



جامعة القدس
Al-Quds University



FACULTY OF ECONOMICS & BUSINESS SCIENCES

Student's Manual

Dual Study Business Administration (DSBA)

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1 Why Dual Studies?

The Dual Study program was designed to satisfy the current and future market needs of the Palestinian private sector by having highly qualified graduates. After 12 years of launching the Business Administration bachelor program at Al-Quds University (AQU), it was decided to study the market in order to see where the current graduates are standing after graduation. Consequently, two market studies were compiled with the result that most Palestinian universities are lacking practical training towards Business Administration students and graduates. In addition, the education system in Palestine still depends on memorization and old-style teaching methods and lacks practical application. Thus, as the private sector demands practical experience the opportunities for employment with a bachelor degree are very limited.

Therefore, Al-Quds University decided to incorporate more practical training into the university study similar to the approach followed by several higher education institutions in Germany i.e. the Cooperative State University Baden-Wuerttemberg (Duale Hochschule Baden-Württemberg "DHBW"). Two feasibility studies, initiated by the German Development Corporation (GIZ), were conducted in order to research the opportunity of establishing Dual Study in Palestine. The results showed a strong interest of the private sector in this new style of study. Consequently, GIZ was open for cooperation with AQU in funding the establishment of Dual Study programs.

Dual Studies was "born" in Stuttgart, Germany in 1974 by founding the Dual State University of Baden-Württemberg (DHBW) with 164 students.

40 years later, in 2014, the university counted

- 34,000 students in
- 9,000 partner companies.
- DHBW Stuttgart has the highest number of newly admitted students of whole Germany and
- with 9,569 the highest number of graduates of whole Germany.

86% of all graduates receive a job offer directly after graduation.

Most of the students are enrolled in Business followed by Engineering, IT and in social fields.

As a result, AQU has already established two Dual Study programs:

- Dual Study Electrical Engineering (DSEE) and
- Dual Study Information Technology (DSIT).

All Dual Study curricula were developed in collaboration with German Dual Study experts and Palestinian companies who agreed to become official partners. AQU conducted several workshops with Electrical Engineering, IT and Business Administration partner companies and jointly developed a curriculum that corresponds to the needs of the Palestinian market.

The Dual Study problem-based learning approach, mentored by the industry partners' results in an add-on compared to a standard study program. Social competences, generic skills and customer-oriented practice are some of the competences filling the gap between the needs of the market and the skills delivered by university.

Outcomes from Dual Study programs - sometimes called work-integrated learning programs – are generally positive confirmed and include improved professional attitudes in students, enhanced employment outcomes for students, increased industry relevance, and savings in recruitment and training costs for them. Experience in Germany, Canada and US show that approximately 85 % of the graduates stay within their training companies. The other great advantage is the low dropout rate of less than 20%, due to the high motivation of these students and the preselection by the company. The resources of the public sector are exploited as particularly efficient.

2 Characteristics of the Dual Study Business Administration (DSBA) program

The Dual Study Business Administration (DSBA) program combines academic learning with the direct application and expansion of knowledge in professional practice. Two partners, Al-Quds University (AQU) and the companies, take on the task of training qualified new students.

DSBA graduates can look forward to promising professional and career opportunities in interesting specialist and management positions. The vast majority of graduates will already hold employment contracts before they have even finished their studies.

The DSBA Bachelor degree program at AQU lasts four years. Alternating between theoretical academic university education (50%) and practical phases in commercial organisations (50%) this study offers diversity and variety. The graduates usually take on responsible, professional tasks when they are still young.

DSBA students are at the same time employed by their respective companies and are paid a monthly salary during their practical phases. This provides the first stage in becoming financially independent.

2.1 Quality Assurance

The responsibility of quality assurance issues at Al-Quds University is in the hand of the Quality Assurance Unit (QAU). This department is responsible for

- the ongoing review of academic processes and its quality assurance, i.e. in all faculties, libraries, labs, etc.,
- the ongoing review of administration and financial processes in order to reach an acceptable level of international standards,

- monitoring all ongoing academic program outcomes through communicating with the ALUMNI unit,
- cooperation with the Students' Affairs Department for reviewing the students' needs from their view.

All academic programs at Al-Quds University have to be submitted to the national accreditation authority AQAC in the Ministry of Education and Higher Education. In order to ensure a high international academic standard the evaluation team consists of foreign professors. In the case of Dual Studies, a German accreditation team in Germany evaluated the documents. The appointed accreditation team consisted of German professors with a profound Dual Study background. The accreditation of the DSBA program is currently under review. The final accreditation award is expected in August 2016. The performance of all AQU full- and part-time professors are evaluated by the students at the end of each semester and yearly by the responsible department and the faculty.

