)** is highly selective in nature. Most candidates are assessed and then selected by their employer is based on their roles within the organization. Admission is also open to self-sponsored candidates of any nationality, provided they are senior employees within their organizations, and pass the selection process.

A critical requirement is that successful candidates are capable of undertaking postgraduate-level studies and have been identified as potential leaders within their organizations. The MBA Admissions Committee, consisting of members of the UAEU MBA Joint Advisory Committee, along with the Director of the MBA Program, evaluate each applicant to determine their suitability for admission to the program.

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



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**CBE Teaching Facility
Sky Tower
Reem Island in Abu Dhabi**

REQUIRED APPLICATION DOCUMENTS

- Submit a completed MBA application form, along with a copy of all the other documents required.
- Possession of a Bachelor's degree (any major) from the UAEU or another institution recognized by the UAE Ministry of Higher Education, with a GPA of 3 (out of 4) or higher. Candidates with a lower GPA may be considered based on the length of their work experience.
- Submit **one** of the following English language test scores:
 - Paper-based TOEFL 550
 - Internet-based TOEFL (iBT) 79-80
 - Computer-based TOEFL 213
 - IELTS (Academic) 6. *[Exceptions may be made for an applicant with an undergraduate degree from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on the paper-based test, or its equivalent (e.g., IELTS of 5), at the time of admission to his/her undergraduate program.]*
- Three years' work experience (recommended)
- Attend a personal interview with the MBA Program Director and/or other members of the UAEU MBA Admissions Committee.

OVERVIEW OF THE **PROGRAM**

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



Program Structure

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

Economic Development Strategy and Offsets
Introduction to Quantitative and Statistical Analysis
Foundations of Manufacturing Management
Learning Through Case Studies
Zodiak - Business Simulation

Bridging Courses

12 CORE COURSES

ECON 605 - The UAE in the Global Business Environment
STAT 640 - Statistics & Quantitative Analysis
ACCT 601 - Accounting for Senior Managers

Project Sequence 1

Exploration Semester

MIST 610 - Management Information Systems
FINC 610 - Financial Management
ECON 651 - Managerial Economics

Project Sequence 2

Elaboration Term

MKTG 605 - Marketing Management in Manufacturing Firms
MGMT 650 - Global Operations Management
MGMT 610 - Strategic Human Resource Management

Project Sequence 3

Application Term I

MGMT 660 - Strategic Management
MGMT 620 - Entrepreneurship & Innovation
MGMT 630 - Business Ethics & Corporate Governance

Project Sequence 4

Application Term II

Bridging Courses

The bridging courses are held before the first month of the program start to introduce students to basic business knowledge and other soft skills. Students cannot be admitted to the program without completing the bridging courses, which provide valuable preparation for the program itself.

Course Name	Duration (Hours)	Days
Economic Development Strategy and Offsets	2	1
Introduction to Quantitative & Statistical Analysis	8	2
Foundations of Manufacturing Management	8	2
Learning through Case Studies	8	2
Zodiak - Business Simulation Session	12	3

List of Core Courses

ECON 605 The UAE in a Global Business Environment

STAT 640 Statistical and Quantitative Analysis

ACCT 601 Accounting for Senior Managers

MIST 610 Management Information Systems

ECON 651 Managerial Economics

MKTG 605 Marketing Management in Manufacturing Firms

FINC 610 Financial Management

MGMT 650 Global Operations Management

MGMT 610 Strategic Human Resource Management

MGMT 660 Strategic Management

MGMT 620 Entrepreneurship and Innovation

MGMT 630 Business Ethics and Corporate Governance

International Business Module

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

Project-Based MBA Electives

The project-based electives are structured around mastering skills through real-world applied business projects. These team projects are organizationally based with students working with other professionals to deliver tasks and build skills.

Example of a Project Elective

Project Sequence 1: Strategic Leadership

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

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



Other Project Sequences

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

Major Areas of Focus

Innovation & Entrepreneurship
Financial Management
Human Resource Management
Economics
Business Ethics & Corporate Governance
Management & Strategy
Managerial Analytics
Marketing
Global Operations Management
Accounting



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