

**University Catalog  
(Graduate Programs)  
2014-2015**



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## I. USING THE CATALOG

This general information introduces the American University in the Emirates (AUE) and its programs covering topics such as admissions, registration, comprehensive Foundation, Bachelor Degree, and Masters Requirements, tuition and refund policies, instruction and assessment methods. Every effort is made to ensure the accuracy of the information in this catalog. AUE will inform students if any changes are deemed necessary to implement due to exceptional circumstances. This catalog is a contract between AUE and the current and prospective students. The Catalog contains course information, academic policies, study plans of the various academic programs, course descriptions of the courses offered at AUE.

## II. ACCREDITATION

The American University in the Emirate was officially licensed as of July 1, 2006 by the Ministry of Higher Education and Scientific Research (MOHESR) of the United Arab Emirates to award accredited degrees. The Commission for Academic Accreditation of the MOHESR licenses AUE to award degrees and accredits all programs offered by the University. The American University in the Emirates has been granted re-licensure by the Commission for Academic Accreditation effective 26 September 2012.

## III. BRIEF HISTORY

1. The AUE has grown into a highly regarded university in a short span of time. The University has established itself as a premier institution offering quality accredited academic programs. The AUE's vision is to prepare exemplary leaders, scholars and practitioners in a range of disciplinary fields so that the young graduates, from the United Arab Emirates and abroad, are enabled to become lifelong learners in their chosen professional field.
2. The ambitious goals that were drawn up in 2007 in pursuit of a quality education with measurable outcomes have added several dimensions to its prior structure. At present, the University has six Colleges: College of Business Administration, College of Computer Information Technology, College of Education, College of Fine Arts and Design, College of Media and Mass Communication, and College of Law. The AUE also includes several institutes, such as an Language Learning Institute.
3. The AUE's founders believe that the academic freedom is an essential principle underlying the achievement of the University's goals. Academic freedom is based upon the creation of an institutional environment that encourages the free exchange of ideas and information, and the promotion of liberal, educated discourse on all academic matters. Academic freedom allows faculty members the autonomy to conduct their teaching and research duties and commitments, and pursue their responsibilities. Faculty members are entitled to complete freedom in responsibly pursuing their duties in teaching, preparing course materials, discussion, publication, and evaluating student work, free from internal or external restraints that would restrict their academic endeavors.

4. The University has committed to develop and sustain its faculty members in a long-term initiative, which encourages faculty development and excellent performance. This provides a basis on which faculty can engage their students in a best-practice teaching and learning environment, that is conducive to enhanced international understanding, and enables students to meet the requirements of an ever-challenging world. The technology of the current millennium demands that knowledge is supplemented by institutional and individual efforts to encourage international peace and stability, and greater human understanding, using tools such as negotiation, partnerships and agreements.
5. To ensure that an environment of trust and confidence is present, the AUE now has a well-educated faculty, committed to student teaching and learning, state-of-art facilities, and accredited university partners, resulting in an ever-growing number of students. This continuing trend reflects the cultural richness of the society, the growing knowledge of the people, the applied learning of the population, and the use of new technologies that enhance the quality of life.
6. In meeting the above demands, all Universities and Colleges seek to offer accredited undergraduate and graduate programs. The American University in the Emirates focuses on contemporary issues and imparts knowledge to its students effectively, so as to encourage continuing personal growth, meet employment market expectations, and allow its graduates to rise to the challenges of the 21st Century.
7. The AUE has emerged as a national leader in professional education. Stakes are shared by the students and the teacher-scholar community as knowledge-takers and knowledge-imparters respectively. It is noteworthy that the majority of the programs in each department are planned in a comprehensive manner to allow practical exposure. The AUE remains committed to excellence in teaching, learning, research, community service, and to the implementation of its vision and mission.

#### IV. THE AUE VISION, MISSION, CORE VALUES AND GOALS

AUE is a truly American model institution that appreciates and celebrates the culture and values of its home, the United Arab Emirates. AUE is the appropriate educational option for students interested in immediate entry into the professional world. Coursework in the proposed Colleges of AUE is designed to prepare graduates to foster innovation, collaborate effectively, and assume leadership roles within diverse organizations.

##### 1. Vision Statement

AUE is dedicated to be one of the leading liberal higher educational institutions, providing an integrated pathway for students to become creative and productive members of the UAE and the regional communities.

##### 2. Mission Statement

AUE is committed to offer quality, multidisciplinary, research and career-oriented academic degree programs that prepare students for successful employment and continuing higher education.

### 3 Core Values

- 3.1 Respect and dignity for all.
- 3.2 Openness, trust and integrity.
- 3.3 Innovation and creativity.
- 3.4 Teamwork and partnership for common goals.
- 3.5 Persistence and entrepreneurialism.
- 3.6 Stewardship and economic viability.
- 3.7 Equal opportunities and recognition.
- 3.8 Improved quality of life.
- 3.9 Safety and environmental responsibility.

### 4 Goals

AUE has developed five goals. It is believed that they will participate in fulfilling the AUE Vision and achieving its Mission.

**Goal 1:** Offer quality career-oriented academic programs to meet market demands.

**Goal 2:** Prepare students for pursuing their higher education to further their knowledge and skills.

**Goal 3:** Provide holistic education.

**Goal 4:** Establish and enhance interrelationships among the Universities, business, and communities.

**Goal 5:** Develop knowledge based on the applied and basic research in respective fields of study.

## V. ACADEMIC CALENDAR

The Academic Calendar is the calendar of important events for AUE. It is the official schedule of the admission, registration, examination, payment and holiday dates that will be observed by AUE (<http://www.aue.ae/student-life/academic-calendar/item/255-fall-semester-2012-2013.html>). AUE Academic Calendar is always updated on AUE Website at: [www.aue.ae](http://www.aue.ae). The Academic Calendar for the 2013-2014 Fall Semester is as follows:

Fall Semester 2013-2014		
Sep. 2013	6	Classes Start – Weekend
	8	Classes Start – Weekdays
	6 – 12	Add/Drop Period – Weekend/ Weekdays
	13 – 21	Late registration – Weekend/ Weekdays
	14	Welcome new students & Orientation - Weekend
	15	Welcome new students & Orientation – Weekdays
	21	Last day of admittance new students – Weekend/ Weekdays
20	14	Day of Arafa

	14 – 16	Eid Al Adha
	22 Sep. – 25 Oct.	Withdraw courses without penalty “W”
	26	Withdraw courses with penalty “WF”
	26	Start Midterm Exams
Nov. 2013	2	End Midterm Exams
	5	Hijri New Year
	16	Fun Night
	28 - 29	National day celebration - Events
Dec. 2013	2	Holiday UAE National Day
	14	Last day of Classes
	15	Start Fall Break
Jan. 2014	2	End Of Fall Break
	4 – 13	Final Exams
	14	Grade Publishing
	15 – 16	Grade Appeal

## VI. AUE RESOURCES AND PHYSICAL SETTING

The American University of the Emirates is located at the heart of Dubai International Academic City. At present, AUE occupies Blocks 6, 7 and 10 to accommodate the fast growing number of students. AUE campus has state-of-the art lecture halls, library, laboratories and IT services to ensure that students are offered with quality, multidisciplinary and career oriented higher education.

AUE also has an access on the multi-complex facilities of DIAC that includes Student’s Hub, Food Court, Bookshops, Printing press and open air sports facilities.

## VII. LIST OF FACULTY MEMBERS

No.	Dept.	Faculty			Nationality	Educational Qualification	University	Country	Rank
		Emp. No.	St.	Name					
1	CCIT	12040303	FT	Prof. Jassim Jirjees	Iraqi	PhD in Library Information Science	The State University of New Jersey, USA	USA	Professor
2		10030146	FT	Dr. Javanshir Alizada	Azerbaijan	Ph.D Computer Science	Azerbaijan Oil Academy	Azerbaijan	Associate Professor
3		10030189	FT	Prof. Izhar Ul-Haq	British	PhD Computer Modeling & Simulation	Cambridge University	UK	Professor
4		11030205	FT	Dr. Mousa Al Falayleh	Australian	PhD in Information Security	The University of New Castle	Australia	Assistant Professor
5		11030219	FT	Dr. Abdulrahman Altahhan	Syrian	PhD in Computer Science	University of Sunderland	UK	Assistant Professor
6		12040301	FT	Dr. Rawshan H. Basha	Iraqi	PhD in 'Computer Science	University of Wales Cardiff, UK	UK	Associate Professor
7		12030391	FT	Dr. Mohammed Al Asaad	British	PhD in Mathematics	Bournemouth University of UK	UK	Associate Professor
8		12030396	FT	Dr. Nawfal Mehdi	Iraqi	PhD in Computer Science	University Putra Malaysia	Malaysia	Assistant Professor
9		12030403	FT	Dr. Hassan Ahmed Oglah Momani	Jordanian	PhD in Library Information Science	North Carolina Central University	USA	Assistant Professor
10		12040325	FT	Mr. Shahid Chaudhry	Pakistani	Master Degree in Bus. Info. Sys.	Middlesex University- UK	UK	Instructor
11		10030172	FT	Ms. Manal Nasir	USA	MS Information Technology	American Intercontinental Un.	USA	Instructor
12		13030081	FT	Mr. Amjad Ahmed Khan	Pakistani	MSc Statistics	Bahauddin Zakariya University Multan	Pakistan	Instructor
13		13050008	FT	Mr. Shamikh Siddique	Pakistani	Master of Science in MIS	Northern Illinois University	USA	Instructor
14		11030191	FT	Dr. Salah Al Naemi	Iraqi	PhD in Computer Network	Universiti Sains Malaysia	Malaysia	Assistant Professor



15	CFAD	11030192	FT	Dr. Mamoon Atout	Jordanian	Ph.D Engineering & Construction Mgt	University of Galmorgan Wales	UK	Assistant Professor
16		12030380	FT	Dr. Arafat Al- Naim	Jordanian	Ph.D in Graphic Arts and Printmaking	National Academy of Arts Sofia	Bulgaria	Associate Professor
17		9010043	VF	Mr. Wamidh Ali Jamil	Iraqi	MA / Fine Arts Painting & Drawing	Baghdad University	Iraq	Instructor
18		9030056	FT	Mr. Darren Herbert	British	PGC in Education	University of Wales	UK	Instructor
19		11030206	FT	Mr. Arun Kumar	Indian	B.S Commerce - Computer Application	MG University	India	Instructor
20		11030207	FT	Ms. Sana Abassi	USA	Master of Arts Textile Clothing & Design	University of Nebraska-USA	USA	Instructor
21		13050091	VF	Ms. Nadia Rashad Hassan Al Badri	Iraqi	Master Sc. Of Sustainable Design Building Enviroment (SDBE)	British University in Dubai	UAE	Instructor
22	CEDU	9030091	FT	Prof. Sattam Khalaf	Iraqi	Ph.D -Sociology & Social Anthropology	University of Keele	UK	Professor
23		9030089	FT	Dr. Annaliza Sta	Philippine	Ph.D Psychology	University of Santo Tomas	Philippines	Assistant Professor
24		9030092	FT	Dr. Wasan Al-Deen	Iraqi	Ph.D Clinical Biochemistry	Al Mustansiriyah Un.	Iraq	Associate Professor
25		11030194	FT	Dr. Syed Khalid Iqbal Haider	Indian	PhD in English Fiction	Magadha University	India	Associate Professor
26		11030222	FT	Dr. Thaer Yusef Oudeh	Palestinian	Ph.D Arabic Language & Linguistics	University of Damascus	Syria	Assistant Professor
27		11030221	FT	Dr. Mohammad Jalal Al. Shaikhly	Iraqi	Ph.D Arab Scientific & Ideological Heritage	Arabian History & Scientific Heritage Institute	Iraq	Assistant Professor
28		12030327	FT	Dr. Ayman Yousef Ellayan	Jordanian	Ph.D in Curricula and Teaching Arabic Language	Amman Jordan University	Jordan	Assistant Professor
29		12030328	FT	Dr. Sofoh. Hassane	Niger	Ph.D in Counselor Education and Supervision	Kent State University, Kent Ohio	USA	Assistant Professor
30		12030329	FT	Dr. Constantine Andoniou	Australian	Ph.D in Education, ICTs and e-Learning	University of Queensland Australia	Australia	Associate Professor
31		12030331	FT	Dr. Semiyu Adejare Aderibigbe	Nigerian	Ph.D in Education	University of Aberdeen- UK	UK	Assistant Professor
32		12030332	FT	Dr. Casey Michael Casler	USA	Ph.D in Psychology	University of Denver, Colorado - USA	USA	Assistant Professor
33		12030405	FT	Dr. Niveen Mohammad Abd- Al Rahman Zayed	Jordanian	Ph.D in Curricula and Teaching Arabic Language	Yarmouk University	Jordan	Assistant Professor

34	CMMC	12030406	FT	Mr. Ahmed Sebihi	Algerian	Master in Islamic Studies Theology	University Sains	Malaysia	Instructor
35		12040324	FT	Mr. Amer Abdal Jalal Mousa Abu-Rumman	Jordanian	M.A in English Language	Hashemite University	Jordan	Instructor
36		13030080	FT	Dr. Sabina Akhtar	Indian	Ph.D in Genetics and Plant Breeding	Univ. of Agricultural Sciences & Technology of Kashmir	India	Assistant Professor
37		13030075	FT	Dr. Wasim Ahmed	Indian	Ph.D in Islamic Studies	Hamdard University, India	India	Assistant Professor
38		13030073	FT	Dr. Christopher York	Canadian	Master of Arts in Philosophy	Concordia University Canada (2004)	Canada	Instructor
39		13030084	FT	Dr. Maria Hadjipavbu Marnerae	Cypriot	Ph.D in Educational Research	University of Leicester, UK	UK	Assistant Professor
40		13030083	FT	Prof. Khalid Alyamoor	Iraqi	Ph.D in Radiation Chemistry	New Castle Upon Tyne University, UK	UK	Professor
41		13030079	FT	Ms. Marion Janet Madhu	Indian	Master in English	Bharathidasan University	India	Instructor
42		13030088	FT	Dr. Emad Ata Subhi Shahreri	Jordanian	Ph.D in Psychiatry	Jordanian University	Jordan	Assistant Professor
43		13030085	FT	Mr. Omar Ibrahim Sarhan	Iraqi	Master in Literary and Critique Studies	The World Islamic Sciences & Education Univ	Jordan	Instructor
44		12040302	VF	Prof. Hesham Azmi	Egyptian	Ph.D in Library Information Science	Cairo University, Egypt	Egypt	Professor
45		12030330	FT	Dr. Anne Cullen	Australian	Asian Politics	School of Modern Asian Studies, Griffith University	Australia	Associate Professor
46		11030196	FT	Prof. Abdel Rahim Nour Eldin Hamid	Sudanese	Ph.D Mass Communication	Purdue University	USA	Professor
47		12030352	FT	Prof. Firuz Demir Yaşamış	Turkey	Ph.D in Political Sciences and Public Admin.	Ankara University – Institute of Social Sciences	Turkey	Professor
48		12030355	FT	Dr. Kai Stefan Bruns	German	Ph.D in Diplomatic Studies	Keele University -UK	UK	Assistant Professor
49	12040308	FT	Mr. Asad Ullah Khalid	Pakistan	Master in Business Administration	Institute of Business Administration- Pakistan	Pakistan	Instructor	
50	13030087	FT	Dr. Maya Said	Egyptian	Ph.D in Art Philosophy	Academy of Arts in Egypt	Egypt	Assistant Professor	
51	10030176	FT	Dr. Bryn Holmes	British	Ph.D in Education	University of Cambridge	UK	Associate Professor	

