



Cass Business School  
CITY UNIVERSITY LONDON



Dubai  
International  
Financial  
Centre

# The Cass Executive MBA in Dubai

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Local knowledge,  
international perspective

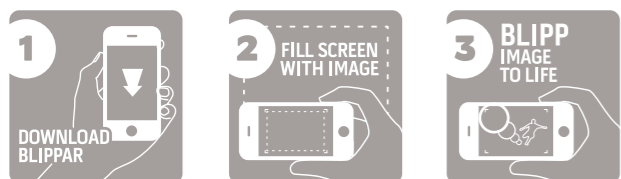
# When markets are global, business needs perspectives that are truly international. When times are tough, its leaders need more than bright ideas – they have to know what really works and why.

At Cass Business School, we offer our students a world-class business education, equipping them with the knowledge, skills and confidence to step up to the challenges and opportunities they will face in companies across the globe, and enabling them to build the foundations for successful business careers.

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“The growth of intellectual capital is an integral part of DIFC as a global financial centre. **DIFC is proud to have Cass Business School as a partner** for the development of the skills necessary for commercial success and economic growth.”

**Jeff Singer**  
CEO, DIFC Authority

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# A world-class business education

Many things drive Cass Business School's success: a world-class faculty; outstanding and highly motivated students, undergraduate and postgraduate; top-ranked courses and executive education programmes; state-of-the-art facilities in London and Dubai; close and far-reaching links with business and finance; and a global presence and perspective.

But the essence of why the School is here and what it is for is discovery. The drive to discover and make sense of the world is what draws top thinkers, business leaders and students to Cass from so many different countries.

The best research comes when people are fully open to new ideas and fresh ways of seeing the world. Our academics are ranked amongst the finest in the world and have written thousands of papers on every aspect of international business. Our students come from more than 100 nations, our global network of alumni spans all corners of the globe, and we deliver our courses in the City and also in the Middle East. This exciting blend of people with radically different perspectives and experience generates an environment where people are more than ready to challenge, question and present unexpected alternatives.

Research is at its most powerfully exciting when people use it to take action and then see the results. The crossover between theory and practice is continuous. Cass has the closest links with the leaders and expertise that drive one of the world's leading commercial and financial centres. Its research, teachers, students, donors, sponsors, placements and speakers all contribute to, and draw upon, these relationships. Many faculty members were practitioners first, academics later, and regularly research and consult on specific business challenges. So making the jump from thinking to doing and back again comes naturally.

Research is the starting point to make sense of change, interpret what is happening and shape decisions about the future. So the time, effort, money and brains we invest in our research are at the heart of what we are about.

Welcome to Cass Business School.

**Professor Steven Haberman**  
Dean, Cass Business School





# Welcome to Cass

**At Cass Business School, you'll find an openness, energy and intelligence that mark out our staff, students, alumni and partners.**

#### **At the heart of the City**

We are known for our commitment to both deep academic theory and its practical applications – a spirit we share with the 18th Century philanthropist, Sir John Cass. He believed that maintaining the City's position as a place of prime importance in Europe and the world required sharing the lessons that had fuelled its rise. As part of City University London, we are committed to taking that mission further, producing first-class teaching and research that pool the potential of students, academics and recognised business leaders. As a forward-thinking institution with a truly international perspective, we have used this mix to establish a reputation as an intellectual hub for the City of London.

Cass offers an unrivalled range of world-class business courses. We attract the leaders of tomorrow onto our undergraduate and Masters programmes, as well as some of the best international talent onto our MBA and PhD programmes. We also sharpen the skills of today's senior managers through our extensive executive education programmes.

#### **A part of the world**

Our success is driven by academic expertise attracted from around the world, sustained by a network of professional contacts and opportunities centered on our location in the City of London.

Seventy five per cent of Fortune 500 companies have offices in London, so our students have an almost limitless supply of high-grade case studies or potential employers nearby. It is a world that also comes to us. Senior business figures regularly visit the School to lecture or to join seminars.

#### **A view to the future**

Our centres, in Bunhill Row in Moorgate and Northampton Square in Islington, are vibrant exchanges of academic and front-line experience – and not just on a local scale. We are already a School with a truly international outlook, with more than 100 different nationalities represented within the School and over 40 per cent of our teaching faculty drawn from overseas.

In addition to our London campus, we now also have an important presence in Dubai where we are developing an equally dynamic academic hub. This provides a unique place in which to study and learn about the changing economies of the Gulf and the Middle East.

Cass also works with one of Asia's most highly respected universities, Singapore Management University (SMU). For example, we teach an elective on the SMU campus for London students looking to broaden their network and learn more about the strong Asian economies. This partnership allows for students from both Schools to experience London and Singapore, two of the world's leading financial districts. It will also give both Cass and SMU students the chance to form new links that may serve them well in their future careers.

We offer the most solid academic foundations to international business careers. We ensure that everyone who studies at Cass experiences the reality of the business world, developing an essential perspective they would simply not have access to elsewhere. That's why we are in the top one per cent of business schools in the world. Our students, after all, go out to join an elite group of business leaders in London, Europe and beyond.



# The Cass Executive MBA...

**Tailored to meet the challenging, ever-changing agenda of managers and potential business leaders in the Gulf and Middle East, the Cass Executive MBA in Dubai is among the most highly regarded programmes of its kind.**

#### **An established presence**

Cass is one of Europe's leading business schools. Part of City University London (established in 1894), it was one of the first business schools in the UK to establish an MBA programme and, later, an Executive MBA programme.

We are located in the heart of London's thriving financial district and, as Chancellor of the University, the Lord Mayor of the City of London represents City and Cass around the world. Not surprisingly, Cass is considered an intellectual hub for the City of London.

#### **An impressive faculty**

Our world-renowned faculty boasts practitioners in international business and finance; outstanding research in management and finance; excellence in teaching; and a formidable track record of consulting and corporate partnership.

#### **Flexible and convenient**

Face-to-face workshops are delivered monthly over a long weekend at the DIFC Centre of Excellence and are supported by a first-rate virtual learning platform, Moodle. This means that working professionals from the region and beyond can attend with minimal disruption to their already busy schedule.

#### **General management with a regional focus**

Thanks to its close working relationship with the Dubai International Financial Centre (DIFC) in Dubai, Cass is ideally placed to offer a powerful and flexible platform for career transformation that capitalises on a track record of academic excellence and combines international insight with a keen regional focus. The programme has been designed to service the needs of the Middle East and its key sectors. Students can choose to focus on General Management and Leadership, Finance, Islamic Finance, Energy or Entrepreneurship through our electives offering.

#### **Outstanding academic credentials**

Our reputation comes from over 40 years of broad-based research and education that has enabled us to help shape the way today's business world thinks. Accredited by AACSB (Association to Advance Collegiate Schools of Business), AMBA (Association of MBAs), EQUIS (European Quality Improvement Scheme) and licensed by the KHDA (Knowledge and Human Development Authority) and consistently ranked amongst the world's elite, the Cass Executive MBA in Dubai gives committed and ambitious managers the opportunity to accelerate their career development while remaining in full-time employment.



# ...in Dubai

Cass is recognised as one of the world's leading business schools, consistently ranked among the best and possessing a truly international profile.

#### **Learn, work, apply**

The programme's strong practical emphasis ensures that you can apply the latest business models and practices at work immediately, as well as utilising class discussions and assignments such as the Business Mastery Project to address work or industry issues.

