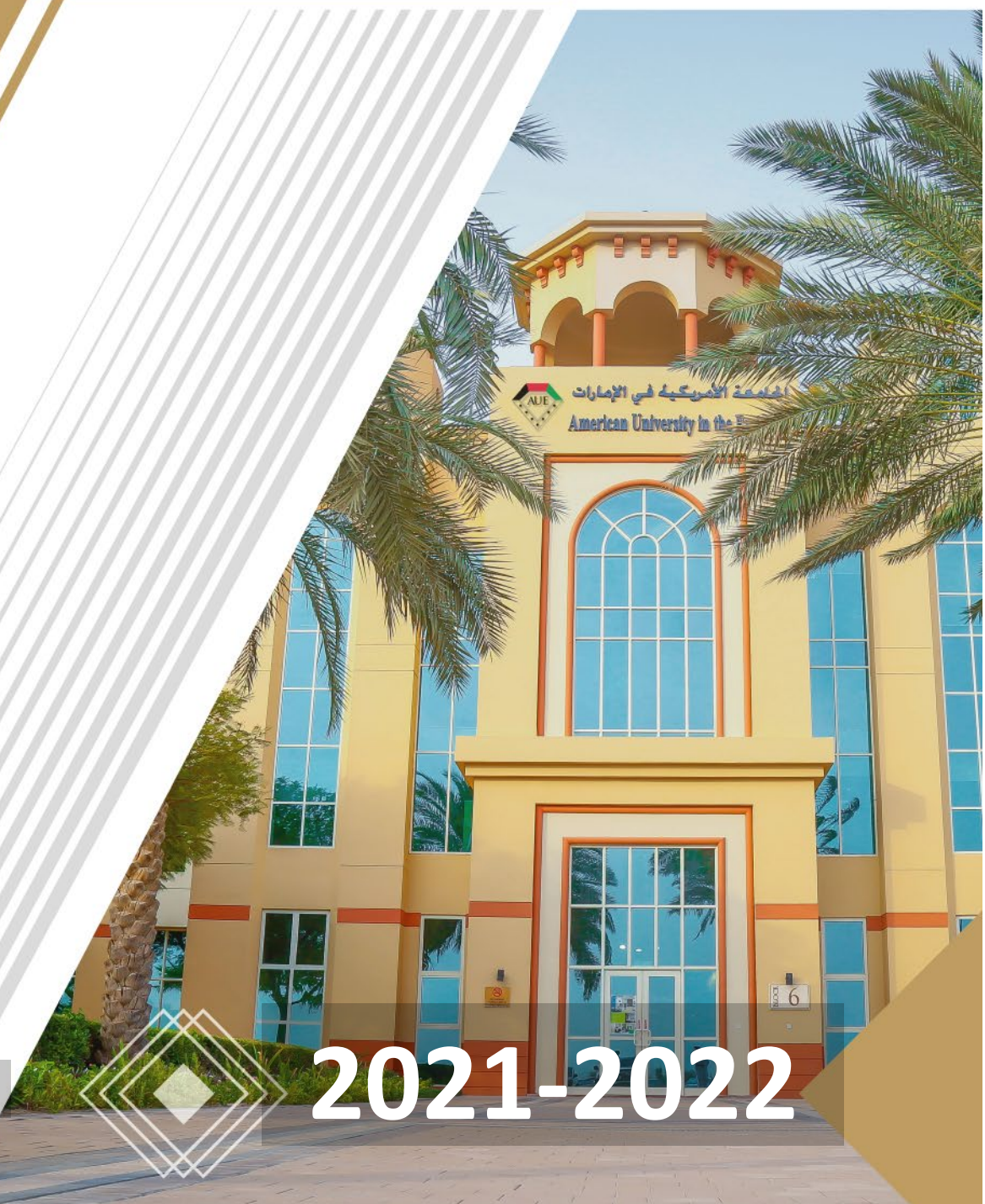




الجامعة
الأمريكية
في الإمارات
American
University
in the Emirates

Graduate Catalog



Updated on 23 October 2021

2021-2022

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University Catalog:

Disclaimer

The American University in the Emirates aims to adhere to policies and procedures, Admission and Registration, Bachelor and Master Degree requirements and financial charges as announced in this Catalog. The AUE, still, reserves the right to modify its policies that may affect the admission and enrollment of students or the granting of credit degrees, or to adjust its fees and other charges, when such adjustments are deemed necessary.

Efforts are made to ensure that the information provided in this catalog is accurate, therefore regulations and policies of the University are not changed by other errors.

Anyone attending the American University in the Emirates is required to abide by the AUE code of conduct which is consistent with the United Arab Emirates norms and traditions.

While this catalog is a contract between AUE and students, each student is ultimately responsible to read and understand all policies and regulations, and ensure fulfilling all graduation requirements for the student's particular program.



Academic Calendar

FALL SEMESTER 2021-2022 "Weekend"		
AUG - 21	8	Start Day of Registration
	From 8 to 30	Admission Placement Tests
	From 29 to 2 Sep	New Faculty Orientation
	3 Sep	Start Day of Classes (Weekend classes)
	From 3 Sep to 9 Sep	Add and Drop
SEP-21	9	Last Day of Registration
	10 - 11	Late Registration (with late registration fees)
	10 – 16 Sep	Student Orientation
OCT-21	19	Prophet Mohamed Birthday
	20	Last day of withdraw courses without grade penalty "W"
	From 22 to 28	Midterm Exam
	From 29 to 4 Nov	Midterm Grades Publishing
DEC-21	1	Commemoration Day
	2 - 3	National Day
	5	Withdraw courses with penalty "WF"
	9	Last Day of Classes
	10	Final Exam begins
	21	Final Exam ends
	23	Last day of final grade publishing
	23	Last Day of Grade Appeal
	25 - 6 Jan 2022	Winter Break

FALL SEMESTER 2021-2022 "Weekday"		
AUG - 21	8	Start Day of Registration
	From 8 to 30	Admission Placement Tests
	From 29 to 2 Sep	New Faculty Orientation
SEP-21	5 Sep	Start Day of Classes (Weekday classes)
	From 5 Sep to 9 Sep	Add and Drop
	11	Last Day of Registration
	12 - 13	Late Registration (with late registration fees)
OCT-21	12 – 16 Sep	Student Orientation
	19	Prophet Mohamed Birthday
	20	Last day of withdraw courses without grade penalty "W"
	From 22 to 28	Midterm Exam
DEC-21	From 29 to 4 Nov	Midterm Grades Publishing
	1	Commemoration Day
	2 - 3	National Day
	5	Withdraw courses with penalty "WF"
	9	Last Day of Classes
	10	Final Exam begins
	21	Final Exam ends
	23	Last day of final grade publishing
	23	Last Day of Grade Appeal
25 - 6 Jan 2022	Winter Break	

JAN-22	1	New Year
	12 Dec 2021	Start day of Registration
	From 12 Dec 2021 to 30 Dec 2021	Admission Placement Tests
	From 2 to 6	New Faculty Orientation
	7	Start day of classes (weekend classes)
	From 7 to 13	Add and Drop
	13	Last day of Registration
	14 - 15	Late Registration (with late registration fees)
FEB-22	From 14 to 20	Student Orientation
	22	Last day of withdraw courses without grade penalty "W"
MAR-22	From 25 to 1 Mar	Midterm Exam
	From 2 to 8	Midterm Grades Publishing
APR-22	25	Beginning of Spring Break
	7	End of Spring Break
MAY-22	8	Class resumption
	1	Last day to withdraw from courses after midterm "WF"
	From 2 to 4	Eid Al Fitr
	6	Last day of classes
	7	Final Exam begins
	17	Final Exam ends
	19	Last day of final grade publishing
20	Final Grade Appeal	

SPRING SEMESTER 2021-2022 "Weekday"

JAN-22	1	New Year
	12 Dec 2021	Start day of Registration
	From 12 Dec 2021 to 30 Dec 2021	Admission Placement Tests
	From 2 to 6	New Faculty Orientation
	9	Start day of classes (weekday classes)
	From 9 to 13	Add and Drop
	13	Last day of Registration
	14 - 15	Late Registration (with late registration fees)
FEB-22	From 14 to 20	Student Orientation
	22	Last day of withdraw courses without grade penalty "W"
MAR-22	From 25 to 1 Mar	Midterm Exam
	From 2 to 8	Midterm Grades Publishing
APR-22	25	Beginning of Spring Break
	7	End of Spring Break
MAY-22	8	Class resumption
	1	Last day to withdraw from courses after midterm "WF"
	From 2 to 4	Eid Al Fitr
	6	Last day of classes
	7	Final Exam begins
	17	Final Exam ends
	19	Last day of final grade publishing
20	Final Grade Appeal	

SUMMER 1 TERM 2021-2022

"Weekend"

MAY - 22	1 Apr	Start day of Registration
	24 – 25 – 26 – 27 – 28 – 29 – 30	Admission Placement tests
	From 24 to 28	New Faculty Orientation
	27	Start day of classes (weekend classes)
	27 - 29	Add and Drop
	29	Last day of Registration without late fees
	30	Last day of Registration with late fees
JUNE - 22	31 May – 2 June	Student Orientation
	9	Last day of withdraw courses without grade penalty "W"
	10 - 16	Midterm exam
	17 - 21	Midterm grades publishing
	30	Last day of withdraw courses with grade penalty "WF"
JULY - 22	1	Start day of Final Exam
	6	Last day of Final Exam
	8	Last day of grade publishing
	12	Last day of grade appeal
	9-13	Arafat Day and Eid Al-Adha

SUMMER 1 TERM 2021-2022

"Weekday"

MAY - 22	1 Apr	Start day of Registration
	24 – 25 – 26 – 27 – 28 – 29 – 30	Admission Placement tests
	From 24 to 28	New Faculty Orientation
	29	Start day of classes
	27 - 29	Add and Drop
	29	Last day of Registration without late fees
	30	Last day of Registration with late fees
JUNE - 22	31 May – 2 June	Student Orientation
	9	Last day of withdraw courses without grade penalty "W"
	10 - 16	Midterm exam

	17 - 21	Midterm grades publishing
	30	Last day of withdraw courses with grade penalty "WF"
JULY - 22	1	Start day of Final Exam
	6	Last day of Final Exam
	8	Last day of grade publishing
	12	Last day of grade appeal
	9-13	Arafat Day and Eid Al-Adha

SUMMER 2 TERM 2021-2022**"Weekend"**

July 2022	1 April	Start day of Registration
	8-9-10-11-12-13	Admission Placement tests
	9-13	Arafat Day and Eid Al-Adha
	13 - 17	New Faculty Orientation
	15	Start day of classes (weekend classes)
	15-17	Add and Drop
	17	Last day of Registration without late fees
	18	Last day of Registration with late fees
	19-21	Student Orientation
	28	Last day of withdraw courses without grade penalty "W"
	29 July – 4th August	Midterm exam
AUG 2022	5 – 9 August	Midterm grades publishing
	18 August	Last day of withdraw courses with grade penalty "WF"
	19 August	Start day of Final Exam
	24 August	Last day of Final Exam
	26 August	Last day of grade publishing
	29 August	Last day of grade appeal

SUMMER 2 TERM 2021-2022 "Weekday"		
JULY - 22	1 April	Start day of Registration
	8-9-10-11-12-13	Admission Placement tests
	9-13	Arafat Day and Eid Al-Adha
	13 - 17	New Faculty Orientation
	17	Start day of classes (weekend classes)
	15-17	Add and Drop
	17	Last day of Registration without late fees
	18	Last day of Registration with late fees
	19-21	Student Orientation
	28	Last day of withdraw courses without grade penalty "W"
	29 July – 4 th August	Midterm exam
	5 – 9 August	Midterm grades publishing
	18 August	Last day of withdraw courses with grade penalty "WF"
	August - 22	19 August
24 August		Last day of Final Exam
26 August		Last day of grade publishing
29 August		Last day of grade appeal

(*) All Islamic lunar holidays for the private sector will be fixed per announcement by the relevant ministry

About American University in the Emirates

History

The American University in the Emirates (AUE) originated in the academic year 2006-2007 as the "American College in the Emirates" (ACE). As a self-financed institution, ACE awarded two-year associate degrees in media, information technology, business, and design. It focused on general education and liberal arts for a student's first year and offered specialization courses with job training for the second year.

The cohort of 2006-2007 comprised 40 students, a blend of first-year students and working professionals. By the year's end, 21 students dropped out; the dropouts' barriers were lack of competency in the English language and mathematics. However, with the shareholders' commitment and financial support, two new priorities were added to the initial strategic plan: 1) student success and retention and 2) resource

optimization. By the end of the academic year 2007-2008, the College developed the slogan “Nothing is Impossible”.

In 2008-2009, the College’s Board of Trustees observed the effects of the crisis on the United Arab Emirates’ markets and business firms and on the College’s graduates. Consequently, bachelor’s degree programs were offered. By the end of the academic year 2007-2008 (May 2008), American College in the Emirates changed its name to “American University in the Emirates” (AUE). Simultaneously, the Institution substituted its associate degree programs with four-year bachelor’s degree programs.

In 2009-2010, AUE received initial accreditation of its bachelor’s programs in Media, Business, Computer, and Design. The College of Business Administration (COBA) started offering a bachelor’s degree in Business Administration with three specializations and added another five unique specializations in the following year. COBA also became a member of AACSB International—The Association to Advance Collegiate Schools of Business (AACSB)—in April 2013 and has worked towards its initial accreditation since then. AUE also received the initial accreditation of its first graduate program, Master of Arts in Diplomacy. The university received the initial accreditation of another two programs in Digital Animation and Graphic Design in June 2009. This year also witnessed new academic programs in the College of Computer Information Technology (CCIT) with two Bachelor’s Degree Programs. The College of Media and Mass Communication (CMMC) started offering specializations in Public Relations, International Relations, and Media Sales.

In 2010-2011, AUE received its initial accreditation for Interior Design and Fashion Design for its Bachelor of Science in Design. The University that year added another graduate program, Master’s in Business Administration, and established the College of Law (CLAW) with a Bachelor of Law program. In 2010-2011, AUE held an “Underwater Fashion Show” at the Atlantis Hotel on The Palm and took the initiative to form an official Student Council. Also, an athletic office was established with the men’s swimming and soccer team.

In 2011-2012, the university established the Office of Career and Internship and the Office of Alumni and organized AUE’s first Commencement Ceremony on November 11th, 2011. The University’s soccer team won first place amongst Dubai Universities Football League and third place in the National League in the following year. In addition, the swimming team won first place in the National Universities Swimming Championship. Students also initiated “Global Day”, which focused on appreciating and celebrating the multicultural community at AUE. The event has been celebrated every year since then.

The university added another specialization of Radio and TV in the Bachelor of Arts in Media and Mass Communication in February 2012.