52	COBA	12040311	FT	Prof. Zafar Mueen Nasar	Pakistani	Ph.D in Labor and International Economics	Kansas State University, Manhattan, USA	USA	Professor
53		12040321	FT	Prof. Ahmed Zubair	Iraqi	Ph.D in Econometrics	Ain Shams University- Egypt	Iraqi	Professor
54		11300145	FT	Prof. Nizar Sahawneh	Jordan	Ph.D in Bank & Finance	University Mahraja Sayajira	Jordan	Professor/ Associate Dean
55		12030341	FT	Prof. Salaheddin S. Abosedra	USA	Ph.D in Economics	University of Colorado	USA	Professor
56		12030399	FT	Prof. Mohan Agrawal	Indian	Ph.D in Marketing Management	Strathclyde University	UK	Professor
57		13050007	FT	Prof. Hijazi Syed Tahir	Pakistani	Ph.D in Development Economics	Clark University Worcester Massachusetts	USA	Professor
58		10030184	FT	Dr. Shabir Banday	Indian	Ph.D - Commerce and management studies	University of kashmir	India	Associate Professor
59		10030187	FT	Dr. Rehana Qureshi Hayat	New Zealand	Ph.D in Public Administration	University of Dublin	New Zealand	Associate Professor
60		11030197	FT	Dr. Abdul Hadi Al Khasawneh	Jordanian	Ph.D in Marketing	Amman Arab University	Jordan	Assistant Professor
61		11030220	FT	Dr. Mohit Verma	Indian	Ph.D in Marketing	University of Lucknow	India	Associate Professor
62		11030201	FT	Dr. Asma Salman	Pakistani	Ph.D in Finance & Economics	School of Mgt, Harbin Institute of Tech	China	Assistant Professor
63		11030209	FT	Dr. Mahesh Pillai	Indian	Ph.D in Management	B.I.T.S,Pilani -India	India	Associate Professor
64		11030212	FT	Dr. Kalpana Solanki	Indian	Ph.D in Management	Banasthali University	India	Assistant Professor
65		11030223	FT	Dr. Akram Masoud Elias Haddad	Jordanian	Ph.D in Economics	Nagpur University	India	Associate Professor
66		10030175	FT	Dr. Farouk Amor Benghezal	Canadian	Ph.D Management	Michigan State University	USA	Associate Professor
67		12040309	FT	Dr. Min Soo Kim	Korean	Ph.D in Sports Management	Florida State University	USA	Assistant Professor
68		12040310	FT	Dr. Shohaib Sikandar Desai	Indian	Ph.D in Marketing	Banasthali University	India	Assistant Professor
69		12030336	FT	Dr. Azzam Hannon	Jordanian	Ph.D in Banking and Financial Sciences	Arab Academy- Jordan	Jordan	Assistant Professor
70		12030347	FT	Dr. Apollos Bitrus Goyol	Nigerian	Ph.D in Evaluation,	Western Michigan	USA	Associate

						Measurement & Reseach	University		Professor
71	12030351	FT	Dr. Ahed Abugabah	Jordanian		Ph.D in Business Administration	Griffith University, Australia	Australia	Assistant Professor
72	12030383	FT	Dr. Christopher Wade Mangham	USA		Ph.D in Educational Leadership	University of Leicester, UK	UK	Assistant Professor
73	12030386	FT	Dr. Tahir Masood	Pakistani		Ph.D in Human Resource Management	Mohammad Ali Jinnah University	Pakistan	Assistant Professor
74	12030389	FT	Dr. Ahmad Faisal Hayek	Jordanian		Ph.D in Accounting	Amman Arab University- Jordan	Jordan	Assistant Professor
75	12030401	FT	Dr. Moh'd Saied Ramadan Abdulhadi	Jordanian		Ph.D in Financial Management/ Business Administration	Texas Tech University USA	USA	Associate Professor
76	13030072	FT	Dr. Sed Saad	Belgian		PhD in Business Management	Waseda University, Japan	Japan	Assistant Professor
77	13030071	FT	Dr. Mohamed Naseraldin Noufal Naser	Syrian		PhD in Business Administration	Aleppo University- Syria	Syria	Assistant Professor
78	13030070	FT	Dr. Bernadette Warner	Trinidad		PhD in Business Administration	The University of the West Indies St. Augustine	UK	Associate Professor
79	12030388	FT	Dr. Farhan Khan	USA		PhD in Biochemistry	St. John's University, Queens NY	USA	Associate Professor
80	13030090	FT	Prof. Muhammad Yassin Sulaeman Rahahle	Jordanian		Ph.D in Accounting; Auditing and Financial Analysis	Kyiv State University of Trade and Economics	Ukraine	Professor
81	13030089	FT	Dr. Samuel Kayode Tesunbi	USA		Ph.D in Communications (Advertising)	Howard University, Washington, DC	USA	Associate Professor
82	12030393	FT	Dr. Abhilasha Singh	Indian		Ph.D in Psychology	Banaras Hindu University	India	Associate Professor
83	12030353	FT	Dr. Maryam Taha Ahmed Mannaa	Egyptian		Ph.D in Business Marketing	Alexandria University	Egypt	Assistant Professor
84	13030101	FT	Dr. Mageed Hussain	Canadian		Ph.D. in Econometrics	University of Keele, UK	UK	Associate Professor
85		VF	Dr. Muhammad Chaudhary Siddique	Canadian		Ph.D. in Management	University of Toronto	Canada	Professor
86	12030333	FT	Dr. Alexander Arguelles	USA		Ph.D in Germanic Philology & History of Religions	The University of Chicago, Chicago, Illinois, USA	USA	Associate Professor
87	10030170	FT	Mr. Mayaser Abdulkader	Iraqi		MA Mphil TEFL	Glasgow University	UK	Instructor
88	11030227	FT	Mr. Moez Ghairi	Tunisian		Master in Science and Information Technology	Press and Information Sciences Institute	Tunisia	Instructor
89	12030378	FT	Mr. Abdulla Mustafa Saed Ahmed	Iraqi		Master in General and Applied	The New University of	UK	Instructor

						Linguistics	Ulster, UK		
90	CLAW	11030213	FT	Dr. Nawal Mohammed Rashad	Egyptian	Ph.D in Public Law	Cairo University	Egyptian	Associate Professor
91		10030157	FT	Dr. Muwofaq. Al. Khazraji	Iraqi	Ph.D Law	Baghdad University	Iraq	Associate Professor
92		12040326	FT	Dr. Najib Abdulwahab Ahmad Alfili	Emirati	Ph.D in Law Jurisprudence	Exitier University	UK	Assistant Professor
93		12040316	FT	Dr. Muataz Yasmineh	Syrian	Ph.D in Penalty Law	Poitiers- France	France	Assistant Professor
94		12040317	FT	Dr. Mahir Idris Albana	French	Ph.D in Private Law	University of Mohammed V- Morocco	Morocco	Assistant Professor
95		12030359	FT	Dr. Khalid Ahmad Salim Al Shoha	Jordanian	Ph.D in Commercial Law	Amman Arab University Jordan	Jordan	Assistant Professor
96		12030360	FT	Dr. Mohammad Saad Ali Al-Armmann	Jordanian	Ph.D in Commercial Law	Arab University 2007	Jordan	Assistant Professor
97		12030361	FT	Dr. Murad Mahmoud Al Mawajdeh	Jordanian	Ph.D in Commercial Law	Institute of Arab League for Research and Studies-Cairo	Egypt	Assistant Professor
98		12030364	FT	Dr. Mohammed Elyan Al Azzam	Jordanian	Ph.D in Civil Law	Cairo University	Egypt	Assistant Professor
99		12030365	FT	Dr. Amer Ghassan Fakhoury	Jordanian	Ph.D in International Public Law	University of Reims	France	Assistant Professor
100		12030366	FT	Dr. Majid Abdelmajid Al Kasassbeh	Jordanian	Ph.D in Civil Law	Amman Arab University	Jordan	Assistant Professor
101		12030368	FT	Dr. Mohammad Al Shawabkeh	Jordanian	Ph.D in Public Law	Amman Arab University	Jordan	Assistant Professor
102		12030369	FT	Dr. Mustafa Mohammad Suleiman Al- Husban	Jordanian	Ph.D in Business Law	University of Granada- Spain	Spain	Assistant Professor
103		12030370	FT	Dr. Saleh Al Shraideh	Jordanian	Ph.D in International Law	Macquarie University Sydney, Australia	Australia	Assistant Professor
104		12030371	FT	Dr. Mohammed Ibrahim Ersan Abu- Haija	Jordanian	Ph.D in Commercial Law	Institute of Arab League for Research and Studies-Cairo	Egypt	Associate Professor
105		12030390	FT	Dr. Ehab Mohammad Ahmad Alrousan	Jordanian	Ph.D in Criminal Sciences	Political Sciences of Tunis (University of Tunis El Manar)	Tunisia	Assistant Professor
106		12030392	FT	Dr. Majed Muhammad Abdoh Al-Dalal'ah	Jordanian	Ph.D in Usuluddin & Philosophy (Traditions of Prophet)	National University of Malaysia- Kuala Lumpur	Malaysia	Assistant Professor
107	13030082	FT	Dr. Sinan Khalil Al Shitnawi	French	PhD in Private Law	University of Reims Champagne-Ardenne	France	Assistant Professor	



108		13030077	FT	Dr. Abdullah Mohammed Saeed Banama	Emirati	Ph.D in Law	Um Darman Sudan University		Assistant Professor
109		13030078	FT	Dr. Assad Kamal Mohamed Al-Hashmi	Iraqi	Ph.D in Sharia'a	Baghdad University	Iraq	Assistant Professor
110		13050040	VF	Dr. Samer Abdel Wahab Abdel Latif Abu Omar	Palestinian	Ph.D in General Law	Kadi Ayad University	Morocco	Assistant Professor
111		13050096	VF	Dr. Rashdan Al Rashdan	Jordanian	Ph.D in Intrl. Patents Protection	Inst. Of Arab Research & Studies	Egypt	Assistant Professor
112	VCAA	10030158	FT	Prof. Nabeel Jurdi	USA	Ph.D- International Communication	Claremont Graduate School	USA	Professor
113		09030086	FT	Dr. Hossein Kashani	Norway	Ph.D- Economics	University of Surrey	UK	Associate Professor

## VIII. INSTITUTIONAL PARTNERSHIPS

The American University in the Emirates (AUE) is proud of its academic and non-academic partnership agreements that have been established with some of the reputable and international recognized universities and organizations. AUE has signed Memorandum of Understandings for educational collaborations with:

### 1. Partnership Agreements with Universities

- 1.1 University of North Texas, Texas, USA
- 1.2 UNT International, Middle East
- 1.3 Kansas State University, Manhattan, Kansas, USA
- 1.4 North Carolina State University, Raleigh, USA
- 1.5 George Mason University. USA
- 1.6 George Washington University, USA
- 1.7 Marymount University, USA
- 1.8 Texas State University, San Marcos, Texas, USA
- 1.9 Stetson University, Florida, USA
- 1.10 University of Virginia, Virginia, USA
- 1.11 University of Montana, Missoula, USA
- 1.12 University of Connecticut, Connecticut, USA
- 1.13 American Graduate School in Paris, Paris, France
- 1.14 Villanova University, Philadelphia, USA
- 1.15 E.M. Normandie France

### 2. Partnership Agreements with Institutes & Centers

- 2.1 Phoenix East Aviation Academy, Daytona Beach, Florida, USA
- 2.2 AMIDEAST for TOEFL
- 2.3 Cisco Academia, San Jose, USA
- 2.4 Oracle Academia
- 2.5 Emirates Center for Strategic Studies

### 3. Partnership Agreements with Incorporated Companies

- 3.1 Dubai Media Incorporated(DMI), Dubai, UAE
- 3.2 Dubai Decision Makers, Dubai, UAE

## IX. ADMISSIONS AND ENROLLMENT AT AUE

### 1. General Admission policy

All Applicants should meet the following requirements for the purpose of the admission process on the following Programs:

- 1.1 Master in Library and Information Science.
- 1.2 Master of Arts in Diplomacy.
- 1.3 Master of Arts in Security and Strategic Studies.
- 1.4 Master of Business Administration.
- 1.5 Master of Sports Management.

Students who fulfill general admission requirements with any other specified pre-



requisites are eligible for the entry to Graduate programs offered by AUE. Before any admission all potential students are requested to contact AUE Admission and Registration, Student Affairs and Guidance and Counseling Departments and the concerned Program Coordinators for a clear understanding of admittance procedures.

## 2. Requirements:

- 2.1 Submit a complete application form.
- 2.2 Must have an undergraduate degree from an accredited university/academic institution.
- 2.3 Bachelor Degree certificates from foreign universities will have to submit “Certificate of equivalency” for their certificates from the UAE ministry of Higher Education and Scientific research.
- 2.4 Submission of 3 letters of recommendation (at least one letter should be from an academic source and should indicate results of a paper -based test). Letters from advisors of undergraduate courses providing evidence that the applicant can perform research and can handle the rigors of a graduate school education can be an added advantage.
- 2.5 All applicants should submit a valid copy for one of the following English proficiency exams:
- 2.6 TOFEL – Internet Based Test (iBT) with score of 90+
- 2.7 TOFEL paper Based test (PBT) with score of 577+ (this in-house TOFEL test should be taken on at AUE).
- 2.8 IELTS (Academic), Score 6.5+
- 2.9 Submit a Statement of Purpose/Letter of Intent (250-500 words).
- 2.10 Passing the interview by the Selection Committee of their chosen college.
- 2.11 The Validity of English Proficiency is 2 years.

## 3. Additional Requirements

Following additional information/documents to be submitted to the Admission and Registration Department on completion of the above formalities:

- 3.1 4 Passport- Size Photographs with white background.
- 3.2 Copy of valid Student’s Passport.
- 3.3 Copy of valid UAE national ID card
- 3.4 A good conduct certificate from the UAE Police.
- 3.5 Application form and non-refundable application fee.
- 3.6 Official attested transcripts of all previous undergraduate and graduate.
- 3.7 Original TOEFL or IELTS Certificate.
- 3.8 Two recommendation forms completed by persons acquainted with the student ability for graduate study.
- 3.9 Applicant's resume.
- 3.10 The applicants' statement of philosophy, objectives and career aspirations.
- 3.11 Notes:
  - a. Students with the undergraduate degrees from an accredited university and specialize in International Relations, Political Science, International Studies, International Politics, and Communication Studies areas will be exempted from the Remedial courses under MA Diplomacy.





- b. Students with the undergraduate degrees from an accredited university and specialized in Business Administration areas will be exempted from the Remedial courses under MBA Program and MSM Program.
- c. Students with the undergraduate degrees from an accredited university specialized in Social Science and Humanities studies or carrying five years' experience in the security and strategic field will be admitted to Master of Security and Strategic Studies.
- d. Students whose specializations are not in the related fields of study will be subject to remedial courses.
- e. Courses required at remedial level are subjected to the evaluation of the transcripts which will determine the courses to be exempted.
- f. Individuals who can demonstrate the possession of knowledge and skills showing a minimum of 2 years of work experiences in a relevant field may apply for admission in their specific areas of interest.
- g. Students may transfer graduate credits from another licensed institution offering accredited academic programs provided they earn a minimum grade "B" ( 3.0 on a 4.0 scale) or higher in the courses for which transfer credit is sought. The transfer credit must be directly related to the course requirements and must have been completed not more than four (4) years from the student's date of application.
- h. Students can transfer up to three courses maximum, in exceptional cases the fourth course might be transferred after program director, college dean and president approval.

#### **4. Program Admission Requirements**

- 4.1 Submission of Official academic transcript of colleges/ universities attended showing at least CGPA of 3.0 out of 4.0.
- 4.2 All applicants should sit for admission interview with the concerned program director.
- 4.3 All applicants should write one page (250 words admission statement), this statement should carefully explain the applicant's interest in the intended program of study, and comment upon the reason for selecting AUE applicants.

#### **5. Conditional Admission**

Candidates who don't meet above prescribed graduate admission standard will be accepted conditionally if they meet the requirement described in the following table (Table):

**Table 1: Conditional Admission**

Category	Specialization in Undergraduate Program	CGPA in Undergraduate Programs	TOEFL or IELTS	Interview	Types of Admission	Max. No. of Courses to register during Semester	Benchmark to be Achieved	Failing to Achieve Benchmark	Years of Experience After Completion of Undergraduate Programs
A	Same specialization	3.00+	577+ 6.5 +	None	Full	4	-	-	None
B	Same specialization	3.00+	530-549 5.3-5.99	Required	Conditional	2	One semester to achieve English Proficiency Test	No Courses to be Registered till English Proficiency Test achieved	None
C	Same specialization	2.50 to 2.99	577+ 6.5 +	Required	Conditional	3	CGPA 3.0 to be achieved over first 9 credits	Dismissed from the Program	None
D	Same specialization	2.50 to 2.99	530-549 5.3-5.99	Required	Conditional	2	CGPA 3.0 to be achieved over first 9 credits and English Proficiency Test at the end of first semester	Dismissed from the Program	None
E	Same specialization	2.00 to 2.49	577+ 6.5 +	Required	Conditional	3	CGPA 3.0 to be achieved over first 9 credits	Dismissed from the Program	2 years of experience in the same field after UG program <b>OR</b> complete remedial courses <b>OR</b> GPA with 3.0 in 5 courses in Table II: List of Courses Waivers for Conditional Admission <b>OR</b> GPA of 2.5 in 8 courses out of Table II: List of Courses Waivers for Conditional Admission
F	Same Specialization	2.00 to 2.49	530-549 5.3-5.99	Required	Conditional	2	Same as Category D.	Dismissed from the Program	Same as Category E.

