

# the business year



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## DIGITAL ECONOMY

With the launch of GovX by Yesser, the Kingdom aims to take the lead in digital governance

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## INDUSTRY & DEFENSE

Saudi Arabia is making rapid progress to localize its aerospace and defense industries

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## TRANSPORT & AVIATION

GACA is ready to step down as operator and act as regulator to ensure a level playing field

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## ENTERTAINMENT, CULTURE & SPORTS

A series of themed festivals and a host of incentives are promoting Saudi Arabia's tourism sector

# UBT

جامعة الأعمال و التكنولوجيا  
UNIVERSITY OF BUSINESS AND TECHNOLOGY



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كلية إدارة الأعمال

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Engineering  
كلية الهندسة

**JCA**

Jeddah  
College of Advertising  
كلية الإعلان بجدة

**CL**

College of  
Law  
كلية القانون

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Bachelor of Science in

Accounting	Architectural Engineering
Marketing	Mechanical Engineering
Human Resources	Electrical Engineering
Supply Chain Management	Civil Engineering
Finance	Software Engineering
Management Information Systems	Industrial Engineering
Insurance & Risk Management	Law
Advertising Communications	
Advertising Creative Design	
Advertising Management	

# Graduate Programs

Master of Business Administration

MBA

Master of Engineering Management

MEM

Master of Science in

Accounting  
Marketing  
Human Resources  
Supply Chain Management  
Finance

# Continuing & Executive Education

## HRCI APHRI

Associate Professional in  
Human Resources International

## HRCI PHRI

Professional in Human Resources  
International

## ACCA CERT IFRS

Certificate in International  
Financial Reporting Standards

## DMI CDMA

Certified Digital Marketing  
Associate

## DMI DMS-SP

Digital Marketing Specialist  
Strategy & Planning

## GAFM CICP

Certified International  
Communication Professional

## AASBC ASMEC

Accredited SME  
Consultant

## HRCI SPHRI

Senior Professional in  
Human Resources International

## ACCA CERT IA

Certificate in  
International Auditing

## ACCA DIPL IFRS

Diploma in International Financial  
Reporting Standards

## DMI DSSP

Certified Digital & Social Sales  
Professional

## DMI CDMP

Certified Digital Marketing  
Professional

## AAPM CIPM

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Project Manager

# Vocational English / ESP

More than 83 vocational English courses in

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Education	Business
Health Care	Science
Service Industry	Hospitality
Technical	

# TEST *of time*



Overhauling Saudi Arabia's education system is central to Vision 2030 and could involve the introduction of student loans, which has been implemented elsewhere in financing education.

Mohanad A. Dahlan  
CEO,  
UBT COMPANY

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***Investing in a new campus, several new programs, and technology***

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***Calling for private education and new training authority to enable industry***

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## BIO

Mohanad A. Dahlan is CEO of UBT Company. An experienced and performance-driven executive with a history of working in a multinational environment for more than 14 years. Dahlan's experience includes training, certifications, and degrees in various business projects, the most recent of which is a certificate focused on corporate social responsibility delivered by Harvard Business School. A skilled negotiator and business developer, Dahlan is experienced in analytics, financial modeling, and team building.

**How does UBT regard technological advancements in its work?**

Technology in education is essential. It has created efficiency on a large scale. We introduced technology at all levels, from curriculum to operations, and our next international advisory board in November 2019 will discuss the so-called "technolution," or technology evolution. It is all about how technology will take the level of education from where we are today into the future. We have around 20 chairmen, chancellors, directors, and global experts coming to discuss the role of technology and how we can move beyond standard, classic, instructional-type education to a new model, and how that will look in 2030. This advisory board will address what we need to start now to be able to lead tomorrow. The international advisory board is dedicated to UBT, and at every session we have a different topic for which UBT seeks answers. The question on technology will be dealt with in November under the framework of technolution.

**UBT designed an activity-based costing module called Quswa Academics to measure its performance. How has that product influenced your work?**

The word Quswa means "maximization," and we maximize the output of the five following factors: the book, the classroom, students, teachers, and the curriculum. This process of internal standards is significantly more difficult than accreditation. Every program at UBT is reviewed every semester, and we track those five factors. We track the evaluations of students against the faculty and faculty against senior faculty. We also track the relevance of the curriculum against local needs. Projects that are related to Vision 2030, for example, are being introduced to provide greater relevance and bridge the gap between theory and the actual requirements in the job market. Crown Prince Mohammad bin Salman has emphasized he wants to focus on local content and increase it, and we take that to mean local military manufacturing, local plastic manufacturing, and also not to exclude local case studies for the academic

sector to use. In many universities, data like that which we have from Quswa is only compiled for accreditation purposes, not actually taken into consideration. They do not drive a strategy or create a vision. We are keen to develop that strategy. Because one cannot develop something without measuring it, we had to come up with Quswa Academics, Quswa Operations, and Quswa Manpower. Everything must be challenged, and the only qualification is data; it drives everything. We have followed market practices and intuition more than data in the past, though that has no longer been the case for UBT since 2015.

**How does Vision 2030 inform your viewpoint and approach in the sector?**

Vision 2030 shifts the weight from the public sector to the private, enabling the latter to become a giant by 2030, introducing many new industries including sports and entertainment for both men and women to boost the economy, and creating holdings that fund other projects where the private sector can contribute. Personally, I have never been more optimistic in my life. The solutions may not be there yet, though the decisions will be made quickly. The higher education sector needs drastic change, and we truly need the Crown Prince's intervention, especially when it comes to educational loans. We do not need open-ended scholarship programs for the majority of high school graduates. They help the business model but have a long-term negative impact on educational quality.

**Looking to the future, are there any challenges you want to highlight?**

Despite the efforts and attempts made by concerned ministries and government bodies to enhance the quality of private education and training institutions, private education still faces challenges and is burdened by outdated bureaucratic procedures, overlapping regulations, and duplications in authority from and between different regulation bodies related to private education and training. We need to resolve this. ✖