In 2012-2013, A Bachelor of Arts in Security and Strategic Studies was launched, with four unique specializations in Natural Disaster Management, Emergency Management, Crisis Management, and Risk Management. Two graduate programs were offered at the same year: Master of Sports Management and

Master of Arts in Security and Strategic Studies. The University organized its first Winter International Practicum Program for Villanova University and its second AUE Commencement Ceremony on 12/12/12!

In 2013-2014, AUE hosted an international conference on NATO's approach to Gulf Cooperation, "Lessons Learned and Future Challenges. In the same year, AUE also hosted its Global Day event and its first local event to raise awareness of breast cancer. The year witnessed its third commencement ceremony, held on 11/12/13!

In 2014-2015, the University received accreditation for a new graduate program in sports law and its initial accreditation to offer another Bachelor's Program in Public Relations.

AUE also held its first International Breast Cancer Awareness Forum, its first International Conference on Sports Management and Sports Law and 'International Conference on National Capacity Building Strategy for Sustainable Development and Poverty Alleviation in May 2015. In 2014-2015, the commencement was conducted in the desert for the first time.

AUE also organized the International Conference on Technology and Business Management (ICTBM-15) in association with the International Forum of Management Scholar in March 2015. AUE Students participated in a number of activities and competitions abroad: the Jaguar MENA Design XE competition, Thai Fabric Workshop organized by the Thailand Academy Project, a youth leadership conference in Prague, and a study abroad program in the US, "America in Global Context Summer Scholars Program," at George Mason University. Also, students visited Istanbul Modern and the Research Centre for Islamic History, Art and Culture (IRCICA). Students from the Professional Master of Sports Law at the College of Law organized a seminar entitled "Criminalisation of Drugs and the Prohibition of Steroids in Sport" in June 2015.

In addition, AUE organized a series for various countries' ambassadors to share their valuable insights and rich experience about contemporary issues, and it initiated the "UAE Familiarization Program" and welcomed students from Sam Houston State University.

In 2015-2016, IBM tracks were integrated into the College of Computer Information Technology's Network Security and Digital Forensics courses. Also, College of Design students received the Recycle Runway Awards at the BRIDE Show Dubai 2016.

The university established the International Council of Women and welcomed the delegates from Villanova University and Sam Houston State University under the "UAE Familiarization Program". AUE also conducted a vital two-day workshop on International Sports Tourism and another two-day workshop on Refugees Protection. Another significant event was organized for budding broadcast journalists and filmmakers. Simulation and protocol trip to Greece was conducted. Students had also the opportunity to visit NATO Defense Range at Chania. The year witnessed a glittering commencement ceremony on 12/15/15!

In 2016-2017, the university introduced the Bachelor of Education and another three graduate programs were added to the College of Law: Master in Arbitration, Master of Criminal Science, and Master in Intellectual Property. Furthermore, AUE held its 1st International Equine Forum. AUE and Dubai Immigration Department organized jointly a seminar in the area of Future Foresight. As a result of this seminar, AUE organized the Future Foresight Workshop.

The seminar for knowledge management was organized in April 2017 at the Dubai Court and delivered by knowledge management international practitioners and academics. The year also witnessed an International Design Conference on Education, Teaching, & Learning in October 2016, organized by the College of Design.

In honor of Gulf Cancer Week and World Cancer Day, the university conducted a trilogy of seminars to raise awareness of the causes and preventions of cancer and change attitudes in the UAE. Also, AUE students were selected in the China International Ceremonial Couture Design Contest 2016 in Beijing with the theme of "China's Silk Road". The graduation ceremony was on 6/6/16.

In 2017-2018, the graduate program in Master in Security and Information Analysis was initially accredited, and the Bachelor of Science in Computer Science program received accreditation from the Accreditation Board for Engineering and Technology.

In November 2017, the College of Computer Information Technology organized the first Smart Cities Forum at the University premises. Also, AUE held its first International Research Conference in association with Springer. To celebrate the university 10th anniversary, the university hosted a two-day Anniversary Carnival at their campus in Academic City attended by many students, faculty, and guests.

The College of Business Administration hosted its first AUE International Forum in Hospital, Insurance & Healthcare Management on May 7th and 8th, 2017. The university this year also celebrated the winning of its football team in the universities' champions league.

The university also established a seventh College unique to the Middle East: the College of Security and Global Studies. The University received the reaccreditation of its business, design, and security programs and accreditation of a multidisciplinary master's degree program in Knowledge Management.

The university also witnessed the first annual student council ceremony and had an inter-university debate competition in cooperation with Dubai International Academic City.

In 2017-2018, the university registered its first patent with United Kingdom Intellectual Property Office for Lifeguard behavioral intervention technology and a second patent with UAE Patent Office for Road and Transport Authority parking services.

In 2018-2019, AUE held its second International Research Conference during the academic year 2018-2019 in association with Springer on sustainable development and social responsibility.

In November 2018, the College of Computer Information Technology held its second forum of Smart Cities. The University hosted its inaugural Alumni Association Reunion in January, and in February, it hosted its Annual Car Show. In March 2019, the College of Law launched its Journal of Legal and Judicial Research incorporating three languages.

Also, the College of Design (CDES) organized the 1st Melange Exclusif Fashion Show in March 2019, and in April 2019, the College of Law organized the first scientific conference. The University also represented the United Arab Emirates in the Asian University Sports Federation (AUSF) Football Cup in China.

The university established the Innovation lab. The students also participated in UAE Innovation week in February 2019 and presented their projects in "Think Science."

The University renamed its annual Global Day 2019 as "Tolerance Festival" in line with the UAE's decision to strengthen stability and prosperity in the region. The year 2018-2019 also witnessed the establishment of the Faculty Senate for shared governance.

This year, the University started conducting annual faculty and staff elections for representatives in the University Council, Academic Council, Administrative Council, and Enrollment Council.

Moreover, the University this year registered another patent with the Patent Office of the Cooperation Council for the Arab States of the Gulf for a parking reservation device and online management system.

The year ended with a memorable commencement ceremony in line with the Year of Tolerance in June 2019.

In 2019-2020, the Student Life and Community Engagement Office hosted 30 student activities and events during the Fall semester, including a Freshman Fun Day and the Club Fair.

The University was showcased in the film "Midas," screened virtually at the Burbank International Film Festival in California in September, hosted the Expo2020 Dubai team on campus, and taught and provided short-training programs to prisoners.

In response to the global pandemic in the academic year 2019-2020, AUE shifted its course delivery and services to distance learning. Through its Student Life & Community Engagement Office, the Student Life Office organized "C3: Connecting to Combat Corona," a virtual student engagement and wellbeing program, where various students, professionals, and influencers were invited to participate in live webinars that incorporated a mix of the arts, wellbeing, and practical knowledge.

In that year, The number of publications in Scopus-indexed journals reached 100, with an overall increase in Q1 and Q2 publications. The total number of publications was 312.

Students under faculty supervision helped the UAE governmental sector by a virtual presentation to the General Directorate of Residency and Foreigners Affairs. The year also witnessed an industrial collaborative project among the University, Dubai immigration, and Hewlett-Packard (HP), and another with the Roads and Transport Authority.

In response to the unfolding of the global pandemic in the academic year 2019-2020, AUE shifted its course delivery and services online. The University has extended its academic and student support services to include the following five areas:

1. Academic Support Services, which include access to a broad range of educational learning opportunities for the enhancement of teaching, research and creative activities for faculty members and students.
2. Academic support services also include the Advising and Success Center, which offers support and assistance in conjunction with academic advisers to track student academic performance.
3. Students with physical and/or mental special needs receive the support needed not only physically but also virtually by the Counseling and Disability Office to achieve their academic career goals.
4. Student Support Services support students by offering various avenues of financial support. The Learning Management System allows students to apply for grants, scholarships and financial aids and allows them to submit the necessary supporting documentation online for the Students Life Office analysis, evaluation, and implementation in the light of the Student Financial Support Policy.

5. The Career and Job Placement Office prepares students for successful employment and offers an online career platform within the Student Learning Management Framework, allowing them to upload their resumes, view available jobs and upcoming career activities online, in accordance with the Career Policy.

The academic year 2020-2021 witnessed the continuity of delivering education despite the challenges brought by COVID-19 pandemic and moved from reaction and resilience to recovery. As the restrictions eases, the University has demonstrated its complete preparedness to proceed with either blended learning system, or with complete face-to-face operation.

It is pertinent to note that most of the academic operations were digitalized. Despite the challenges of pandemic, the University witnessed increased publications in Qi and Qii journals. The year also noted major achievements by students' in leading regional competition organized by Chartered Institute of Marketing's. The University was thrilled to note when fashion design students were announced winners at the global fashion design competition, ZAY. The year witnessed an extraordinary participation of its Public Relations students to the Third Communication Forum under the theme "Research and Community initiatives" organized by a regional University, representing 13 Arab countries.

The year also observed the fourth edition of the Virtual Student Research Competition (AUE SRC) in April organized to promote scientific research among students. The competition witnessed more than 100 entries and presentations from leading Universities in the region.

The AUE has partnered with Future Innovation Summit in October organized under the auspices of The Private Office of Sheikh Saqer Bin Mohamed Al Qasimi reflecting the country's 2040 vision.

This year the University also witnessed organizing its first International Arabian Gulf Security Conference in November bringing more than 200 papers from leading researcher and security experts from all over the world to discuss vital security related issues and further to contribute to existing scholarly publications.

This year in collaboration with Institute of Management Accountants IMA, its Platinum training provider Morgan International, and Wiley who is the official content provider for the CMA, a CMA informative webinar session was conducted followed by a competition in March 2021 that observed participation of many students.

In addition, the collaboration with the Middle East Public Relations Association (MEPRA), which is the region's leading body for public relations and communication professionals and students facilitated student engagement in regional competitions and in international Merged Media content creation and Pitches with HAVAS PR.

As a step further in its commitment to international accreditation the College of Business Administration observed on-site visit by Association to Advance Collegiate Schools of Business.

Vision Statement

The American University in the Emirates (AUE) is dedicated to be one of the leading higher educational institutions locally and regionally, providing an integrated pathway for students to become creative, effective, and productive members of the community.

Mission Statement

The American University in the Emirates is a coeducational undergraduate and graduate degree-granting institution committed to preparing students as global citizens for future career aspirations and lifelong learning through quality teaching, research, and service opportunities.

Institutional Goals

Goal 1: Offer quality academic programs that enable students' success as professionals and positive contributors to their various communities.

Goal 2: Promote and support academic research at AUE.

Goal 3: Enhance and expand student and academic support services based on best practices to support students at AUE.

Goal 4: Engage in sustainable practices in the areas of finance, health, safety, and risk management.

Goal 5: Integrate quality management and institutional effectiveness processes across the university to seek improvement by using results.

Core Values

- Respect and Dignity for all.
- Openness, Trust and Integrity.
- Innovation and Creativity.
- Teamwork and Partnership for Common Goals.
- Persistence and Entrepreneurialism.
- Stewardship and Economic Viability.

- Equal Opportunities and Recognition.
- Improved Quality of Life.
- Safety and Environmental Responsibility.

Accreditation

American University in the Emirates, located in Dubai is officially licensed to 04th, September, 2022 by the Ministry of Education of the United Arab Emirates to award degrees/qualifications in higher education.

International Accreditation

College of Business Administration

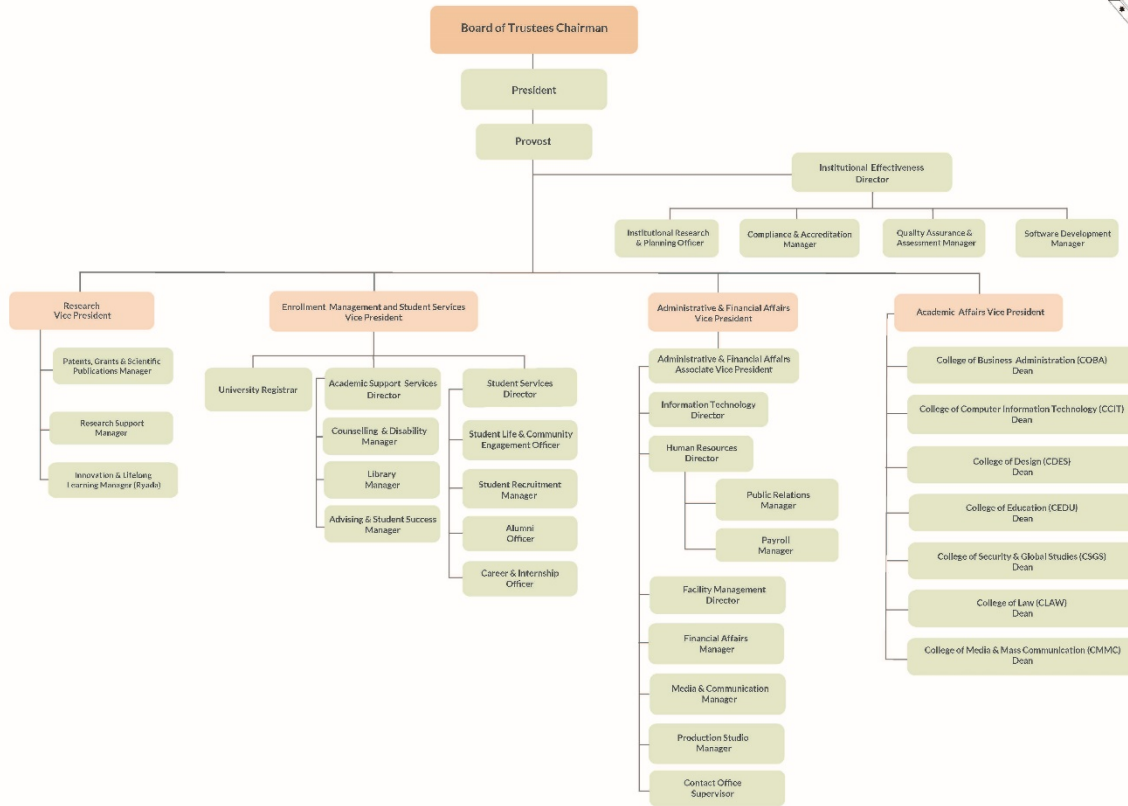
As the world's largest business education alliance, AACSB International—The Association to Advance Collegiate Schools of Business (AACSB)—connects educators, students, and businesses to achieve a common goal: to create the next generation of great leaders. AACSB is a global membership association for the business education industry. The member network, known as the AACSB Business Education Alliance, is a network of business educators, business, non-profit, and public-sector organizations dedicated to sharing knowledge and best practices to accelerate innovation in business education. The American University in the Emirates College of Business Administration is a member of AACSB and is working to achieve accreditation. AACSB International is a global association of leaders in education and business dedicated to supporting and advancing quality business education worldwide. Through membership, accreditation, research, thought leadership, professional development, and advocacy, AACSB partners with over 1,700 organizations, from more than 100 countries. Membership or participation in the Global Education Alliance does not imply accreditation.