## 6. Courses Waivers for Graduate Conditional Admission

**Table II: Undergraduate Courses for Master of Business Administration and Master of Sports Management**

No.	Code	Course Title	Credit
1	ACC 100	Principles of Accounting	3
2	ACC 105	Managerial Accounting	3
3	MKT 200	Principles of Marketing	3
4	MGT 200	Management Information Systems	3
5	MGT 202	Business Statistics	3
6	MGT 205	Organizational Behavior	3
7	FIN 200	Financial Management	3
8	MGT 303	Quantitative Analysis	3
9	MGT 300	Production and Operations Management	3
10	MGT 400	International Business	3
11	MGT 405	Strategic Management	3
12	HRM 300	Human Resource Management	3
13	MGT 304	Small Business Management	3
14	MGT 402	Project Management	3
15	MGT 403	Entrepreneurship Management	3

**Table III: Undergraduate Courses for Master of Arts in Diplomacy**

No.	Code	Course Title	Credit Hours
1	MMC 201	Understanding Public Relations	3
2	MMC 300	Introduction to Communication	3
3	MMC 302	Public Opinion and Propaganda	3
4	MMC 304	Organizational Communication	3
5	MMC 400	Mass Communication Theory and	3
6	MMC 402	Media Ethics	3
7	ASC 203	World-History	3
8	ASC 204	Middle East History	3
9	ASC 302	Introduction to Political Science	3
10	ASC 201	Introduction to Philosophy	3
11	IRE 300	Introduction to International Relations	3
12	IRE 301	Writing for Diplomacy	3
13	IRE 400	Public International Law	3
14	IRE 402	Intercultural Communication	3
15	PRE 402	Crisis Management Communication	3
16	PRE 400	Media Strategies and Implementations	3
17	ASC 200	General Psychology	3
18	ASC 110	Introduction to Social Sciences	3
19	ASC 104	Introduction to Sociology	3
20	MGT 305	Negotiation Skills	3
21	PRE 300	Public Speaking	3

## **7. Confirmation of Admission**

Graduate Students who are offered admission to the University must confirm their intention to enroll by paying a non-refundable 2750 UAE Dirham confirmation fee within a month of receiving the admissions offer, before starting the orientation, registration, and advising process.

## **8. Provisional Admission**

Those qualified applicants who are unable to submit one or more of the required documents for admission processes will be admitted provisionally for their first semester. All admission provisions must be cleared by the end of the first semester of enrollment. If students are provisionally admitted, fail to clear their provisional status by the end of their first semester, administrative holds will be placed on their academic records, preventing student's registration for future semesters till they submit all the required admission documents (Student will be blocked).

## **9. Policy Assessment for Admission**

The Assessment of the Admission procedure will permit AUE to individually assess each applicant. This procedure will serve as a model for admission decisions, as it has predictive powers. It is the duty of the Admission and Registration Department to admissions.

## **10. Visiting Students**

Visiting students are students who come from another university to attend courses. AUE without the intent to complete a degree at AUE. They should:

**10.1** Submit their applications with non-refundable admission fees to the Admission and Registration Department.

**10.2** An application for permission from the student's University to participate in coursework and/or take examinations should be submitted at the time of the admission.

**10.3** Show their proficiency in the use of English Language.

**10.4** Participate, at their choice, in registered course-work and take the required examinations for that course. Students will, on request, be given a detailed statement regarding the classes attended and the results of any taken examination(s).

## **11. Transient students**

AUE students may decide to take courses at other UAE universities or abroad to complete their courses abiding by the following conditions:

**11.1** The Students should get approval from the Provost, College Dean and the Academic Advisor for taking the course outside AUE.

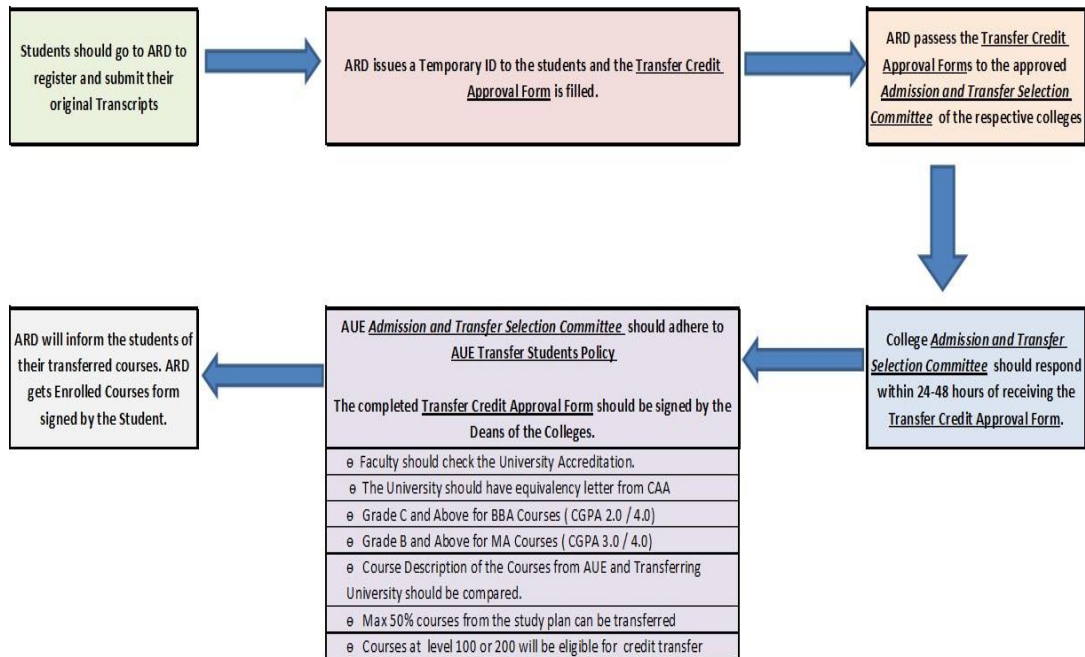
**11.2** The proposed university for taking the course either in UAE (American University of Sharjah, American University of Dubai, Abu Dhabi University, and UAE University) or abroad (Universities approved by the UAE Ministry of Higher Education and Scientific Research or Universities that AUE has a partnership with). This should be ensured by the student, Provost, College Dean and the academic Advisor.

**11.3** The student should submit the Transient Student Form.

**11.4** The student should justify the reason for taking the course outside AUE (graduation requirement .etc.) to the Academic Advisor, the college Dean and the Provost while submitting the Transient Student Form

## 12 Transfer Students

FLOW CHART OF AUE TRANSFER STUDENTS



The above diagram explains the Transfer of Credit Process at AUE for undergraduate and graduate programs.

If students require transfer credits from another institution, they must submit the following:

**12.1** Official Transcript from an accredited institution (attested by the Ministry of Higher Education if from the UAE or by the equivalent if from an institution outside the UAE).

**12.2** Course descriptions and syllabus as published in the concerned institute catalog.

- 12.3** Application for transfer credit must be made in the student's first semester of residence.
- 12.4** Students may transfer three courses maximum and in exceptional cases the fourth course maybe transferred after the approval of the program director, college dean, Provost and President.
- 12.5** Official University transcripts are evaluated on a course-by-course basis
- 12.6** Only courses with a GPA 3.0 "B" or more will be eligible for transfer of credit and 4 credit hours will be considered equivalent to AUE's 3 credit hours
- 12.7** All courses to be transferred to AUE must have been conducted in English.
- 12.8** All students whom are transferring from another university should submit their official transcripts along with the course syllabus prior to admission at AUE for transfer purpose. No transfer will be accepted after admission at AUE.

The decision regarding credits awarded is made solely by the appropriate Dean of College. Transfer students must complete the Transfer Credit Form Transferring students will be informed in writing about transfer credits before they enroll at AUE.

### **13. Course Load Limitations**

The Master Degree programs are offered as weekday and weekend and following the block system which is an intensive academic schedule developed by the AUE and allows students to enroll in one course only during 4 weeks.

### **14. Credit Hours**

Courses are calculated in credit hours. Every course carries a certain number of credits that are awarded after the completion of the program. Students admitted to AUE must complete all the credit hours of courses taught in accordance with a program approved by the concerned College. The total number of credit hours and academic period to be successfully completed by a student is depending upon the degree awarded and as follows:

Type of academic Degree	Total Number of Credit Hours Required	Academic Period of Degree Completion		
		Minimum (Semesters)	Normal (Semesters)	Maximum (Semesters)
Master	36-44	3	4	6

### **15. Academic Year**

The academic year is split into semesters, fall, spring, and summers Semesters sessions. Each regular semester contains 16 weeks of academic teaching

sessions. During the summer session of the semester, courses will be offered to students for a period of 5 weeks. The Admission and Registration Department will announce the time and date of these programs.

## 16. Program Orientation

Students should attend the orientation to:

- 16.1 gain important information about academic life at AUE
- 16.2 receive extensive academic advising and register early before each semester
- 16.3 take placement exams
- 16.4 meet other new students and make friends
- 16.5 meet AUE faculty, staff, and administrators
- 16.6 preview important first-year University issue
- 16.7 gain information on transportation facilities
- 16.8 Tour the AUE campus and its facilities.

Students who do not attend orientation will be missing valuable information that might affect their stay at AUE. The information given is new every year and reflects changes that have happened on campus. It is wise for students to attend orientation - not only will they gain information which will help them adjust to their new environment, but they will also have the opportunity to meet with other students, as well as meet their advisor.

## X. REGISTRATION

- Students, under the guidance of their academic advisors, are required to register at the beginning of each semester during the assigned registration period. Exceptions require an approval from the University Council. Advisors should approve students load and courses by signing the courses registration form.
- If they are unable to register during the regular period, they may late register, upon payment of a late-registration fee of AED 1,000.
- Students can seek deferred registration, by applying in written form to the Registrar. This should be done at least one week before the specific date of registration.
- Students will only be permitted to take examinations and receive grades if they are registered for the course.

### 1. Registration Procedures

Students should register for courses prior to the beginning of each semester. Students are advised to follow these registration procedures:

- 1.1 Students should start with reviewing their academic program and their study plan.
- 1.2 Students should plan to meet their academic advisors and review the current semester's course schedule to choose their courses and complete the online registration procedure.



- 1.3 Students must meet with their advisor to approve their schedule of classes prior to registration.
- 1.4 Students will receive signed copy of the Courses Registration Form and the advisor will keep a signed copy to retain in the student file.
- 1.5 The academic Advisor should keep a copy of students registration form.
- 1.6 The student will enter the selected courses into the online registration system to officially register.
- 1.7 Once their courses are accepted by the system, students must proceed to the Financial Affairs Department to settle their financial dues.
- 1.8 Students whose courses are successfully registered can immediately collect their course schedules. Those whose registration was unsuccessful for any reason should see their advisor again.

## 2. Holding of Records

Student records will be placed on a hold status because of financial regulations, academic violations or failing to complete the semester course department evaluations semester basis. Depending on the severity of the hold, registration, grades, confirmation of graduation, transcripts, and accounts receivable will be affected. Students may view their registration-related holds online. It is the responsibility of the student to clear any holds prior to registration.

## 3. Withdrawal Regulations

### 3.1 Cancellation of Registration

- a. Students who find it necessary to cancel their registration or to withdraw from all classes after enrolling for any academic term are required to follow the University's official withdrawal procedures.
- b. Failure to follow formal University procedures may result in an obligation to pay fees, as well as the assignment of failing grades in all courses and the need to apply for readmission before being permitted to enroll in another academic year.
- c. If a student is unable to withdraw from AUE in person due to serious and compelling or for an emergency reasons and is unable to have a friend or relative obtain the necessary signatures, she/he should contact his/her respective academic department for assistance.
- d. Documentation explaining the nature of the student's inability to come to campus to process the Withdrawal Petition, as well as any supporting documentation situation is required to complete the withdrawal process. Upon receiving such documentation, staff from the student's academic department will seek the appropriate signatures and, if approved, submit the Withdrawal Petition to the Admission and Registration Department.

### 3.2 Total Withdrawal from University

- a. A student may withdraw from AUE for reasons of illness or other extenuating circumstances at any time prior to the finals week. An official withdrawal form is available at the Admission and Registration Department or the Student Services Department. A student may not withdraw from AUE during the finals week except with recommendation of the Registrar and the approval of the Provost.



- b. A complete withdrawal from AUE will be noted on the student's transcript with a "W" if the student withdraws his/ her courses before the mid-term exams otherwise a "WF" grade will be granted to the student. The Registrar will notify related faculty members when a student has withdrawn from the University. Students who plan to leave AUE must complete the official withdrawal form. Failure to do so may result in failing grades.

#### **4. Time Limitation of Master Degree Completion**

- 4.1 The maximum length of registration for the Master Degree will be 3 years or 6 normal semesters.
- 4.2 The minimum period of study for the Master Degree will be 1,5 year or 3 normal semesters
- 4.3 If students have exceptional reasons for deferment of studies, their cases will be considered on an individual basis.
- 4.4 Cancelled registration or withdrawal period (freeze in study) shall not be included here.
- 4.5 A reduced period of study may be granted where a candidate has transferred from another recognized institution having already completed a certified period of study; this shall be taken into account when determining the further period of study required at AUE.

#### **5. Extension Period for the Program**

- 5.1 In all cases, students must not exceed the allowed maximum study period of each Bachelor or Master Degree. However, students can ask for an extended period of study in their programs at AUE.
- 5.2 They should seek an approval for it from their Academic Advisors, with the express agreement of the concerned College Dean, Registrar, Provost and University Council.
- 5.3 Upon receiving an application for permission to extend the period within which the candidate may register for an examination, brief details of the candidate's progress report must be presented along with reasons for the delay in completing the program along with expected date of completion.
- 5.4 The time allotment for program completion for transfer students must be defined by the student's academic advisor and approved by the concerned College Dean.

#### **6. Degree Completion and Graduation Requirements**

To graduate from AUE at Master Level:

- Apply for graduation
- Complete all courses for your degree plan
- Complete all core curriculum
- Have official transcripts from institutions on file in Admission and Records
- Earn at least a 3.0 GPA on a 4.0 scale on any transfer coursework.
- Student should complete the clearance form.
- Student should earn CGPA of 3.0 out of 4.0

**Note:** "Incomplete" grades for courses in progress do not fulfill requirements for the Master Degrees. Students are required to reapply for graduation in a following semester when the final grade has been officially recorded

### **6.1 Regarding “Incomplete”**

- a. The grade “I” may be assigned by the instructor if the work in a course has been of a passing ability, but is incomplete for reasons beyond students control for (e.g. The student gets sick the last two weeks of the term, and is unable to take final). The student in this case will notify the instructor of his inability to complete the course and ask if he or she can be assigned an incomplete grade. If instructor agrees, the instructor and student would then need to determine in writing what the student needs to do to finish the course, and what percentage of the grade will be based on the remaining work.
- b. The student must complete the work by established deadlines. The decision about what grade to award the student is solely the responsibility of the professor. An incomplete grade should not be used to avoid a failing grade.

### **6.2 The role of the Provost in approving grades**

The grade forms which have the final registered grades, signed by the concerned instructor in a particular course are signed by registrar, the concerned program coordinator and the dean of the college. The role of the provost is to check the grades of the students and make sure the grading form is accurate and ready for release to the student community.

### **6.3 Regarding the procedures through which grades appeals are resolved:**

The procedures through which grades appeals is resolved are:

- a. Formal grade appeal must be initiated by the student. The instructor may change a grade if it is found that there was an error. Only in the final exams Grades shall not be changed except through the appeal process.
- b. If the instructor of record will not be available within one semester, the department chair may act in lieu of instructor for the purpose of grade appeals.
- c. The college Dean will review the findings and will attempt to act as mediator in resolving the dispute. If mediation at the college level does not lead to resolution, then a grade appeal committee shall be formed by the college Dean.
- d. All data, papers, records, together with written briefs, will be submitted to a committee for study. Both student and instructor will have permission to view all materials used by the committee. The committee may meet individually or collectively with those involved in its quest for determination. The committee may choose to continue its mediation efforts
- e. The function of the Grade Appeal committee shall be to evaluate the grading procedures as well as to, if necessary, reevaluate the student’s assignments for the course.
- f. The committee shall provide a written justification to the College Dean for its decision. The Dean shall inform the instructor and the student of the committee ruling.
- g. In case of a change of grade, if the instructor off record does not implement the change of grade decided upon by the committee, the Dean shall implement the change of grade on the student’s official transcripts through the ordinary change of grade procedure.



- h. The College Dean shall provide a written record of the results of all grade appeals to the Vice President of Academic Affairs / Provost for Approval.
- i. AUE charges a fee to discourage frivolous appeals while allowing justified appeals to proceed.

## **7. Policy on Student Record Keeping**

### **7.1 Security of personal data**

The educational records of all enrolled students will be maintained by the Admission and Registration Department.

