Program Approval Form

For approval of new programs and deletions or modifications to an existing program.

Action Requested:
- [X] Create New (SCHEV approval required except for minors and certificates)
- Delete Existing
- Modify Existing (check all that apply)
  - Title (SCHEV approval required except for minors, certificates)
  - Concentration (Choose one): [ ] Add [ ] Delete [ ] Modify
  - Degree Requirements
  - Admission Standards
  - Application Requirements
  - Other Changes:

Type (Check one):
- B.A. [ ] B.S. [ ] Minor [ ] Undergraduate Certificate
- M.A. [ ] M.S. [ ] M.Ed. [ ] Graduate Certificate
- Ph.D. [ ] Other: Executive MBA

College/School: School of Management
Department: Executive MBA
Submitted by: Robert Johnston
Ext: 1869
Email: Johnston@gmu.edu

Effective Term: Fall 2010

Please note: For students to be admitted to a new degree, minor, certificate or concentration, the program must be fully approved, entered into Banner, and published in the University Catalog.

Justification: (attach separate document if necessary)
Joint EMBA program with Cairo University. No curriculum changes. Students will receive diploma with seals from both schools.

Program Title: (Required)
Title must identify subject matter. Do not include name of college/school dept.

Concentration(s):

Admissions Standards / Application Requirements:
(Required only if different from those listed in the University Catalog)

Degree Requirements:
Consult University Catalog for models, attach separate document if necessary using track changes for modifications

Courses offered via distance:
(if applicable)

TOTAL CREDITS REQUIRED: 54

Approval Signatures

Department Date College/School Date Provost’s Office Date

If this program may impact another unit or is in collaboration with another unit at Mason, the originating department must circulate this proposal for review by those units and obtain the necessary signatures prior to submission. Failure to do so will delay action on this proposal.

For Graduate Programs Only

Graduate Council Member Provost Office Graduate Council Approval Date

For Registrar Office’s Use Only: Received Banner Catalog revised 5/5/10
Proposal for:

Joint Executive Master of Business Administration Program
In Collaboration with Faculty of Commerce, Cairo University (FCCU)

Submitted by: Roy Hinton
School of Management
4400 University Drive, 1B1
George Mason University
Fairfax, VA 22030
Joint Executive Master of Business Administration Program
Proposed for Delivery in Cairo, Egypt

Executive Summary

The George Mason University School of Management (GMU-SOM) proposes to collaborate with Faculty of Commerce, Cairo University (FCCU) to jointly offer The Global Executive MBA (EMBA) degree program in Egypt. The Global Executive MBA program will comprise 54 credit hours (24 courses) and is designed for fully employed individuals who seek an intense graduate education while continuing to work full-time. Our goal is to provide the highest quality educational experience within an executive time frame.

The EMBA program is in keeping with the School’s mission of providing relevant education for the information society, at the same time maintaining strength in the fundamentals of business administration and management while serving the needs of a growing global business environment. The Global EMBA curriculum offered in Cairo University is the same curriculum being offered to EMBA students at our CIT campus in Herndon.

The EMBA focuses on developing knowledge, skills and actions of leadership and general management. Graduates of the program will have a greater capacity for leadership and for contributing to strategy development in the global business environment. GMU-SOM and FCCU have agreed on a course delivery schedule that includes two extended weekend residencies with an interim session of four weeks. Approximately 50% of courses will be taught by each of the faculties of GMU SOM and FCCU. GMU faculty may also participate through teleconferencing and online communications during the four week interim session. The duration of the entire program is 24 months. The face-to-face residencies will occur in Cairo with the possibility of scheduling one or more residencies on the George Mason University Campus in Fairfax, VA or another international location to include the UK, China, Brazil or other economies of interest.

The EMBA will provide an intellectually stimulating learning environment based on sound management principles that will achieve the following objectives:

a) Increase capacity for general management and leadership
b) Provide new insights and perspectives on a wide range of global business issues
c) Increase capacity for innovation and change management
d) Build core competencies in the fundamental business processes

The School Of Management (SOM)

The School of Management is fully accredited by AACSB International and has offered an MBA degree since 1972, when the University was incorporated. The School also offers an Executive MBA, and MS degrees in Accounting and Technology Management as well as BS degrees in business administration with majors in Accounting, Finance, Marketing, Management and Decision Sciences.

The School of Management’s full-time faculty is composed of 82 full-time teacher/scholars and approximately 50 adjunct professors having expertise in selected areas of accounting, finance, management, organizational behavior, project management, federal and state contract management, leadership and strategic analysis.

Faculty of Commerce, Cairo University (FCCU)
Since its inception in 1908, Cairo University has been recognized as a national and regional leader in providing world-class education along with internationally recognized research and a strong commitment to community engagement. With twenty-six facilities including institutes in science, the arts and social sciences, Cairo University offers comprehensive curriculum for both undergraduate and graduate studies.