2.2 Degree

Upon successful completion of Dual Study program in this degree program, the following academic degree will be awarded with a

- Bachelor of Art (B.A) in Business Administration.

2.3 Credit point system

This curriculum of the DSBA program differs from the normal university's Business Administration program and its tracks at certain points. Students are taught specific skills and competences i.e.: soft skills, general and international business competences, finance and banking competences.

However, such a program, as described here, has also to fulfill all the standard national requirements for accreditation. Incorporating practical periods in the curriculum concludes in a reduction of the time for pure theory and at the same time an increase of the time for exercising and application of the knowledge.

Thus, the main difference of Dual Studies Business Administration and a regular study in Business Administration is the method of delivering the skills and competences to the learner. Subjects have to be identified that are better learned in the working environment and which have to be taught at the University. It has to be stressed that both places have to undergo quality assurance processes, because credits can be given only if quality and learner's success are assessed.

Table 1: Features “Dual Study Business Administration (DSBA)” vs. regular study of “Business Administration (BA)”

| | Dual Study Business Administration (DSBA) | Regular Business Administration (BA) |
|---|--|---|
| Semesters per year | 2 | 2 |
| Duration per semester | 24 weeks | 16 weeks |
| Structure of each semester | 12 weeks theory 12 weeks practice | 16 weeks theory |
| Learner’s workload/semester | 1 credit hour = 48 hrs | 1 credit hour = 48 hrs |
| Credit hrs. theory/year | 25 | 33 |
| Workload theory/year | 1,200 hrs. | 1,584 hrs. |
| Graduation project | 10 credit hrs. | |
| Total credits (4 yrs.) | 110 credit hrs. | 132 credit hrs. |
| Practice phases/year | 24 weeks | 0 |
| Hours of practice phases/year | 1,000-1,152 hrs. | 0 |
| Credit hrs. practice phases/year | 10 credit hrs. | 0 |
| Credits practice phases (3 yrs.) | 30 credit hrs. | |
| Total Credits | 140 credit hrs. | 132 credit hrs. |

In summary, the credit points for the DSBA amount to 140 credits for the whole degree course. Out of the 140 credits, 110 are achieved in academic phases at the University, 30 in the practical training in the company.

Hence, the DSBA is different from the normal track because another form of learning is used to transfer additional skills, knowledge and professional expertise. Out of the 52 weeks of a year, a student spends

- 24 weeks at University (2 x 12 weeks),
- 24 weeks in his company (2 x 12 weeks),
- 4 weeks holidays to be taken in the companies’ periods.

2.4 The admissions process

The admission process in Dual studies differs significantly from the regular process. The reason is that the student needs a company that is willing to train him/her during the practical phases. Thus, if a company after an interview is not willing to offer him/her a training place, the student cannot be admitted to Dual Studies.

For each academic year, AQU provides enough partner companies that are willing to accommodate the maximum of 25 Dual Study students per academic year. Thus, the number of students is limited to 25 with the consequence that only the best students have chances to be admitted for the study. Without a contract that is signed by the student, the partner company and Al-Quds University an admission as Dual Study student is denied.

The admission process consists of following steps:

1. The student submits an application to Al-Quds University (AQU) for Dual Study Business Administration.
2. If the student meets AQU requirements, the student's application will be sent to the partner companies.
3. The partner companies review the student's applications and contact the shortlisted ones for a personal interview, written exam or both.
4. The partner companies select one or more students to be trained inhouse during the practical phases.
5. An education contract has to be signed by the partner company, the Dual Study student and Al-Quds University.
6. After having signed the contract by all parties, the student is officially enrolled in the Dual Studies.
7. Finally, the student continues his/her registration process at AQU by paying the tuition fees and submitting other requested documents.

2.5 Differences to other Business Administration degree programs

This curriculum of the DSBA program differs from the normal university's Business Administration program and its tracks at certain points. Students are taught specific skills and competences, i.e.: soft skills, general and international business competences, finance and banking competences.