### **7.2 Archiving Inactive Student Records**

Inactive cumulative record folders will be retained at AUE for a period of three (3) fiscal years after student graduates; transfers or withdraws. At the end of the third year the cumulative record file will be disposed of. The student master file, the electronic records, will be kept microfilmed for archive purposes, indefinitely.

## XI. PAYMENTS AND OTHER FINANCIAL INFORMATION

### 1. Tuition Fees (per course / three (3) credit hour)

	AED	AED	US\$
Master of Diplomacy - Foundation Course	2000	4,000.00	1,096
Master of Diplomacy - Core/Specialization Course	3335	10,005.00	2,741
Master of Business Administration - Remedial Courses	1500	3,000.00	822
Master of Business Administration - Core/Specialization Courses	3000	9,000.00	2,466
Master of Library and Information Science	3000	9,000.00	2,466
Master of Sports Management - Core/Specialization Course	3335	10,005.00	2,741
Master of Arts in Security and Strategic Studies - Core/Specialization Course	3335	10,005.00	2,741

### 2. Other Fees

	AED	US\$
LLI Per Level	6,000.00	1,644
LLI/TOEFL Course - AUE Students (16 weeks - 6 hours per week)	3,000.00	822
TOEFL Course - Non AUE Students	3,000.00	822
ICDL Course + Test AUE Students	1,400.00	384
ICDL Course + Test Non AUE Students	1,500.00	411
CISCO (CCNA) - Beginners Courses - 2 Models	2,000.00	548
CISCO (CCNA) - Advance Courses - 2 Models	2,000.00	548
Oracle Courses	2,000.00	548
Microsoft Courses	2,000.00	548
TOEFL - PBT - AUE Students	500.00	137
TOEFL - PBT - Non AUE Students	600.00	164
TOEFL - iBT AUE Students	1,200.00	329
TOEFL - iBT Non AUE Students	1,200.00	329
ELI Placement Test Fee	400.00	110
IELTS Fee	900.00	247
Challenge Exam Fee	500.00	137
Admission Fee - Master Programs	2,500.00	685
Late Registration Fee	1,000.00	274
Graduation Fee	2,000.00	548
Internet & Laboratories Fee	400.00	110
Identity Card Fee	100.00	28
Grade Appeal Fee	250.00	68
Transfer Fee/Per Course *	300.00	82
Transcript Request Fee	200.00	55
Graduation Certificate Fee	500.00	137
Attested Graduation Certificate fee	200.00	55
Incomplete - Exam Fee	750.00	205



Application Fee – Students	150.00	41
Application Fee - ELI Levels Only	250.00	68
TWIMC Letter – Arabic	75.00	21
TWIMC Letter – English	75.00	21
Fee Quotations	50.00	14
Visa Processing Fee - Inside UAE	3,500.00	959
Visa Processing Fee - Outside UAE	3,000.00	822
Passport Deposit/Security Fee (In Lieu of Passport)	4,000.00	1,096
Visa Renewal Fee	500.00	137
Visa Cancellation Fee - Inside UAE	300.00	82
Visa Cancellation Fee - Outside UAE	500.00	137
Transport - Al Ain	1,750.00	479
Transport - Dubai International City	500.00	137
Transport – Dubai	900.00	247
Transport – Sharjah	1,200.00	329
Penalty for Bouncing Cheque	500.00	137

*Tuition fee specified in the schedule above is valid for one semester only. There are two semesters in the academic year: fall and spring. AUE reserves the right to make changes in the tuition schedule. Please always check the update Catalogue for accuracy of fees every semester.*

### 3. Text Books

The cost of text books varies as per the registered courses.

### 4. Additional Notes on Tuition Fees and Fines

- 4.1 There will be no remission of fees in whole or in part except when remission is a specified part of scholarship, prize, bursary, or similar award.
- 4.2 Once the normal period for a course is completed, a student whose qualification is incomplete will be required to pay a continuation fee.
- 4.3 A student who is permitted or required to repeat a complete year of the curriculum for a Bachelor's Degree will pay the Registration Fee.

### 5. Payment Policy

Cash, Credit Cards, and Cheques (current and post-dated) will be acceptable form of payment. AUE will hold postdated checks until the due dates specified in this policy. There are several options available for the payment of tuition fees.

### 6. Payment Options

Enrolled students at AUE must choose one of the following payment options and finalize the arrangements with the Financial Affairs Department:

- 6.1 **Option 1:** Pay in Full: payment is on the first day of registration.
- 6.2 **Option 2:** Third Party Sponsors: If a letter of commitment or a voucher from the student's employer or other third party is submitted along with the registration form, then the student will not be required to make a payment at registration. The letter of commitment or the voucher must indicate that the employer will pay the tuition as well as all other fees to AUE in full, upon receipt of the invoice from AUE Financial Affairs Department.
- 6.3 **Option 3:** Payment through installments; 50% down payment of the total



tuition fees should be made on the same day of registration, the second 50% must be done by two months postdated check. 60% down payment of the total tuition fees should be made on the same day of registration; the equal second and the third installments (20% each) should be made by two-months and three-months postdated checks respectively.

## 7. Refund Policy

In certain instances the fees paid by you may have to be refunded. AUE makes provisions for refund of fee as per the following conditions:

### 7.1 Weekend classes

- a. First week (Friday and Saturday ) 100% refund
- b. Second week (Friday and Saturday ) 50% refund
- c. Third and fourth week: 0% refund

### 7.2 Weekday classes

- a. First week( Sunday/ Tuesday / Thursday) 100% refund
- b. Second week (Sunday/ Tuesday/Thursday) 50% refund
- c. Third and fourth week 0% refund

## 8 Student Financial Aid

The responsibility of financing higher education rests with students and their families. Students can apply for a financial aid by submitting a completed Financial Aid Form together with the required supporting documents to the Student Affairs Department. Based on the student financial aid budget, an award notification letter explaining the available financial aid will be given to each eligible applicant. Financial aid will be awarded to students regardless of race, color, sex, national origin, or disability. All students are guaranteed fair and equal treatment in the allocation of financial aid.

## XII. STUDENT SERVICES

### COURSE RELATED INFORMATION

#### 1. Add/Drop

Students are permitted to add or drop the course during the first day of the class given that they secured their advisor's approval, for the course dropped after add/drop period and before the first day of Midterm Exams, a "W" grade will automatically be recorded.

Registered students who want to drop a course during the Midterm exams, a grade of "WF" will be recorded on their transcripts. Serious and compelling reasons are considered after academic advisor, college dean, Registrar and provost approval.

#### 2. Administrative Drops

A student will be administratively dropped by AUE officials from one or more classes or withdrawn from all classes for various reasons. Among those are:

- 2.1 A failure to pay tuition and fees on time;
- 2.2 Class cancellations;
- 2.3 Failing to meet the specific academic requirements of the degree program.

#### 3. Grading System

### 3.1 Grades Functions

The grading system of AUE is designed to:

- recognize performance in a particular course;
- act as a basis of screening for other courses, programs or further education;
- inform the student of his/her level of achievement in a particular course;
- stimulate the student to learn;
- Inform prospective sponsor of the student's achievements.

### 3.2 Grades Description

#### a. A Exemplary

Indicates original and independent work and a thorough mastery of the subject matter/skill; the achievement is so outstanding that it is normally attained only by a few students doing truly exemplary work.

#### b. B B+ Very Good Work

Indicates clearly that an adequate competence in the subject matter/skill; there is achievement of quality higher than adequate, but not of excellent quality.

#### c. C C+ Adequate Work

Indicates that classroom work, outside assignments, and examinations have been completed at a level indicating competence in the subject matter/skill.

#### d. F Unacceptable Work

Indicates achievement that fails to meet the minimum requirements of the course and is clearly below University quality--not a passing grade.

#### e. I Incomplete Work

Units attempted are included in GPA after a maximum of 1 year.

### 3.3 Graduate Degree Grading Key

Grade	Percentage	Grade Points	Meaning of Grade
A	96 –100	4.00	Exemplary
A-	90 - 95	3.75	Excellent
B <sup>+</sup>	87-89	3.25	Very Good
B	84-86	3.00	Very Good
B-	80-83	2.75	Good
C <sup>+</sup>	77-79	2.25	Satisfactory
C	74-76	2.00	Pass
F	Less than 73	0.00	Fail
IP		0.0	The course is still in progress
I		0.0	Assigned for incomplete course

### 3.4 Academic Standing for Graduate Students

CGPA Range	Academic Standing
0.00 -1.99	Fail (Cannot Graduate)
2.00-2.24	Pass (Cannot Graduate)
2.25 -2.74	Poor (Cannot Graduate)
2.75 -2.99	Satisfactory (Cannot Graduate)
3.00 -3.24	Good
3.25 – 3.74	Very Good



3.75 -3.99	Excellent
4.00	Exemplary



### 3.5 Course Grades

- a. Course grades will be based upon a combination of examinations, class participation, class attendance, quizzes, projects and homework assignments. Students receive a preliminary assessment of the course grade after mid-semester tests, and a final evaluation at the end of the semester. Faculty members do not release final grades. All grade sheets, once approved by the Provost, are recorded by the Registrar. Only the Admission and Registration Department releases the final grades for all courses at the end of each semester.
- b. In any course of instruction for which grades are awarded, the instructor of the course shall determine the grade to be awarded each student. The determination of the student's grade by the instructor shall be final in the absence of mistake, fraud, bad faith, or incompetence. If such cases are existed, then the Admission and Registration Department will ask the concerned instructor to fill the Grade Change Form.
- c. The following grading system and policies have been standardized for all academic units of AUE. The faculty member is responsible for whatever grade symbol is to be assigned. Special symbols (W, WF, FA, and I) are indications of registration or grade status and are not assigned by the faculty. Pass/Fail designations are not assigned by the faculty but are automatically converted by the grade application system, as explained under Pass/Fail Procedure.

#### d. The Grade of Incomplete “ I “

The grade of I (Incomplete) is reserved for “extraordinary circumstances” that prevent a student from completing the requirements of a course by the end of the semester. An extraordinary circumstance is narrowly interpreted to mean unforeseen, unexpected circumstances beyond a student's control that prevent continued attendance in all classes (e.g., death of an immediate family member, a change in the student's employment, mental or physical illness befalling the student or a member of his/her immediate family). The student must initiate the request for an Incomplete and only the instructor may grant an incomplete. In such cases, the instructor makes specific written arrangements with the student for making up the grade.

If a student receives an Incomplete, he/she must complete the work by the end of the following semester unless the instructor requires a shorter completion date. The student is responsible for this deadline. Incompletes that are not finished are to be permanently recorded by the instructor as “I”. When incomplete work in a course is completed, the instructor is responsible for reporting the letter grade that replaces the “I” on the student's permanent record.

It is the faculty's decision whether a course should be retaken. If a course is retaken, it must be completed on the AUE campus.

The final grade (earned by completing the course requirements or by retaking the course) does not result in deletion of the “I” from the transcript. A second entry is posted on the transcript to show the final grade for the course. If the course is retaken, the original course will have a notation that the course was repeated. The “I” grade will be an “F” grade for the original course. The retaken course will have the final grade.

**e. Pass/Fail Grades (P/F)**

When students register for a course on a pass/fail basis a P grade will be recorded if they receive a D grade or better and will not be included in their GPA. If they fail the course an F will be recorded and will be included in their GPA.

**f. Audit Registration**

An AUE student wishing to attend a course, but who does not wish to participate, take examinations, receive a final grade or receive credit for the course may register to audit the course with the permission of the instructor. A student is not required to take or to pass examinations in a course that he/she audits. The instructor may establish standards of class participation and attendance that must be met if a student is to remain in audit status. Changes to or from audit status must be made before the last day of add/drop period. Tuition and fees for audit students are the same as those for students registering for credit. In courses with enrollment limits, priority is given to students pursuing Bachelor Degree programs. This course will appear in a student's transcript as audited and carries no credits.

**g. Withdrawn, without credit, W/WF**

If the student withdraws from a course after the add/drop period and before the first day of Midterm Exams period, a (W) grade will appear on the student's transcript, but it is not computed in the student's GPA. If the student withdraws from a course during the Midterm exam, a (WF) grade will appear on the student's transcript and will be computed on the student's GPA.

**4. Repetition of Courses**

Students are allowed to repeat courses with grade less than B Student can repeat courses based on the above conditions as much as they want, there's no restriction on the number of the courses to be repeated.

**5. Internship**

**5.1** The internship course constitutes an important part of the student's graduation requirements. It is considered an essential natural extension of AUE's role in helping students to increase their employability. By undertaking a supervised compulsory internship course, students will have the opportunity to put into practice what they have learned in theory.

**5.2** The supervised internship course will be a credited course and will be planned by the concerned College in coordination with the Continuing Education and Training Center in such a way that ensures efficient execution of this program. AUE's Continuing Education and Training Center will prepare guidelines for this purpose, outline its objectives, organization, and provisions for the internship course.

**5.3** The maximum number of credit hours to be earned in the internship course is 3 credit hours. Students must complete 6 week time period for the internship. University supervisors, the onsite contact person, the concerned College Dean, will monitor student internships.

**5.4** The concerned College Dean will submit a written evaluation and assign the internship grade. This evaluation includes reports by the onsite



supervisor, and University supervisor. Additionally, there will be an interview and student internship report. Internship course consist of 3 hours seminars per week.

- 5.5** For more detailed information on internships, please see “Student Internship Manual”.

## 6. Independent study

Independent study is not something that AUE advises the students to do. However, students are allowed to complete 1 to 3 hours of independent study work if there is a legitimate reason.

Students who wish to do an Independent Study Course must have completed at least 90 hours of credits at AUE and have a cumulative CGPA of 3.0 in those courses.

The application must be submitted 2 weeks before the beginning of the semester in which the work is to be completed is subject to the concerned College Dean's approval.

A 3-hour Independent Study Course should involve about 7 to 10 hours of work per week for students; thus, an Independent Study Course easily could entail reading several books on a selected topic and writing a research paper. Students who want to do an Independent Study Course must produce a written justification. The written justification and explanation must include:

- 6.1 Reasons for wanting to complete an Independent Study Course;
- 6.2 A detailed plan for the Independent Study Course;
- 6.3 A description of the final product envisioned for the Independent Study Course;
- 6.4 The name of the faculty member who will be supervising the Independent Study Course and a written note from the faculty member indicating his or her willingness to supervise the project;
- 6.5 The semester in which the Independent Study Course will be completed.

Students should submit the written justification and a copy of their transcripts to the chair of the designated department, who will meet with the Student Academic Advisor to decide if the Independent Study Course will be allowed.

Upon the approval of the Provost, students will be notified of the decision within two weeks of the application submission.

## 7. Honors

AUE will recognize academic excellence in students who have earned a 3.25 or higher GPA in a given semester on a minimum of nine graded credits, excluding pass/no pass, in a given term. The following honors will be awarded.

Honor's List: 3.25 - 3.49

Dean's List: 3.50 - 3.74

President's List: 3.75 - 4.00

Highest Honors: 3.75 - 4.00 cumulative average awarded upon graduation.

## 8. Honor's List

AUE is committed to recognizing excellent students by publishing the Honor's List at the end of every semester according to the Semester Grade Point Average (GPA) attained by outstanding students. Any student who is registered with full-time status and achieves a GPA of 3.75 or above, with no Withdrawals (W) or Incompletes (I) in that given semester, will be eligible for the Honor's List for Academic

Excellence, and will be notified through a letter from the Admission and Registration Department.

### 9. Semester Grade Point Average (GPA)

A student's semester grade point average (GPA) is calculated by dividing the total number of points earned in each semester by the total number of hours taken. Courses with grades of "I", "P" and "W" are excluded from the GPA. The hours for a mark given "I" and/or are excluded from computing the grade-point average until it is replaced by a letter grade.

### 10. Cumulative Grade Point Average (CGPA)

A student's cumulative grade point average (CGPA) indicates a student's achievements in all semesters. The CGPA is obtained by dividing the total number of points earned since the initial enrollment in AUE until the end of the given semester by the total number of hours taken until the end of the given semester. Grades earned at another institution will be shown as transferred "TR" and will not be computed in the cumulative GPA.

Grades corresponding to Semester Grade Point Average (GPA) for Graduate program are determined as follows:

Grade points	Meaning of Grade
4.00	Exemplary
3.75 – 3.99	Excellent
3.25 – 3.74	Very Good
3.00 – 3.24	Good
1.00 – 2.99	Cannot be graduated

### 11. Class Attendance

Attendance is recorded for the benefit of students, and it is important that students attend regularly and participate in class activities. Each instructor is expected to maintain records of attendance and may ask any student to justify excessive absences.

Attendance requirements vary according to the nature of the instruction offered in the course. Instructors may impose specific attendance requirements; such policies should be explained in the first class meeting. Participation courses are those in which the student is expected to take an active role through discussion or assigned exercises. Attendance in these courses is especially important.