#### **Essential connections**

Our Dubai students are able to take advantage of close connections with our London campus, where Cass has built strong relationships with financial and global institutions based in and around the City of London. Leading corporates such as BBC World Service, the Bank of New York Mellon, Financial Times and the London Stock Exchange have supported their executives on our programmes and form part of the Cass network.

Our students in Dubai can choose to have direct access and first-hand exposure to our City of London networks by taking electives at the London campus. For many, the chance to spend time at the heart of the Cass community acquiring specialist knowledge and skills provides a valuable added dimension to their study.

#### **A high-calibre cohort**

Our cohort in Dubai provides access to a diverse and impressive business network. Our executives come from a wide range of companies, including Abu Dhabi Islamic Bank, Kuwait Financial Centre, Accenture, SAP, Ernst and Young, HSBC, BBC, Deloitte and DIFCA. By maintaining a small cohort size, we are able to ensure a high-quality learning experience and maximise networking opportunities for our students.

#### **A worldwide network**

Cass has students from more than 120 countries, creating a learning experience of almost unparalleled diversity and vibrancy. International electives are delivered in business hotspots around the world, taking in influential economies like the US and emerging markets such as China and South Africa.

Your relationship with Cass continues long after graduation, as you join a network of more than 35,000 alumni based all around the world. In the years ahead, you can take advantage of networking activities and events such as the Lord Mayor's Reception, the UAE International Study Tour and DIFC Social Networking events.

#### **A capital location**

DIFC is home to international companies including 17 of the top 25 banks, 8 of the world's 10 largest insurers, 8 out of 15 top law firms, 10 of the top 20 money managers and 7 of the top 10 consultant companies plus many of the Forbes 2000.

#### **International electives**

Opportunities are available in South Africa (Johannesburg and Capetown), China (Shanghai and Beijing), USA (Las Vegas), UK (London) and India (Bangalore and Delhi).

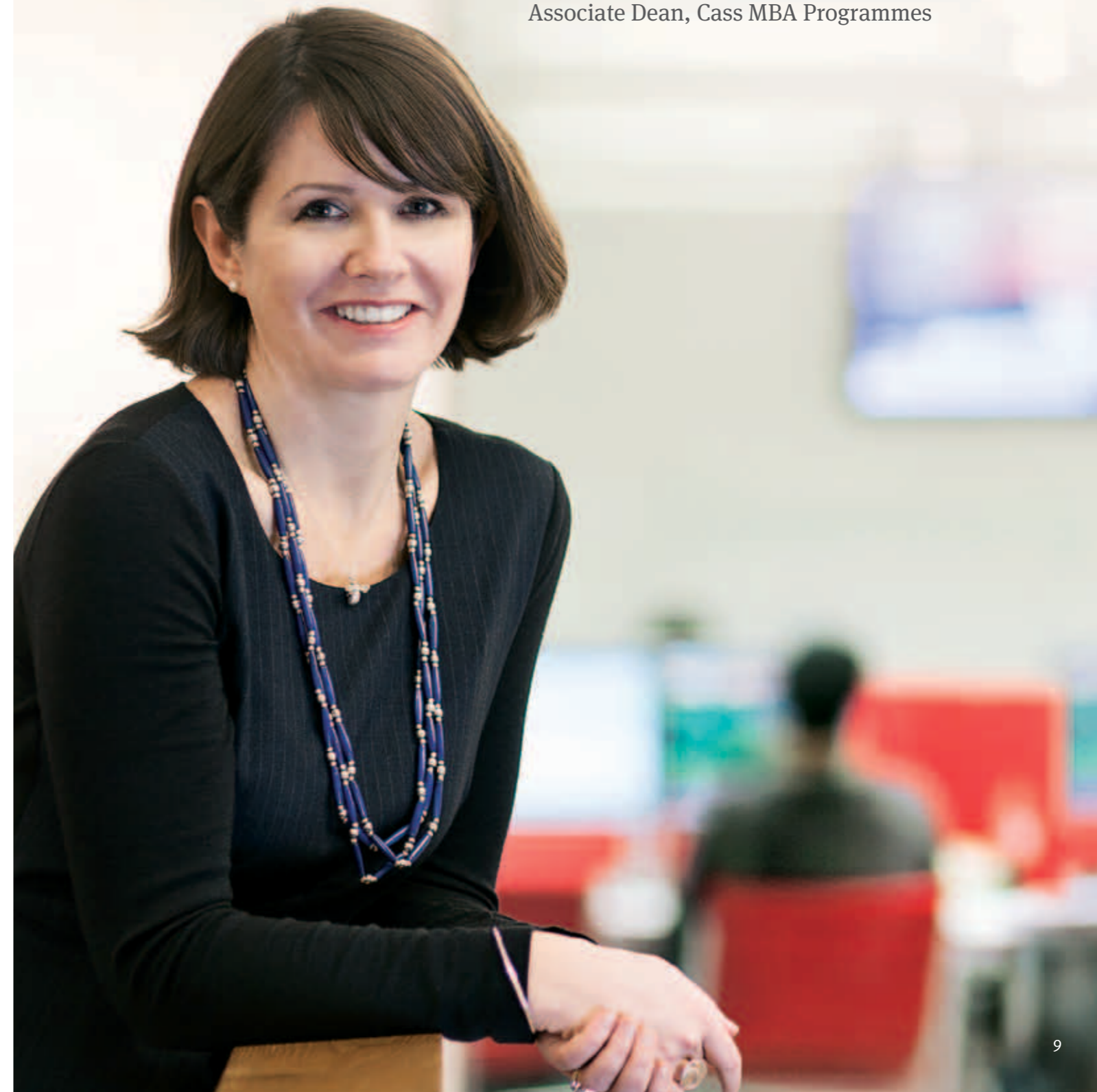
#### **State-of-the-art facilities**

The Executive MBA is taught in state-of-the-art facilities at the Centre of Excellence in Dubai International Financial Centre (DIFC).

“Our difference is in the learning experience. We challenge our students in a facilitative manner. We aim to create executives who can think critically and challenge the norm, but without arrogance. It's a difficult balance, but very important.”

**Dr Sionade Robinson**

Associate Dean, Cass MBA Programmes



# A new perspective

In 2006, my employer – Deutsche Bank – transferred me to Dubai. I had always wanted to do an MBA, and when I found out that Cass was running an Executive MBA course here in the DIFC, I was quick to seize the opportunity.

I chose Cass because I would be able to specialise in Islamic Finance, which was relevant to my professional life and also something I was interested in exploring further. The course was very challenging at times, but the commitment was worthwhile, as it refreshed knowledge I already had and showed me things I didn't already know.

There were also opportunities to acquire and develop new skills, with interesting modules and teachers who were both expert and approachable. In terms of both course content and delivery, the standards were consistently high.

When I look back, perhaps the most notable development came when we embarked on our dissertations. I chose a subject that I wanted to explore a little further – an independent version of the role I was performing for banks at that time. My thesis eventually became a business plan, which I executed at the end of last year, and I am now running an independent financial service practice.

Coming from the world of big business, I had a very 'corporate' idea of success. The Executive MBA gave me the chance to mix with people who were not necessarily from that environment, but who were also very successful, and I think that the Cass experience really broadened my perspective. It helped me to embark on a journey towards independence.

**Rehan Pathan**  
Independent financial service consultant  
Executive MBA 2008–2010



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# The course An Overview

The Cass Executive MBA in Dubai is delivered over two years and is broken down across three key elements: core modules, elective modules, and the Business Mastery Project.

