



Certificate

Registered with number 14554461

Pennsylvania British international College

IT IS HEREBY CERTIFY THAT

Hael bin Hilal bin Hilal Al-Otaibi

Upon recommendation of the Pennsylvania British international College
and in recognition of fulfillment of the prescribed requirements

Professional Doctorate in Business Administration

With all its right and Privileges in the witness whereof the seal of the Pennsylvania British international College hereunto affixed

Crt - Code : UPN53-10000501

Grade : Excellent

UKRLP 10097269

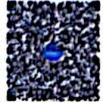
Srn : 09544320089001

IQ ZB835594

Issued on : 2025

This certificate has been given at his request to be submitted to those who are interested in it





شهادة

Registered with number 14554461

كلية بنسلفانيا البريطانية الدولية

تشهد بأن

هايل بن هلال بن هلال العتيبي

بناء على توصية من مجلس الكلية إقرارا منها باستيفاءه المتطلبات المقررة

دكتوراه في إدارة الأعمال

ومراعاة لكامل حقوق وامتيازات الشهادة تم وضع ختم كلية بنسلفانيا البريطانية

الدولية في هذه الوثيقة

UKRLP 10097269

IQ ZB835594

رقم التسجيل : UPN53-1000501 -- التقدير - إمتياز

صدرت بتاريخ : 2025

وقد أُعطى هذه الشهادة بناء على طلبه لتقديمها الى المهتمين بها





Pennsylvania British International College

Name :Hael bin Hilal bin Hilal Al-Otaibi

Nationality: Saudi

Student ID: UPN53-10000501

Graduation Date: 2025

Program: Professional Doctorate in Business Administration



ERASMUS MUNDUS



EUROPEAN SOLIDARITY CORPS

#EUYouth Dialogue

EUROPEAN YOUTH WEEK



Erasmus+ Virtual Exchange

Erasmus+

#DiscoverEU

#	Subject	The Ratio Quality	Grade
1	Commercial law	3.50	B
2	The economics of money g Banking	4.05	A
3	Cost accounting	4.08	A+
4	Team building g human relations	3.50	B
5	International business Administration	4.07	A
6	State g national accounting	3.50	B
7	Legislation	4.05	A
8	Development of Economic Thinking	4.08	A+

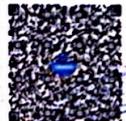
Evaluation Criteria for the Doctorate Programs

Study Duration = 2023 To 2025

Professional Doctorate in Business Administration

OFFICIAL TRANSCRIPT

Rating: 98%



Dean Office



FILE COPY



**CERTIFICATE OF INCORPORATION
OF A
PRIVATE LIMITED COMPANY**

Company Number **14554461**

The Registrar of Companies for England and Wales, hereby certifies that

PENNSYLVANIA BRITISH INTERNATIONAL COLLEGE LTD

is this day incorporated under the Companies Act 2006 as a private company, that the company is limited by shares, and the situation of its registered office is in England and Wales

Given at Companies House, Cardiff, on **22nd December 2022**

CERTIFIED TRUE COPY
OF AN ORIGINAL DOCUMENT

SIGNED.....*R Ford*.....

DATE.....14 AUG 2025.....

Russell Ford - Solicitor

Leicester Legal

111 Ross Walk, Leicester, LE4 5HH

russell@leicester.legal

0116 3654988



N14554461H



Companies House



THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

The above information was communicated by electronic means and authenticated by the Registrar of Companies under section 1115 of the Companies Act 2006

APOSTILLE

(Convention de La Haye du 5 octobre 1961)

Country:
Pays / País:

United Kingdom of Great Britain and Northern Ireland

This public document

Le présent acte public / El presente documento público

2. Has been signed by

a été signé par
ha sido firmado por

Russell Victor Ford

3. Acting in the capacity of

agissant en qualité de
quien actúa en calidad de

Solicitor

4. Bears the seal / stamp of

est revêtu du sceau / timbre de
y está revestido del sello / timbre de

Not Applicable

Certified

Attesté / Certificado

5. at
à / en

London

6. the
le / el día

15 August 2025

7. by
par / por

His Majesty's Principal Secretary of State for
Foreign, Commonwealth and Development Affairs

8. Number

sous no / bajo el numero

APO-G6YZ-CNJE-GTTP-BL5V

9. Seal / stamp
Sceau / timbre
Sello / timbre



10. Signature
Signature
Firma

J. Healey

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To verify this apostille go to www.verifyapostille.service.gov.uk

Has been signed by
present acte public / El pr
public document
Unite



Certificate

We hereby certify that the Doctorate degree,
after completing his professional studies,
It is an unfiled professional program.