Those students who prove poor attendance records as follows will receive attendance warnings:

**11.1 1st Warning:** when a student reaches 10% absences of the total class hours per semester.

**11.2 2nd Warning:** when a student reaches 20% absences of the total class hours per semester.

- 11.3 3rd Warning:** when a student exceeds 25% absences of the total class hours per semester, the student will receive a “FA” grade for that particular course.
- 11.4** Students may appeal if they have experienced some severe circumstances.
- 11.5** A student who is absent for more than two consecutive semesters should submit a new application for admission to the Admission and Registration Department.
- 11.6** A student in good academic standing is allowed no more than two semesters of leave of absence.

## 12. Examination Rules

- 12.1** Final examinations for all students will be held as stipulated in the Academic Calendar.
- 12.2** Only students registered for the respective course will be admitted into the room for that course's final examination. Students who have exceeded the 25% absence rule, or who have not paid their tuition/fees, or who have been suspended or dismissed from AUE will not be allowed to take their final examinations.
- 12.3** If a student is unable to take an examination due to illness, he/she may apply for an incomplete examination. The student must produce an official medical certificate signed by a registered medical practitioner and a letter of approval from the Registrar before a incomplete exam can be scheduled with the respective faculty member. for fees 750 UAE dirham for Admission and Registration Department
- 12.4** Faculty may examine students using written, practical, or oral tests through continuous assessment or by any combination of these.
- 12.5** Students who wish to appeal against examination result(s) must complete an Appeal Form and submit this, together with a fee of AED250, to the Admission and Registration Department.
- 12.6** The week before the final exam shall be used for students to reflect on what they have learned during the semester.
- 12.7** If a student has missed an exam for any reason (other than for medical reasons as already noted), s/he may appeal to retake the test or exam if extreme circumstances warrant it. The written student appeal must describe the circumstances that caused the student to miss the examination. Supporting documentation should be provided when appropriate. Copies of the appeal must be sent to the respective faculty member and the Registrar for review and approval.

## 13. Rules Governing Final Examination

- 13.1** No faculty may hold a final examination except during the period in which a final examination is scheduled.
- 13.2** The final examination times will be posted by the Registrar and will take place immediately following the fifteenth week of the fall and spring

- semesters. The summer semester final examination schedule will be coordinated within the summer semester.
- 13.3** No student will be required to take more than two final examinations on any calendar day during the period in which final examinations are scheduled. If more than two are scheduled, the Registrar will work with the student and faculty member to arrange a make-up time for the 3rd exam.
  - 13.4** Examinations that are postponed because of conflict with other examinations, or because more than two examinations are scheduled on the same day, will be taken at another time during the final examination period if the faculty member and student can agree on a time.
  - 13.5** Laboratory work and oral final examinations are allowed in the week preceding the period set for the final examinations, but all of AUE required final examinations must be given during the final week of the semester.
  - 13.6** No faculty may change the time, date or location of a final exam without permission from the Registrar.
  - 13.7** No faculty member may increase the time allowed for a final exam beyond the scheduled two hours without permission from the respective Dean and Registrar.
  - 13.8** Final grades issued on the grade sheets by faculty for each course should be approved by the Appropriate Dean, the Provost and submitted to the Admission and Registration Department or entered on line within 48 hours of the exam in order to facilitate the preparation of grade reports. Only the Registrar is authorized to release grades to students.

## 14 Transcripts

Transcripts are the permanent and the most complete student educational record. Incompletes, failures and withdrawals, academic standing, disciplinary actions and all academic awards, including majors, minors and concentrations, are recorded thereon. Students must personally request the release of the transcript in writing.

Full addresses must be given to the Admission and Registration Department if students need a mailed transcript sent to any other educational institution or to a potential employer.

Official transcripts will not be issued to students who have neither earned any credits nor completed a minimum of one semester of study. Students who have not paid their financial tuition/fees or other obligations to AUE will not be issued transcripts.

Official Transcript requests (with charges of AED 200 per each requested copy) are processed within 2 working days from the date the request is received in the Admission and Registration Department.

Priority service is provided for an additional fee, based upon the extra clerical time and/or additional mailing expenses required to process a request. Fees are specified in the fees structure table along with the tuition.

## 15. Grade Appeals

Grade appeals should be filed only when it is possible to demonstrate with substantial evidence that an incorrect or an unfair grade has been assigned. If a student believes that the final grade received in any course is incorrect or unfair, he or she must follow the grade-appeal procedure outlined below:

**First:** Discuss the problem with the faculty member (instructor) involved.

**Second:** If not satisfied with that faculty member's explanation, seek mediation from the Department Chair and the concerned Dean.

**Third:** Failing a second resolution of the problem, a student makes an appeal to the Provost by requesting a grade appeal hearing with an *ad hoc* Grade Appeals Committee.

- The responsible Dean will respond in writing to the grade appeal in 7 working days from date of receipt of the appeal.
- If a resolution is not reached at the concerned departmental level, the student may submit a petition to the Provost.
- This petition must be in writing and filed with the Provost within 14 calendar days of the final disposition.

## 16. Grade Appeal Procedure

161. Grade appeal is accepted from the student after fee payment of AED 250 to the Financial Affairs Department.
162. The grade appeal form is forwarded to the Dean of the Appropriate Department.
163. Dean releases the form to the teaching faculty of the subject in the semester.
164. Faculty scrutinizes the appeal comparing with the course work, midterm and final result.
165. Faculty writes his observations at the back of the paper justifying changes, if required or hold the present grade.
166. Faculty forwards observations to the Dean of the College, through Deputy Dean or Program Coordinator.
167. Faculty doesn't have authority to raise or lower a grade without proof of evidence.
168. Any changes are to be vetted at every level with final approval coming from the Provost and President's office

## 17. Code of Conduct and Discipline (DSA)

### 17.1 Standards of Academic Conduct

AUE students are expected to maintain a high standard of both academic and cultural values. Furthermore, students must meet the established guidelines set forth by AUE Executive Board of governors and to value public opinion and respond to its observations. All AUE students are expected to be polite, courteous and to show respect. Furthermore, students must value and respect the differences in customs, beliefs and creed.

### 17.2 Personal Conduct

Students should refrain from engaging in improper conduct, which can damage the reputation of AUE. For example, students should not:

- a. Access inappropriate sites on the Internet;
- b. Use inappropriate chat lines/rooms;
- c. Misuse the electronic communication (e-mail) facility;
- d. Use or sell illegal substances or materials;



- e. Exchange any gifts of significant monetary value with faculty or staff.

### **17.3 Professional Conduct**

- a. Students at AUE can expect to be treated with reason and respect. All AUE members will act responsibly toward them and respect them at all times.
- b. AUE expects that students will employ reason, show respect to others, and take responsibility for their action. In respect to their behavior and attitude toward others in the society, students and university community members are expected to respect the religious beliefs, values and heritage, property, and rights of others.
- c. Students are encouraged to display a sense of personal honor and integrity and to conduct themselves in a manner becoming an AUE student.
- d. Students who disregard the expectations placed upon them subject themselves to the disciplinary process and are subject to disciplinary action under AUE rules described herein.
- e. The Division of Student Affairs is responsible for student discipline and any student accused of misconduct under the student code of conduct will have an administrative hearing in front of the Misconduct Committee.
- f. The Misconduct Committee is one of the University Council Standing Committees that shall be responsible for hearing cases of students' misconduct including plagiarism, cheating, and forgery.
- g. The Misconduct Committee will specify the standards and procedures for students' non-academic discipline. This Committee acknowledges both the need to preserve the orderly processes of AUE with regard to its teaching, community, and the need to observe the student's rights.
- h. The Misconduct Committee will consist of the Provost for Academic Affairs (Chairman), the concerned College Dean, the Academic Advisor (either the general or the major), the Registrar, the Students Affairs Manager, the Legal Advisor, and the Student Society Representative.
- i. The Committee will hear the case and determine guilt or innocence and if necessary, sanctions will be imposed.
- j. When a student engages in conduct that materially and substantially interferes with the operation of AUE, the Misconduct Committee will have the power to impose such temporary sanctions, including suspension, pending a hearing.
- k. A student may be temporarily suspended, pending final action on the charges if potential harms to one's self or others are judged to exist. The student shall be afforded an opportunity for a preliminary hearing prior to temporary suspension.
- l. All AUE policies and procedures are subject to revision from time to time. It is the students' responsibility to be familiar with AUE student disciplinary procedures.

### **17.4 Plagiarism Policy**

Unless specifically expressed by the instructor, collaboration between students in the course, between students in previous courses, external assistance in any form or presenting resources/research without proper citation which has been developed by another individual or organization is strictly prohibited. All work must be the result of your own efforts. Students who are suspected of plagiarism or other violations of academic integrity codes will open investigation.

Those found guilty are subject to disciplinary action. Repeated offense will result in permanent expulsion from the University.

## **18 Grievance Policy and Procedures (DSA)**

### **18.1 Policy Guidelines**

- a. This policy and procedure apply to the management of grievances concerning academic and instructional matters that are within the University.
- b. The Grievance Policy and Procedure is to provide a format for grievances and record of their outcomes. Students must file a grievance within 30 days of the incidence causing grievance.
- c. Grievance's must be in writing and have the names of all parties involved. Anonymous grievances will not be addressed and will be discarded.
- d. The grievance must be submitted on the official Grievance Form provided by committee. The Chairman of the committee will receive all written grievances.
- e. The Committee Chairman will always be able to participate in the process to assist the student, faculty or staff in addressing the matter as an outside third party and to advise

### **18.2 Documentations**

A file of each grievance will be kept in the Student Affairs Department. The grievances will be filed under the ID number of the person filing the grievance.

### **18.3 Grievance Timeline**

- a. The Student Affairs Department, upon receipt of the grievance, will contact all parties and request information, arrange meetings, or assist in other methods of resolution.
- b. A response will be made within seven (7) working days from date of receipt of the grievance form and a copy will be provided to all parties involved.
- c. The Chairman or appointed committee member shall ensure that all relevant facts have been gathered and presented to the Committee and parties involved.
- d. The resolution and satisfaction of all parties is of utmost importance. Resolution will be sought in no more than 30 working days.
- e. Written documentation showing resolution will be placed in a file. The resolution will be dated and a copy sent to all parties involved.

### **18.4 Procedures**

- a. The individual persons with whom the grievance concerns will be spoken to directly prior to a grievance filing.
- b. If a positive outcome is not achieved, the person who has the grievance is to speak to the person who is the supervisor of that individual.
  - i. Student who have a grievance against a faculty member should follow the channels of administration through the following people:  
Department Chair– College Dean- Provost–Executive Vice President, when appropriate
  - ii. Student who have a grievance against a staff member should follow the channels of administration through the following people:  
Staff Direct Supervisor–Department Business Manager–Business Administrator

- iii. Student who have a grievance against another student should follow the channels of administration through the following people:  
Any Faculty Involved–the concerned Academic Supervisors–Student Affairs Manager
- iv. Grievance steps begin the date the grievance is filed with the Student Affairs Department

## 19. Awarding Degrees

- 19.1 Degrees are not automatically awarded when requirements are completed. It is the responsibility of the student to submit a graduation application to the Admission and Registration Department.
- 19.2 Master Degree Graduation requirement is the CGPA of minimum 3.0 and completion of the all courses as per the study plan
- 19.3 Academic degrees are awarded to students who finished their requirements of study by the Board of Trustees upon the recommendation of the University Council.
- 19.4 Degrees are conferred at the Summer Convocation.
- 19.5 The certificate for an academic award is in English. It must have certain number of important distinctions, such as the full name of the recipient, the title of the award and the student's major area of study.
- 19.6 The certificate must bear the signatures of the President, Provost, the Registrar, as well as AUE's seal.
- 19.7 AUE may withhold the conferment of a Degree to a student who has not settled his/her accounts, has unreturned materials on loan from AUE Library, or has not met any other obligation due to AUE.

## 20. Course Related Off Campus Activities

Field trips at the local and international levels are key elements to enrich the curriculum activities at AUE. Such interactions can take place in the context of the academic program, including student visits to local organizations and companies, or to environmental and archaeological sites as a regular feature of courses. Participation in other occasional events in the community are also essential in the quest for student intellectual and moral growth. The policy and procedures designed to guide these activities at AUE level are carried out with high standards. Such activities can include:

- 20.1 Relevant activities to the learning enrichment goals of AUE;
- 20.2 Well-planned activities to maximize student opportunities for learning. This requires as in preparation before the activity and a degree of reflection afterwards;
- 20.3 Chaperoned student activities with full consideration of community sensitivities;
- 20.4 All the members of AUE's community, including students, accept the responsibility to demonstrate a high standard of behavior and uphold all AUE policy guidelines.

## 21. Student Record Confidentiality

Protection and confidentiality of student academic files are matter of great priority and concern for all individuals who have access to records and data maintained by AUE offices. Please note that AUE staff is aware of the importance of

ensuring full protection and privacy of student details and educational records.

## **22. Data Management**

All University departments that maintain data are expected to use the best efforts to ensure appropriate privacy and integrity of the information, as well as availability to all who have been granted access. While recognizing the University's responsibility toward the security of its information, the procedures established to protect that information should achieve a balance with the efficient conduct of University business.

## **23. Terminology**

- 23.1 University data: data in any form, that is owned and used by the University to conduct its business, and which is captured, stored, maintained, and accessed in University systems.
- 23.2 Operational facility: any University office that maintains University data.
- 23.3 Operational computation facility: any University office that maintains computer hardware, software, and services for capturing, storing, maintaining, and accessing computerized University data.
- 23.4 Custodian: an administrator or designee, generally not a computer professional, who is responsible for University data, The custodian defines the data, ensures the data's accuracy and completeness, and establishes data use and protection requirements. The custodian is responsible for ensuring that there is appropriate education and training in the use and modification of the data.
- 23.5 Access and security administrator: an individual designated by the AUE unit (e.g., department) who, together with the appropriate data custodian, coordinates requests from administrators, faculty, and staff within the unit for access to University information systems.

## **24. Data Care Guidelines**

- 24.1 University data will be used solely for the legitimate functions of AUE.
- 24.2 AUE data will be shared only among those faculty, staff, or student members who have a need for knowledge of such data.
- 24.3 Safeguarding of AUE data will be the responsibility of each individual with knowledge of such data. A copy of student records will be stored in a fireproof locked vault in the Admission and Registration Department and a document controller who's belonging to the ARD responsible for the student's file maintenance.
- 24.4 Operational facilities will exercise due care to protect AUE data from unauthorized use, disclosure, alteration, or destruction, whether accidental or intentional. Individuals given access to AUE data must be appropriately instructed on proper use and care of such information.
- 24.5 Availability and access to AUE data and information services by faculty or staff members who have a need to know is vital to the conduct of AUE business. Best efforts will be made by operational facilities to ensure this availability and access.
- 24.6 Appropriate AUE procedures will be followed in reporting any breach of security or compromise of safeguards.

- 24.7 Any faculty or staff member of AUE engaging in unauthorized use, disclosure, alteration, or destruction of data in violation of this policy will be subject to disciplinary action, including possible dismissal.
- 24.8 AUE policies and procedures concerning storage, retention, use, release, communication, and destruction of data will be adhered to.

## 25. Records Archives

A permanent record reflecting the academic achievements of each student who registers at AUE is maintained in the Admission and Registration Department. Students are encouraged to periodically review their records online.

## 26. Students' Privacy Rights

Students have the right to:

- 26.1 Inspect and review information contained in their educational records.  
AUE is not required to provide or allow copies of these documents;
- 26.2 Request changes or updates to their personal data;
- 26.3 Consent to disclosure, within the extent of UAE federal and local laws, personally identifiable information from education records.

## 27. Student Records

AUE students' records, files, documents, and other materials which contain information directly related to a student are considered to be confidential and are open only to certain AUE personnel, departments, offices, governmental authorities, and agencies carrying out their accreditation and audit functions of the AUE programs.

AUE students' records are often maintained in a number of the AUE Departments and Offices: the student's Academic Department, the Academic and Career Advisors (if he or she has initiated a file for placement purposes), in some cases by the Office of the Provost. In addition, a student's official academic record is maintained indefinitely in the Admission and Registration Department.

Mainly two of the AUE departments have records on all students. The Admission and Registration Department maintains information pertaining to students' enrollments (registration) and their official academic records (admissions application, test scores, letters of recommendation, copy of academic record, notes (if any) made by academic counselors, information about honors awarded and/or academic discipline imposed, and similar items). The Financial Affairs Department also maintains information about charges assessed and payments made to students accounts. The other AUE departments and offices will usually have information about students only if they will deal with them or utilize their services.

## 28. Student Record Policy

The main policies governing the access, maintenance, review, and ultimate disposition of students' records are as follows:

- 28.1 Each type of student record is the responsibility of a designated AUE staff, and only that person has authority to release the record.
- 28.2 The responsible staff or department may release records to AUE personnel who have a legitimate need for the information. A list of those persons who normally have access to each type of student record will be determined.