Viewed as a whole, this represents a robust academic platform from which, in the later stages of the programme, you will branch out and apply new business skills to challenges more closely connected with your personal and professional goals.

## September

Core modules (16 months)				Elective modules (3 months)	BMP (5 months)
<b>Block 1</b> Exams	<b>Block 2</b> Exams	<b>Block 3</b> Exams	<b>Block 4</b> Exams	<b>Electives</b> You can take up to six electives, of which three are credited	<b>Business Mastery Project</b>

Professional development, career service workshops and networking events throughout the course

**“Cass has an excellent Executive MBA programme. It’s designed for working professionals to enhance their skills, vision and leadership. Getting an Executive MBA from Cass can change your way of approaching things.”**

**Maury Jabary**  
Chief Financial Officer, Emirates International Investment Co  
Executive MBA 2010–2012

# The course Core Modules

We teach the core modules as integrated learning blocks. This approach ensures that connections between all the key disciplines are reinforced and practically applied. You'll learn through a mix of expert tuition and hands-on exercises.

## **The Core General Management Programme**

Delivered as 12 modules taught in four blocks, the Core General Management Programme balances hard, statistical expertise with 'softer' skills such as inspiring and managing people – laying the foundations for your later work. Each module involves group work, individual assignments and exams, which will be taken at the end of each block. You are required to follow every module, devoting a month's study to each subject.

Assessment is based on group project work and presentations, individual course work and integrated exams (core modules only). Throughout the programme there will be opportunities to work on company- and sector-specific assignments.

## **Block 1: Business Methods and Principles**

### **Quantitative Methods**

This module introduces you to quantitative techniques and analytical methods, and illustrates how they can support managerial decisions.

### **Organisational Behaviour**

This module investigates the relevance and application of organisational behaviour and the major issues that cause organisational difficulties, strengthening your understanding of, and responses to, these complex issues in the workplace.

### **Marketing**

This introduction to marketing establishes its relevance to creating and managing customer-led organisations, as well as giving you a deeper understanding of the value of market analysis and marketing management.

## **Block 2: Business Systems and Organisations**

### **Accounting Principles**

This module expands and develops the role of accounting, enabling you to analyse, interpret and make better use of financial reports.

### **Business Economics**

Here, you will become familiar with micro- and macroeconomic theories and principles, understanding the relevance and applications of economics to the decision-making process. You will also acquire the skills needed to analyse market forces and policy issues.

### **Business Strategy**

Introducing you to business and corporate strategy analysis, this module reveals how firms deal with competitive advantage and strategic decision making.

“I was initially attracted to Cass, not only because of its rankings, but also because the structure of the programme seemed the most flexible in terms of fitting into my hectic work and home routine. I am convinced that I made the right choice because the quality of the lectures and modules to date, and the ongoing support, has been exceptional.”

## **Rodney J Beresford-Cole**

HSBC Regional Head, Traded Risk Control Europe  
Europe Risk, HSBC Bank Plc  
Executive MBA 2010–2012

## **Block 3: Business Information Management and Finance**

### **Business Information Management**

Here, you will learn the importance of business information management and how Information and Communications Technology (ICT) and new technologies can be used to help customer relationships as well as delivering value.

### **Principles of Finance**

During this module, you will be introduced to the theory of financial asset valuation and be shown how to apply this to practical problems. You will understand how volatility and risks arise, how they can be managed, and about developments in the economic environment.

### **Corporate Finance**

This module will teach you about the motivation of public and private corporations in a free market economy. You will find out about the principles of good investment, financing and dividend decisions, enabling you to appropriately take or influence these decisions.

## **Block 4: Corporate Management**

### **Operations Management**

Operations management is the main function that delivers value to customers and profits to organisations. This module will equip you with the tools and techniques to better design, control and manage operations.

### **Human Resource Management**

Here, you will gain an understanding of the major tools that support the development of effective Human Resource Management, such as labour market resources; developing, rewarding and motivating staff; and employee relationships.

### **Corporate Governance**

During this module you will learn about international corporate governance practices and their practical relevance, structures and policies. You will gain an understanding of corporate government issues to give effective and relevant advice to senior management.

Please note: The order of core modules is subject to change.



“This truly world-class Executive MBA harnesses the expertise of a leading London business school and connects it to the needs of the Gulf and Middle East.”

### **Professor Roy Batchelor**

Course Director, Cass Executive MBA in Dubai



# A crucial investment



**“Being taught by an excellent, international faculty at a top-ranked business school has shaped my thoughts and prepared me to deal with real-world issues more effectively.”**

**Muhammad Ashfaq-Ur-Rehman**

Management Consultant & Advisor: Banking & Insurance  
Executive MBA 2008–2010

I had always had a dream to get an MBA from one of the world’s top business schools. So I was very particular in reviewing the programme structure, faculties, reputation, cost and location. After carrying out painstaking research into MBA programmes offered by the world’s elite business schools, I decided that Cass was the natural choice.

It was not an easy decision to invest my hard-earned money in an MBA, but right at the outset, after analysing the programme structure, meeting with the faculty, alumni and other prospective students, I felt that the Cass Executive MBA in Dubai was the best investment I could make, and I would be studying with an institution that would not let me down.

In the years since graduating, I have come to see that the Cass experience exceeded my expectations and has already provided a handsome return on my investment. I am equally certain that it will continue to do so throughout the rest of my career.

At the beginning of my career, I quickly realised that I would not make headway unless I enhanced my professional credentials by obtaining a quality business education that would help me to tackle the challenges that lay ahead. It is worth noting that my MBA was not simply intended to further my career; I hoped it would also help me to face the intricacies of life at large.

Being taught by an excellent, international faculty at a top-ranked business school has shaped my thoughts and prepared me to deal with real-world issues more effectively. It was also invaluable to work and socialise with a diverse body of students, sharing experiences beyond the domain of my own expertise and skill set.

At the time of embarking on the Executive MBA, I was working as Head of Project Development at FWU Group – a technology-driven Takaful (Islamic Insurance) and Investment linked product provider – with responsibility for rolling out Islamic Insurance projects in the GCC, Malaysia and Pakistan. At first, I felt that it might prove impossible to deliver across the three main areas of my life: family, work and study. But early challenges were overcome and the Cass experience was so fascinating that I began to relish the task of keeping everybody happy.

Though I undertook my core modules in Dubai, I seized the opportunity to take some electives and optional modules in London. This enabled me to experience studying at the main campus of Cass in the City of London, and I was fortunate to network with fellow professionals studying there.

The impact of the MBA on my career has been swift and dramatic. First, I was promoted within my organisation, and then I landed a new job as Head of Bancassurance at Standard Chartered Bank. I am pleased to have moved up the ladder, but I am also aware that studying at Cass has broadened my perspective in more general terms.

It has been a unique and exhilarating phase in my professional and personal development. I am now able to work independently and assist financial institutions – namely retail banks, Insurance and Takaful companies – in capturing real business value for them. A well-rounded education has undoubtedly increased my confidence.

I believe I have made a relationship with Cass for life, and I have remained in touch with fellow alumni since graduating through the School’s international network of former students. As an alumnus I also benefit from the option of attending one elective free of charge every year. This helps me to build on existing areas of knowledge and keep up to speed with new developments.

Ultimately, the Cass Executive MBA is about much more than academic theory – it is an opportunity to acquire the most up-to-date knowledge, supported by practical, real-world experience. It is also about getting to know people of different nationalities and from different walks of life. To succeed in business, these connections are crucial.