However, such a program, as described here, has also to fulfill all the standard national requirements for accreditation. Incorporating practical periods in the curriculum concludes in a reduction of the time for pure theory and at the same time an increase of the time for exercising and application of the knowledge. Thus, the main difference of the Dual Study Business Administration program and a regular study in Business Administration is the method of delivering the skills and competences to the learner. Subjects have to be identified that are better learned in the working environment and which have to be taught at the University. It has to be stressed that both places have to undergo quality assurance processes, because credits can be given only if quality and learner's success are assessed.

2.6 Possible Specialisations within DSBA

The Dual Study Business Administration (DSBA) curriculum is designed to introduce students to the various aspects of organizations in a market society. Students are provided with a fundamental knowledge of business functions and processes as well as an understanding of business organizations in today's global economy. Course work

Laith Al Obaidi Dual Study student in IT:

“I am 17 years old and earned 85.1% in Tawjihi. I applied for the Dual Study Information Technology program, and immediately received a wonderful job opportunity at Jawwal Telecommunications Company! It is a broad specialization and all organizations need persons that manage computers and equipment. While I study at the university I will work at Jawwal Company for 4 years. Obviously I made the right choice.”

includes the study of business concepts such as accounting, business law, economics, management, marketing and sales. Skills related to applying these concepts are developed through case studies, assignments, communication, team building, and decision making. The DSBA curriculum contains the student's awareness of entrepreneurial targets and the satisfaction of diverse interests of different parties. They know how to deal with alternative principles of rational behaviour with respect to economic, political, social, ecological and ethical aspects intensively. Therefore graduates are able to gain acute insight into the manifold dimensions of responsible entre-

preneurship and are thus in a position to recognize global trends and developments, to analyse and appraise them. Graduates are prepared for employment opportunities in small and medium-sized enterprises, ex- and import-focused companies, non-profit organizations and financial institutions.

As aforementioned, the DSBA is offered in two tracks:

- International Business and
- Banking & Finance

International Business

The track “International Business” provides an overview of the most important topics in international business, including international marketing and finance, international trade operations, comparing markets and business environments in different countries and logistics. As well as building an understanding of multinational companies and their strategies, students will explore how ‘local’ companies compete against such global players. The specialisation of International Business studies organisations, their management and the global environment in which they operate, giving you a comprehensive business management education with an international perspective.

While seven “International Business” courses are mandatory, the students can select three electives out of five offers.

Banking & Finance

The track "Banking and Finance" combines the study of DS Business Administration with banking and finance subjects. Students are introduced to a broad range of money-focused subjects including financial and banking management, investment and portfolio decisions, financial markets and institutions, real estate business and international banking operations. This wide range of topics will give the student in-depth understanding of the way that organisations and financial systems work.

The track "Banking & Finance" is classified into three categories: corporate finance, investments, financial markets and institutions.

- Corporate finance is the study of how businesses acquire, spend and manage funds.
- Investment is the study of money management, investment strategies and policies, security analysis and portfolio composition.
- Financial markets and institutions represent the study of the structure and operation of the entire financial system including securities markets, government institutions, financial/banking institutions and international financial markets.

This track is distinctive in combining the two elements of banking and finance with business/management studies. Its multidisciplinary nature provides an excellent base for careers in the financial services industry, as well as in accounting and general management.

While seven "Banking & Finance" courses are mandatory, the students can select three electives out of five offers.

3 Justification of a Dual Study Business Administration program

Statistical research carried out by PCBS reveals that there are nearly 110,000 private businesses working in Palestine. Out of those 90.2% are small size businesses that employ one to four people. Most of these businesses sell their products and services to the local market; however, some are carrying out international business.¹

3.1 International Business

Palestine mainly exports cement, base metals, iron and steel, food and beverages, furniture, plastics and dairy products. Its main export partner is Israel with over 183%

¹ PCBS, Housing and Establishments 2008

of total exports. Other export partners include Jordan, the United Arab Emirates, Algeria, Egypt, Saudi Arabia, the Netherlands, Germany, and Canada. Exports of Palestine reached 84 USD million in August 2015 and averaged 44 USD million from 2001 until 2015, reaching an all-time high of 86 USD million in June 2015 and a record low of 16 USD million in April of 2002².

Exporting companies are members of a local forum called Paltrade. The current number of members is 207, which mean that about one company out of 500, export to other markets other than the Palestinian³. Some of these exporting companies are considered small, where it hires less than five fulltime staff. There are no recent researches for the types of businesses running in Palestine; however, the recent research by PCBS that conducted in 2010 can provide a general understanding of the situation. Mainly 9% are service businesses, 2% health and education, 5% industry, 8% commercial, 13% information technology, 17% telecommunication, 22% electronics, and 23% electricity⁴.