College of Computer Information Technology

The Bachelor of Computer Science in the College of Computer Information Technology is accredited by the Computing Accreditation Commission of ABET: <https://amspub.abet.org/aps/name-search?searchType=institution&keyword=american%20University%20in%20the%20>



Organizational Chart



THE CAMPUS

Location

The university is situated in Dubai International Academic City (DIAC), very accessible to all residential and commercial areas and at a 30-minute drive from the downtown. DIAC is a hub of education, where

American University in the Emirates is one of the biggest Universities in the area neighbored with a number of other Universities from around the world.

Building

The University campus is located in Block 6 and 7 of the Dubai International Academic City (DIAC). The University accommodates the building with 41 classrooms, 207 faculty and administrative offices, one (1) Conference Hall, 11 Meeting rooms, 1 Library, 2 Recreation and waiting areas, 1 First aid clinic, 1 Male and 1 Female rooms, in order to accommodate the academic and administrative activities.

The University shares the sports facilities, parking services, food court and recreation facilities with other Universities in Dubai International Academic City providing all campus facilities to the University community.

Area of buildings

The building premises occupied by AUE are Block 6 which has the total floor space of 41, 203 square feet and Block 7 which has the total floor space of 71, 251 square feet providing the total size of the building space of 112,454 square feet.

Student capacity

The University possesses capacity to run 120 to 160 sessions per day in the available 40 classrooms and 21 labs. Depending on the class duration and credit hours taught. These sessions on daily basis can accommodate 4,000 to 5,000 students if the classes are fully utilized throughout the day but the University limits the number of students per session to provide an interactive and better learning environment for the students.

Description of offices

The University consists of 207 offices for its academic and administrative staff to provide adequate resources for its academic and administrative activities. The offices are categorized based on the nature of work and position assigned to the staff that are built along with the meeting rooms, waiting areas, and storage rooms in order to minimize the movement, enhance the efficiency. The office structure helps the University to manage the crowd to provide a relaxing and calm atmosphere for University staff and students.

Description of classrooms and Labs in each floors

The University provides adequate classroom facilities to support the academic activities, where the classrooms are equipped with all required needs including the seating of students, seating of the faculty, computer and projector for presentations, and stationary required for the classrooms. Below picture shows the images from one of the classroom, where all the classrooms are equipped with the similar equipment. The University building consists of 40 classrooms with a total of 1444 seats for students, where the University operates 12 hours on all 7 days of the week.

The University provides 20 laboratories to support the academic activities of all colleges in the University. Below is the list of all laboratories available in the University to cater all requirements of college activities in order to provide the best equipment in the field for students to practice their skills and gain knowledge to complete in the current vibrant market.

- Computer Lab
- Network Security Lab
- Database Programming & Administration Lab
- Business Intelligence and Simulation Lab
- Physics Lab
- Innovation Lab
- Workshop for College of Design
- Digital Forensics & Computer Architecture Lab
- Computer Literacy Lab
- Accounting, Programming & Software Engineering Lab
- Multimedia, Web Design, & Mobile Technology Lab
- Multimedia Studio
- Interior Design Lab
- Digital Animation Lab
- Graphic Design Lab
- Drawing Lab
- Fashion Design Lab
- Drafting Lab
- Mac/Cinema 4D Lab
- Moot Court

Academic Programs:

List of Graduate Programs

College	Program	Medium of Instruction
College of Business Administration	Master of Business Administration	English
	Master of Sports Management	English
	Master of Sports Management – Equine Concentration	English
	Master of Security Studies and Information Analysis	English

College of Security and Global Studies	Master of Arts in Diplomacy	English
	Master of Arts in Security and Strategic Studies	English
College of Computer Information Technology	Master of Knowledge Management	English
College of Law	Professional Master in Sports Law	Arabic
	Master in Criminal Sciences	Arabic & English
	Master in Arbitration	Arabic & English
	Master in Intellectual Property	Arabic

Admission Policies – Graduate:

In alignment with its mission, AUE follows a selective admission criteria, and it is committed to admit competent students, who will be an added value to the students' body and will assist the University in its endeavour to graduate students with high competences to support the development process in their community.

AUE offers equal opportunities for applicants, all admission applications are being evaluated equally apart from any discrimination based on religion, nationality, race, gender, age, or ethnic background. Applicants who fulfil the admission criteria become eligible to admission, however meeting admission requirements does not guarantee enrolment to University programs. The University reserves the right to limit admission and allow enrolment to limited space.

All the admission requirements and criteria are published in the University website, graduate catalogue, and brochures. The University reviews the admission requirements annually and shall recommend and amend changes and additional admission requirements to recruit qualified and competent students.

All applicants seeking admission in graduate programs are required to submit the required scores, documents other admission processes. The Admission and Registration Department ensures the accuracy and authenticity of all student's credentials, as outlined in the admission procedure.

All documents and credential (original and copy) submitted by the students to the Admission and Registration Department become the property of the institution. The University reserves the right to retain the original credential to students.

Graduate Applicants are the ones who have completed their undergraduate degree, and are pursuing their graduate studies at AUE.

Admission Requirements

- » Original copy of the Bachelor Degree Certificate,
- » Attested by the UAE Ministry of Higher Education and Scientific Research. Applicants holding a baccalaureate degree from outside the United Arab Emirates should submit an equivalency letter from the UAE Ministry of Education- Higher Education Affairs.
- » Original Copy of the Academic Transcript, the Minimum CGPA required for university admission is 3.00* out of 4.00.

- » All Master Degree applicants who got less than 3.0 CGPA (but not less than 2.5) or its equivalent at their bachelor degree will be Probationary admitted to the university for one semester where they can register not more than 9C.H and should achieve a CGPA of 3.0 in their first semester, otherwise, they will be dismissed from the program directly
- » Applicants with CGPA less than 2.5 (from 2.0 to 2.49) can be probationary admitted to the programs and will need to study 9 C.H of graduate-level preparatory courses during their first semester at the university, and need to achieve a minimum GPA of 3.0 by the end of their first semester in, otherwise, they will be dismissed from the program directly

English Proficiency Requirements

Applicants to all graduate programs (except for Master in Arbitration, Master in Intellectual Property , Master in Criminal Sciences and Professional Master in Sports Law) should provide a valid copy of one of the following:

- » TOEFL ITP 550
- » TOEFL iBT 79
- » IELTS Academic overall band 6.0
- » EmSAT English 1400

Applicants for Master in Arbitration program should provide a valid copy of one of the following:

- » TOEFL ITP 500
- » TOEFL iBT 61
- » IELTS Academic overall band 5.0
- » EmSAT English 1100

Applicants for Master in Intellectual Property, Master in Criminal Sciences and Professional Master in Sports law Program should provide a valid copy of one of the following:

- » TOEFL ITP 450
- » TOEFL iBT 40
- » IELTS Academic overall band 4.5
- » EmSAT English 950

Additional Admission Requirements

- » Applicants for the Master in Intellectual property, Master in Criminal Sciences, Master in Arbitration, and Professional Master in Sports Law programs should achieve a minimum score of 1100 in the UAE National Exam EmSAT - Arabic Test.
- » Applicants applying for Master of Business Administration program (MBA) should submit a valid GRE® (Graduate Record Examinations) test report upon admission, otherwise, they will be conditionally admitted for one semester where they have to sit for the test before the end of the first semester. Test takers should include the AUE's institution code "2291" in their GRE® application to ensure their scores will be sent to the university"
- » Students with the Undergraduate Degrees from an accredited university and specialized in International Relations, Political Science, International Studies, International Politics, and Communication Studies areas will be exempted from the Bridging courses under Master of Arts in Diplomacy.
- » Students with the Undergraduate Degrees from an accredited university and specialized in Business Administration areas will be exempted from the Bridging courses under MBA Program and MSM Program.

- » 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 Arts in Security and Strategic Studies.
- » Students whose specializations are not in the related fields of study will be subject to Bridging courses. Courses required at Bridging level are subjected to the evaluation of the transcripts which will determine the courses to be exempted.

Interview/essay

- » All applicants are required to attend an admissions interview with the Program Representative.
- » All applicants are required to write a one-page (500 word) personal admissions statement in English. Personal admissions statements for Arabic Master Programs need to be in Arabic language.

Other Identification Requirements

Beside the academic records and English requirements, students must submit their identification documents as following:

- » Valid passport copy
- » Valid copy of UAE residency Visa
- » Valid copy of UAE ID card
- » Four photos with white background
- » Certificate of good conduct behavior from local police authority

Admission Process

STEP 1

Before the applicant apply at AUE; he/she needs to review the admission requirements and the important dates and deadlines of submission that are published in the university website.

STEP 2

Applicant can submit the application through the following link (<http://www.aue.ae/en/admission-registration/onlineapplications/application-forms.html>)

Or visit the university campus to submit the above mentioned documents.

STEP 3

Once the applicant completed the application form and uploaded/submitted the required documents, he/she will be given a tracking number in order to track the status of the application. A confirmation Email/Offer from the admission office will be sent within 48 hours from the date of submission of the application.

Admission Timeline and Applications Fees

The University has a rolling admissions process which allows students to apply at any point of the academic year. However, applicants applying for admission after the semester deadlines shall be

reviewed for the subsequent semester. Admitted students are required to pay a non-refundable admission fees.

Confirmation of Admission

Graduate Students accepted by AUE must pay 3,675AED non-refundable enrollment confirmation fee within a month of receiving the admissions offer and before starting the orientation, registration and advising process.

The offer of admission is only valid for the same semester in which the student applied for. 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 always collect such scoring data to help AUE maintain its standards on admissions.

Admission Status

Full admission

Applicants who submit all the required documents and meet all the admission requirements in the first semester are given a full admission.

Provisional Admission

Qualified applicants who are unable to submit one or more of the required documents for admission processes (please see Required Admission Documents) will be admitted provisionally for their first semester. All admission provisions must be cleared by the end of the first semester. If provisionally admitted students fail to clear their provisional status by the end of their first semester, administrative holds will be placed on their academic records and on their portal, preventing students' registration for future semesters until they submit all the required admission documents.

Probationary Admission

Applicants who doesn't meet the minimum CGPA requirements for full admission, and their CGPA in their Bachelor degree is not less than 2.5, will be probationary admitted to the graduate programs for one semester, where they will not be able to enrol in more than 9 credit hours.

Applicants with CGPA less than 2.5 (from 2.0 to 2.49) can be probationary admitted to the programs and will need to study 9 C.H of graduate-level preparatory courses during their first semester at the university.

Probationary admitted students should achieve a minimum CGPA of 3.0 by the end of their first semester, otherwise, they will be dismissed from their program of study.

Conditional Admission

In alignment with the Commission of Academic Accreditation (CAA) standards, new candidates who are unable to obtain the required score for the English proficiency requirements stipulated in the "New candidate" part prior to their admission are conditionally admitted to the program in the condition that they achieve any of the following English requirements prior to their admission at the university:

Exam type	Minimum score
TOEFL ITP	500
TOEFL iBT	61
IELTS Academic	5.0
EmSAT -English	1100

Conditionally admitted students should fulfill the English entry requirements stipulated in the “new candidate” part before the end of their first semester at the university and can enroll at no more than 6 credit hours during their first semester.

Students who fail to fulfill the above condition, will not be able to enroll for any further semesters until they fulfill the English entry requirements of their programs.

Transfer students are not subject to any conditional admission and should meet the English entry requirements as stipulated in the “new candidate” admission part prior to their acceptance at the university.

Transfer Students

The University accepts transferring students from recognized higher education institution and adheres to the course learning outcomes based transferred credits process and mapped appropriately with the AUE programs. The University requires that credit hours earned at AUE must be at least 75% of the credit hours for the graduate programs.

The attended Higher education institution must be accredited by the Ministry of Education- Higher Education Affairs. International students must provide authenticated transferred credit by the relevant Ministry or entity in the country of origin. Students who are transferring from other institutions into a program in the same field of study must be in good academic standing as stipulated Graduate Transfer Admission section.

Transfer of Credits

All students are required to submit their official transcripts and course syllabi in the first semester of admission as no transfer credit will be awarded after the first semester.

All transfer courses are only evaluated once. Below are the criteria for transfer credit:

- » The Higher education institution attended must be accredited by the Ministry of Education- Higher Education Affairs. International students must provide authenticated transferred credit by the relevant Ministry or entity in the country of origin.
- » Accepts only transfer students in good academic standing and who have achieved a CGPA 3.00 on scale of 4.00 or it's equivalent;
- » All transfer students must satisfy the English entry requirements and present a valid certification of (EmSAT, TOEFL, IELTS or other certification approved by the CAA;

- » Transfer only courses that are equivalent to the learning outcomes and which the student earned a grade of “B” (GPA 3.00 on scale of 4.00) or above
- » Courses that were taken under an articulation agreement with another institution will be considered as transfer credit
- » All transfer students must satisfy all the admission requirements as no conditional admission is allowed to transfer students;
- » Transfer students are allowed to transfer maximum of 25% of the total number of credits which are required to complete a degree;
- » The transfer course is evaluated course by course.
- » Graduation project, Thesis and Internship are not transferrable
- » Courses with 3 and 4 credit hours will be considered equivalent to AUE’s three credit hours.
- » All courses transferred to AUE must be conducted in English Language (except College of Law - Arabic).

Transfer of Credits Procedure

Students applying for transfer credit at American University in the Emirates will follow the below steps:

- 1- Submit the official transcripts of all attended institutions and course syllabi/description to the office of admission
- 2- As part of the admission process, the admission officer will conduct a verification of records with the attended institutions;
- 3- A committee which includes a member of admission office and a specialized faculty member from each college will review, assess and evaluate the credit that are mapped with the learning outcomes of AUE programs;
- 4- Students will be notified in written on the number of credits been transferred;
- 5- student will need to follow the admission procedure as per the program of study
- 6- Student will need to pay the designated transfer credits fees.
- 7- The transfer course will be recorded in the student’s transcript as “TR” and will not be part of the student’s GPA.

Visiting Students

Students from other higher education institutions who are looking to study at AUE without seeking any degree, can apply to be visiting students. Visiting students can enroll for a maximum of 12 credit hours per semester.

All visiting students should submit the following documents upon admission:

- » Non-objection letter from their home institution listing the courses they wish to study at AUE.

- » Submit a copy of their TOEFL or IELTS score or any other English proficiency test as proof of their use of the English language.

Re-admission

Students who have officially withdrawn from the university for one or more regular academic years and wish to resume their study at the American University in the Emirates must re-apply again.

Returning students must meet and follow the official published admission requirements in the Graduate Catalog which they are applying for as well as the tuition fees structure, and submit all the required admission documents to the Admission and Registration Department, with the payment of non-refundable admission fees.

Returning students who have attended another University after withdrawing from AUE, must apply for transfer credit and submit the relevant record to the Admission and Registration Department.

Forged admission documents

The American University in the Emirates reserves the right to take the necessary disciplinary actions, which may include a suspension or dismissal from the University at any time, if the student submits forged documents and/or provides incorrect information to obtain admission at AUE.