# The course Electives

Elective modules give you the flexibility to specialise your studies, focus on your particular business needs or broaden your skill set.

## Elective modules

Having built a solid platform of knowledge and skills during the first phase of the Executive MBA, your choice of electives in year two can bring a more specialist focus to your studies, or broaden your skill set into new areas.

The electives programme is constantly being developed to reflect emerging issues and changing business needs. The information presented here is, therefore, indicative and subject to change in line with demand. Please note that international electives will incur additional course costs for travel and accommodation.

You can tailor your Executive MBA by choosing from the following list of electives, which covers a broad range of business disciplines. You can take up to six electives, of which three are credited.

## Learning for life

**Once you have graduated, you can take one elective per year free of charge, allowing you to continue developing your portfolio of skills.**

## General Management

- Leadership and Management of Strategic Change
- Advanced Strategy Analysis
- Relationship Management and Marketing
- Building an Enduring Family Business
- Global Real Estate Markets

## Islamic Finance

- Islamic Banking and Finance
- Islamic Economics
- Islamic Law of Business Transactions

## Mainstream Finance

- Advanced Corporate Finance
- Mergers and Acquisitions (M&A)
- Investment Strategy

## Entrepreneurship

- Private Equity
- Innovation and Entrepreneurship
- New Venture Creation Process

## Energy, Transportation and Trade

- Oil and Energy Economics and Trading
- Oil and Energy Transportation and Logistics
- Energy Derivatives and Risk Management

## London

below is a list of popular electives including:

- Derivatives
- Managing Strategic Change
- Consulting to Management
- Management Decision Making
- Competitive Intelligence
- Managing Value Creation

Further electives can be found at [www.cass.ac.uk/courses/mba](http://www.cass.ac.uk/courses/mba)

## International Electives

- South Africa – Leading Change in a Complex World
- China International Study Tour
- Las Vegas Strategic Marketing in Action: Exploring Location Brands
- India Global Outsourcing
- UAE International Study Tour (credits apply for London students only)

## General Management Stream

The General Management stream will give you the opportunity to broaden your portfolio of skills and develop a more holistic business perspective. Alternatively, you may select electives with a view to honing your expertise in finance or energy issues.

Although this programme is delivered in Dubai, it is possible to opt to pursue one of Cass's electives on campus in London. Whatever your strategy, how you devise your electives plan will be unique to your own learning goals.

For example, you may opt to develop a specialist path in areas relating to leadership, finance or marketing. Or you can choose a range of electives from these disciplines to complement and strengthen your existing skill set.

## Islamic Finance Stream

In addition to our wide selection of general management MBA electives, we offer a carefully structured specialism in Islamic Finance – the first of its kind in the world.

This stream is aimed at fund managers, investment advisors, and professionals who take a close interest in Islamic Finance both at retail and wholesale levels. Equipping you with the main tenets of Sharia-compliant financial dealings, the modules allow you to view Islamic Finance and in the context of the modern, global financial system in which it plays an increasingly important part. The Islamic Finance stream is also ideal preparation for the SII Islamic Finance Qualification (IFQ).

“The Islamic Finance Stream within the Cass Executive MBA delivered in Dubai is a unique offering from a top tier Business School. It attracts students from many nationalities from near and far. The three modules in the Islamic Finance stream provide a well rounded coverage of the subject. These are supplemented by guest speakers who provide expert topical insights into the subject. **The course is designed to equip participants with relevant skill sets in this rapidly growing area of international finance.**”

## Mohamed Iqbal Asaria

Visiting Faculty at Cass Business School

# The confidence to succeed

Whether your future holds accelerated career progression, a change of direction or entrepreneurial inspiration, the Cass Executive MBA in Dubai offers a blend of academic insight and practical experience that can be shaped to meet your needs. As I discovered, it's especially useful when you embrace the innate dynamism of business and use the course itself to help you plan ahead.

I am an extremely ambitious person by nature, with my career and success being the major priorities in my life. Prior to joining the Cass Executive MBA, I was working for a Real Estate fund in Dubai, having previously worked in London as a commercial real estate broker. I enjoyed my job but was becoming increasingly frustrated with the lack of career progression that my company was providing.

This was in 2010, when the Dubai real estate market was in a lot of trouble and there were very few jobs available to suit my skillset. I rationalised that the employment market globally was unlikely to be exciting for the foreseeable future and, keen for progression, I decided to enrol on the EMBA so that I could be best positioned for a good role when the market began to improve again.

The course itself was slightly daunting at first. It took a lot of work to get to grips with the opening Quantitative Methods module, but eventually it clicked and I did well in the exam. It was very interesting to meet people from different cultures and industries, and it quickly became clear that I would be working alongside a number of high-calibre students.

I did not find it a challenge to balance my studies with life's other demands for two reasons: firstly, the material was generally very interesting, and secondly, I do not have the commitment of a family.

I especially enjoyed the financial and strategic modules of the course, and there were some excellent lecturers who made the course an absolute delight. The elective modules were my three favourite, but it was the Business Mastery Project (BMP) where I extracted the most value from the course.

For the majority of the EMBA I was convinced that I wanted to work for an investment bank. I loved corporate finance, valuations, financial modelling and so on, and I was keen to leverage my prior real estate experience with my MBA skills and move into an international bank in either London or Dubai.

However, towards the end of the course in the summer of 2012, while I was having interviews with several banks, I had an interesting conversation with the owner of a large real estate brokerage in Dubai. He wanted me to consider setting up a new company in partnership with him to focus on commercial real estate, using his existing brand name in order to complement his residential business.

I decided to use the BMP, and all the resources that Cass offered, to run a feasibility study on this new venture and ascertain whether it would work. I launched myself into the project using skills gained from the strategy, marketing, finance and accounting modules to fully research the venture and analyse my results.

It soon became clear that, from a strategic and financial perspective, this idea was viable and might prove considerably more lucrative than pursuing the banking route. I signed the partnership agreement on the same day that I handed in my BMP. I have since been given confidence in the venture from the high mark that I received in the project and now, in my third month of trading, we are already profitable and exceeding even my plan's 'upside' financial projections.

It is great to know that, whichever direction this business takes me, I have my MBA notes in my top drawer as a solid reference point for information, business best practice and to generate ideas. I have already used my Cass network in several ways in my new company, and one contact in particular has already contributed directly to my top line.

My advice to anyone thinking about applying for the EMBA in Dubai is simple: do it! Like me, you may be convinced of the path your career will take, but you can be sure to have a broader perspective after going through the course. I knew that the programme would build my knowledge, but I could never have envisaged setting up a real estate company so soon after graduating.

**“I especially enjoyed the financial and strategic modules of the course, and there were some excellent lecturers who made the course an absolute delight.”**

**Simon Kennedy**  
Director, Edwards & Towers Commercial  
Executive MBA 2010–2012

# The course Business Mastery Project

The Business Mastery Project, conducted over a period of five months, is a major piece of self-managed business analysis that enables you to put into practice what you have learned on the programme.

The Business Mastery Project is an opportunity for you to apply the knowledge and analytical skills you have acquired over the first year and a half to a real problem in the wider business world. You will work within your chosen partner organisation and the results of the project must provide insights and conclusions that are of tangible value to the business studied.

## Case study: Business Mastery Project – Corporate Governance in Islamic Financial Services

Like all Business Mastery Projects, the exercise was a close collaborative effort between Cass students and a partner organisation – in this instance Hawkamah, the Institute of Corporate Governance for the Middle East and North Africa region. It focused on analysing and corroborating the corporate governance practices of Islamic Banks and Financial Institutions, with a view to providing an important pillar of Hawkamah's Policy Brief. This, in turn, would be circulated to policy makers, regulators, regional media, the Islamic banking community and other international and regional stakeholders for adoption and implementation in the region.