3.2 Banking & Finance

Banks are considered the key players on the Palestinian financial market. As of February 2016, the Palestinian banking sector consists of 2 Islamic banks and 16 conventional banks, 10 of which are foreign banks. None of them is an investment bank. The growth potential for the banking sector in Palestine is very promising. Currently 258 branches serve the entire Palestinian population of 4.6 million. Without taking into account the growth in the Palestinian population, the number of bank branches in Palestine needs to double to meet the world standard of a maximum of one branch per 10,000 people.

Khaled Hamdan, Dual Study student in Electrical Engineering:
“I think the Dual Study system is a great idea because the students can gain practical experience through occupying jobs while studying. The students will also have the ability to learn more about the companies, which might therefore inspire them to come up with more innovative ideas.”

Regardless of the weak economic situation, banks total assets increased in the last 5 years by 55% to almost \$9 billion In Palestine, the responsibility for financial regulation and supervision is shared between the Palestine Monetary Authority (PMA) and the Palestine Capital Market Authority (PCMA). While the PMA oversees and regulates banks, moneychangers and microfinance institutions, the PCMA is responsible for the securities market, insurance companies and real-estate institutions.

² Trading Economics 2015

³ Paltrade Statistics 2015

⁴ PCBS, Establishments by sector 2010

3.3 Educational Objectives

The educational objectives of the DSBA program are centered on the graduation of qualified students with solid foundations in all important areas of general business combined either with profound international or banking / finance competences for banks and financial institutions.

The Dual Study Business Administration (DSBA) program is a new and multidisciplinary approach that focuses on soft skills competences, on general and international business management competences as well as financial competences for banks and financial institutions.

The competences in detail look as follows:

- Soft skill competences:
 - Communication
 - Interpersonal skills
 - Teamwork
 - Work ethics
 - Information Technology

- Business management competences:
 - Marketing
 - Business development
 - Business environment
 - Operational management
 - Human resources management
 - Financial management

- International business competences:
 - International marketing
 - International trade operations
 - Languages
 - International management
 - Differences in cultural behaviour

- Financial competences:
 - Financial and managerial accounting
 - Analysing financial documents
 - Investment calculations
 - Currency management
 - Knowledge about international financial market

4 Dual Study Business Administration Curriculum

The Dual Study Business Administration curriculum looks as follow. Please find in Table 2 the the curriculum for the track International Business and in Table 3 the curriculum for the track Banking & Finance.

Table 2: DSBA course distribution track “International Business”

| Course Number | Course Name | Credit Hours |
|---------------|------------------------------------|--------------|
| Year 1 | | |
| 1834101 | Principles of Management I | 3 |
| 1835101 | English Language I | 2 |
| 1832101 | Accounting I | 3 |
| 1835109 | Communication Skills | 2 |
| 1831101 | General Mathematics | 3 |
| 1834103 | Business Computer Skills | 2 |
| 1834102 | Principles of Management II | 3 |
| 1835102 | English Language II | 2 |
| 1832102 | Accounting II | 3 |
| ##### | University Requirement Course I | 2 |
| 1831103 | Microeconomics | 3 |
| Year 2 | | |
| 1835203 | English Language III | 2 |
| 1831204 | Macroeconomics | 3 |
| 1831202 | Principles of Statistics | 3 |
| ##### | University Requirement Course II | 2 |
| 1835205 | Hebrew/German Language I | 2 |
| 1834203 | Principles of Marketing | 3 |
| 1835204 | English Language IV | 2 |
| 1833201 | Corporate Finance & Investment | 3 |
| ##### | University Requirement Course III | 2 |
| 1835207 | Entrepreneurship I | 2 |
| 1834204 | Sales Management | 2 |
| 1835206 | Hebrew/German Language II | 2 |
| Year 3 | | |
| 1834305 | Operations Management | 3 |
| 1834306 | Business Research Methods | 2 |
| 1834307 | Human Resources Management | 3 |
| 1834308 | International Business I | 3 |
| ##### | Elective I | 2 |
| 1834310 | International Marketing I | 3 |
| 1834312 | International Trade Operations | 3 |
| 1833302 | International Financial Management | 3 |
| 1835308 | Entrepreneurship II | 2 |
| 1834313 | E-Commerce | 2 |
| 1834314 | Consumer Behaviour | 2 |