Academic Policies and Regulations

Academic Integrity

Academic Integrity is essential to maintaining a successful intellectual environment. The AUE Honor Code stipulates that student must uphold the principles of honesty and integrity in all their undertakings at the University including adherence to the University policy on cheating and plagiarism, avoidance of intentional misrepresentation of facts, and report any perceived violations of the University policies and procedures related to academic integrity.

Academic Integrity Violations

Violations of the Principles of Academic Integrity may include but not limited to:

1. **Cheating** is defined as any actual or attempted act that is undertaken with the intention to gain unfair advantage on coursework, assessments, or examinations that include but not limited to:
 - a. The unauthorized possession and/or use of any electronic devices during in-class assessments or examinations including but not limited to mobiles, headsets, tablets, calculators, and smartwatches.
 - b. Sharing, soliciting information verbally, copying the work of another student, or intentionally allowing another student to copy from one's own coursework, assessment, or examination paper.

- c. Submitting coursework for credit in more than one course without obtaining the prior written approval of the instructors.
 - d. Submitting coursework that was previously submitted for another course even in instances in which the student is repeating the course without obtaining the prior written approval of the instructors.
 - e. Falsifying the results/findings of the research
 - f. Falsifying citations and references
2. **Plagiarism** is defined as misrepresenting someone else's ideas or work without as one's own by not acknowledging the original ownership and source. Plagiarism includes but is not limited to using parts or all of an idea, word, sentence, diagram, artwork without proper citation even if minor or major changes have been applied to the original (including paraphrasing).

Students shall submit all coursework through the dedicated Student Portal, and further will ensure that their submission are the result of their own efforts. It is mandatory for assignments to adhere to similarity accepted limits as stated in the procedure of this policy. The forms of plagiarism include but not limited to:

Types of academic plagiarism

1. Purchasing an assignment from a term paper service and submitting it as your own.
 2. Copying someone else's work or ideas and submitting it as your own without acknowledging the source.
 3. Allowing other students(s) in your class to copy your work and submit their own.
 4. Paraphrasing or rephrasing someone else's work without proper in-text citation and references.
 5. Translating the work from one language to another without proper in-text citation and references.
 6. Working as a group effort without previous written faculty agreement.
 7. Provide a fake bibliographical information source in the assignment.
 8. Sharing your own assignment with your classmate.
3. **Submitting false or fraudulent information** including transcripts, test scores, medical reports, identification papers, etc.
 4. **Intentionally misrepresenting facts** related to situations and/or individuals for the purpose of inflicting harm and/or personal gain including fabricated grievances.
 5. **Gaining access to unauthorized information** and/or material and failure to report knowledge of such access gained personally or by another student(s)
 6. **Impersonating another student's identity** in class attendance, coursework submission, or examinations.

Faculty Members' Responsibilities

Faculty members are responsible for adhering to this policy and for reporting any identified plagiarism according to the procedures of this policy. Faculty members should emphasize the importance of academic integrity in the learning process to students by alerting them that the University does not allow cheating, plagiarism, or other kinds of academic misconduct, and that such violations are taken seriously by faculty members.

Furthermore, the faculty member must inform a student accused with plagiarism orally and in writing. Plagiarism cases must be handled with caution in order to protect a student's rights, and allegations should not be made only on the basis of suspicion. Moreover, the case of a student should never be discussed with other students.

The student must then be given the option of admitting the violation and accepting the faculty member's judgment on how the violation may affect an assignment grade or disputing the accusation. In any case, the faculty members must implement the academic integrity procedure and notify the Office of Student Services.

Students shall submit all coursework through the dedicated Student Portal, and further will ensure that their submission are the result of their own efforts. It is mandatory for assignments to avoid similarity (without acknowledging the sources) and the same shall be ensured by faculty member through the integrated anti-plagiarism software Turnitin.

Scheme for Grade Point Deduction for Academic Misconduct

Similarity Accepted	Deduction	
10%	If 11% - 20% (50% deduction from the total of said assignment)	If more than 20% (Zero in the said assignment)

Code of Conduct

The American University in the Emirates offers students a community to learn and grow. Students are expected to demonstrate behavior that is consistent with the core values of the American University in the Emirates and uphold the responsibilities outlined in the policy on Student's Rights and Responsibilities and the conduct expectations outlined in this policy. This policy applies to all undergraduate and graduate students who are registered at AUE or are enrolled in a course or program.

Instances of perceived violations will be subject to the appropriate procedures as outlined in this Policy including internal measures and/or supporting the relevant authorized entities in taking appropriate measures. The authority for pursuing action in cases of perceived violations lies with the Student Life & Community Engagement Office that maintains all relevant documents regarding student violations and disciplinary measures in the Student Files that are securely maintained with limited access to designated personnel of the Student Life & Community Engagement Office.

Students are expected to adhere to all local laws of the Emirate of Dubai, the federal law of the UAE, and all rules, regulations, policies, and procedures established by the American University in the Emirates.

1. Alcohol and Substance Abuse

The University is an alcohol and substance-free campus.

2. **Abuse of Information Technology and Social Media Policy** (move from separate policy to include under Student Code of Conduct)

The use of the University's IT platforms including the computers, University email, Portal, and the University's social media outlets including its Twitter, Facebook, Instagram, or LinkedIn accounts are subject to the laws of the UAE and subject to the following prohibitions:

1. Compromising the security of the University IT systems and platforms and/or interfering with the AUE network or system.
2. Attempts to gain unauthorized access to computers, accounts, or data.
3. The use of technology devices or social media platforms to fraudulently represent the University.
4. The use of technology devices or social media platforms for any unlawful activity.
5. The use of technology devices or social media platforms to harass or intimidate any individuals and/or entities.
6. Spreading false information.
7. The use of offensive or inappropriate language via the University's technology devices or social media platforms.
8. AUE systems and networks are not allowed to be used for any commercial and/or personal purpose without prior approval from the relevant departments.
9. AUE content on its platforms and Social Media are subject to the UAE Law of Intellectual Property and Copyright.

3. Dress Code

Student attire must be in compliance with the UAE laws and respectful of its values and culture. Students are expected to follow the dress code policy while on campus or off campus on official University events to ensure compliance with the customs, traditions, and laws of the UAE.

Inappropriate attire includes but not limited to:

1. Wearing ripped clothing
2. Wearing sleeveless tops
3. Wearing shorts or skirts above the knee
4. Wearing clothing that bares the midriff, back and/or chest
5. Wearing clothing and accessories with offensive and/or inappropriate symbols or language

4. Conduct on Campus & in University Official Events

Students are expected to abide by the Student Rights and Student Responsibilities and the Student Code of Conduct while on the University premises and during official University events include events of all scales that take place both on and off campus. Students participating in these events must not engage in any behavior or activities that violate UAE laws or disrespect its cultural values or any of the policies related to student conduct. Inappropriate conduct includes but is not limited to:

1. Disruptive behavior including intentional obstruction or disruption of any form (including excessive noise) while on the University campus.
2. The use of inappropriate verbal or written language including racist, derogatory, threatening, vulgar, profane, inappropriate slang, insulting or offensive remarks or

gestures against any member of the University community including students, faculty, staff, and visitors.

3. Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against a member of the University community.

5. Classroom Conduct

Students are expected to demonstrate classroom behavior that is respectful of their instructors and peers and mindful of the UAE law and cultural values. Inappropriate classroom conduct includes but is not limited to:

1. Disruptive behavior including repeated, excessive lateness (more than twenty minutes from the start of the class), repeatedly leaving the classroom, eating or drinking inside the class, sleeping, or any other behavior that is distracting to the instructor and/or peers.
2. The use of electronic devices during the class without the instructor's permission including mobile phones, laptops, ipads, earpods/headphones, smart watches, and recording devices.
3. Refusal to cooperate and/or comply with the instructor's directions during lectures.
4. The use of inappropriate language (including racist and derogatory remarks) or gestures against instructors and/or peers.
5. Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against instructors and/or peers.

6. Theft & Property Damage

This includes but is not limited to:

1. The theft or unauthorized use of property including University property or property of a member of the University community (a student, faculty, staff, or visitor) while on campus. This includes both possession and use of the property.
2. The damaging of or vandalizing of any objects or property that belongs to the University that is either purposeful or reckless.

7. Possession or Use of Weapons

This includes but is not limited to:

1. The use, possession, sales, or distribution of any weapons, fireworks, explosives, or firearms or any objects that may be used as a weapon while on campus or during events that are sponsored by the University off campus. This includes all weapons that are prohibited by the UAE law.

8. Sexual Misconduct

This includes but is not limited to:

1. Sexual advances, requests for sexual favors, or other verbal, nonverbal, or physical conduct of a sexual nature including inappropriate touching or fondling, non-consensual sexual contact, or non-consensual sexual intercourse.

9. Unauthorized and Illegal Activities

1. Smoking is prohibited inside all campus buildings and DIAC facilities. This includes the use of any lighted cigarette, cigar, pipe, midwakh, dokha, electronic cigarette, or any other smoking device in non-designated areas. Smoking is only allowed in designated smoking areas located outside of the campus buildings. The possession of or use of shisha on campus is prohibited.
2. Gambling or other forms of unauthorized games or activities of chance while on campus or at University-sponsored activities or events.
3. The making, attempting to make, sharing, or distribution of a recording of any form, including audio or visual, or the photographing of, any person without the prior

knowledge or consent of the person in locations where there is a reasonable expectation of privacy on campus or during a University-sponsored event, and when the action causes or is likely to cause injury, distress, or damage to reputation or violates applicable law.

4. The electronic or physical distribution or sharing of pornographic or inappropriate material.
5. Unauthorized use, distribution, or posting of any printed or electronic material or use of the University's name or logo in any communication or print by any student or student clubs. This includes use of the University's logo or name in any off-campus activities, which many not be reserved in the name of the University.

10. Endangering the safety of others

1. Behavior that threatens or endangers the safety of any student
2. Physically restricting a person's movement intentionally without their consent
3. Activation of fire alarms or discharge of fire extinguishers without justifiable cause, tampering with power supply or electric equipment that results in a power outage or disruption or compromises of University functions or activities or results in potential harm to other individuals.
4. Blackmail of another person
5. Encouraging or provoking another individual to perform a humiliating or demeaning act that causes excessive mental stress
6. Inflicting self-injury or imposing self-harm

11. Bullying, Harassment, and Verbal Assault

This includes but is not limited to:

1. Any form of intimidation, harassment, threats, irritation or disrespect of another member of the University community that may threaten their mental or physical health, or cause embarrassment, humiliation, or discomfort. This includes any act of racism, sexism or discrimination based on race, gender, color, nationality, age, disability, financial abilities, religion, etc.
2. The use of technology including mobile phones, emails, instant messaging, text messaging, social media, websites, or other forms of digital content to harass or aid in the harassment of a member of the University community that may harm or disrespect them.
3. Any form of stalking whereby an individual, by any action, method, device or means, directly or indirectly follows, monitors, tracks, observes, surveils, threatens, harasses or communicates to or about an individual.
4. The wrongful and intentional publication of a verbal or written statement with the intent to defame or spread false rumors about a person so as to cause irritation and embarrassment.

12. Physical Assault

This includes but is not limited to:

Physical abuse including assaults or physical injury to a student, staff, faculty member, or visitor on campus or at official University events off campus.

Appeal

Students have the right to appeal on the decision made by the designated committee, by submitting an official and written appeal as per the permitted period outlined in the procedures. It is the responsibility of the Office of Student Life to notify the students on the decision of the appeal.

Course Registration

With the assistance of their Academic Advisors and Program Director, students should register before the beginning of each semester, and comply with the policies and procedures related to the registration, which involve the following main phases:

- **Academic advising.**
- **Selecting courses and registering courses online.**
- **Payment of tuition fees.**

However, visiting and exchange students must register for their courses at the office of the Registrar. Expected to graduate students are given the priority to register for courses in the case of limited seats, and the University reserves the right to withdraw students from courses they repeat in order to give opportunity to other graduated students and students taking the course for the first time. Students are required to comply with the following registration steps:

- 1- Students should start reviewing their academic program and their study plan.
- 2- Students should plan to meet with their Academic Advisors and review the offered courses in order to select the right courses and complete the online registration procedure.
- 3- The Academic Advisor shall approve the courses to be registered with an advisement notes to be kept as a record on the advisement system.
- 4- Students must proceed to the Financial Affairs Department to settle their financial dues within five days, otherwise, the selected online courses will be cancelled and students would be required to re-register for the courses.
- 5- Students must abide by the registration deadlines as announced in the academic calendar.
- 6- Students who register and pay for their courses during the late registration period are subject to pay for a late registration penalty of 1,575AED.

Course Load

The full-time graduate student credit load is between 9 and 12 credits per regular semester. Students undertaking less than 9 credits per regular semester are considered studying as part-time.

Add and Drop Policy

AUE students may adjust and change their registered courses by adding and dropping courses from their schedule in alignment with the published calendar and the deadline of add and drop period. After the add and drop period, student can only apply for a course withdrawal.

Due Process

- » It is the student responsibility to follow the appropriate process of drop and add and the published deadline of the add and drop period as per the academic calendar.

- » Adding and/or dropping courses will solely be from the predefined advised courses selected and approved by the academic advisor.
- » Students can add a course(s) to their schedule or drop a course(s) in respect to the maximum and minimum credit hours allowed based on semester, student degree plan, and academic standing.
- » Transferring from one section to another section of the same course should also follow the add and drop process. Failure of complying with this process and attending different section of the same course without following the add and drop process and without notifying the Admission and Registration Department, may result on dismissal due to non-attendance of the original registered section.
- » Dropped course(s) during add/drop period are not recorded in the student record and not appearing in the student transcript.
- » Students who decide to drop a course(s) during the add and drop period will be fully refunded, however, changing courses may implicate variation in the tuition fees. Students are advised to visit the Financial Department to pay any financial difference to successfully apply the added courses in the schedule.

Add and drop limitation

As per the student's program study plan, undergraduate preparatory courses, graduate bridging courses, other introductory courses are designed to prepare and improve students' skills in particular field of studies at the beginning of their degrees, it is not permitted to drop these courses.

Administrative drop

The University reserves the right to force a drop course(s) in the following cases:

- » If the section will be close and student is not adjusting his/her schedule accordingly
- » If the student is not eligible to register a particular course (prerequisite not met, academic standing not fulfilled, exceeding maximum allowed credit hours)
- » If the student registers a course which is not part of the study plan/program
- » The number of students enrolled in the class do not meet the minimum class size demonstrated in the "Class Size Policy".

Course Withdrawal

Students are permitted to withdraw from a course after the add and drop period and after the acceptance of the course instructor and academic advisor. Students must adhere to the withdrawal procedure and the academic calendar to avoid any academic or financial obstacles. The withdrawn courses are recorded in the student's transcript as either "W" or "WF" according to the period of the withdrawal request and are not calculated as attempted courses yet may result in grade penalty.

Students who discontinue attending classes are not deemed to be withdrawn from the course. Failure to withdraw the course(s) according to the articulated procedure, may result in a grade of "F" in the course(s) which may affect the student's academic standing.