The findings of the project were also accepted for presentation at the 8th European Academic Conference on Internal Audit and Corporate Governance, held in Chios, Greece. Entitled Developing Guidance for Corporate Governance in Islamic Financial Services, the paper was peer reviewed by a panel of internationally renowned academics.

**“This project proved the benefits of the Executive MBA in Dubai without any doubt. While Rogaciano, Rafeeck and Shiraz were all exceptionally talented students, this is a very challenging and under-researched field with little extant literature. Their work formed the foundations of a very well-received academic paper that will support future researchers in this exciting and valuable field.”**

**Professor Rob Melville**  
Professor of Internal Auditing

A challenging and intensive – but ultimately rewarding – experience, the project was led by Professor Rob Melville and involved the following Executive MBA students, who have since gone on to join our distinguished alumni network:

- Rogaciano Rebelo, Consultant, Strategic Infrastructure Development, Fins Basic Industries Co. Muscat
- Rafeeck Oliyath, Chief Financial Officer, Veolia Environmental Services, Abu Dhabi
- Shiraz Habib, Head-Product Development, Advisory & Private Equity, Investment Banking Group, National Bank of Abu Dhabi, Abu Dhabi.



“Cass has an excellent reputation, globally and in the region. Its commitment to bringing a diverse mix of students to its Executive MBA programme ensures that the learning experience is varied and always interesting.”

**Tom Hodgson**

Director of Investments, Fajr Capital  
Executive MBA 2008–2010

# Professional development & career services

The Cass Executive MBA in Dubai is an invaluable opportunity to hone personal and professional attributes that are crucial for effective management in the modern world.

#### **Team-based learning**

Collaborative working and effective team-based learning are essential parts of the Executive MBA programme, and you will be assessed on the basis of individual work, exams and group assignments. You will work in multicultural, multidisciplinary teams throughout the course, reflecting the breadth of our intake.

#### **Professional development**

Leadership is as important as ever in today's rapidly changing and aggressively competitive marketplace. However, to consistently deliver outstanding results, you will also need the interpersonal skills required to take the best people with you on your journey. Over your two-year Executive MBA, you will benefit from a programme of professional development sessions that will enhance and expand your professional and personal attributes. These include areas such as leadership, negotiation and presentation skills.

#### **Career services**

Everybody's career journey is different. Whether you're looking to progress within your current organisation or make some kind of change, we will work with you throughout your Executive MBA with a range of career's services. The programme is specially designed to help wherever you are based, and at any stage of your career.

The Careers team will visit you several times over your EMBA, once at Induction to introduce our services and then a number of times to deliver our Core Career Skills workshops such as Effective CV Writing, Networking for Career Success and Career Planning & Job Search Strategies, as well as working with you individually for one to one CV Reviews and Career Consultations.

Cass Careers Online (CCO) will be your central point of contact with us. Log in to stay up-to-date with job vacancies. Access a range of online resources such as our Cass CV template and guidelines, career advice videos, search our company directory, book 1-1 appointments, and sign up to Career and Professional Development workshops.

As a School, we have built up a strong informal network on LinkedIn and Facebook to ensure that you are up-to-date with current market trends, as well as maintaining links with regional and international headhunter and recruitment agencies.

Our suite of online resources and tools has been developed to allow you to make the most of our services in your own time. It includes online career guides such as Vault.com and CareerLeader, a programme that lets you test-drive different careers to find your best match. You can practice online psychometric testing with our Profiling for Success tool. Investigate current opportunities at Gulf Talent, a popular online recruitment service for professionals across the Middle East; it is used by prominent employers and executive search firms all over the region to find candidates for their vacancies.

We will talk you through accessing all of the above when we meet you at Induction.

Further information and access to these resources is provided online via CCO.

# Our faculty

The Cass faculty is a magnet for the brightest minds in world business. Its strength is sustained and augmented by the regular interactions of students, academics, industry experts, business leaders and government bodies – each contributing to a formidable intellectual resource from which you will benefit.

Our international faculty is made up of over 100 research-active members with impressive academic credentials and strong industry backgrounds, working across three departments and over a dozen interdisciplinary research centres and institutes.

To find out more about the Cass faculty, visit [www.cass.city.ac.uk](http://www.cass.city.ac.uk)



“Cass Business School’s EMBA in Dubai attracts very talented people from several industries and roles. The range of experiences and knowledge brought in class room discussions by this unique and vibrant community of talents contributes to making Cass EMBA Dubai a powerful learning experience.”

**Professor Gianvito Lanzolla**  
Professor of Strategy, Faculty of Management



“The Executive MBA in Dubai is perfectly designed in terms of its structure and content. It gives a significant flexibility for the candidates to work and to study, as they are required to attend the modules only four days a month, two of which are the weekend. My classes generate lots of debates as the candidates who are from different countries and backgrounds, bring in their own experience and knowledge.”

**Professor Meziane Lasfer**  
Professor of Finance, Faculty of Finance



“I have taught on the EMBA in Dubai since it’s inception, and have found the students very engaged and willing to participate actively in the classroom discussions and to challenge each other and me about the various issues we discuss related to M&A. This is aided by the fact that the students come from so many different cultural backgrounds which is a great example of how the quality and diversity of the group can enhance the learning experience in a class such as this.”

**Professor Scott Moeller**  
Professor in the Practice of Finance;  
Director (M&A Research Centre), Faculty of Finance





# Making connections

Although I had always wanted to do my MBA, building a career in the hotel sector and working in four different countries across four continents meant that I never seemed to have the time or the finances.

In 2008, however, an opportunity presented itself. I had been in Dubai for three years and I decided it was going to be now or never. My research consisted of looking at several business schools, comparing programme length and structure, and taking into account location and global ranking. Cass ticked all the right boxes.

The Executive MBA in Dubai is a modular course, which was perfect for me because I could fit studying around my full-time work, plus I would be only 30 minutes away from home. It's true what they say about an MBA: your network grows exponentially. I met people from all over the Middle East, from different walks of life and with different career experiences. The course expanded both my knowledge and my life skills.

I even met my future business partner on the course. After graduating, we put everything we had learned through the MBA straight into practice, launching the GCC's first online luxury lingerie boutique. The MBA exposed us to aspects of business that we had never been privy to before. This gave us a strong foundation for growth, helping us to understand what we needed to do and where we should be going.

For me, the MBA was the best investment I could have made in myself and in my career, and I believe that anybody who is looking for a change of direction, or simply to enhance themselves, should take a closer look at the Cass Executive MBA in Dubai.

**Kelly Sporle**  
Entrepreneur  
Executive MBA 2009–2011

# Your future

### Life after Cass

By blending the acquisition of new and more finely honed business skills with opportunities for practical application, ongoing professional development and networking, the Cass Executive MBA in Dubai equips you with the tools to transform your career. However, the ultimate responsibility remains in your hands.

As well as being a powerful business qualification, the Executive MBA is a contract that demands engagement with your career goals from the outset. Only an unswerving commitment to applying your burgeoning business acumen to tangible, realistic objectives will deliver the desired outcomes.

### The Executive MBA alumni network

Cass sits at the heart of a far-reaching support network that, as an alumnus, you will help to sustain and from which you can expect to benefit in the years ahead.