- 28.3** All student records are reviewed periodically and the expurgation of specific records shall be reported.
- 28.4** Students have the right to review upon request any records that pertain directly to them, and may obtain a copy of the record for a fee. This provision does not apply to records to which the student has waived his or her right to review, nor does it apply to medical and counseling records.
- 28.5** A file containing copies of records pertinent to advising is maintained on each student for use by the student's advisers. Usually this file is kept in the possession of the concerned advisers, but for convenience it may be stored in the concerned academic department office. When the student changes majors, or changes advisers within the same major, the file is transferred to the new adviser.
- 28.6** Medical and counseling records shall be released at the written request of the student to medical or psychological professionals outside AUE or to the University staff.
- 28.7** AUE staff that has access to student records in the course of carrying out their responsibilities shall not be permitted to release the record to outsiders, unless authorized in writing by the student or the Executive Vice President.
- 28.8** Confidential information may be released to parents by obtaining the student's written permission
- 28.9** The AUE staff responsible for custody of student records will maintain records of requests and disclosures of personally identifiable nonpublic information.
- 28.10** AUE makes available without the consent of a student only such information as would ordinarily be published in a student directory or other materials intended for public distribution: name, current address, electronic mailing address, major field of study (including degree program(s) fields, major(s), minor(s), and year of study), awards and honors, participation in officially recognized activities and sports, weight and height of members of athletic teams, degrees, and similar information. Through the Registration and Admission Department and/or the Students Affairs departments, students may request that any or all of their information be withheld.
- 28.11** AUE may use parent information, class registration information, and date of birth, race, and gender information on occasion for internal purposes only.
- 28.12** Upon prior permission from students AUE may from time to time use photographs of its students in its publications and other materials.

## **29. Transcripts**

Students may obtain unofficial transcripts of their academic records from their portal (eduGATE). If student wants to obtain an official transcript, he/she can requested from the portal (eduGATE) and the office of Registrar will issue it within 2 days signed and stamped by the Registrar Transcripts will only be released with a signed request from the student concerned. AUE will issue only complete transcripts, not parts of the student's record. AUE will not make copies of transcripts on file from other University or universities.

### 30. Retention of Final Examinations

The final examination, projects, and papers are AUE records and are kept for two semesters unless they are returned directly to the student.

## XIII. APPENDIX : STUDY PLANS

### 1. Master of Arts in Diplomacy

#### 1.1. The Curriculum

The Master of Arts in Diplomacy offered by the college of Media and Mass Communication is obtained after completing a total of 36 credit hours that consist of:

- Four compulsory (4) core courses (12 credit hours) which provide students with strong theoretical and analytical skills necessary to be competent professionals.
- Six free electives (6) elective courses (18 credit hours) which may be selected from a

2	DIP 500	Introduction to International Relations	N/A	2
3	DIP 501	Communication and Diplomacy	N/A	2
4	DIP 502	Introduction to Sociology	N/A	2
5	DIP 503	World-History	N/A	2
6	RMT 500	Research Methodology	N/A	2

variety of courses.

- Thesis OR two (2) Free Electives courses (6 credit hours) in lieu of the Master thesis.

#### i. Core Courses: Four Compulsory courses (12 credit hours)

No.	Course Code	Course Title	Prerequisites	C.H.
1	DIP 600	Negotiation and Conflict Resolution	N/A	3
2	DIP 601	Diplomacy in the Gulf States	N/A	3
3	DIP 602	Global Trade and Financial Institutions	N/A	3
4	DIP 603	International Security and Strategic Studies	N/A	3

#### ii. Six Free Elective Courses (18 credit hours)

No.	Course Code	Course Title	Prerequisites	C.H.
1	DIP 604	Intercultural Communication	N/A	3
2	DIP 605	International Law and Human Rights	N/A	3
3	DIP 606	Internship	15 Cr. Hrs	3
4	DIP 607	International Political Economy	DIP 602	3
5	DIP 608	Regional and International Organizations	N/A	3
6	DIP 609	Theories of International Relations	N/A	3
7	DIP 610	Islam among Civilizations and Cultures	N/A	3

8	DIP 611	Foreign Policy Analysis	DIP 601	3
9	DIP 612	Media and International Relations	N/A	3
10	DIP 613	Environment and Climate Change	N/A	3
11	DIP 614	Comparative Politics	N/A	3
11	DIP 615	Energy	N/A	3
13	DIP 616	Ethics and International Affairs	N/A	3

#### iii. Thesis OR two Free/Electives Courses



Thesis (6 credit hours) OR two Free/Electives courses (6 credit hours) in lieu of the thesis

14	DIP 617	Thesis	24 Cr. Hrs	6
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**a. The Study Plan**

**Semester 1**

No.	Course Code	Course Title	C.H.
1	DIP 600	Negotiation and Conflict Resolution	3
2	DIP 601	Diplomacy in the Gulf States	3
3	DIP 602	Global Trade and Financial Institutions	3
4	DIP 603	International Security and Strategic Studies	3

**Semester 2**

No.	Course Code	Course Title	C.H.
1		Free Elective	3
2		Free Elective	3
3		Free Elective	3
4		Free Elective	3

**Semester 3**

No.	Course Code	Course Title	C.H.
1		Free Elective	3
2		Free Elective	3
3	DIP 617	Thesis Or Two Free Electives	6



**b. Course Description:**

**Course Name: Introduction to International Relations**

**Course Code: DIP 500**

Course Pre-requisites: None

Credit hours: 2

Course Co-requisites: None

**Description**

This course introduces students to the basic principles and institutions of international relations that remain constant despite the challenges of current international conflict. One focus of the course will be international security, examining both power politics and alternatives to power. International conflict will be examined and the work of international organizations analyzed. Enforcement of international law and the use of conflict resolution will be discussed.

**Course Name: Communication and Diplomacy**

**Course Code: DIP 501**

Course Pre-requisites: None

Credit hours: 2

Course Co-requisites: None

**Description**

This course will introduce students to the basic principles and techniques of modern diplomacy. The course will include discussions of international legal obligations, diplomatic policy and the role of publicity in diplomacy.

**Course Name: Introduction to Sociology**

**Course Code: DIP 502**

Course Pre-requisites: None

Credit hours: 2

Course Co-requisites: None

**Description**

This course examines the communication process involved when individuals from different social classes attempt to interact. The instructor will address possible sources of misunderstandings in cross social communication. The impact of religion, politics, races and education in society will be looked at.

**Course Name: World-History**

**Course Code: DIP 503**

Course Pre-requisites: None

Credit hours: 2

Course Co-requisites: None

**Description**

This course provides an overview of World / General History. The course will conclude with discussions about perspectives on World History.

**CORE COURSES:**

**Course Name: Negotiation and Conflict Resolution**

**Course Code: DIP 600**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites

**Description:**

This course acquaints graduate students with negotiation, mediation, and good offices techniques in diverse settings. Attention is given to different styles of negotiation, different phases in the negotiation process, and to the negotiating environment. This course aims to develop conflict resolution theory, peacekeeping and peace building. It focuses on threats, opportunities and strategies that cover the many dimensions of change since the end of



the cold war. In addition, this course discusses the importance of communication skills, persuasion, and cultural differences.

**Course Name: Diplomacy in the Gulf States**

**Course Code: DIP 601**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course focuses on Gulf states ( UAE, Bahrain, Saudi Arabia, Oman, Qatar, and Kuwait) with regards to major issues in the world, mainly Oil, Gas, the situation in Iraq, Afghanistan, Palestine, terrorism, relation with the U.S, the E.U, China and Russia; ties with Iran, and the dynamics of the GCC

**Course Name: Global Trade and Financial Institution**

**Course Code: DIP 602**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course will introduce the students to the theoretical and practical aspect of Global Trade and Financial Institutions. It will examine the major issues involved in international trade, trade laws and development and develop an understanding of the role of diplomatic missions in promoting business and trade. It will demonstrate understanding of role of international financial institutions and the primary issues and conflicts, which usually influence the formation of global trade policies. It will clarify fundamental issues concerning global trade, i.e. trade and the protection of the environment and trade and development.

**Course Name: International Security and Strategic Studies**

**Course Code: DIP 603**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course examines the various facets of the dynamics of Intelligence and National Security. It investigates the evolution of intelligence and the international intelligence community. It will provide adequate knowledge about the relationship between military force, international security, military organizations and diplomacy. It also focuses on international relations issues of importance, such as: nuclear politics, war, secret intelligence, economic integration and political fragmentation. This political development has been accompanied by civil war, terrorism, use of force, instability, and occupation. All of these mentioned variables play an important role in shaping international relations. This course will also deal with diplomacy and statecraft emphasizing economic, demographic and environmental issues.

**ELECTIVES**

**Course Name: Intercultural Communication**

**Course Code: DIP 604**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course examines the communication process involved when individuals from different cultures or subcultures attempt to interact. The course addresses possible sources of misunderstandings in intercultural communication, (e.g., time/space factors, linguistic and nonverbal factors, and ethnocentric communication) along with communication problems encountered by persons engaged in personal or professional intercultural contacts. The



course also deeply analyses the communication concepts through theoretical, methodological tools to develop intellectual, ethical and develop a sense of self-awareness.

**Course Name: International Law and Human Rights**      **Course Code: DIP 605**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course examines the different aspects of International Law and its application in Diplomacy. It will reflect on the primary issues of public International Law, inclusive of the decision-making process operational within the United Nations (UN). It will unravel an understanding of what is required of diplomats for their effective participation in developing principles. The course also international criminal tribunals, international human rights, current challenges to human rights, nature of state sovereignty and protection of human rights. It will also examine the significance of advocating inter-regional, national, and international ideas at international forums.

**Course Name: Internship**

**Course Code: DIP 606**

Course Pre-requisites: 15 Cr. Hrs

Credit hours: 3

Course Co-requisites: N/A

**Description:**

The Internship or Exchange program is a required academic course for graduation in the MA program in Diplomacy. Students must choose between the Internship or the Exchange Program. The latter provides students with the opportunity to experience diplomatic training in a different academic, cultural, and geographic background. The grade for this course will be assessed based on four criteria: portfolio, project, supervisor's evaluation, and attendance and participation.

**Course Name: International Political Economy**

**Course Code: DIP 607**

Course Pre-requisites: DIP 602

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course examines various aspects and politics of international economic relations. It will acquaint students with the major issues involved in international trade and development and develop an extensive knowledge of the politics of trade and investment, tensions between nations and international organizations. Further, it examines fundamental issues concerning international trade and economics: states and markets, theories of trade, foreign investments, international monetary affairs, foreign aid, globalization, and protection of the environment.

**Course Name: Regional and International Organizations**  
**608**

**Course Code: DIP**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course will introduce students to the basic principles of the institutional structures, political processes, and the impact of regional and international organizations within the larger context of world politics. This course also explores the prominent role regional and international organizations play to resolve global conflicts. There is an emphasis on authority, enforcement and legitimacy of International and regional organizations. Special concentration

will be on international security, environmental problems, distribution of wealth, and social welfare.

**Course Name: Theories of International Relations  
609**

**Course Code: DIP**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course is devoted to international relations theories and their interactions with general social sciences. Theories of International Relations focus on a selection of classic and contemporary texts in the study of what is generally referred to as "IR". Major themes include morality and politics; debates over methods and theory; foreign policy and global conflict; and the search for peace, dominant approaches to IR, including realism, liberalism, institutionalism, constructivism, the English school, decision-making, game theory, neo-Marxism, and post-modernism.

**Course Name: Islam among Civilizations and Cultures**

**Course Code: DIP 610**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course focuses on the various aspects of diplomacy as practiced by Muslim countries in the interstate, regional, and global arenas. Special attention is devoted to the institutional framework, concepts, and current issues and problems with an overview of the Muslim World and the West.. The course outlines broad and specific issues in diplomacy and international relations related to political, economic, cultural, ethical, gender issues related to Islam and its interaction with the world civilization.

**Course Name: Foreign Policy Analysis**

**Course Code: DIP 611**

Course Pre-requisites: DIP 601

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course covers various facets if Foreign policy dynamics. The factors that influence foreign policy decisions are explored with an emphasis to develop participation, appreciation of foreign policy issues. The course also covers the role of the branches of the government across political systems, concept of national interest and relationship between foreign policy decision making and implementation.

**Course Name: Media and International Relations**

**Course Code: DIP 612**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

This course provides adequate academic knowledge to the students regarding how information technology, media communication, international communication policy, and mediated popular culture both influence and are influenced by the changes. This course will also examine the functioning of electronic media, print, media, satellite, digital transmission, application of computers in electronic media for international affairs. Finally, it will examine how international broadcasting affects development efforts, news, and international diplomacy.



**Course Name: Environment and Climate Change**

**Course Code: DIP 613**

Course Pre-requisites: N/A

Credit hours: 3

Course Co-requisites: N/A

**Description:**

The principles of ecosystem ecology will be developed in the course. The factors that control fluxes and stocks of elements such as carbon, water and nutrients which are within terrestrial ecosystems will be examined. The recent research findings are used to illustrate the response of ecosystems and feedback to climate change. Within the context of scientific evidence we will discuss human-induced climate change.

**Course Name: Comparative Politics**

Course Pre-requisites: N/A

Course Co-requisites: N/A

**Description**

This course introduces students to the basic principles and institutions of international relations that remain constant despite the challenges of current international conflict. One focus of the course will be international security, examining both power politics and alternatives to power. International conflict will be examined and the work of international organizations analyzed. Enforcement of international law and the use of conflict resolution will be discussed.

**Course Code: DIP 614**

Credit hours: 3

**Course Name: Energy**

Course Pre-requisites: N/A

Course Co-requisites: N/A

**Description:**

This course provides students with a comprehensive understanding of the crucial role of energy in our society. Attention will be given to the contrasting benefits and drawbacks of each energy source. The course will attempt to study all the facets of the alternatives that can provide energy sources, preserve the energy needs and protect our environment. This course will also dwell on the environmental, social and economic aspects of energy usage, while discussing the complex questions of energy policies and strategies.

**Course Code: DIP 615**

Credit hours: 3

**MAD (THESIS)**

**Course Name: Thesis**

Course Pre-requisites: 24 Cr. Hr

Course Co-requisites: N/A

**Description:**

The Master's thesis in Diplomacy functions as the closing part of the study. It is meant to stimulate students in acquiring and in-depth knowledge and insight in a specific subject of interest to the students. The emphasis lies in the critical choice of method, in the creation of a relevant theoretical frame of reference, and in the extensive analysis of the theoretical and empirical material in which the students will make a contribution to the literature in a chosen field of interest. The methodology discussions must be clearly connected to the chosen area and well integrated as a harmonized unity. The length of the Master's thesis typically ranges from 40 to 60 pages. An evaluation and assessment of the MA thesis will be conducted by the concerned supervisor or by another member of the program faculties. The thesis should be marked by the supervisor and reviewed by the external examiners.

**Course Code: DIP 617**

Credit hours: 6

**2 Master of Business Administration**

**2.1. The Curriculum**

The MBA program contains three parts. The following Table summarizes the structure of the program:

No.	Description		No. of Courses	No. of Credit Hours
1	Remedial Courses	:	05	10

No.	Description		No. of Courses	No. of Credit Hours
1	Core Courses	:	07	21
2	Free Elective Courses	:	02	06
3	Thesis	:	---	<u>06</u>

<b>TOTAL</b>	:	<b><u>33</u></b>
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**a. Remedial Program (7 Courses/14 credits)**

Students whose university degree is not in business are required to take certain courses to enable them to successfully complete the MBA program. Students whose university degree did not include a course in Research Methodology whether their university degree is in business or not should have a foundation course in Research methodology to enhance their research abilities and enable them to do their thesis. The said courses are classified as “Remedial Courses” as stipulated in the following list. All foundation courses are 2 credit hours each. The foundation courses are waived if a non-business background student has studied them at licensed institutions offering accredited academic programs.