| Course Number | Course Name | Credit Hours |
|--|--|-------------------|
| Year 4 | | |
| 1834415 | Strategic Management | 2 |
| 1834416 | Civil & Business Law | 2 |
| ##### | Elective II | 2 |
| 1834417 | Strategy and International Business Simulation | 3 |
| 1834418 | Study Project | 4 |
| 1834419 | Cross Cultural Management | 3 |
| 1834420 | International Supply Chain Mgt. | 2 |
| ##### | Elective III | 2 |
| 1834421 | Bachelor Thesis | 6 |
| Total credits (university semester) | | 110 |
| 1834128 | Practice Period I (year 1) | 10 |
| 1834229 | Practice Period II (year 2) | 10 |
| 1834330 | Practice Period III (year 3) | 10 |
| 1834418+ 1834421 | Practice Period IV: Project Study + Bachelor Thesis (year 4) | (10) ¹ |
| Total credits | | 140 |

Table 3: DSBA course distribution track “Banking & Finance”

| Course Number | Course Name | Credit Hours |
|---------------|---------------------------------|--------------|
| Year 1 | | |
| 1834101 | Principles of Management I | 3 |
| 1835101 | English Language I | 2 |
| 1832101 | Accounting I | 3 |
| 1835109 | Communication Skills | 2 |
| 1831101 | General Mathematics | 3 |
| 1834103 | Business Computer Skills | 2 |
| 1834102 | Principles of Management II | 3 |
| 1835102 | English Language II | 2 |
| 1832102 | Accounting II | 3 |
| ##### | University Requirement Course I | 2 |
| 1831103 | Microeconomics | 3 |

| Course Number | Course Name | Credit Hours |
|--|--|-------------------|
| Year 2 | | |
| 1835203 | English Language III | 2 |
| 1831204 | Macroeconomics | 3 |
| 1831202 | Principles of Statistics | 3 |
| ##### | University Requirement Course II | 2 |
| 1835205 | Hebrew/German Language I | 2 |
| 1834203 | Principles of Marketing | 3 |
| 1835204 | English Language IV | 2 |
| 1833201 | Corporate Finance & Investment | 3 |
| ##### | University Requirement Course III | 2 |
| 1835207 | Entrepreneurship I | 2 |
| 1834204 | Sales Management | 2 |
| 1835206 | Hebrew/German Language II | 2 |
| Year 3 | | |
| 1834305 | Operations Management | 3 |
| 1834306 | Business Research Methods | 2 |
| 1834307 | Human Resources Management | 3 |
| 1833302 | Fundamentals of Financial Management | 3 |
| ##### | Elective I | 2 |
| 1833303 | Corporate Finance | 3 |
| 1833304 | Principles of Investment | 3 |
| 1833305 | Portfolio Management | 3 |
| 1835308 | Entrepreneurship II | 2 |
| 1834313 | E-Commerce | 2 |
| 1834314 | Consumer Behaviour | 2 |
| Year 4 | | |
| 1834415 | Strategic Management | 2 |
| 1834416 | Civil & Business Law | 2 |
| ##### | Elective II | 2 |
| 1833407 | Bank Management Simulation | 3 |
| 1834418 | Study Project | 4 |
| 1833408 | Financial Risk Management | 3 |
| 1833409 | Financial Institutions | 2 |
| ##### | Elective III | 2 |
| 1834421 | Bachelor Thesis | 6 |
| Total credits (university semester) | | 110 |
| 1834128 | Practice Period I (year 1) | 10 |
| 1834229 | Practice Period II (year 2) | 10 |
| 1834330 | Practice Period III (year 3) | 10 |
| 1834418+ 1834421 | Practice Period IV: Project Study + Bachelor Thesis (year 4) | (10) ¹ |
| Total credits | | 140 |

4.1 Elective Courses

Dual Study students must successfully complete three elective courses with a total amount of 6 credits from Table 4 either for "International Business" students or Table 5 for "Banking & Finance" students:

Table 4: DSBA Elective Courses in International Business

| Course Number | Course Name | Credit Hours |
|---------------|---|--------------|
| 1834309 | International Business II | 2 |
| 1834422 | Project Management | 2 |
| 1834411 | Applied Topics in International Business | 2 |
| 1833302 | Fundamentals of Financial Management | 2 |
| 1833409 | Financial Institutions | 2 |
| Total | Total credits of 3 selected courses (each 2 credits) | 6 |

Table 5: DSBA Elective Courses in Banking & Finance

| Course Number | Course Name | Credit Hours |
|---------------|---|--------------|
| 1833411 | Credit Management | 2 |
| 1833412 | Project Management | 2 |
| 1833415 | Applied Topics in Finance | 2 |
| 1834308 | International Business I | 2 |
| 1834310 | International Marketing | 2 |
| | Total credits of 3 selected courses (each 2 credits) | 6 |

4.2 University Requirement Courses

In order to meet AQU requirements all DSBA students must successfully complete the following three courses with a total amount of 6 credits.