Networking is fundamental to business success, giving you the vital contacts, advice, information, trends and leads you will need to compete with the best. It begins on day one of your training and continues for life, supported throughout by the Cass Alumni Relations team.

The majority of Executive MBAs on the Dubai programme live in the UAE, but we also have students from the UK, Kuwait, Qatar, Singapore, KSA, Azerbaijan, Turkmenistan, Iran, Bahrain, Jordan and even New York. They have experience in a wide range of fields, from consultancy, IT and banking to pharmaceuticals, manufacturing and the media.

As a Cass Executive MBA alumnus, you will have the opportunity to network with over 6,500 MBA and Executive MBA alumni and 35,000 Cass alumni pursuing careers worldwide. You can also use our online alumni directory to make connections and stay in touch with your fellow alumni in the UAE and surrounding regions. You will find other regional alumni associations invaluable in helping you to develop your personal and professional relationships into a global network of contacts.

### Notable Cass MBA alumni include:

- Muhtar Kent, Chairman of the Board & CEO, The Coca-Cola Company
- Liu Mingkang, Chairman, China Banking, Regulatory Commission
- Tae-Shin Kwon, Ambassador to the Organisation for Economic Co-operation and Development (OECD), South Korea
- Carol Sergeant, Chief Risk Director, Lloyd's TSB Group PLC
- Martin Wheatley, CEO, Securities & Futures Commission, Hong Kong
- Robert P Kelly, Former Chairman & CEO, Bank of New York, Mellon Corporation.



- Bring this page to life:
1. Download the free Blippar app on to your smartphone
  2. Open the app and hold your device over this page
  3. Discover exclusive video content about our alumni.

# A life-changing experience

Being a middle management professional in a challenging economic climate means competing on a global stage with highly skilled professionals. I knew that to move on in my career I would need to acquire an MBA from a leading business school.

Such an important decision cannot be taken in haste. The course would need to be suited to my needs and aspirations. I would also need to appreciate that an Executive MBA is extremely demanding in terms of personal life, lack of free time and financial commitment.

I'm happy to say that as soon as I joined Cass, I felt that the Executive MBA would be the key to realising my professional dreams. The work was every bit as challenging as expected, and I had to make sacrifices to enable me to study alongside my existing professional and personal commitments. But the results have been extraordinary.

Even before completing the course, I have been promoted twice, achieving first the title of Marketing Manager, then becoming Director of a leading European company. In addition, I have had the opportunity to undertake my Business Mastery Project in collaboration with the strategic department of a much-admired global organisation – without the Executive MBA, this would not have been possible.

It is clear to me that the Cass Executive MBA is not only equipping me with new knowledge and skills, but also presenting fresh goals for the future. I knew that it would have a positive impact on my career, but I did not expect the transformation to begin so soon.

**“The Cass Executive MBA is not only equipping me with new knowledge and skills, but also presenting fresh goals for the future.”**

**Fabrizio Nicoli**  
Commercial Director  
FILA Industria Chimica Spa, Middle East Branch  
Executive MBA 2011–2013



# Networking

The Cass Executive MBA in Dubai offers many opportunities to benefit from the expertise of business leaders and forge career-enhancing connections. To the right are some recent examples of networking events hosted by Cass in Dubai.

## Build your global network

Our location puts you in the heart of Dubai. Senior managers from many international businesses contribute to our Corporate Speakers Programme. Past guests have included: Sir Stelios Haji-Iannou of easyGroup, Joanna Shields, CEO of the UK's Tech City, UK Ambassador for Digital Industries and former Vice President and Managing Director of Europe, the Middle East and Africa at Facebook.

More than 6,500 Cass MBAs work in senior positions around the globe, and they are part of a network of over 35,000 Cass alumni. We have 45 overseas associations – from India to China to the US, Greece, Germany and London – who exchange knowledge and experience, and discuss industry trends and business opportunities.

Networking and direct approaches lead to success. This is especially true in the region where networking is key – it's about who you know and who knows you.

Networking cuts through the competition and gets you in front of the right people.

Build relationships and step out your comfort zone. At a networking event, everyone is there for the same reason and everyone likes to build relationships. It's about connecting and finding ways to help each other.

**“Our students are particularly diverse, both from a cultural and a professional perspective. We have maintained the cohort size, which is part of our wider strategy to preserve the quality of the learning experience and improve networking opportunities.”**

## Ehsan Razavizadeh

Regional Director MENA and Head of Dubai Centre  
Cass Business School, City University London and Cass alumnus

## A selection of our events

- Lord Mayor of the City of London's annual reception
- Annual Dubai Graduation ceremony and Alumni reception
- Cass – Capital Club Talk series
- Thought leadership series
- Cass/City Alumni Networking Events
- UAE International Study Tour reception
- Joint Alumni reception with other business schools.

In addition, we offer a number of networks for current students and Alumni. These include:

- Cass Alumni Online Community
- Social Media including:
  - Facebook and LinkedIn networks including Cass/City Dubai Centre (MENA region) Official Group (closed group)



1 HH Sheikh Mansour Bin Mohammed Bin Rashid Al Maktoum officially opens the new Cass offices in Dubai. Looking on is Richard Gillingwater, former Dean of Cass Business School and Ehsan Razavizadeh, Regional Director, MENA.

2 H.H. Sheikh Ahmed bin Saeed Al Maktoum receives honorary doctorate at Cass Business School Dubai graduation ceremony May 2013.

3 H.H. Sheikh Ahmed bin Saeed Al Maktoum at the EMBA Graduation Ceremony, May 2013.

4 The Lord Mayor of the City of London, David Wootton, visits Dubai in February 2012.

5 Joanna Shields, CEO of the UK's Tech City and UK Ambassador for Digital Industries at the Women in Business event in Dubai in April 2013.

6 Sir Stelios Haji-Ioannou, Founder of EasyJet and Cass alumnus, at the Dubai Symposium, May 2009.

7 H.E. Mr Dominic Jerney CVO OBE, HM Ambassador to the UAE.

8 Dr Roy Leighton, Chairman, MENA Advisory Board.

9 Professor Charles Baden-Fuller who gave his insights on the issue *What business models do we need for success and how do we get there?* at the Capital Club.

“Cass offers a wealth of expertise and networking opportunities. There is a strong connection and shared experience, which is one of the key reasons I remain involved and committed to the School.”

**Ash Athawale**

Recruitment Manager, REED  
MBA (Marketing) 1995

“The Executive MBA in Dubai is not only for enriching the mind, but also for **enhancing social interaction and communication skills** between rigorously selected students with diverse backgrounds and experiences.”

**Fadi Al Said**

Senior Fund Manager &  
Head of Investments  
ING Investment Management Dubai  
Executive MBA 2010–2012

## **Cass Business School**

Dubai International Financial Centre

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E: [dubaiemba@city.ac.uk](mailto:dubaiemba@city.ac.uk)

[www.cass.city.ac.uk](http://www.cass.city.ac.uk)



### **Cass Business School**

In 2002, City University's Business School was renamed Sir John Cass Business School following a generous donation towards the development of its new building in Bunhill Row. It is known as Cass Business School for short.

### **Sir John Cass's Foundation**

Sir John Cass's Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.

All the information contained within this brochure was correct at the time of going to print.