No.	Course Code	Course Title	Prerequisite	Cr. Hrs
01	MGT 500	Management and Organizational Behavior	N/A	2
02	MGT 501	Production and Operations Management	SQA 500	2
03	MKT 500	Marketing Concepts	N/A	2
04	ACC 500	Accounting for Managers	N/A	2
05	SQA 500	Statistics and Quantitative Analysis	N/A	2
<b>Total</b>				<b>(10)</b>

**b. Core Courses (7 Courses/21 Credits)**

No.	Course Code	Course Title	Prerequisite	Credit Hours
01	MKT 600	Marketing and International Business	N/A	3
02	FIN 600	Advanced Financial management	N/A	3
03	ACC 600	Strategic Cost and Managerial Accounting	N/A	3
04	ECO 600	Managerial Economics	N/A	3
05	MGT 600	Strategic Management: Theory and Practice	N/A	3
06	MGT 601	Leadership and Change Management	N/A	3
07	MGT 602	Management of Information Technology	N/A	3
<b>Total</b>				<b>21</b>

**c. Free Elective Courses (2 Courses/6 Credits)**

No.	Course Code	Course Title	Prerequisite	Credit Hours
01	MGT 606	Project Management	N/A	3
02	MGT 604	Innovation and Entrepreneurship	N/A	3
03	MGT 615	Total Quality Management	SQA 500 and MGT 501	3
04	MKT 603	e-Commerce and International Trade	MKT 600	3
05	MGT 607	Special Topics (new)	N/A	3

**d. Thesis (6 Credits)**

AUE has the special topics course and thesis research in area of the specialization. Upon attending 7 core courses and passing them successfully (AGPA 3.0), MBA students are allowed to submit their thesis plan to the MBA Coordinator. During summer time, the MBA coordinator in coordination with the Dean of COBA, the thesis topics will be approved and the supervisors will be assigned for each student. This policy will allow the students to start writing their thesis in advance and hence their graduation can be achieved successfully by the end of the third semester.

MBA students, who are not interested in electing to study one of the proposed specializations, may choose two additional elective courses in lieu of the thesis.

No.	Course Code	Course Title	Credit Hours
01	MGT 605	Thesis	6

## **Study Plan**

### **Semester 1**

No.	Course Code	Course Title	Prerequisite	Credit Hours
01	MKT 600	Marketing and International Business	N/A	3
02	FIN 600	Advanced Financial management	N/A	3
03	ACC 600	Strategic Cost and Managerial Accounting	N/A	3
04	ECO 600	Managerial Economics	N/A	3

### **Semester 2**

No.	Course Code	Course Title	Prerequisite	Credit Hours
01	MGT 600	Strategic Management: Theory and Practice	N/A	3
02	MGT 601	Leadership and Change Management	N/A	3
03	MGT 602	Management of Information Technology	N/A	3

### **Semester 3**

No.	Course Code	Course Title	Credit Hours
01	MGT 605	Thesis	6
02		Free Elective	3
03		Free Elective	3

## **Course Description**

### **Remedial Courses**

1. **Code:** MGT 500                      **Name:** Management and Organizational Behavior  
**Credits:** 2                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course examines individual, group, and organizational behavior within various business settings in a culturally diverse workplace. Topics covered include management theory, communication, perceptions, motivation, leadership, managing rewards, stress management, employee counseling, appraisal, employee disciplinary systems, conflict management, training, and organizational development. Throughout the course, students work individually and in teams on cases and business simulations.

2. **Code:** ACC 500                      **Name:** Accounting for Managers  
**Credits:** 2                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course will present and discuss the types of financial information a manager needs in order to plan, assess performance, and choose between alternative courses of action. This course is organized around the major uses of accounting by managers and, at the conclusion of the course, you will have a better understanding of what accounting information represents, the limitations of traditional accounting systems, and what financial information is needed for effective decision making.



3. **Code:** MGT 501                      **Name:** Production and Operations Management  
**Credits:** 2                              **Prerequisite:** N/A                      **Co requisite:** N/A  
**Description:**  
The course is designed for students to understand the analytic methods in operation of organizations and industries. The course aims to familiarize the issues facing the operations of organization, production scheduling, inventory control, project management, and quality control and methodology to gain competitive advantage in an organization.
4. **Code:** MKT 500                      **Name:** Marketing Concepts  
**Credits:** 2                              **Prerequisite:** N/A                      **Co requisite:** N/A  
**Description:**  
This course will provide a solid basis for marketing principles. Student will discuss marketing concepts like product planning strategy, pricing, advertising, distribution from a business perspective.
5. **Code:** SQA 500                      **Name:** Statistics and Quantitative Analysis  
**Credits:** 2                              **Prerequisite:** N/A                      **Co requisite:** N/A  
**Description:**  
This course aims to acquire a sound education in those statistical concepts quantitative analysis and their applications in the fields of business and economics. This course requires fundamental understanding of basic statistics like frequency distribution, averages, measures of variability, probability, confidence intervals. The course also recommends a prior understanding of software application and MS Excel. Course covers statistical concepts and methods like hypothesis testing, variance Tests, chi-Square analysis and ANOVA with an emphasis on business application. Emphasis would be made on the formulation of problems and their solution by standard methods or by computer packages.

### **CORE COURSES:**

1. **Code:** MKT 600                      **Name:** Marketing and International Business  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A  
**Description:**  
Focused on identifying international business and satisfying global customer needs better than the competition, both domestic and international, and coordinating marketing activities and international business in the context of the global environment. The growth of in recent years has been clear and dramatic. Several basic motives have compelled firms, o become more global in both their organization and actions. The increase of free trade in the modern world ha s had its effect on the International business activities of many countries, including marketing; many production activities are becoming global. Technology allows many products to be made practically anywhere it is cheapest to do so.
2. **Code:** FIN 600                      **Name:** Advanced Financial Management  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A  
**Description:**  
This course aims to study the corporate financial management with an emphasis on the responsibility to contribute to the efficiency of the firm and its long range objectives. The course covers realistic applications and case studies concerning financial statements and cash flow analysis, financial impacts of decision making, capital budgeting,

strategic and operational planning. In addition, the course aimed at further understanding and application of financial concepts learned in the basic course with emphasis on the responsibility of the financial manager to contribute to the day-to-day efficiency of the firm, to its long range objective, and to its responsibilities toward the society and the financial environment from the ethical, social and legal angles.

3. **Code:** ACC 600                      **Name:** Strategic Cost and Managerial Accounting  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course provides a comprehensive, graduate level exploration of managerial accounting. The course focuses on the use of accounting data in the management of an organization. Naturally, what accounting data are interesting and how they might be used depend on what the manager is seeking to accomplish and what other information is available.

4. **Code:** ECO 601                      **Name:** Managerial Economics  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course is designed to enhance the understanding of microeconomic concepts and quantitative tools can used in decision making problems. Topics to be covered in the course include forecasting consumer demand, production, pricing and production decisions, sensitivity analysis, and capital budgeting. The course covers the varying structure of organizations and the strategic behavior of managers in today's complex and continuously changing business environment.

5. **Code:** MGT 600                      **Name:** Strategic Management Theory and Practice  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course is a Capstone course in the MBA Program that integrates the knowledge gained from the other core courses and aims to develop a clear concept of strategy in the students. The course on Strategic management emphasizes the concept of strategy and strategic and the effects of the external environment on the organizations and their strategy. The concept is also emphasized through the application of GLO-BUS online system where online simulations of business scenarios are implemented during the course.

6. **Code:** MGT 601                      **Name:** Leadership and Change Management  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

This course aims to develop core competencies and skills needed for effective leadership in organizations. This course includes the historical development of the field of leadership, examination of various leadership perspectives and models, and various measures of managerial and organizational effectiveness in a global.

7. **Code:** MGT 602                      **Name:** Management of Information Technology  
**Credits:** 3                              **Prerequisite:** N/A                      **Co requisite:** N/A

**Description:**

The course provides a broad IT background in areas performed by managers regarding information technology topics, development of personal competencies, market

development, feasibility, use and management. The course covers knowledge and abilities essential for effective leadership in IT communication, relationships and negotiation and readiness for change and enhances the capacity for leadership.

### **ELECTIVE COURSES**

1. **Code:** MGT 604                                **Name:** Innovation and Entrepreneurship  
**Credits:** 3    **Prerequisite:** N/A                                **Co requisite:** N/A  
**Description:**  
This course is offered for students who are involved in the process of creating and developing new products or services within organizations or who plan to start their own business. Students are exposed to the challenges, problems and issues faced by inventors who transform their inventions into economic viable innovations. This integrative course directly addresses these problems and develops the fundamental business skills necessary to identify, evaluate, develop and exploit business opportunities.
2. **Code:** MGT 606                                **Name:** Project Management  
**Credits:** 3    **Prerequisite:** N/A                                **Co requisite:** N/A  
**Description:**  
This course is designed to provide students an introductory overview of the field of project management by applying the tools, techniques, and challenges associated with planning and managing projects. The topics include basic project management phases – initializing, scheduling, implementation, control, and closure through integrated strategic and project management techniques.
3. **Code:** MGT 615                                **Name:** Total Quality Management  
**Credits:** 3    **Prerequisite:** N/A                                **Co requisite:** N/A  
**Description:**  
The course explores Total Quality Management (TQM) as a field leaning on performance excellence with the integration of six-sigma methods. This course is an on-going process that deals with the most fundamental issues facing the businesses today and how they interrelate: leadership, quality of products and services, customer service, productivity, motivation and ongoing product and service improvement.
4. **Code:** MGT 603                                **Name:** E-Commerce and International Trade  
**Credits:** 3    **Prerequisite:** N/A                                **Co requisite:** N/A  
**Description:**  
The growth of the trades continues to have a tremendous influence on business. Companies and organizations of all types and sizes are rethinking their strategies and how they run their operations. This new course in the Temple E-Marketing program challenges students to explore the realities and implications of e-commerce from a marketer's perspective. Business-to-consumer (B2C) and business-to-business (B2B) e-commerce markets are examined. The course introduces students to a wide range of electronic commerce issues for trade marketers, as a foundation for continual learning in the dynamic e-commerce environment and international businesses Trade challenges
5. **Code:** MGT 607                                **Name:** Special Topics in Business Administration  
**Credits:** 3    **Prerequisite:** N/A                                **Co requisite:** N/A  
**Description:**

The course content will reflect the interest of the faculty members and current issues in business and industry such as global challenges in management, ethical issues confronting management, management in changing environment and management under crises. Topics will vary annually.

### 3. Master in Library and Information Science

The Master of Library and Information Science program is designed for: Professionals and academically qualified graduates from the American University in the Emirates (AUE) and other universities who seek advanced education in the field of Library and Information Science.

#### 3.1. The Curriculum

Master of Library and Information Science comprises of 30 credit hours at Core level and 6 credit hours at Free Electives level. The curricula provide students with a solid conceptual base and practical experience. The program is organized to provide integration of structure and function within the Library & Information field. It presents a continually expanding level of theory and practice, throughout the course.

No.	Requirements	No. of Courses	No. of C.H.
A	Core Courses	09	30
B	Free Electives	02	06
	<b>Total</b>	<b>11</b>	<b>36</b>

#### a. Core Requirements Courses (09 Courses/ 30 Credits)

No.	Course Code	Course Title	Pre-Requisite	C. Hr.
1	LIS 600	Introduction to Library and Information Science	N/A	3
2	LIS 601	Information and Communication Technologies in Libraries and Information Centers	N/A	3
3	LIS 602	Resource Management in Library & Information Institutions	N/A	3
4	LIS 604	Information Storage and Retrieval	N/A	3
5	LIS 605	Collection Development and Management	N/A	3
6	LIS 606	Research Methodology	N/A	3
7	LIS 607	Knowledge Organization and Representation	N/A	3
8	LIS 608	Internship	15 C.H.	3
9	LIS 700	Dissertation	30 C.H.	6

#### b. Free Electives (2 Courses/6 Credits)

Students are free to select two courses (6 credits hours) from the following courses.

No.	Course Code	Course Title	Prerequisites	C. Hr.
1	LIS 603	Information Sources and Services	N/A	3
2	LIS 609	Electronic Publishing and Information Industry	N/A	3
3	LIS 610	Introduction to Archives and Records	N/A	3
4	LIS 611	Marketing Libraries and Information Services	N/A	3
5	LIS 613	Digital Libraries	LIS 601	3
6	LIS 615	Special Libraries	N/A	3



7	LIS 617	Metadata	LIS 601	3
8	LIS 619	Information Technology and Archives	N/A	3

### **Core Courses**

**Course Name: Introduction to Library & Information Science**

**Course Code: LIS 600**

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will introduce students to the history of libraries and information institutions touching upon the situation in the UAE. Provides an overview of the role and dynamics of libraries and information in society and reviews the emerging technologies in information management and services in the light of current professional developments and issues

**Course Name:** Information and Communication Technologies in Libraries and Information Centers

**Course Code:** LIS 601

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will provide students with the ability to use the ICT in the manipulation and communication of information. It further makes them able to operate efficiently in an electronic environment and be in line with the global developments and standards.

**Course Name:** Resource Management in Library & Information Institutions **Course Code:** LIS 602

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will provide students with skills for management of financial and human resources in library and information institutions and it review modern management techniques and their application in library operations and its performance measurements. It further helps them in the preparation of manual procedures and guidance for problems solving.

**Course Name:** Information Storage and Retrieval

**Course Code:** LIS 604

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Course Description:**

This course provides students with an in depth understanding and use of information storage and retrieval systems and apply them in management of information and its evaluation.

**Course Name:** Collection Development and Management **Course Code:** LIS 605

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will enable students to identify and assess user needs. Formulation of policies and procedures that support the selection, acquisition, evaluation and maintenance of information sources in print and electronic formats. Budget allocation is done to achieve a balanced collection that meets the needs of diverse user communities.

**Course Name:** Research Methodology

**Course Code:** LIS 606

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will provide students with an introduction to empirical research and introduce them to qualitative and quantitative research methods and their application in designing and planning research in library and information field

**Course Name:** Knowledge Organization and Representation

**Course Code:** LIS 607

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course will introduce students to the library technical services including acquisition, cataloguing and classification, indexing and serial control and to the theory and





**Course Name:** Introduction to Archives & Records Management **Course Code:** LIS 610

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course serves as an introduction to the responsibilities of archivists and records managers working in today's business, government and non-profit environments, particularly the theoretical principles, methodologies and practical administration of such programs. It presents the evolution of the several recordkeeping professions and the development of theories of the identification and management of records and recordkeeping systems.

**Course Name:** Marketing Libraries and Information Services

**Course Code:** LIS 611

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course offers an introduction to modern marketing concepts and their application in profit and non-profit organizations. It addresses the environment in which all types of libraries and information services operate, and provides the student with an opportunity to apply marketing concepts to information services operation. It explores the question, "how can a library or information service determine the needs and wants of its target patrons, and go about satisfying them in such a way as to become (or remain) an information provider of choice?"

**Course Name:** Digital Libraries

**Course Code:** LIS 613

**Course Pre-requisites:** LIS 601

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course covers the field of digital libraries with an emphasis on the interplay of people, organizations and technology. It will demonstrate and exemplify current activities in the digital library field, and will give students up-to-date, hands-on experience in a rapidly developing field. Students will plan and create fully operational models for real-life digital library activities.

**Course Name:** Special Libraries

**Course Code:** LIS 615

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course introduces the major types of special libraries, their purposes and functions, appropriate principles of administration, and some aspects of the collections and services offered in special libraries. The course will also talk about the role of the chief information officer (CIO) in organizations. The roles of national, regional and international organizations will be discussed.

**Course Name:** Meta data

**Course Code:** LIS 617

**Course Pre-requisites:** LIS 601

**Credit hours:** 3

**Course Co-requisites:** None

**Description:**

This course introduces students to the principles that support the development and implementation of metadata schemes; to the issues of interoperability, internal and external standardization, and evaluation of metadata schemes; and to the role of metadata architectures, registries and crosswalks. The class is structured to provide extensive opportunities for





hands-on application of these principles and practices in the development, implementation and evaluation of a variety of metadata structures.

**Course Name:** Information Technology and Archives  
Course Pre-requisites: None  
Course Co-requisites: None

**Course Code:** LIS 619  
Credit hours: 3

**Description:**

This course aims to provide knowledge of the role of Information Technology in archival work, at the theoretical and pragmatic level. Through lectures, guest speaker presentations, educational visits and hands-on experience, students will gain insight into relevant technology-raised issues, and will learn what kind of technology is applied in archives.

**4. Master of Arts in Security and Strategic Studies**

**4.1. The Curriculum**

#	Description		No. of Courses	No. of Credit Hours
1	Core Courses	:	04	12
2	Free Elective Courses	:	02	06
3	Thesis	:	1	6
4	Thesis	:	1	6
	<b>TOTAL</b>	:		<b>30</b>

**a. Core Courses: Four Compulsory courses (12 credit hours)**

No.	Course Code	Course Title	Prerequisites	C.H.
1	MSS 600	International Strategic Studies	N/A	3
2	MSS 601	Crisis Management Communication	N/A	3
3	MSS 602	Homeland Security	N/A	3
4	MSS 603	Research in Security and Strategic Studies	N/A	3

**b. Two Free Elective Courses (6 credit hours)**

No.	Course Code	Course Title	Prerequisites	C.H.
1	MSS 605	Special Topics in the Middle East Security	N/A	3
2	MSS 606	Diplomacy and Military Forces	N/A	3
3	MSS 607	Contemporary Issues in Foreign Politics	N/A	3
4	MSS 608	International Law and Security	N/A	3
5	MSS 609	Intelligence and Security	N/A	3

**c. Internship (6 credit Hours)**

Internship will be conducted in relative institutions such as universities' specialization departments abroad, state institutions, international organizations etc.