Course Withdrawal with "W"

Students are permitted to withdraw a course prior to the midterm period as prescribed in the official academic calendar upon the course instructor and academic advisor approval. Students who formally withdraw a course prior to the midterm period will receive a grade of “W” in the registered course and will be recorded in the student official transcript accordingly. The refund of the withdrawn courses will be applied as prescribed in the procedures.

Course Withdrawal with “WF”

Students are permitted to withdraw from a course after the midterm period as prescribed in the official academic calendar and upon the course instructor and academic advisor approval. Students must be aware of academic and financial consequences when the withdrawal take place after the midterm period.

Students who officially withdraw a course after the midterm period will receive a grade of “WF” in the registered course, for which it will impact the students’ academic standing and will be recorded in their official transcripts accordingly, with no tuition fees refund.

Administrative Withdrawal

The University reserves the right to withdraw the student from a course or multiple courses and revoke the student’s registration at any time during the semester, in the absence of non-compliance with the University requirements such as but not limited to disciplinary action, breach of the University code of conduct, failure to pay the tuition fees.

Administrative withdrawal from a one or multiple course(s) will result in a “WF” grade; irrespective of the period when the administrative withdrawal occurred, and will possess academic and financial impact.

Withdrawal of Sponsor students

Students who are sponsored by the University or from a third-party organization must discuss the decision of the course withdrawal with the Office of Student Life and obtain the approval from the sponsorship prior to withdrawing from the course(s).

Hardship Withdrawals

Students may apply for a hardship withdrawal from course(s) in case of any sever health condition or injury or any other significant and critical personnel situation that prevents students from continuing the course(s).

The hardship withdrawal requires students to withdraw from all registered courses not selective courses. The request for hardship withdrawal may apply at any time during the semester along with the required credible and valid evidence. Students applying for hardship withdrawal are granted a grade of “W” in all registered courses, with the application of the refund policy upon the required approval.

Retention of Student Records

The course withdrawal forms and relevant documentations are retained with the Admission and Registration Department, as articulated in the Students Records Policy.

University Withdrawal

Students who wish to withdraw from the University due to mitigating circumstances, are urged to meet with their Academic Advisor, College Dean and Academic Support Department to seek guidance and support before the withdrawal process takes place.

Students are required to complete the process of withdrawal and clearance before leaving the University, failure to follow the appropriate process, may result in failing the courses and full payment of tuition fees.

Withdrawal before the Midterm

Students are permitted to withdraw from the University prior midterm period as prescribed in the official academic calendar. Students who officially withdraw before the Midterm will receive a grade of “W” in all registered courses in the semester, and will be recorded in the student official transcript accordingly. The refund policy will apply as outlined in the procedure. The status of the withdrawn students will be converted from “Enrolled” to “Withdraw” and must reapply for admission if wishing to return to the University as articulated in the Undergraduate and Graduate Admission Policy.

Withdrawal after the Midterm

Students are permitted to withdraw from the University after midterm period as prescribed in the official academic calendar. Students must be aware of academic consequences when the withdrawal take place after the midterm period.

Students who officially withdraw after the Midterm will receive a grade of “WF” in all courses registered in the semester and will be recorded in their official transcripts accordingly, with no tuition fees refund. Students must be aware that a grade of “WF” has an impact on the student academic standing. Withdraw student status will be converted to “Withdraw”, and must reapply for admission if wishing to return to the University.

Withdrawal during the final week of the semester

Students are not permitted to withdraw during the last week of instruction or during the final exam, unless students have a serious condition such as accident or serious medical condition that is beyond their control that impact the ability to remain enrolled and complete the required academic obligations, they can submit to the course instructor an incomplete request rather than withdrawing from the University.

Withdrawal of Sponsor students

Students who are sponsored by the University or from a third-party organization must discuss the decision of the withdrawal with the Office of Student Life and obtain the approval from the sponsorship prior to withdrawing from the University.

Hardship Withdrawals

Students may apply for a hardship withdrawal from the University in case of severe health conditions or injury or any other significant and critical personnel situation that prevents students from enrollment in the University.

The hardship withdrawal from the University requires students to withdraw from all registered courses. The request for hardship withdrawal may apply at any time during the semester along with the required credible and valid evidence. Students applying for hardship withdrawal are granted a grade of “W” in all registered courses, with the application of the refund policy upon the required approval.

Retention of Student Records

The physical records of the students who are officially withdrawn from the University are retained with the Admission and Registration Department as articulated in the student records policy.

Deferment Regulations

Students may take some time off from their studies as they are eligible for a leave for two consecutive semesters or three nonconsecutive semesters during the whole period of their study at AUE.

Students who are seeking to postpone the semester must notify the Registration Department, fill the required “Deferment Form” and submit it to the Registration Department. In case of emergency and where the student is unable to come in person to the university to submit the required form, a family member/friend may apply for the deferment on their behalf upon receiving a signed authorization letter from the student. Failure to follow the process of deferment, the student will automatically be dropped from the university due to the absence for more than one academic year.

In the case of medical reason or some special and valid reasons approved by the College, students may exceed three nonconsecutive semesters of absence under strict regulations.

Recognition of Prior Learning

AUE rigorously reviews all prior learnings on a case by case basis. If the review process demonstrates that the prior learnings meet the course learning outcomes (CLOs), regardless of how, when, and where that learning occurred, AUE approves the acceptable prior learnings for the course credential. The approval is made on a Pass/Fail basis towards any of its academic program.

Recognition of Prior Learning Principles

Applicants with professional and/or academic qualifications seeking graduate or Undergraduate and graduate potential students are entitled to apply for a recognition of prior learning (RPL) on a condition to meet equivalent courses, and all learning outcomes articulated in this policy.

1. AUE ensures providing transparent processes and practices that are available and accessible to students and stakeholders through its University Catalog.
2. All potential students seeking recognition of prior learning must submit reliable, valid, and official evidence to obtain credits for equivalent courses which demonstrate the achievement of all learning outcomes.
3. AUE awards potential students seeking undergraduate admission a maximum of 50% of the total credit hours of the undergraduate program through the RPL process, including all transfer credits and credits awarded through the Advanced Standing.
4. While a maximum of 25% of the total credit hours of the graduate programs for potential students seeking graduate admission, including all transfer credits.
5. Each of the courses accepted by the RPL process will be recorded in the student’s transcript as exempted “EX” by the equivalent credit hour of the course offered at AUE. In other words, they are not included in the calculation of the cumulative grade point average (CGPA).

Recognition of Prior Learning Committee

The concerned Dean, in coordination with the Admission and Registration Director and Institutional Effectiveness Director, will form an ad-hoc committee which should include members from each respective unit. This ad-hoc committee is reporting to the concerned college council.

Required Recognition of Prior Learning Evidence

Potential students who are seeking RPL are required to submit a complete portfolio demonstrating the prior achievements, sit for an interview by the above-mentioned ad-hoc committee to demonstrate direct observation of skills and competencies and then sit for a challenge exam. The ad-hoc committee adheres to a systematic verification process built on evidence.

Documents Needed for RPL Assessment

Potential students submitting RPL application form, are required to submit the following documents evidence:

1. Qualification certificates
2. Official transcripts of previous study,
3. Official job descriptions or statements of duties and responsibilities,
4. Letters of reference from employers detailing a student's relevant skills and experience,
5. Courses taken at another provider
6. Samples or statements of work performed
7. Provide reflective papers, journal articles or similar documents that relate past learning to the learning or competency outcomes of the course or qualification in which the student is enrolling.

Recognition of prior learning through academic qualification

Courses taken by potential students prior to their admission at AUE which have failed to comply by the AUE Transfer Policy, the Admission and Registration Department will advise the concerned potential students to apply for the RPL process.

Recognition of prior learning through professional qualifications/experience

The following requirements will be taken into consideration while reviewing and assessing the RPL application and supporting evidence, to decide on the awarded credit:

1. Work experience and job descriptions, including self-employment which are relevant to the discipline of the academic degree program intended to enroll.
2. The training program/courses taken by other providers which are relevant to the field of study and are fully aligned with the learning outcomes of the awarded credit.

Recognition of Prior Learning Assessment

Assessment processes for RPL shall be equal in rigor to other assessment methods applied at AUE. The above-mentioned ad-hoc committee is responsible to review, assess and ensure that the applied RPL courses, units, qualification, knowledge, and competencies are meeting all learning outcomes of the equivalent courses offered at AUE. Also, to ensure meeting all requirements of professional and/or academic qualifications as articulated in the University Catalog.

Recognition of Prior Learning Ad-hoc Committee Recommendations

Upon finalizing the assessment of RPL process by the concerned ad-hoc committee, its report will be submitted to the concerned college council for final review and approval that should be endorsed by the Provost. However, if any fraud documentation or misleading information submitted by potential students has been observed during the assessment process, the RPL application will be denied by the concerned ad-hoc committee. If the application is submitted by an enrolled student, the case will be subject for a disciplinary action.

Recognition of Prior Learning Records

The RPL application, documentation, related evidence and the concerned ad-hoc committee's recommendations and final decisions are all kept by the Admission and Registration Department and recorded on the concerned students' portal, as outlined in the Student Record Policy.

Grading System

The student's performance and learning assessed by the University is equally and consistently graded in accordance to the outlined uniformed grading scale. The grading scale for both undergraduate and graduate courses must be conveyed to students via the course syllabi and published University Catalogs.

Bridging Courses

Bridging Courses are offered as non-credit courses to undergraduate and graduate students who lack a sufficient background in one or more educational areas for a specified period of time. Upon successfully completing the bridging courses, students will be permitted for admitting to a credit-bearing program. The grading scale for the bridging courses are either Pass (P) or Fail (F) that are recorded in the students transcript but not counted in the cumulative GPA.

Remedial Courses

Such courses or programs prepare a student for enrolling in a regular program, and aid the student in rectifying an area or areas of deficiency. Remedial courses are non-credit courses and do not count toward the requirements of an academic qualification.

Changing Grade

Grades submitted by the faculty member are not subject to change after they have been submitted for publishing except in certain cases due to any clerical or administrative error and grade appeal. In an event of a grade error, the faculty member must initiate the changes in the grade in adherence to the outlined procedure.

Graduate Grading Key

Graduate level grade codes, their respective numerical values and grades points are given in table below:

Grades	Description	Numerical Scale of the Grades	Grade Points Value
A	Excellent	96.00-100	4.00
A-	Very Good	90.00-95.99	3.75
B+	Good	87.00-89.99	3.25
B	Satisfactory	84.00-86.99	3.00
B-	Average	80.00-83.99	2.75
C+	Below Average	77.00-79.99	2.25
C	Poor	74.00-76.99	2.00
F	Fail	Less than 74	0.00
P	Pass	74 and Above	0.00
WF	Withdrawal with Failure	N/A	0.00
XF	Failure due to academic dishonesty	N/A	0.00
IP	In Progress	N/A	N/A
I	Incomplete	N/A	N/A
W	Withdrawal	N/A	N/A

Bridging courses level grade codes, their respective numerical values and grades points are given in table below:

Grades	Description	Numerical Scale of the Grades	Grade Points Value
F	Fail	Less than 70	0.00
P	Pass	70 and Above	0.00
WF	Withdrawal with Failure	N/A	0.00
XF	Failure due to academic dishonesty	N/A	0.00
IP	In Progress	N/A	N/A
I	Incomplete	N/A	N/A
W	Withdrawal	N/A	N/A

Remedial courses level grade codes, their respective numerical values and grades points are given in table below:

Grades	Description	Numerical Scale of the Grades	Grade Points Value
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F	Fail	Less than 80	0.00
P	Pass	81 and Above	0.00
WF	Withdrawal with Failure	N/A	0.00
XF	Failure due to academic dishonesty	N/A	0.00
IP	In Progress	N/A	N/A
I	Incomplete	N/A	N/A
W	Withdrawal	N/A	N/A

Graduate Academic Standing

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

In progress (IP) Grade

An “IP” (In Progress) grade is assigned to students who could not finish their Internship/Capstone within the same semester. In this case, the “IP” grade will be recorded on the student’s transcript. Students are expected to finish the course requirements of the Internship/Capstone before the deadline agreed with the Supervisor and Registrar, otherwise, the “IP” grade will revert to “F”. It is the student’s responsibility to coordinate with their Supervisor to accomplish the Internship/Capstone requirements and meet the deadline.

Incomplete (I) Grade

Students who have requested for an incomplete exam due to mitigating circumstances beyond students control as prescribed in the Assessment Policy are awarded with (I) grade. The grade will be recorded in the students transcript but will not be calculated to the cumulative GPA until the incomplete exam is completed.

Withdraw (W) Grade

When the student drops a course after the add/drop period and prior to the midterm exam period, student will be awarded with a (W) grade. The grade will be recorded in the students transcript but will not be calculated in the cumulative GPA. Student must retake the course again to complete the course and credit hours successfully.

Withdraw with Failure (WF) Grade

When the student drops a course after the midterm exam period, student will be awarded with a (WF) grade. The grade will be recorded in the students transcript and will be computed in the cumulative GPA. Student must retake the course again to complete the course and credit hours successfully.

Pass (P) Grade

The (P) grade is awarded to students who has successfully completed the bridging courses. The grade and the credit hours attainment will be recorded in the student's transcript, but will not be counted as part of the cumulative GPA.

Fail (F) Grade

The (F) grade is awarded to students not successfully completing a course. Students must retake the course again to complete the course successfully. The grade is recorded in the transcript of the student and calculated in the cumulative GPA except for remedial in the graduate program where the grade is not part of the cumulative GPA.

Dishonesty/ Cheating (XF)

The (XF) grade is awarded to students in case of any violation to the academic integrity such as cheating and plagiarism. The grade is recorded in the student's transcript and computed as part of the CGPA.

Grade Appeal

In an event when an unfair and incorrect grading is assigned, as a result of any inequitable, arbitrary, or erroneous manner supported with evidence, students have the right to apply for a grade appeal to any of the course assessments assigned as per the course syllabus. Students can apply for grade appeal due to the following reasons:

- Miscalculation of marks;
- Misgrading of a paper, project or exam;
- Application of an evaluation or grading system which was not included in the course syllabus;
- Assignment of a grade on some basis other than the student's performance in the course;
- Demonstrable evidence of discrimination or prejudice in the assignment of the grade;
- Arbitrary assignment of grade (lack of consistent and equitable standards for grading).

Students should not appeal if the justification is pertaining unsatisfactory of curriculum design, instructions, or due to violation of academic dishonesty, students may, instead, submit a grievance to the Office of Student Life for such incidents.

Time Limits for Appeal

Grade appeals must be submitted through the Student's Learning Management System supported with a written statement and evidence within the permitted timeline after the publishing the final grade of the appealed course.

Appeal Record

Any appeal must be written, dated and addressed with the title "Academic Appeal." If a formal appeal is lodged with a faculty member, it must be lodged at all subsequent stages of appeal in its original form, while new statements can be incorporated at any time. Supporting evidence and statement are part of the appeal's permanent record and must be provided at each level of appeal. Students can be required to present their appeal in person, at the University's discretion.