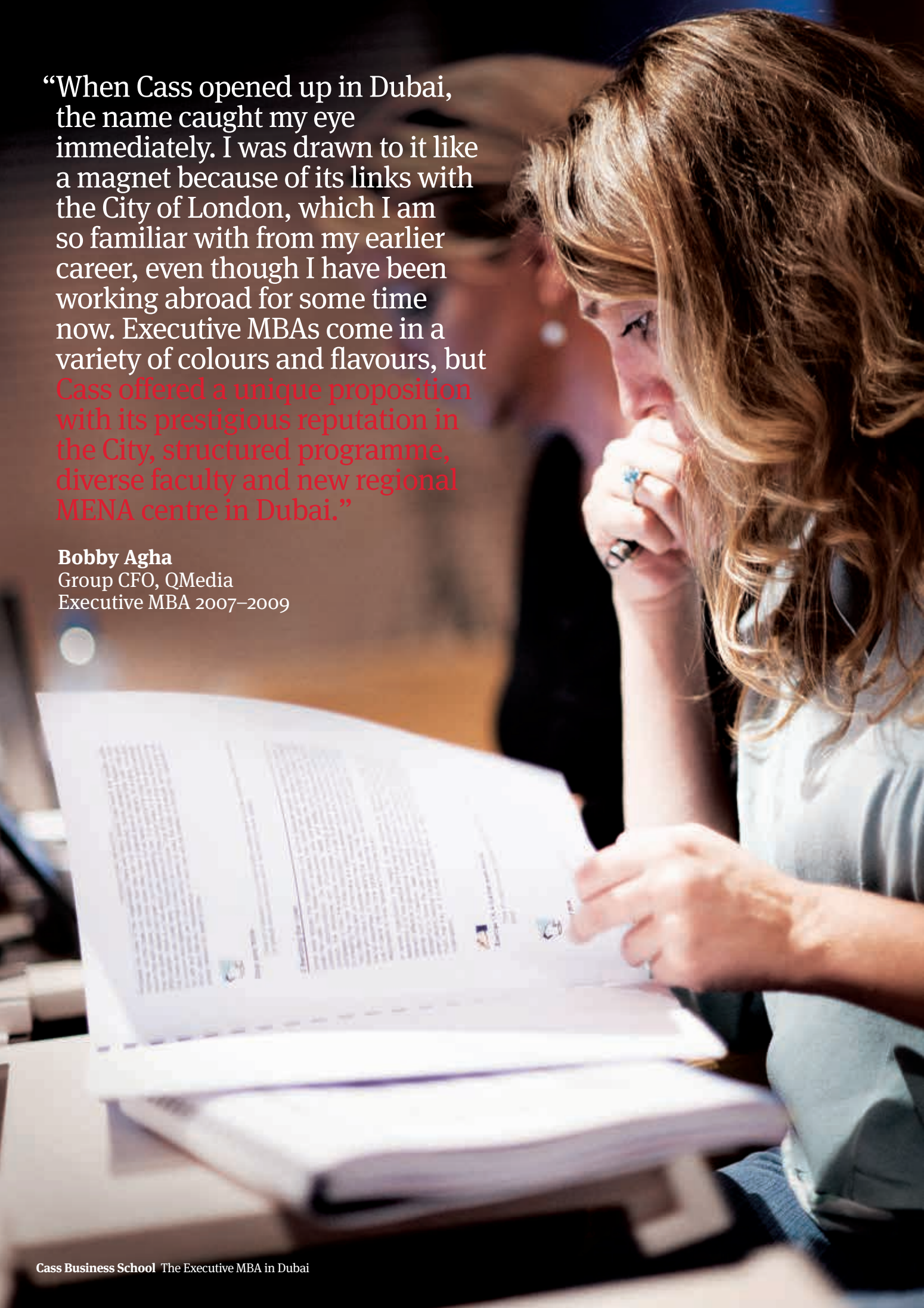


**Cass Business School**  
CITY UNIVERSITY LONDON

# Local knowledge, international perspective

The Cass Executive MBA in Dubai





“When Cass opened up in Dubai, the name caught my eye immediately. I was drawn to it like a magnet because of its links with the City of London, which I am so familiar with from my earlier career, even though I have been working abroad for some time now. Executive MBAs come in a variety of colours and flavours, but **Cass offered a unique proposition with its prestigious reputation in the City, structured programme, diverse faculty and new regional MENA centre in Dubai.**”

**Bobby Agha**  
Group CFO, QMedia  
Executive MBA 2007–2009

# The Cass Executive MBA in Dubai

## course overview

### Our students

11 years' average work experience with global exposure from a wide range of industries and job functions. The average age of our students is 33, with a female-to-male ratio of 1:4.

### Global diversity

Previous intakes have included students from more than 24 different countries.

### Accreditation

Our degree is fully accredited by the Association of MBAs (AMBA), the European Quality Improvement System (EQUIS), the Association to Advance Collegiate Schools of Business (AACSB) and licensed by the Knowledge and Human Development Authority (KHDA).

### Cass Executive MBA in Dubai structure and dates

The Executive MBA in Dubai is a two-year course delivered in a monthly block weekend format (Thursday – Sunday) and with one intake in September.

### Admissions

We look for well-rounded personalities who have a clear idea of their career objectives, a focused approach and who can show:

- High academic calibre, demonstrated by a good university degree or at least six years' business experience
- Relevant postgraduate work experience (four years minimum)
- If English is not your first language a minimum, well balanced IELTS score of 7.0 or Cambridge English: Advanced Level C1 with a score of 67 and above. This may be waived if you have worked or studied in an English-speaking country for at least a year
- At least two supporting references (ideally one from a current employer or university tutor).

### Application

We operate a rolling admissions programme. However, due to high demand for places from strong candidates across the Cass MBA programmes, we recommend that you submit a full application at least four months in advance of the start of the course.

### Fees

£36,500

# Scholarships and sponsorships

## Financial support

Cass is committed to attracting and supporting the best students, regardless of financial status, to gain access to its unique business environment. We have developed a number of Financial supports:

- Women in Business Scholarship
- Academic Excellence Scholarship
- Entrepreneurship Scholarship
- Islamic Finance Scholarship (you will need to take all three Islamic Finance electives)
- Financial Support Scholarship
- MENA Scholarship
- Sharia-compliant Financing (supplied by Dubai Islamic Bank)
- Barclays Education Loan

Please visit [www.cass.city.ac.uk](http://www.cass.city.ac.uk) to find out more.

## Corporate Sponsorship

Sponsoring your most able managers on the Cass Executive MBA in Dubai will bring substantial benefits to your organisation. We understand it's a considerable investment to make, but the business advantages will become evident almost immediately.

## How do organisations benefit?

Our academics maintain strong links with industry and bring both academic and commercial credentials into the classroom. Your employees will therefore benefit from a business-fuelled programme that carefully balances theoretical knowledge with practical application and a business curriculum. Search our Cass Experts database for more details of our academic staff and their areas of expertise.

Students will be able to tailor their study programme to ensure that your organisation's specific business needs are met. As a consequence, your company will gain expertise in increasingly crucial areas such as leadership, organisational entrepreneurship and change management. You will benefit from new ideas, experiences and best practice in multiple sectors via your employee's contact with tutors, visiting lecturers and fellow students from a leading business school and a wide range of business backgrounds.

## Immediate return on investment

Cass's pragmatic, hands-on approach enables students to apply their newly-acquired knowledge to the workplace immediately. Their enhanced effectiveness, analytical skills and adaptability means it won't be long before they can effectively contribute new strategies to improve your company's business practices.

## Strengthening your organisation's leadership talent

By supporting your employee's development, you will be strengthening your organisation's leadership skills while retaining your most talented employees. Your investment will promote excellence, innovation and loyalty within your workforce, as well as saving you time and resources otherwise spent replacing and training new staff.