No.	Course Code	Course Title	Prerequisites	C.H.
1	MSS 620	Internship	Cr. Hrs	6

**d. Thesis**

Thesis is the mandatory in the M.Sc. in Security Studies Program.

No.	Course Code	Course Title	Prerequisites	C.H.
1	MSS 630	Thesis	12 Cr. Hrs	6

**Study Plan**

**Semester 1**

No.	Course Code	Course Title	Prerequisites	C.H.
1	MSS 600	International Strategic Studies	N/A	3
2	MSS 601	Crisis Management Communication	N/A	3
3	MSS 602	Homeland Security	N/A	3
4	MSS 603	Research in Security Studies	N/A	3

**Semester 2**

No.	Course Code	Course Title	C.H.
1	MSS XXX	Free Elective	3
2	MSS XXX	Free Elective	3
3	MSS 630	Thesis-1	(2/6)

**Semester 3**

No.	Course Code	Course Title	C.H.
1	MSS 630	Thesis -2	(2/6)
2	MSS 620	Internship	(6)

**Semester 4**

No.	Course Code	Course Title	C.H.
1	MSS 630	Thesis -3	(2/6)

**Course Name:** International Strategic Studies **Course Code:** MSS 600

**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Description:**

This course examines the various facets of the dynamics of Intelligence and National Security. It investigates the evolution of intelligence and the international intelligence community. It will provide adequate knowledge about the relationship between military force, international security, military organizations and diplomacy. It also focuses on international relations issues of importance, such as: nuclear politics, war, secret intelligence, economic integration and political fragmentation. This political development has been accompanied by civil war, terrorism, use of force, instability, and occupation. All of these mentioned variables play an important role in shaping international relations. This course will also deal with diplomacy and statecraft emphasizing economic, demographic and environmental issues.

**Course Name:** Crisis Management Communications

**Course Code:** MSS 601

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Course Description**

This course focuses on the issues relevant to planning, development and execution of crisis communications programs for businesses, and organizations including public relations techniques for communication with stakeholders during a crisis.

**Course Name:** Homeland Security

**Course Code:** MSS 602

**Course Pre-requisites:**

**Credit hours:** 3

**Course Co-requisites:**

**Course Description:**

This course will provide students with a thorough understanding of the strategic, political legal and organizational challenges associated with defense of a Nation-State. It examines the range of potential terrorist acts. This course also addresses the implications of homeland security challenges.

**Course Name:** Research in Security and Strategic Studies **Course Code:** MSS 603

**Course Pre-requisites:** None

**Credit hours:** 3

**Course Co-requisites:** None

**Course Co-requisites:** None

**Course Description:**

This course will introduce students to the various approaches to designing and conducting qualitative research projects in the field of Security and Social Sciences. Participants in this class will gain hands – on experience in various research methods and analysis techniques while carrying out their research projects and futuristic thesis.

**Course Name: Special Topics in the Middle East Security**

**Course Code: MSS 605**

**Course Pre-requisites:**

**Credit hours:** 3

**Course Co-requisites:**

**Course Description:**

This course will provide adequate academic knowledge and facts regarding Middle Eastern security and politics. It will examine different themes that are important to the region: colonialism, democratization, economic development, atomization, nationalism, and Pan-Arabism. This course also focuses on the importance of Islam in politics, the Arab-Israeli conflict, and the Iraqi wars.

**Course Name: Diplomacy and Military Forces**

**Course Code: MSS 606**

**Course Pre-requisites:**

**Credit hours:** 3

**Course Co-requisites:**

**Course Description:**

This course provides adequate knowledge about the relationship between military force and diplomacy. It also focuses on international relations issues of importance, such as: nuclear politics, war, secret intelligence, economic integration and political fragmentation. This political development has been accompanied by civil war, terrorism, use of force, instability, and occupation. All of these mentioned variables play an important role in shaping international relations. This course will deal mainly with the basic principles of international politics and its connection to diplomacy.

**Course Name: Contemporary Issues in Foreign Politics**

**Course Code: MSS 607**

**Course Pre-requisites:**

**Credit hours:** 3

**Course Co-requisites:**

**Course Description:**

This course is designed to acquaint students with the political frameworks within which contemporary foreign policies are formulated and executed. It will involve a critical assessment of foreign policy issues. It will also familiarize students with the role that global variables play in contemporary foreign policy and the focus will be on the real world of political decision making process.

**Course Name: International Law and Security**

**Course Code: MSS 608**



**Course Pre-requisites:**

**Credit hours: 3**

**Course Co-requisites:**

**Course Description:**

This course focuses on the relations of law, use of force and intervention. In the modern world International law has been changing slowly. Especially after the cold war and beginning of new world order, intervention rules are changed in practice. Iraq intervention, Kosovo war became samples of these changing rules of international law. This course provides former, current and developing international law on/in security and international security. The topics are included use of force, threat of force precluding and justifying of international intervention, self defense and humanitarian intervention in practice and in international law.

**Course Name:** Intelligence and Security

**Course Code:** MSS 609

**Course Pre-requisites:**

**Credit hours: 3**

**Course Co-requisites:**

**Course Description:**

This course will examine the various facets of the intelligence and national security. It also surveys traditional issues such as the causes of war, the utility of deterrence coercion and engagement, international intervention.

**Course Name:** Internship

**Course Code:** MSS 620

**Course Pre-requisites:** 18 Cr. Hrs

**Credit hours: 6**

**Course Co-requisites:** N/A

**Description:**

The Internship is a required credit for graduation in the M.Sc. Program in Security Studies. Internship is a must in the M.Sc. Security Program. The grade for this course will be assessed based on four criteria: portfolio, project, supervisor's evaluation, and attendance and participation. Internship will be completed in abroad in related institutions which AUE has affiliation agreements with.

**Course Name:** Thesis

**Course Code:** MSS 630

**Course Pre-requisites:** 12 credit hours (Core courses)

**Credit hours: 6**

**Course Co-requisites:**

**Course Description:**

MSS 630 governs the conduct of the thesis for the master level student. The thesis is a major undertaking that is a demonstration of Mastery of a field of study, and an original contribution to the field. The length of the thesis will determine the number of pages, this maybe quantitative or qualitative research.

**5. Master of Sports Management**

**The Curriculum**

**The Study Plan**

**The Course Description**

**Remedial Courses**

**Course Name:** Management and Organizational Behavior

**Course Code:** MGT 500

**Course Pre-requisites:** N/A

**Credit hours: 2**

**Course Co-requisites:** N/A

**Course Description**



This course examines individual, group, and organizational behavior within various business settings in a culturally diverse workplace. Topics covered include management theory, communication, perceptions, motivation, leadership, managing rewards, stress management, employee counseling, appraisal, employee disciplinary systems, conflict management, training, and organizational development. Throughout the course, students work individually and in teams on cases and business simulations. (Cited from Bay State College, [www.baystate.edu](http://www.baystate.edu))



**Course Name: Production and Operations Management Course Code: MGT 501**

**Course Pre-requisites:** SQA 500

**Credit hours:** 2

**Course Co-requisites:** N/A

**Course Description**

The course is designed for students to understand the analytic methods in operation of organizations and industries. The course aims to familiarize the issues facing the operations of organization, production scheduling, inventory control, project management, and quality control and methodology to gain competitive advantage in an organization.

**Course Name** Marketing Concepts

**Course Code:** MKT 500

**Course Pre-requisites:** N/A

**Credit hours:** 2

**Course Co-requisites:** N/A

**Course Status:** Foundation

**Course Description**

This course will provide a solid basis for marketing principles. Student will discuss marketing concepts like product planning strategy, pricing, advertising, distribution from a business perspective.

**Course Name:** Accounting for Managers

**Course Code:** ACC 500

**Course Pre-requisites:** N/A

**Credit hours:** 2

**Course Co-requisites:** N/A

**Course Status:** Foundation

**Course Description:**

This course will present and discuss the types of financial information a manager needs in order to plan, assess performance, and choose between alternative courses of action. This course is organized around the major uses of accounting by managers and, at the conclusion of the course, you will have a better understanding of what accounting information represents, the limitations of traditional accounting systems, and what financial information is needed for effective decision making.

(Cited from DeSales University, <http://www.desales.edu>)

**Course Name: Statistics and Quantitative Analysis**

**Course Code: SQA 500**

**Course Pre-requisites:** N/A

**Credit hours:** 2

**Course Co-requisites:** N/A

**Course Status:** Foundation

**Course Description**

This course aims to acquire a sound education in those statistical concepts quantitative analysis and their applications in the fields of business and economics. This course requires fundamental understanding of basic statistics like frequency distribution, averages, measures of variability, probability, confidence intervals. The course also recommends a prior understanding of software application and MS Excel. Course covers statistical concepts and methods like hypothesis testing, variance Tests, chi-Square analysis and ANOVA with an emphasis on business application. Emphasis would be made on the formulation of problems and their solution by standard methods or by computer packages.

**Course Name: Finance for Managers**

**Course Code: FIN 500**

**Course Pre-requisites:**

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Description**

The objective of this course is to introduce the student to the basic principles of



financial statement analysis, time value of money, bond valuation, stock valuation, the relationship between risk and return, capital budgeting and investment decision, short term and long term financing decisions, financial planning, and options. Other topics include capital budgeting, business decisions, and real options embedded in investment decisions. This course lays the foundation for more advanced investment and corporate finance courses. (Cited from Georgia Technology University, mgt.gatech.edu)

**Course Name:** Strategic Management

**Course Code:** MGT 502

**Course Pre-requisites:** MGT 500, MGT 501, MKT 500, FIN 500 **Credit hours:** 2

**Course Description**

This course will provide students with the knowledge and skills necessary to manage the long-term performance of a firm. Taking the perspective and mindset of top management, students will learn to analyze the firm in its environment. By matching opportunities and threats found in this environment with the internal strengths and weaknesses of the firm, you will learn to formulate strategies and develop ways to implement these strategies. Student's performance in this course depends to a significant extent on the successful integration of previous coursework in the various functional areas of business theories.

**Core Courses**

**Course Name:** Sport Governance

**Course Code:** MSM 600

**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Description**

The course explains the governance of the sport in detail including recreational sport, amateur athletics, Olympic and professional sport. The course highlights the sport governance and processes in GCC countries.

**Course Name:** Sports Marketing

**Course Code:** MSM 601

**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Core

**Course Description:**

This course examines the application of basic principles of business marketing to diverse sectors in the sport industry. The course explores the basics of sport fandom, and builds on that to identify principles for creating and maintaining sport fans, including customer relationship management in sport. It also explores marketing operations for sport including database marketing, customer relations, fantasy sport, and brand and line extensions in sport. It presents the basics of sponsorship, including matching sponsors to sport properties, activating sponsorship, and sponsorship agreements.

**Course Name:** Managing Sport

**Course Code:** MSM 602

**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Compulsory

**Course Description**

This course provides the basic concept of sports management in terms of its scope, principles, issues and future trends. Additionally, it provides an opportunity to explore sport managers' role, responsibilities, and required skills in organizations in the sport industry and to learn strategies for their career success. It provides students with the opportunity to gain information





and understanding of the various practices and procedures associated with sport administration and management.

**Course Name:** Finances of Sport

**Course Pre-requisites:** N/A

**Course Co-requisites:** N/A

**Course Description**

This course examines the key financial skills necessary to manage sport organizations in both public and private settings. Emphasis will be placed on the different financial attributes of sport industry segment including recreational, amateur, and professional sports. It will also provide the students with an opportunity to explain the various financial challenges facing the sports industry and critically analyze several components. The goal of this course is to enable the students to evaluate and to solve problems involving sports financing and to effectively communicate their recommendations to others.

**Course Code:** MSM 603

**Credit hours:** 3

**Course Status:** Compulsory

**Course Name:** Sport Facilities and Events Management

**Course Prerequisites:** N/A

**Course Co-requisites:** N/A

**Course Description**

This course examines fundamental skills necessary to manage different kinds of sport facilities and events and then extends that knowledge into the challenges of managing sport facilities and events. The course focuses on fundamentals of facility operations including programming, maintenance scheduling, risk management, environmental management and impact assessment. The later part of the course builds on the facility management material by examining the ways that events fit into scheduling for facility use.

**Course Code:** MSM 604

**Credit hours:** 3

**Course Status:** Compulsory

**Course Name:** Sport Law and Ethics

**Course Pre-requisites:** N/A

**Course Co-requisites:** N/A

**Course Description**

This course is designed to provide an extensive overview of legal principles and ethical issues that apply to the sport industry and that impact the work setting of sport organizations. It begins with an introduction to the different fields of law and the broad issues related to sports law. The course also covers the role and application of ethics in the decision-making process.

**Course Code:** MSM 605

**Credit hours:** 3

**Course Status:** Compulsory

**Course Name:** Internship

**Course Pre-requisites:** Other Core Courses

**Course Co-requisites:** N/A

**Course Description**

The course provides students with the opportunity to apply acquired learning in a practical field in addition to extending their learning in a contextualized and practice based environment. The purpose of the course is the synthesis, extension and practical based application of learned skills by field experience with a sport organization under the supervision of a faculty member to develop knowledge and skills in the application of sport management theory in a non-classroom setting.

**Course Code:** MSM 606

**Credit hours:** 3

**Course Status:** Compulsory

### **Free Electives**

**Course Name:** Sports Development and Policy

**Course Pre-requisites:** MSM 600

**Course Co-requisites:** N/A

**Course Description**

**Course Code:** MSM 607

**Credit hours:** 3

**Course Status:** Elective

The course deals with development of Sports and the various policies that govern the sport in the UAE, GCC and international levels. The management of Sports development and the development of Sports as a tool for human development is discussed. Sports development will be examined from a social construct and infrastructure development. The course discusses policies to develop Sports at a regional and international level.

**Course Name:** Sports Consumer Behavior

**Course Code:** MSM 608

**Course Pre-requisites:** MSM 601

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Elective

**Course Description**

The course deals with various consumer behavior factors that affect sports and events like motivation, decision making, and sport marketing activities. It also deals with marketing strategies for sports awareness, attraction and identifies constraints associated with sports activities. The course also helps in preparing a functional guide to prepare and succeed in marketing actions that promote and delivers Sports Events.

**Course Name:** Sport Globalization

**Course Code:** MSM 609

**Course Prerequisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Elective

**Course Description**

The course is designed to provide an overview of sport globalization. The course examines how sports are associated with globalization and explores the international nature of sport and the ways that sport practices have become popular across national settings. The topics include the localization of international sport and the relationships between sport and culture. The challenges of managing sport across national and cultural boundaries are explored.

**Course Name:** Sports Tourism

**Course Code:** MSM 611

**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Elective

**Course Description**

This course is designed to understand an interrelationship between two multi-billion dollars industry of tourism and sports. This course introduces students to the nature, structure, and complexity of the sport tourism industry. It focuses on nature of tourism and entertainment, its economics aspects, cultural factors, marketing, management and nature of sports. Topics covered include: economic, sociocultural and environmental impacts, motivations, marketing, and development principles.

**Course Name:** Market Research in Sports

**Course Code:** MSM 612

**Course Pre-requisites:** MSM601

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Elective

**Course Description**

The course covers fundamental techniques of qualitative and quantitative market research, and marketing operations for sport. The course provides the experience in various research methods and analysis techniques while carrying out their research projects. The course also demonstrates the use of market research to the study the feedback of sport participants and sport spectators. This course is strongly recommended for students whose work will include any aspect of sport marketing.

**Course Name:** Sports and Society

**Course Code:** MSM 613



**Course Pre-requisites:** N/A

**Credit hours:** 3

**Course Co-requisites:** N/A

**Course Status:** Elective

**Course Description**

Sports play an important role in our daily lives as a fan, players, and consumers. This course is designed to provide an understanding of the roles of sports in the community and the society including the United States and United Arab Emirates. The course explores sports as social and cultural phenomena. It examines the interaction between sports and society and how sports are associated with various social issues including performance enhancing drug and violence), social institutions including family, and religion, and social variables such as gender and race.

**Thesis**

**Course Name:** Thesis

**Course Code:** MSM 610

**Course Pre-requisites:** MSM 600, MSM 601, MSM 602,  
MSM 603, MSM 604, and MSM 605

**Credit hours:** 6

**Course Co-requisites:**

**Course Description**

Conducted under the supervision of a faculty member assigned as advisor, this work enables the students to make a research on a chosen topic and prepare a report on the study conducted and its results. Emphasis will be given on methods of data collection and analysis, conclusions on the basis of the findings of the study and proper presentation of the study in a desired format.