Grade Appeal Committee

The grade appeal committee is responsible to ensure that the grade assigned to the student's work is neither incorrect nor unfair, as well as, is in compliance with the assigned and approved grading schemes – rubric that are shared with students via the course syllabus and student Portal.

The Grade Appeal Committee shall refer students to the Student Life Office if the grade appeal is associated with any type of discrimination or harassment. The Grade Appeal Committee shall process the appeal requests after the Grievance Committee resolution.

Grade Appeal Procedures:

Step 1: Informal grade appeal:

- » Student must discuss the grade with the instructor in attempt to resolve the issue (maybe miscalculation, issue in grading system,)

Step 2: Formal grade appeal

- » If it is not resolved, students login to their portal and file a grade appeal.
- » Once the grade appeal is submitted, the course instructor will receive a notification in Akademia and enter the comments and rationale. Then the chair of department offering the course will receive the notification of the grade appeal submitted by the student along with the instructor comments and rationale, the chair of department submit his/her decision in Akademia.
- » Students and the course instructor will receive a notification on the final decision of the chair of department. if the grade appeal is approved by the chair of department, the instructor will process the grade change.
- » If the grade appeal is rejected and the student disagree on the decision made by the chair of department, he/she can appeal to the Grade Appeal Committee.
- » The Grade Appeal Committee will review the case, the comments made by the instructor and chair of department and enter his/her decision in the system.
- » Students, instructor and chair of department will receive a notification on the decision made by the Grade Appeal Committee.
- » If it is approved, the instructor will proceed with the grade change
- » If rejected, the grade appeal ends at the grade appeal ad hoc committee level.

Repeating Course

Students are permitted to repeat a course with a grade less than (B) upon the approval of the College Dean and the availability of the course and seat. Students are not permitted to repeat the course at another institution or through Direct Study. In this case, the higher received grade will be posted on the student's CGPA.

If the student registered for a Free Elective and did not pass or the course was removed from the program study plan, the student may study another Free Elective, upon the approval of the College Dean.

Students who possess a scholarship or financial aid should visit the Office of Student Life prior to deciding to repeat a course as the University will not cover the monetary expenses of the repetition of any course at the University.

Examination and Assessment

All students are expected to attend the final examination as per the announced schedule shared in the student portal. In addition to other course assessments required and given at the day and time of the course schedule. Students must adhere to the Examination Guidelines outlined in the Student Portal and Student Handbook, when attending all examination. All types of examinations are subject of proctoring and monitoring to ensure exam security, academic integrity and fairness.

In-term Examinations

All course assessments except the final exam are given during the course scheduled time. In case the faculty member decided to conduct exams outside the course schedule and timing, it is the responsibility of the instructor and college to notify the students on the date, timing and venue of the exams.

Midterm Examinations

Midterm exams are scheduled during the seventh and eight week of the semester. It is the responsibility of the faculty member to notify and announce to students the date of the midterm exam of a particular course and to assure appropriate administration of midterm exam as per the *Examination Guidelines*.

Lab Examinations

Computer-based courses examination are administered in the University labs adhering to the Examination Guidelines. Students must complete the lab examination with the University resources without any external and additional equipment and devices. The access of internet browser during the examination is prohibited, in case the student faces any technical issue, it is reported to the exam proctor for technical support.

Open Book Examinations

Students are allowed to refer to either class notes, summaries, textbooks, or other approved material by the instructor (that are clearly mentioned on the cover page under the instruction section) during the open book examinations. The open book examinations are designed in a way that requires

students to apply their knowledge, through analysis and critical thinking. All examination guidelines are applied on the open book examinations.

Final Projects

Based on the level and nature of the course, the faculty may request students to submit a final project report either individually or in a group and present it in class. Prior the final project submission, students must adhere to the guidelines on the expected structure and outcome of the final project and presentation provided by the faculty member in the student portal. As part of the grading and assessment process, two or more examiners, involving internal and external juries, are invited by the faculty member to assess the student's project and presentation skills. Final Projects are conducted during the class timing and on the last week before the final exam period. If the faculty member chooses a different day and time from the course schedule, students must be notified on the date, time and venue of the final presentation.

Final Exams

Final exams are conducted during the final exam period as outlined in the Academic Calendar. No coursework such as projects, assignments or case studies should be assigned to students during the final exam period.

The final examination schedule provided by the exam committee must be announced in the student's portal. Students will have a maximum of two exams scheduled for the same day; in case of more exams (three or more in a day), students have the right to approach their college dean and request to reschedule alternative dates.

The Office of Student Life and Office of Counseling and Disability communicate and coordinate with the exam committee to accommodate the special need students during the examination period. Special need students are allocated in different examination halls, and are adhered to the *University's Examination Guidelines*.

All faculty members are expected to be available during the final exam period. It is the responsibility of the college dean to assure that final exams are conducted and managed appropriately under proper proctoring protocols. The College must notify the exam committee in case of any special requirements needed during the final examination. The final exam committee allocates sufficient number of proctors across all final exam halls and ensure the integrity of the examination process. All faculty members must post the grade within the defined timeline from the day of the examination.

Final Exams Permit

Only students who are registered in the course are eligible to sit for the final exams. Students who are dismissed from the course due to absences and holds financial dues are not permitted to sit for the final exam. University IDs must be presented by the permitted students to proof their identification and to sit for the final exam. Students are expected to be present at the final examination venue on time; late arrival students are strictly not allowed to enter the examination hall.

Incomplete Exam

All students are expected to accomplish the course work requirements, including the final exam, to earn a final grade successfully.

Students who do not attend both the midterm and/or the final exams due to the following reasons: (1) Emergency Illness, (2) Road Accident. (3) Death of next of kin and (4) Official/Governmental Mission SHALL take the F and immediately apply for an Incomplete Exam within the Office of Admission and Registration.

However, the request for an Incomplete Exam can only proceed for those students upon the approval of the Course Instructor, Chair of Department/Program Director, College Dean and Provost. This Incomplete Exam Approval shall be subject to (1) achieving the satisfactory course work requirements and (2) are not dismissed under any grounds (disciplinary/attendance). Once approved, a grade of "I" will be recorded on the student's transcript and will be pending until the completion of incomplete examination/final course assessment.

All incomplete exams will be conducted within one week after the completion of final exams and will be announced on the student's portal. Hence, the Academic Calendar, which is announced at the beginning of each Academic Year, shall include an "Incomplete Exam Period" right after one week of the final exams. It is then the student's responsibility to coordinate with their Course Instructor and appear for the incomplete exam as per the announced schedule.

Failing which no-repeat exam will be conducted and the grade of "I" will be reverted to "F" in the final exam and the final grade shall remain as assigned by the Course Instructor.

All students are expected to accomplish the course work requirements, including the final exam, to earn a final grade successfully.

Incomplete Course Work Procedure:

- » If student did not show up for the exam of a particular course assessment (apart from final exam), the course instructor shall mark the student absent.
- » Once marked as absent, the student will receive a notification in the portal to apply for the incomplete exam and submit the legitimate excuse justifying the reason of absence.
- » Student must apply and submit the incomplete exam request within seven days from the date of receiving a notification from the course instructor.
- » Once the student apply for the incomplete coursework exam, the course instructor will review the student request, and approve or reject.
- » If approved, the course instructor will determine the exam date, time and venue, accordingly the student will receive a notification in the portal on the details of the makeup exam.

Incomplete Final Exam Procedure:

- » If student did not show up for the final he/she will be marked as absent by the designated course instructor.

- » Once marked as absent, the student will receive a notification in the portal to apply for the incomplete final exam and submit the legitimate excuse justifying the reason of absence.
- » Student must apply and submit the incomplete final exam request before the last day of the semester as published in the academic calendar.
- » Once the student apply for the incomplete final exam, the course instructor and chair of department will receive a notification and review the student request, and approve or reject.
- » If approved, the course instructor will determine the exam date, time and venue, accordingly the student will receive a notification in the portal on the details of the makeup exam.

Credit Hour Policy

The credit hours serve as academic credits which aid in measuring the student academic engagement. This policy aims to provide cogent guidelines to determine and maintain consistency in the awarding of academic credits across courses offered in the University conformed with higher education practices.

Applicability

This policy is applicable to all graduate and undergraduate courses offered in the University defined in terms of academic credit hours.

Credit hour is defined as the amount of work represented in the intended learning outcomes and verified by evidence the student achievement.

The University definition of a credit hour is adhered to the articulated definition in the CAA Standards, Annex 23, considering minimum of one hour as the recognized length of a classroom, one semester credit hour for both undergraduate and graduate courses. Students are awarded with academic credits upon successful completion of course requirements, assessments, and fulfillment of the course learning outcomes.

Lecture Courses: Courses that emphasizes on concepts, discussion, ideas, and principles.

One regular semester credit equals minimum one hour teaching in a class per week for a semester of fifteen weeks or longer, including one week of examination. Students are expected to spend minimum of 100 minutes per week of independent learning outside the class hours.

Independent Study: Courses on which students are permitted to study in a considerable depth beyond the scope of a regular course. it also conforms to the standard of minimum one-hour teaching in a class per week for a semester of fifteen weeks or longer, including one week of examination. Student with independent study is expected to spend a minimum of 100 minutes per week of independent learning outside the class hours.

Laboratory and Studio-based: Courses that focuses on practical application on which the major focus is on hands-on practices for supporting the students learning experience. One semester credit for laboratory and studio-based courses are given for a minimum of 100 minutes practical teaching in a

lab or studio per week for a semester of fifteen weeks or longer, including one week of examination. Students are expected to spend minimum of 200 minutes per week of independent hands-on work outside the class hours.

Internship: Courses that encourages students to learn independently to develop and apply job-related or practical skills in a relevant discipline. One semester credit in the Internship course is equivalent to 60 working hours throughout the semester for both graduate and undergraduate internship courses. Internship courses with 3 credit hours, are expected to have total of 180 working hours and Internship courses with 6 credit hours, are expected to have total of 360 working hours throughout the semester

Thesis: Students working on independent projects also conforms to the standard minimum of one hour of student work per credit hour, per week, throughout the semester of fifteen weeks or longer.

Summer Credit Hour Assignment

Courses offered during summer semester are twice as intensive as those in regular semesters (Fall and Spring). Students are expected to spend 400 minutes per week in a class throughout the summer semester, including two days of examination and 800 minutes per week of independent learning outside the classroom hours.

Credit Hour Allocation

The academic departments are accountable for defining the level and amount of credit awarded for courses, as well as, ensuring the assigned credit hours of courses comply with this policy. Furthermore, it is the responsibility of academic administrators to ensure that courses are delivered as per the assigned credit hours of each course.

Course Designation

500 Level Courses: Non-credit bearing courses (Bridging courses) that are more rigorous than undergraduate courses. Courses that are designed to present an adequate background on the intended field prior enrollment to the program.

600 Level Courses: Advanced master level courses that requires students to coherently synthesis the knowledge, concepts and methodologies of the intended field, as well as, reflect higher level of critical thinking to analyze high level of complex issues, and develop innovative solutions and proposals and necessitate more intellectual rigor.

Academic Progress

The University measures the Satisfactory Academic Progress of students based on *Qualitative* standard which denotes to the Cumulative Grade Point Average (CGPA) of students; and *Quantitative*

standard that consists of the maximum timeframe that student is allowed to complete the degree requirements, and the minimum credit hours to be enrolled and earned per semester.

Maximum timeframe:

Full-time and part-time students are expected to complete their master's degrees' requirements within 150% of the credit hours length of their programs.

Graduate students with a Cumulative Grade Point Average (CGPA) less than 3.00 cannot graduate from the program.

Students who are not making Satisfactory Academic Progress are limited to a maximum credit hours enrollment per semester. They are expected to seek assistance from the University and perform upon the advice of the academic advisor and program director. Advice may include and not limited to conditions on the enrolment in certain courses, repetition of courses with low grades, mandatory extra classes.

All University grants, scholarships and financial aid shall be revoked for students on probation (unless the grant/scholarship explicitly specified otherwise).

If the minimum Cumulative Grade Point Average (CGPA) of the student reaches the acceptable standard, the student will return to good standing in the next semester of enrolment.

Dismissal:

Students who fail to meet the academic progress requirements and who fail to meet the minimum expectations of the academic program criteria shall be dismissed from the program. Students shall receive a dismissal letter expressing the reasons for the decision in the subsequent regular semester (summer semesters are not considered).

Graduate students who have been probationary Admitted are enrolled for one semester with limited credit hours until the minimum cumulative grade point average (CGPA) 3.0 is achieved, otherwise, they will be dismissed from their program of study. (*Please see Graduate Admission Policy*).

Graduate students with Cumulative Grade Point Average (CGPA) less than 3.0, cannot graduate unless program graduation requirements are fulfilled.

Transient student

Students may choose to undertake courses at other UAE universities or abroad to complete their courses; abiding by the following conditions:

- a. The student should justify the reason for taking the course outside AUE to the Academic Advisor, Program Director, College Dean and the Registrar and explain whether:
 - The student is graduating.
 - The University is not offering the said course.
 - Graduation plan of the student is affected.
- b. Students should submit the duly approved Transient Student Form, upon approval from the VPAA, College Dean, Program Director, Academic Advisor and the Registrar for taking the course outside AUE.

- c. The VPAA, College Dean, Program Director, Academic Advisor and the Registrar should ensure that the proposed university in which the course is taken, whether in the UAE or abroad (Universities approved by the Ministry of Education - Higher Education Affairs (MOE) or the Universities that AUE has a partnership with, are duly approved by AUE.
- d. The Internship/Capstone /Practicum Courses are not allowed to be taken outside AUE.
- f. The learning outcomes and the syllabi of the courses taken at any other university should match an appropriate manner with the one offered by the AUE.
- g. The student should obtain prior approval and an official letter from the Registrar, should they decide to take any courses outside the University.
- h. The student should submit a letter of acceptance, duly stamped from the host university, with the official syllabi to registration within a week of approval of the student's application.
- i. Students should earn a minimum Grade of "B" for the courses to be considered.
- j. The chosen course should not be a repeated course.
- k. The student must provide the official transcript for the course in order to receive credit.

Student Attendance

Students are expected to attend punctually all their classes, lectures and Labs sessions as described in each course syllabus. Students must be aware that excessive absences and tardiness with or without excuses shall affect their class performance. Students bear the responsibility of familiarizing themselves with the class attendance requirements.

Attendance Warning

Attendance is mandatory for all courses. Class participation takes place when the student actively interacts with the instructor and/or other students through discussion or written assignments. Students with poor attendance records will receive three levels attendance warnings, if student absences exceed the allowed maximum class hours per semester, students shall receive an "FA" "Failed due to Absence" grade for that course.

An exemption of defined provision of absences shall be permitted subject to the documented evidence of legitimate excuse.