FCCU founded in 1911, is the oldest business school in the Middle East and Africa. Offering undergraduate degrees in Business Administration, Accounting and Insurance, students enjoy a wide range of academic concentrations while graduating with Bachelor of Arts in Communications, Masters in Science as well as Doctor of Philosophy degrees. Our Masters in Business Administration was started in 2005 and we now offer a DBA (executive Ph.D.). Recent program enhancements also include an Arabic version of our MBA.

FCCU offers an integrated set of professional diplomas in market driven areas such as HR, Health Care Management, Financial Markets and Institutions, Marketing of Financial services and Sports Management (Joint International), and Oil and Energy Management (Joint International). Additionally, a number of joint international undergraduate programs are offered in marketing, finance, accounting and actuarial science. We are in the development stages of adding joint international MBA and DBA programs along with the MBA in Health Care Management and Education Management. A joint international center for entrepreneurship and small business management has just been founded.

FCCU’s full time faculty is comprised of 200 teachers/scholars with more than half obtaining their Ph.D. from leading American and British universities. Our international faculty brings strong research capabilities to our institution. All FCCU’s programs are offered in Arabic and English with the exception of the DBA which is offered in English. Our network of international partners represents leading U.S., British, Finnish, Swiss and German Universities. All FCCU's joint international programs will be moved to our new Facility of Commerce, Cairo University (FCCU) International Branch (CUIB) campus in the near future in order to create an international branch of FCCU.

I. Program Objectives

The Mason-Cairo EMBA program will:

a) Provide a first-rate academic curriculum that offers both the core concepts of traditional management education and relevant electives that emphasize strategy development, entrepreneurship, and leadership in a global business environment

b) Specifically tailor the course delivery schedule to meet the special needs and interest of the full-time working professionals

c) Provide opportunities for accountability of students and faculty, and strive for academic excellence

d) Provide a cohort style degree program

II. Program Description

The School of Management at George Mason University and Faculty of Commerce, Cairo University (FCCU) will offer the EMBA degree program in a residency format. The EMBA program operates under the condition that the minimum enrollment requirement of 25 students is maintained. The cohort maximum is 55 students.
The faculty for all courses will be drawn from the same faculty who currently teach in the graduate programs at SOM and Faculty of Commerce, Cairo University (FCCU). Each faculty will nominate teachers for the joint EMBA. GMU-SOM area chairs will participate in the selection of FCCU faculty on the basis of their relevant expertise as scholars and teachers and their academic and professional qualifications.

In addition to the 3.5 day intensive residencies, faculty and students in the EMBA Program may utilize George Mason University’s course management system, Blackboard, a web-based course development tool that creates web-accessible course-related materials and facilitates collaboration in a secure environment, including file sharing, message boards, online chat and broadcast/group 3-mail capability. Also included in the program would be two-way synchronous interactive video and audio using Cisco Telepresence or comparable technologies.

III. University Policies and Program Administration

1. Professor Wael Kortam at Faculty of Commerce, Cairo University (FCCU) and Roy Hinton, Associate Dean for Executive Programs, School of Management, George Mason University will have overall responsibility for strategic direction and program operations. The Faculty of Commerce, Cairo University (FCCU) appointed manager will administer the EMBA on site in Cairo with assistance from the GMU-SOM EMBA program manager. The SOM Graduate Policy Committee and the Faculty of Commerce, Cairo University (FCCU) equivalent faculty group will serve as the oversight committees for this program with administrative support from the Executive Programs Academic Director, Professor Kortam or his designee from the Faculty of Commerce, Cairo University (FCCU) and assigned Program Managers. Where appropriate, additional experts, representing various affiliates of the university system and other alliances throughout the region/nation may be identified and used to enhance the program content.

IV. AACSB Accreditation and ESCU Accreditation

All SOM academic programs are required to meet the General Business Accreditation Standards and the separate Accounting Accreditation Standards. The standards for specialized Master’s level degrees (e.g., MBA) are quite general and relate to applications related to the specialized discipline. The EMBA program will be an integral part of SOM Graduate Programs and will be covered by those standards. By the same token, the EMBA program will be an integral part of FCCU postgraduate portfolio and will be accredited by the Egyptian Supreme Council of Universities respecting the AACSB standards in full.