Certified in the UK

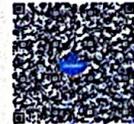
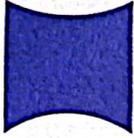
Which measures the required skills
For postgraduate studies

College reference number I have the British government.
number 14554461

Nature of business (SIC)

- 85320 - Technical and vocational secondary education
- 85421 - First-degree level higher education
- 85422 - Post-graduate level higher education
- 85600 - Educational support services





Dean Office

Certificate

Professional Doctorate in Business Administration

Certificate that Hael bin Hilal bin Hilal Al-Otaibi

Registered in the Doctorate of Business Administration

Registration No.: UPN53-10000501 Under the su

pervision of Dr. Arthur Alexander

He accepted and submitted

a Doctorate degree at the end of his studies

Graduation project entitled

**Administrative Success or Failure
and Its Impact on Security**

Accepted by:

Major Professor: Jon Edoar

Committee Member - Meshel Jon

Committee Member, Tsherl Couto,

External Reader Mariam Samon

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Certificate Graduation letter

To whom it May concern

Based on the approval of Pennsylvania British international College
and the approval of the college president in
accordance with the powers delegated to him by
the Council in accordance with Resolution No. (425)

We acknowledge granting
the student **Hael bin Hilal bin Hilal Al-Otaibi**
Doctorate in Business Administration with a grade of distinction with honors,
with the approval of the research that
was submitted by the student in

**Administrative Success or Failure
and Its Impact on Security**

Crt - Code : UPN53-10000501

Srn 09544320089001



The Research Presented

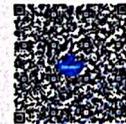
Thesis Title

Administrative Success or Failure and Its Impact on Security

This study aims to explore and analyze the critical relationship between administrative performance, whether successful or unsuccessful, and its direct and indirect impacts on national and societal security. The study is based on the basic premise that effective administration is the cornerstone of achieving stability, social cohesion, and sustainable development, while administrative failure often creates environments characterized by tension, corruption, marginalization, and inefficiency, which in turn undermine various dimensions of security.

The research adopts a descriptive-analytical approach, combining theoretical frameworks drawn from governance, public administration, and security studies with practical case studies drawn from local and international contexts. The study examines key administrative factors, such as transparency, accountability, efficient decision-making, and institutional capacity, and how their presence or absence impacts the security landscape. The findings indicate that successful administration is closely linked to the application of good governance principles, effective resource management, and adaptive leadership, all of which contribute positively to enhancing security outcomes. In contrast, administrative failure is linked to bureaucratic inertia, a shortage of qualified personnel, a weak strategic vision, and rampant corruption, which exacerbate vulnerabilities and pose serious risks to public safety and national stability.

The study concludes by recommending comprehensive administrative reforms aimed at strengthening institutional frameworks, enhancing transparency and accountability, and investing in human capital development. These reforms are essential to strengthening security structures and mitigating emerging threats in an increasingly complex and interconnected world.



Dean Office





Name : Hael bin Hilal bin Hilal Al-Otaibi
ID NO.BE68905

Nationality: Saudi
ID Student: UPN53-10000501



Degree Program: Professional Doctorate in Business Administration

Congratulations, it is a pleasure for Penn International College to accept you as a student in Professional Doctorate in Business Administration
We would like to welcome you to Pennsylvania British International College
We thank you for choosing us to help you build your future
Discussion of a Doctorate in Business Administration

Business Administration Placement Exam

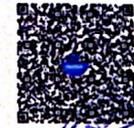
All Penn College International Program students are required to take a Business Administration proficiency test and the number of courses you will be required to take before or during regular academic study. Courses at Pennsylvania British International College Please see the competency standards in the field of communication, behavior modification, and communication. With regard to the field of Business Administration

Guidance Orientation

The Office of International Affairs will provide a new student orientation (date TBD) to educate you about Penn International College. International Student Issues and Immigration Matters, Fall 2022, 2024
Classes begin in 2022

Immigration Information

The International Affairs Office will provide you with all data and information about the subjects to be studied, through your e-mail
For questions, please contact



Dean Office





**PENNSYLVANIA BRITISH
INTERNATIONAL- COLLEGE**



STU-ID : 53-10000501

F-NAME: Hayel Helal Alotaiby

Program : Professional Doctorate in Business Administration