Eligibility

Major/specialization courses that are not offered in the semester for undergraduate programs are qualified for directed study. Junior and senior students who achieved acceptable academic progress and good standing Cumulative Grade Point Average (CGPA) are eligible to enroll in directed study course.

Students are limited to enroll in a directed study only twice (up to 6 credit hours with a maximum of 3 credit hours course) during the tenure of the student in an undergraduate program.

Contact Hours

Student will be deemed to be an independent learner for the course. As such, the student will be required to meet regularly with the faculty member as stipulated in the course syllabus. The faculty is required to provide and discuss the course topics, outlines, and course assessments with the student. The faculty shall follow the institutional grading policy to assign a final grade. The faculty has

the responsibility to provide and support with evidence (course file) the same academic rigor in offering the course as for any other undergraduate course in the University.

Comprehensive Exit Exam (*)

() Applicable to Cohort before 2021-2022*

The American University in the Emirates (AUE) shall require all of its graduate students in a non-thesis track, to successfully pass the CEE prior to graduation.

Eligibility Criteria

Students registered in a non-thesis track must meet the below eligible criteria for attending CEE:

- Students must successfully complete all graduate program requirements.
- Student must have a minimum CGPA of 3.00

Comprehensive exit exam Structure

The CEE assessment consists of two parts; written and oral examination. They should represent a cross-content demonstrating the student's cognitive understanding and synthesis that were developed across the curriculum and co-curriculum. Both parts of the examination are required to be designed to associate cogently with all the concerned program learning outcomes.

Submission of Application

The concerned academic advisors and graduate Program Directors should ensure that all eligible students have applied for the CEE assessment at the beginning of their final semester for the review and approval of the Graduate Studies Committee.

Retaking the Comprehensive Exit Exam

Graduate students who have failed the CEE are permitted to re-take the exam only once. If they fail on the second attempt, students are eligible to petition for a third retaking conditional upon retaking core courses pertaining to the areas in which the student has failed in the CEE as per the recommendation of the concerned Program Director. Upon successful completion of the course(s) that shall cover similar content area associated with the program learning outcomes the student shall undertake the 3rd attempt of the CEE. Failure in the third attempt will result in the student's dismissal from the program and will not be awarded a degree.

Record of Comprehensive Exit Exam

The CEE assessment scores are recorded in the student's transcript as "P" or "F" and are neither graded no calculated as part of the Cumulative Grade Point Average (CGPA) of the student. The Program Director must maintain a record of all student's papers of the CEE as a soft copy in the course file.

Degree Completion and Graduation Requirements

Students are awarded with a Master degree from the University, upon the completion of the prescribed credit hours and courses of a particular program, and meeting the minimum Cumulative

Grade Point Average. Degrees are awarded to graduate students at the end of each semester, fall, spring and summer upon meeting successfully the outlined requirements.

The number of credit hours earned depend on the program. Graduate students are expected to complete their degree requirements within 150% of the total credit hours of the program bounded by a time limit articulated in the procedures. The full-time graduate student credit load is between 9 and 12 credits per regular semester. Students undertaking less than 9 credits per regular semester are considered studying as part-time.

Degree Completion Requirements

For graduate degree completion, graduate students must satisfy the following requirements:

1. Earn a minimum CGPA of 3.00 on a scale of 4.00.
2. Successfully complete all courses as described in the study plan
3. The Degree Completion requirements must be met within the timeframe of the program.
4. Transfer students must successfully earn a minimum of 75% of the course credits for the program at AUE.
5. Students pursuing non-thesis track: graduate student must sit and complete successfully the Graduate Comprehensive Exit Exam during their last semester and should achieve minimum 80% of each PLO, as detailed in the Comprehensive Exit Exam Policy. *(Applicable to cohort before 2021-2022).*

Graduation

Once the Graduation Ceremony is announced, all students who are eligible to attend the commencement exercise will be notified by email and phone to visit the Registration Department, complete the “*Graduation Application Form*”, pay the Graduation fees and all other requirements, such as, gown measurements and yearbook photograph. However, students must respect the deadline to submit their application for processing.

Financial Aid

Financial Support

AUE offers students financial support in various forms including scholarships, grants, and financial aid subject to eligibility and availability per semester.

The allocation of financial support is centrally coordinated via the Student Life Office that is subject to a bi-annual audit to ensure compliance with the internally approved eligibility criteria for awarding the various forms of financial support as well as ensuring that this allocation is made in an equitable, transparent, and consistent manner in compliance with CAA Standards 6.7.5.

The University reserves the right to amend the categories of financial support offered and the eligibility criteria as well as revoke financial support in cases of violations of any of the University policies.

The University offers financial support in the following categories:

1. AUE Scholarship: a full scholarship offered by the University to eligible students at the undergraduate and graduate levels.
2. AUE Merit Scholarship: partial scholarships offered to students who either received a particular high school average and/or maintain a particular CGPA after the completion of 45 credit hours.
3. Corporate and Government Grants: partial grants of varying percentages as per agreements signed with various entities in the public and private sectors.
4. Financial Aid: a partial grant offered to undergraduate students with demonstrated financial need

Types of Financial Aid

The Financial Support Catalogue below applies to all new freshmen undergraduate and graduate students enrolled to begin their academic journey with AUE during the 2021-2022 academic year.

The Financial Support Catalogue is separated into three main categories:

1. Privilege Cards and Government Grants
2. University Scholarships and Grants
3. University Aid

Graduate – Master’s Degree Starting Fall 2021-2022				
Funding Type	Description	Amount	CGPA	Notes
ADNOC	<ul style="list-style-type: none"> • Graduate students • Current employee or family member • All programs 	30%	3.0+	ADNOC Employee and their family member must one of the following: <ul style="list-style-type: none"> • ADNOC ID • Access of ADNOC Offer Application • ADNOC Pioneer ID • ADNC Offers Car & Family Members • ADNOC Strategic Partner • Fertil Borouge

AUE Alumni Scholarship	<ul style="list-style-type: none"> Graduate students Graduated from an AUE undergraduate (Bachelor's) program 	40%	3.25+	
Dubai Corporation for Ambulance Services	<ul style="list-style-type: none"> Graduate students Current employees 	30%	3.25+	<p>100% scholarship for 1 employee who is of people of determination, with official DCAS nomination letter</p> <p>50% scholarship to 10 employees, with official DCAS nomination letter</p>
Dubai Electricity and Water Authority (DEWA) Grant	<ul style="list-style-type: none"> Graduate students Current employee 	15%	3.25+	
Esaad Card Grant	<ul style="list-style-type: none"> Graduate students Valid Esaad card in their name <i>OR</i> Have an eligible family member as listed on the back of a valid Esaad card 	25%	3.25+	Proof of familial relation*
Government Employee Grant	<ul style="list-style-type: none"> Graduate students Currently UAE government employee 	25%	3.25+	
General Directorate of Residency and Foreigners Affairs (Dubai) Grant	<ul style="list-style-type: none"> Graduate students Current or retired employees; <i>OR</i> Have a mother, father, husband or wife who is a current or retired employee 	25%	3.25+	Proof of familial relation*

Additional Notes

- Deadline to apply for scholarships/grants
 - Fall: September 25
 - Spring: January 25
- Deadline to apply for financial aid
 - Fall: September 1
 - Spring: January 5
- Repeated courses will not be included in the scholarship/grant
- Proof of familial relation: If the middle and family names do not match, student must provide proof of familial relation (marriage certificate, family book, passport, etc.)
- Terms and Conditions apply

Financial Information

Tuition and Fees

Graduate Degrees Tuition Fees			
Programs	Per credit hour	Per course	
	AED	AED	USD
Master of Arts in Diplomacy (MAD) - Bridging Course	2,100	4,200	1,151
Master of Arts in Diplomacy (MAD) - Core/Specialization Course	3,502	10,505	2,878
Master of Business Administration (MBA) - Bridging Course	1,575	3,150	863
Master of Business Administration (MBA) - Core/Specialization Course	3,150	9,450	2,589
Master of Sports Management (MSM) - Bridging Course	1,575	3,150	863
Master of Sports Management (MSM)/Equine Concentration - Core/Specialization Course	3,502	10,505	2,878
Master of Arts in Security and Strategic Studies (MSSS)	3,502	10,505	2,878
Master in Security Studies & Information Analysis	3,502	10,505	2,878
Professional Master in Sports Law- Bridging Course	1,444	2,888	791
Professional Master in Sports Law- Core/Specialization Course	3,413	10,238	2,805
Master in Arbitration	3,675	11,025	3,021
Master in Criminal Sciences	3,675	11,025	3,021
Master in Intellectual Property - Bridging Course	1,444	2,888	791
Master in Intellectual Property - Core/Specialization Course	3,675	11,025	3,021
Master of Knowledge Management (MKM) - Core/Specialization Course	3,502	10,505	2,878

Students Services Fees (Non-Refundable)		
Services	Fees	
	AED	USD
Admission Fees - Graduate Degrees (Including ID & Application Fees)		
Admission Fees - Graduate Degrees (Visiting Students)	1,575	432
Late Registration Fees	1,575	432
Graduation Fee (To be paid upon final clearance application)	2,100	575
Internet & Lab Fees (Per Regular Semester)	525	144
Internet & Lab Fees (In Summer Semester)	197	54
Replacement ID Fees	210	58
External Transfer Fee (Per Course)	525	144

Official Transcript	315	86
Graduation Certificate Fee	683	187
Attested Graduation Certificate Fee	315	86
Official Letter Request	79	22
Fee Quotations	79	22
Student Lockers (Per Semester)	158	44
Visa Processing Fee (Inside UAE)	4,200	1151
Visa Processing Fee (Outside UAE)	3,675	1007
Health Insurance	1,102	288
Emirates I.D.	179	49
Visa Processing - Medical Test	441	121
Passport Deposit / Security Fee	5,500	1,507
Visa Renewal Fee	1,050	288
Visa Cancellation Fee - Inside UAE	525	144
Visa Cancellation Fee - Outside UAE	788	216
Transport - Dubai after Mall of the Emirates	1,000	274
Transport - Dubai before Mall of the Emirates	900	247
Transport - Sharjah	1,200	329
Penalty for bouncing cheque	525	144
Health Care Services (Per Semester)	126	35
Health Care Services (in Summer Semester)	63	17
Change Major/College Fees	210	58
Course Syllabus (Printed & Stamped)	210	58
TOEFL Test (AUE students)	735	202
TOEFL Test (Outsiders)	840	231
Intensive English Programs (IEP)		
Programs	AED	USD
Intensive English Program	3,780	1,035

Payments Plan

AUE students are expected to pay their tuition fees and other service charges related to attending courses at American University in the Emirates before the beginning of each semester/term. All outstanding balances must be cleared prior the final exams.

Students may settle their outstanding balances by visiting the Financial Affairs Department on campus and make direct cash payment, checks (current and post-dated) or credit cards. They can also access the student's portal and pay the pending dues online, or deposit the outstanding balance through a bank transfer directly to the University bank account.

AUE offers flexible payment plan, which applies to all students and published in all University publications.

The following plan options are available:

- Enrolled Self-Sponsored Students:

Option 1: Full Payment (Payment should be made on the first day of registration) by cash/ credit card/current dated cheque.

Option 2: 33% down payment for the total tuition fees should be made on the same day of registration, the second 33% and the third installments 34% should be made by one month and two months postdated checks respectively. (checks need to be dated on the 5th of the due month). In the case of bounced checks from the bank, there will be a penalty of AED 525 per check. The check date cannot be changed later.

- Enrolled Sponsored Students:

Students who are sponsored by governmental, semi-governmental and private entities, should submit a sponsorship letter along with the registration form indicating that the sponsor organization will bear all student's financial liabilities, upon receipt of the invoice from AUE Financial Affairs Department.

Refund Policy

Students are eligible for only tuition fees refund after the add/drop period within the time frame stipulated. Admission and service fees are non-refundable.

It is the student responsibility to apply for the course withdrawal and abide by the refund below calendar.

100% REFUND OF COURSE FEE	Withdrawal from a course within seven days after the last day of add/drop
75% REFUND OF COURSE FEE	Withdrawal from a course within 14 days after the last day of add/drop period
25% REFUND OF COURSE FEE	Withdrawal from a course within 28 days after the last day of add/drop period
0% REFUND	Withdrawal from a course over 28 days after add/drop period

All the refunded fees are credited in the student's account; cash reimbursement can occur only when students are withdrawing from the University or graduating.

Adjustments of charges

Tuition and fees are subject to annual increases up to the maximum annual cap specified in the below table. The University reserves the right to adjust tuition and fee rates at any time, and may include additional fees to existing students to meet specific higher education needs and expectations. Students are notified one semester in advance via the official communication channels of the University.

Type of Fees	Maximum Limit Annual Increase
Tuition Fees	10%
Service Fees (*)	20%

Student Life

On-Campus Services

AUE provides a broad selection of services and facilities to students. The Office of Student Life has a vital role in the campus life and activities. AUE has well-resourced facilities designed to create a welcoming environment that allow students to be engaged smoothly in the university life.

Student Residence

AUE facilitates student accommodation via a trusted third-party provider. AUE students may approach the Office of Student Life for information related to the student residence via the third-party provider.

Recreational Facilities

AUE students have access to recreational facilities that engage students in common activities such as video games and other entertainment activities. The recreational area is available to all AUE students in the ground floor of block 6.

Immigration and Visa Services

AUE provides its students with UAE residence visa's that are valid for one year and renewable upon request. Upon admission and registration for a minimum of 3 credit-bearing courses students who require a visa apply by filling the relevant forms at the Protocol and Public Relations Department located on the second floor and proceed to make the necessary payments.

Lost and Found

Students who misplace any of their personal belongings may approach any of the reception desks located on the first, second, and third floors to search/retrieve their items.

Transportations & Parking

AUE provides its students with transportation services upon their request. Students who require transportation services approach the General Services Department located on the second floor.

Bookstore

The AUE bookstore located on the ground floor offers students all the required resources for their coursework including textbooks, books, and other print material.

Library

The AUE library located on the ground floor provides students, faculty and staff with access to textbooks, books, and other resources in print and electronic format. Additionally, the library provides students with access to computers and xx study rooms that provide a quiet and productive learning environment.

Copy Center

The AUE copy center located on the ground floor that serves the printing, documentation, and lamination needs of students, staff, and faculty members.

Laboratories

AUE students have access to computer laboratories equipped with the programs and software that are required for their coursework for experimental learning purposes. Either computer labs or special labs, students are encouraged to have hands on experience through practicing the course assets through theses specialized labs.

Cards

AUE students are issued student ID Cards at the Admissions and Registration Department located on the second floor. Students are required to have their AUE Student ID Cards at all times and produce it for verification if required by a staff or faculty member.

Dining Services

For their dining needs students have access to the DIAC food court closely located to the AUE campus. For recreational purposes students have access to the student area on the ground floor.

Prayer Rooms

Students have access to male and female prayer rooms located on the second floor.