Table 6: University Requirement Courses

| Course Number | Course Name | Credit Hours |
|---------------|-------------------------------------|--------------|
| 400120 | History of Jerusalem | 2 |
| 400121 | Nature and Environment of Palestine | 2 |
| 400124 | Language & Logic | 2 |
| | Total credits | 6 |

4.3 Practice phases in the Dual Study (DS) partner companies

In the practice phases, students link their acquired knowledge from the study phases with the practical activities in their company. For each DS partner company and for each DS student an individual "Education Plan" is developed for each of the eight practice phases. It has to be mentioned that not for each theory module will be an

equivalent activity in the company, i.e. courses and work in company have not to fit 1:1. This is obvious for example in Mathematics but also in other subjects. The practice schedule should be adapted in time and content to the specificities of the company and take into account the individual level of knowledge of students. Adjustments of the Education Plan according to the priorities and needs of the company are possible.

The students transfer projects and tasks to contribute to the personal and professional development and creating value for internal and external customers. The following non-academic qualifications and learning outcomes have to be trained and deepened throughout all practice phases in companies:

- Communication, cooperation skills and teamwork,
- Problem-solving ability and creativity,
- Reporting and documentation,
- Learning, working and presentation techniques.

Therefore, practice phases should be designed not only for deepening the professional experience but also for developing the important broad spectrum of non-professional soft qualifications and competences. Industry and the labor market claim that there is a broad gap and lack of competences from regular graduates. The Dual Study model aims to improve the employment conditions for graduates by having them incorporate for almost 4 years in the business work environment.

Table 7: Practical Phases of each 3 months in a Dual Study partner company

| Course Number | Practice Phases | Semester | Year | Credit Hours |
|----------------------|---|----------|------|--------------|
| 1834123 | Practice Phase I | 1 | 1 | 5 |
| 1834124 | Practice Phase II | 2 | | 5 |
| 1834225 | Practice Phase III | 3 | 2 | 5 |
| 1834226 | Practice Phase IV | 4 | | 5 |
| 1834327 | Practice Phase V | 5 | 3 | 5 |
| 1834328 | Practice Phase VI | 6 | | 5 |
| 1834418 | Practice Phase VII (see Study Project) | 7 | 4 | |
| 1834421 | Practice Phase VIII (see Bachelor Thesis) | 8 | | |
| Total Credits | | | | 30 |

4.4 Graduation Project (Bachelor Thesis)

In Practice Phase VIII, the students have to write the Bachelor Thesis. Here, they have to apply their acquired theoretical knowledge and practical experiences to solve this

specific, well-described business task from the company by a scientific and systematic approach. The student should demonstrate that they are able to work independently on the business related subject. They should use scientific literature and apply the acquired knowledge from the previous study periods. The theme and the title of the thesis are formulated by the DS partner company, and presented for approval including research question and approach to the supervising lecturer of the university. The student will work independently with close supervision of the lecturer on the task and write a thesis with about 60 pages. Note that the bachelor thesis is monitored and assessed by two counsellors, the lecturer from the university and a qualified supervisor from the company.

The various attributes and specifications of the DSBA program's graduates after successfully completing the graduation project are listed in the following:

- Knowledge and understanding:
 - The student demonstrates in an autonomous work that he/she can work out or develop solutions for complex commercial problems in business by applying scientific methods.
 - The student understands the scientific basis of business and has demonstrated that he/she can deepen and apply it.
 - The student knows the current state of research in his/her specific project area.
 - The student writes the project report according to the rules of scientific work.
 - The student can create a project plan for monitoring and tracking of the project.
- Cognitive/intellectual/social skills:
 - The student has analysed the problems and evaluated alternative solutions.
 - The student can expand his knowledge and interpret current knowledge.
 - The student can formulate subject-specific solutions and can communicate with customers and colleagues.
 - As a team member, he/she takes over responsibility for a task.

5 Dual Studies – Contact Addresses

How to contact Dual Studies?

- The Founding Dean of Dual Studies:
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