V. Program Operations Overview

GMU-SOM and FCCU will each be responsible for staffing 12 Courses per year beginning with the second year of the program. These courses will not be part of normal teaching load and faculty will be compensated using the international executive programs teaching compensation model. FCCU has appointed an EMBA Program Manager who will manage the program on site in Cairo. This position will be located in Cairo and will be supported by SOM EMBA Program Managers. In addition, marketing and recruiting for the program will be provided by Faculty of Commerce, Cairo University (FCCU). The bulk of marketing of the program would involve face-to-face interaction with the firms in Cairo and the surrounding region. Details of responsibilities are being developed. Admissions processing is required of both GMU and CU. SOM EMBA admissions standards will apply for the joint EMBA program.
VI. Curriculum

The EMBA curriculum will be developed from those courses already approved by the GMU faculty for the Executive MBA program. A total of 54 credits are required for the EMBA degree. Some core and/or advanced courses could be added, deleted or modified at the discretion of both faculty boards of SOM and FCCU and formally and jointly formalized by both deans.

Year One (27 Credit Hours)

Opening Residency
  o Building the High Performing Team (Workshop – NC)
  o A Strategic View of the Firm (Workshop – NC)

Module 1:
  o EMBA 633 Statistics for Business Decision Making (3.0)
  o EMBA 653 Organizational Behavior and Team Dynamics (3.0)

Module 2
  o EMBA 603 Managerial Economics and Decisions of the Firm (3.0)
  o EMBA 613 Financial Reporting and Decision Making (3.0)

Module 3
  o EMBA 623 Marketing Management (3.0)
  o EMBA 643 Managerial Finance (3.0)

Module 4
  o EMBA 638 Strategies for Operations Management (3.0)
  o EMBA 712 International Macroeconomics (1.5)
  o EMBA 795 Global Residency

Year Two (27 Credit Hours)

Interim Residency
  o Introduction to the Capstone Course (Workshop)
  o Career Management (Workshop)

Module 5
  o EMBA 612 Managing Costs and Evaluating Performance (3.0)
  o EMBA 703 Financial Markets (Including Financial Markets Residency) (3.0)
  o EMBA 673 The Legal Environment for Business (3.0)

Module 6
  o EMBA 660 Strategic Management of Information Technology (3.0)
  o EMBA 718 Leadership and Managing Change (3.0)

Module 7
  o EMBA 678 Strategic Management (3.0)
  o EMBA 750 Capstone Project (1.5)
VII. **Program Format & Schedule**

SOM and Faculty of Commerce, Cairo University (FCCU) shall provide a complete schedule with course sequencing for the entire program. SOM and Faculty of Commerce, Cairo University (FCCU) will collaborate when necessary to change the schedule to meet faculty and student needs. They will jointly identify the faculty for each class before the start of the semester.

Students will generally receive instruction in two courses per module, each module being four to five weeks in duration. For some courses, students may receive instruction in as many as four courses per module. The delivery format for courses delivered by SOM faculty will include two residencies each lasting for 3.5 days with a four week interim. If desired by the SOM faculty member for their respective courses, additional sessions may be delivered by Faculty of Commerce, Cairo University (FCCU) faculty partners with virtual participation by SOM faculty where appropriate. The program will include opening, global, mid-program, financial markets and Oxford residencies. Each course will include a minimum of 25 hours of in-person classroom teaching with the faculty member, followed by additional sessions to be determined according to the learning requirements for the course. This schedule meets SOM requirements for the EMBA program.

VII. **Program Eligibility & Admissions**

Prospective applicants must hold a valid bachelor’s degree from an accredited college or university, which must be successfully completed prior to enrollment. No minimum GPA is specified, but it is expected that students will have sufficiently demonstrated capacity for graduate studies. A minimum of five years of full-time professional experience is required for all applicants.

The Faculty of Commerce, Cairo University (FCCU) program management team will recruit and provide initial screening of applications for admission to the program. The Faculty of Commerce and the School of Management EMBA admissions committees will review all applicants to the EMBA program for acceptance. Each applicant must submit:

1. A completed graduate application (only on-line applications are accepted) and fee
2. Two official transcripts from all colleges and universities in which undergraduate and/or graduate course work was completed
3. An official score report for the [Graduate Management Admission Test (GMAT)](https://www.gmat.com/) (May be waived.)
4. An official TOEFL score for students who have their degree from outside of the U.S. The minimum score is 93 with a minimum score of 20 in each section. For the computerized TOEFL, the minimum score is 250.

5. Two professional recommendations
6. A current resume
7. A personal statement of career goals and interests
8. A personal interview (at the discretion of the program director)

No portion of the application portfolio is considered more important than another; careful consideration is given to each part of the application portfolio to ensure that the Admissions Committee has an accurate profile of a candidate's professional and academic qualification.

Students meeting the admissions requirements will be officially accepted to the FCCU – SOM Global EMBA Program. Admissions decisions will be provided to the individual applicant after receipt and consideration of all materials (due no later than July 1, 2010).

Under American federal law, the University’s policy is that student records, including grades, are confidential.