## Transferring leading-edge thinking and knowledge to your organisation

The Cass Executive MBA in Dubai will give your employee access to the powerful expertise and insights generated by the faculty of a leading business school.

Students will have the opportunity to network with the world's leading business experts in the Middle East and internationally, which will allow them – and you – to tap into exceptional knowledge and resources. This continual input of new ideas and skills can prove invaluable for any company.

All students will undertake a tailored programme of electives, choosing which subjects to specialise in. Electives can be chosen to address specific business needs, enabling the latest management thinking to be applied to relevant issues in your workplace. The final part of the course is the Business Mastery Project, a significant piece of work which can also address and make recommendations regarding an issue facing your organisation.

## Application checklist

To apply for the Cass Executive MBA in Dubai, you will need to provide the following documents:

- a completed online application form, including personal statement
- a certified copy of your degree certificate, and transcripts detailing the courses studied and grades attained
- two references: ideally one from an academic and one from your employer, both of whom should have direct knowledge of your suitability for Executive MBA study
- a copy of an identity document
- two recently taken passport-sized photographs
- your CV (résumé)
- an application processing fee of £100.

# An exciting opportunity

The Executive MBA at Cass was an eye-opening and transformative experience. Coming from a finance background, I hoped it would widen my perspective and expand both my entrepreneurial skills and my international network. I was not disappointed.

The journey was not easy. Having to travel every month from Jeddah to Dubai, returning with a huge assignment to submit by the end of the month in addition to work and family responsibilities, can be exhausting and stressful. However, the return on investment makes it all worthwhile.

I discovered a lot about myself during those two years at Cass, and found that I am interested in exploring opportunities in areas outside the finance field; areas such as strategy, supply chain management and corporate governance.

The programme gave me a new way of approaching business, and courses like Business Strategy and Human Resource Management helped me to take two major decisions. The first was to postpone the execution of a business idea for strategic reasons, and the second was quitting my job at the local boutique investment bank – just one month before my wedding – to take a more challenging path providing business and financial consultation and training to SMEs.

I can summarise my experience with Cass in a few key words: inspiration, professional strategy and big opportunities.

**Khawlah Almadoudi**  
Independent Finance and  
Business Consultant for SME  
Executive MBA 2011–2013



# Student profiles

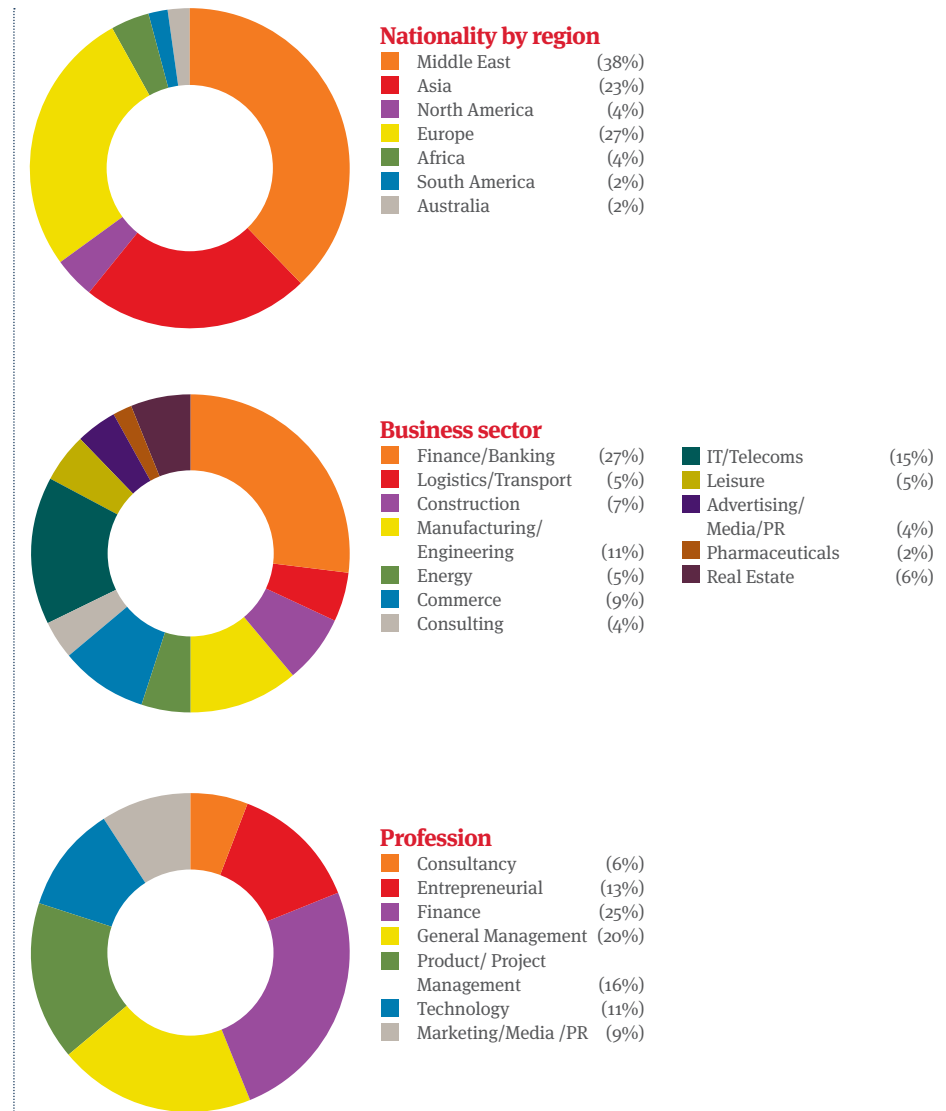
Sample of our Executive MBA class intake

Business is increasingly global in its scope, which is why we attract an international cohort and furnish it with the knowledge and skills needed to compete on the world stage.

We have over 22 nationalities represented on our MBA and you'll find yourself immersed in a vibrant multicultural environment. The average work experience of our students is 11 years and their average age is 33.

“What stands out for me is the quality of the people, both teaching the courses and attending them. A faculty of dedicated experts shares a great wealth of knowledge and experience with the students. The debates and learning opportunities have been engaging, educational and entertaining.”

**Tooka Iravani Kheyrikhah**  
Sales Manager MENA, BBC Worldwide  
Executive MBA 2010–2012



# Taking the next step

**We offer a range of opportunities to enable you to discuss in detail your situation, ambitions and expectations. You can:**

- Meet us at a Cass Executive MBA **Evening Information session**
- Meet us for a one to one meeting/**CV assessment**
- Meet us on tour at one of the **international MBA fairs**
- Sign up for a **sample module** to help assess whether the Cass Executive MBA is right for you
- Contact our team about your requirements.  
**T: +9714 401 9318**  
**E: [dubaiemba@city.ac.uk](mailto:dubaiemba@city.ac.uk)**

Alternatively, visit [www.cass.city.ac.uk](http://www.cass.city.ac.uk) for more detailed information.

## **Directions:**

### **Cass Business School**

is located at the following address:

Dubai International Financial Centre  
The Gate Village, Building 2, Level 3  
P.O. Box: 482070, Dubai, UAE

### **Office hours**

Sunday – Thursday  
09.00 – 17.00  
T: + 9714 401 9318  
F: + 9714 401 9317

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Cass Business School (Official Group)



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Playlist: Cass Dubai Centre



[www.instagram.com/cassdubaicentre](http://www.instagram.com/cassdubaicentre)