VIII. Degree Requirements

Upon successful completion of the core and elective courses (54 credit hours), candidates will be awarded an MBA degree jointly by the George Mason University School of Management and the Faculty of Commerce, Cairo University (FCCU). Students will have the opportunity to participate in George Mason University commencement activities.

Students are required to maintain a 3.0 (B) grade point average in the EMBA program to remain in good academic standing. A student will be placed on academic probation if s/he falls below the required 3.0 GPA or receives a grade of C, F, or IN (incomplete) in a graduate course in any given semester.

IX. Program Cost and Payment Schedule

On an annual basis program tuition will be approved jointly by the Dean of the School of Management at GMU and the Dean of the Faculty of Commerce at Cairo University. Tuition includes all books, materials and fees for the program and lodging and ground transportation for the Global, financial and Oxford residencies. Airfares for the residencies are not included. Lodging, meals, breaks, facilities and ground transportation for the domestic residencies are not included. Scholarships and fellowships are not available to EMBA students.
### Exhibit 1-Sample EMBA Curriculum Schedule

<table>
<thead>
<tr>
<th>Module</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Faculty Source*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-program</td>
<td>Online Studies</td>
<td>Online study requirements as specified during the admissions process.</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Opening Residency</td>
<td>Workshop</td>
<td>Building the High Performing Team</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>Orientation</td>
<td>FCCU-SOM Orientation</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>Seminar</td>
<td>A Strategic View of the Firm</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>Module 1</td>
<td>EMBA 653</td>
<td>Organizational Behavior &amp; Team Dynamics</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EMBA 633</td>
<td>Statistics for Managers</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Module 2</td>
<td>EMBA 613</td>
<td>Financial Reporting &amp; Decision Making</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 603</td>
<td>Managerial Economics &amp; Decisions of the Firm</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Module 3</td>
<td>EMBA 643</td>
<td>Managerial Finance</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 623</td>
<td>Marketing Management in a Global Environment</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Module 4</td>
<td>EMBA 638</td>
<td>Strategies for Operations Management</td>
<td>3</td>
<td>SOM</td>
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<tr>
<td></td>
<td>EMBA 712</td>
<td>International Macroeconomics</td>
<td>1.5</td>
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<td></td>
<td>EMBA 710</td>
<td>Business, Government and the Global Economy</td>
<td>1.5</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 795</td>
<td>International Business Environment (Global Residency)</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td>Module 5</td>
<td>EMBA 703</td>
<td>Financial Markets (Includes Financial Markets Residency)</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 612</td>
<td>Managing Costs and Evaluating Performance</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 673</td>
<td>The Legal Environment of Business</td>
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<td></td>
</tr>
<tr>
<td>Module 6</td>
<td>EMBA 660</td>
<td>Strategic Management of Information Technology</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EMBA 718</td>
<td>Leadership and Managing Change</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td>Module 7</td>
<td>EMBA 678</td>
<td>Strategic Management</td>
<td>3</td>
<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 750</td>
<td>Capstone Project</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>EMBA 735</td>
<td>Systems Thinking for Business Performance</td>
<td>1.5</td>
<td>SOM</td>
</tr>
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<td></td>
<td>EMBA 791</td>
<td>Doing Business in the EU (Oxford Residency)</td>
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<td>Module 8</td>
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<td>Corporate Strategy and Policy</td>
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<td></td>
<td>EMBA 674</td>
<td>Ethical and Social Environment of Business</td>
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<td>SOM</td>
</tr>
<tr>
<td></td>
<td>EMBA 7xx</td>
<td>Elective</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Faculty assignments TBD in collaborative agreement between Cairo and SOM. See the GMU Catalog for course descriptions and details.
## Exhibit 2 – Sample Module Schedule

<table>
<thead>
<tr>
<th>EMBA SOM-FCCU</th>
<th>Residency 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module 1 Residency</strong></td>
<td><strong>Times</strong></td>
</tr>
<tr>
<td>EMBA 603: Managerial Economics and Decisions of the Firm, 3.0cr</td>
<td>9:00 – 1:00</td>
</tr>
<tr>
<td>EMBA 613: Financial Reporting and Decision Making, 3.0cr</td>
<td>2:00 – 6:00</td>
</tr>
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**Four Week Interim**

<table>
<thead>
<tr>
<th>EMBA SOM-FCCU</th>
<th>Residency 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module 1 Continued</strong></td>
<td><strong>Times</strong></td>
</tr>
<tr>
<td>EMBA 603: Managerial Economics and Decisions of the Firm, 3.0cr</td>
<td>8:30 - 11:45</td>
</tr>
<tr>
<td>EMBA 613: Financial Reporting and Decision Making, 3.0cr</td>
<td>1:15 - 5:00</td>
</tr>
</tbody>
</table>