Security and Safety

The health and safety of students, faculty, and staff is a top priority at AUE that ensures a healthy and secure environment for all by ensuring strict adherence to the UAE Federal Labor Law Articles 91 and 101 on employee and student safety. Hence AUE provides all members of its community with appropriate protection.

The AUE campus is monitored via security cameras in addition to being secured via security agents that monitor the campus 24 hours a day 7 days a week to ensure the safety of students,

Throughout campus, detailed instructions related to fire prevention and fighting are displayed on each floor in both Arabic and English in a permanent and prominent places. Additionally, the campus has an emergency evacuation plan that is regularly tested. This evacuation plan is fixed in each floor next to the lifts showing the following: The place (where you are) according to the Campus Evacuation Exit Doors Assembly Point Instructions This evacuation plan is annually tested by both TECOM authority and AUE General Services Department

Health Services and Insurance

An ambulance is available 24/7 in front of the entrance of block 6. It provides necessary medical care to students, faculty and administrative staff members in case of emergency. If needed, free transportation to hospital will be offered. AUE also provides insurance that covers accidents that may take place on campus.

Career Services

The University's prioritizes equipping students with real life practical experience as a core part of its curriculum. Career preparedness and employment support are hence a core part of the student experience provided by the University. This policy outlines the ways in which the University provides career services in compliance with CAA Standard 6.7.4.

The University provides internship support, and career placement services for students via the Office of Careers and Internship that caters to students from the first year of enrollment. The services offered are as follows:

1- Career Advise and Job Placement: the University offers students individualized career advise as part of a career planning process in which students interests, specialization, and strengths are mapped with industry opportunities. The University works with the students to then secure adequate employment opportunities that are aligned with their field of study on an individual basis as well as via an annual Career Fair that brings potential employers from the public and private sectors.

2- Career Development and Job Preparedness: the University ensures job preparedness by offering students specialized workshops on CV writing, Interview Skills, Business Etiquette, Job Search Fundamentals as well as offering job psychometric tests. This is an addition to guest speakers and specialized workshops related to employment in specific fields as aligned with the University's offered specializations.

3- Internship Placement and Support: the University offers students support in securing internship placements that are aligned with the student's interests and fields of study both on an individual basis and as part of the core Internship requirement in specific programs. In addition to internship placement the University offers ongoing counseling and job support throughout the internship including obtaining performance feedback from the internship supervisors.

Counseling and Disability Services

As an equal opportunities institution the University supports students in their educational endeavors regardless of any personal barriers to success. The University works to ensure that students with physical, mental disabilities receive the support needed to achieve their goals during their academic careers. This policy outlines the University's student counseling and disability support offerings in compliance with CAA Standards 6.

The Counseling and Disability Office at AUE provides a physical space that is conducive to secure and personal discussion of barriers to success that may face any given student during their academic career. The office also ensures that students are provided a qualified and experienced individual with whom they may speak with regarding any challenges they may be facing. The Office takes confidentiality extremely seriously and ensures procedures reflect a will to preserve sensitive data externally as well as within the university itself. The Office ensures that any personnel which are tasked with counseling duties are trained regarding university policy and procedures, to ensure the timely provision of services to students seeking them.

The Counseling and Disability Office provides AUE students with the support needed to ensure mental health and well-being as well as the ability to succeed via adequate support for physical and mental disability. The Counseling and Disability Office offers students the following services:

1. One-on-one counselling
2. Workshops on areas related to mental health and disability support
3. Special accommodation for students

Online Counseling Sessions

The university and the counseling office decided to work online during this pandemic period to continue helping our students, to keep them safe and in contact with the psychologist. The Counseling and Disabilities Office is responsible for providing professional counseling services to the university students. The Counseling and Disabilities Director shall assist the students in identifying their issues or problems and help them in setting goals to overcome the problem.

Services

1. Oversee students with mental health concerns and learning difficulties and conduct individual sessions to address related mental health problem;
2. Provide referral and resource information to students and serve as the liaison between students, faculty; and staff for advising them according to students' needs;
3. Provide support to students to assist them in overcoming the limitations resulting from their disability.
4. Coordinate with University community to promote mental health and disability provisions awareness on Campus;
5. Interpret assessments, identify values and interest patterns and prepare action plan to meet individual student needs in the areas of academic, personal, family and group counseling;
6. Provide educational workshops, roundtable discussions to students on topics relevant to their needs.

Special Accommodations

Should a student require special accommodation for a particular physical or mental health issue or disability students must follow the below procedure:

1. Upon enrollment students must provide the Counseling and Disabilities Office with the following:
 - a. An impartial UAE certified professional must mail a report to the Office of Guidance, Counselling and Disability Support with a clear diagnosis, ongoing treatment, prognosis (as per the Diagnostic and Statistical Manual of Mental Disorders nomenclature in cases of mental challenges), and the evaluation procedures employed.
 - b. Clear history of treatment/diagnosis with the most recent one being within the last 12 months.
 - c. Clear explanation of any medications and potential side effects that would impact the student's learning experience and the extent of the student's compliance with the prescribed treatment.
 - d. Clear explanation of any aides that would be used to support the students physical or mental challenge.
 - e. Clear stipulation of the kind of special accommodation needed by the student in order to successfully complete the program of study.
2. Upon review of the aforementioned information provided, the Counseling and Disabilities Office notifies the relevant faculty/staff of the kind of special accommodation that the student requires and ensures adequate follow up.
3. Where applicable students must provide updated reports annually to the Counseling and Disabilities Office
4. Students may approach the Counseling and Disabilities Office at any time to seek support for any emotional or mental health issue they may be facing throughout the semester

Grievance Policy and Procedure

The Student Grievance policy provides clear and accurate advice and guidance for students making a complaint or appeal, and for staff involved in handling or supporting complaints and appeals. This policy will encourage constructive engagement with the appeals and complaints procedures and offer opportunities for early and/or informal resolution. In addition, students will be able to raise matters of concern without the risk of disadvantage. The Policy will ensure that the appeals and complaints procedures are conducted in a timely, consistent, fair manner and appropriate action is taken. The university will maintain formal records of all student grievances from initiations to the final decisions.

A grievance is defined as any incident or situation in which an enrolled AUE student perceives that one of his/her rights have been violated as outlined in the Policy on Student Rights and

Responsibilities. This includes informal complaints, formal grievances, and appeals regarding perceived inadequate teaching and learning, inappropriate classroom conduct, discrimination, harassment, bullying arising between the student and his/her peers, instructors, or staff members.

An informal complaint involves an academic or non-academic issue between a student and a member of faculty, staff, or student(s) for which a student pursues informal mediation and resolution directly with the party concerned.

Non-academic Grievance

A non-academic grievance is defined as any situation in which the student perceives his/her rights have been violated and wishes to pursue formal action against another student, faculty or staff member outside the context of a course on matters unrelated to teaching or learning by filing a Student Grievance Form at the Office of Student Life.

Academic Grievance

An academic grievance is defined as any situation in which the student perceives that his/her rights have been violated in the context of a course in matters related to teaching and learning and wishes to pursue formal action against a faculty member by filing a Student Grievance Form at the Office of Student Life.

The student grievance procedure shall be used by someone who is a student at AUE at the time the case occurred. The student registering the grievance must have received the unfair treatment as a student. A grievance cannot be filed on behalf of another student. During the grievance process, the student is responsible to provide evidence in support of the claim by maintaining written notes and necessary documentation for each step of this procedure. All accusations arising from a single event should be part of one grievance filing.

Eligibility

The purpose of the student grievance procedure is to provide a system to channel student complaints against students, faculty or staff, concerning the following:

1. Academic matters, excluding individual grades (which must follow the Grade Appeal Procedure)
2. Alleged discrimination based on age, gender, race, or disability excluding sexual harassment grievances.
3. Misconduct of a member of the University community violating University policies and/or procedures
4. Sexual Misconduct
 - a. Because of the sensitive nature of such grievances, alleged sexual harassment complaints should be sent directly to the Manager of Student Life and Community Engagement.
 - b. A meeting with the Manager of Student Life and Community Engagement will replace the first step of the grievance procedure. The Manager of Student Life and Community Engagement will counsel with the student to determine the appropriate action that is required.
 - c. If the grievance is not resolved after this meeting, then the remainder the grievance procedure will be followed.

Definitions

The Office of Student Life's Grievance Hearing Policies and Procedures refer to the following terms, as defined below:

1. **Written Grievance:** refers to the written statement from a student indicating his/her intent to pursue a grievance through the American University in the Emirates student grievance system or through the University email.
2. **Complainant:** refers to an individual who has filed a formal grievance against a member of the American University in the Emirates community through the online student grievance system or through their University email.
3. **Respondent:** refers to a member of the American University in the Emirates who has been alleged of violating the policy on Student Rights and Responsibilities, Student Behavior and Discipline policy, or any other University policies or procedures
4. **Manager of Student Life and Community Engagement:** refers to the individual responsible for overseeing the proper implementation of the grievance procedures and student grievance system. The Manager may designate any other appropriate individual to perform these duties.
5. **Student Grievance Committee:** refers to an ad-hoc Grievance Committee formed by the Grievance Committee to investigate a specific student grievance. This ad-hoc committee is chaired by the Manager of Student Life and Community Engagement and reports to the Chair of the Grievance Committee (the Student Services Director).
6. **Grievance Procedures:** refers to the Student Life and Community Engagement Office's procedures to address complaints against University policies and procedures.
7. **Student:** refers to an individual enrolled into an undergraduate or graduate program at the American University in the Emirates.

Informal Complaint: Mediation

1. Students should attempt to resolve their complaints informally prior to filing a formal grievance. They may do so by approaching the Office of Student Life and Community Engagement with their complaint for advice.
2. The Manager of the Office of Student Life and Community Engagement may mediate between the student and the other parties involved in the incident (student, staff, or faculty member).
3. This step is not applicable in the cases of alleged sexual harassment, sexual misconduct or discrimination in which case the Office of Student Life and Community Engagement will provide all necessary support to follow the procedures correctly.
4. If the mediation efforts resolves the issue, then the Manager of Student Life and Community Engagement will notify the decision in writing to the Complainant(s) and the Respondent(s) within seven (7) days from the date of resolution.

Formal Complaint: Grievance

A. Filing a Formal Grievance

1. If the Complainant(s) is/are not satisfied with the outcome of the mediation effort, he/she may file a written grievance by submitting a Student Grievance Form through their Student Portal.
2. The Student Grievance Form should state the name of the Respondent (if known) and describe with reasonable specificity any of the alleged incident(s) of that he/she wants to be addressed by the Student Life Office, including the date and place of the incident(s).
3. The Complainant may also upload any evidence connected to the reported incident.

B. Responding to a Formal Grievance

1. The completed Student Grievance Form grievance form is reviewed by the Student Life Office and presented to the Manager of Student Life and Community Engagement, or designee, within 48 hours after satisfying the first step in the grievance process. The Manager of Student Life and Community Engagement, or designee, confirms the type of grievance: whether it is an academic or non-academic grievance.
2. The Manager of Student Life and Community Engagement, or designee, shall give written acknowledgement of receipt of the Student Grievance Form.

C. Resolving a Grievance

Academic Grievance: If the grievance involves an incident or situation between a student and faculty member related to teaching and learning:

1. Notify College Dean or VPAA: The Manager of Student Life and Community Engagement, or designee, will forward the Written Grievance to the College Dean and/or the Vice President of Academic Affairs (VPAA) via the Student Grievance Portal.
2. Investigation: Upon receiving grievance, the College Dean and/or the Vice President of Academic Affairs forms an Academic Grievance Committee to begin a formal investigation of the grievance.
 - a. The Academic Grievance Committee contacts the Complainant and the faculty member.
 - b. The Academic Grievance Committee seeks evidence pertaining to the grievance from both complainant and the faculty member.

3. Academic Grievance Committee Hearing

- a. An Academic Grievance Committee will be assembled to review the grievance case, conduct an Academic Grievance Hearing, and determine a resolution.
- b. The Academic Grievance Committee calls in the Complainant to give a statement and then questions the Complainant during an interview
- c. The Academic Grievance Committee then calls in the faculty member to give a statement and then questions the faculty member independently during an interview
- d. The Academic Grievance Committee may call in Witnesses independently during an interview
- e. The Academic Grievance Committee may call the Complainant, the faculty member, or Witnesses to answer any further questions, independently
- f. The Academic Grievance Committee deliberates and shall decide the resolution of the grievance by a majority vote. In case of a tie, the Chair shall vote and thus break the tie.
- g. The Chair shall report the decision to the Vice President of Academic Affairs
4. **Committee Findings Shared with OSL:** Once the VPAA approves the Academic Grievance Committee decision, the Chair shares the Committee findings, evidence, and recommendations with the Student Life and Community Engagement Office via the Student Grievance Portal within 48 hours from the reporting of the grievance.
5. **Notification:** The Student Life and Community Engagement Office forwards the outcome via the Student Grievance Portal within 48 hours from when the Academic Grievance Committee's decision is communicated.

Non-Academic Grievance: If the grievance involves an incident or situation between a student and his/her peer:

1. Meeting with Complainant :If the Student Grievance Form is not clear, the complainant will be called in the by the Manager of the Student Life & Community Engagement Office, or designee, to meet and clarify details of the grievance
2. Investigation: Upon receiving grievance, the Student Life & Community Engagement Office will begin a formal investigation of the grievance. The Student Life & Community Engagement Office will contact the respondent, the witnesses, and collect evidence and/or documents.
3. Letter of Notice: If reasonable cause exists, the complainant (and respondent, if applicable) will be notified of a scheduled Student Grievance Committee Hearing via a letter of notice to the official University email account. The formal letter of notice will outline the alleged violations, notification of where to locate the Student Code of Conduct and/or University policies, procedures for resolution of the complaint, and notification of the date and time of the scheduled hearing within 48 hours of the reported violation. The respondent may also be contacted informally via phone call or in person by a Student Life Officer to follow up on the formal letter of notice.
4. Interim Actions: The Manager of the Student Life & Community Engagement Office may impose interim actions during the investigation process including a “No Contact Order” or “Temporary Suspension.” Such actions may be taken to ensure the safety and well-being of the university community and the accused student.
5. Student Grievance Committee Hearing
 - a. An ad-hoc Grievance Committee will be assembled to review the grievance case, conduct a Grievance Hearing, and determine if the Respondent violated a university policy.
 - b. Student Grievance Hearings are closed to the public, are not live, and do not involve cross-examination.
 - c. Student Grievance Hearings are informal
 - d. The Student Grievance Committee calls in the Complainant to give an statement and then questions the Complainant independently during an interview
 - e. The Student Grievance Committee then calls in the Respondent to give an statement and then questions the Respondent independently during an interview
 - f. The Student Grievance Committee then questions Witnesses independently during an interview
 - g. The Student Grievance Committee may call the Complainant, Respondent, or Witnesses to answer any further questions, independently
 - h. The Student Grievance Committee deliberates and shall decide the resolution of the grievance by a majority vote. In case of a tie, the Chair shall vote and thus break the tie.
 - i. The Chair shall report the decision to the Chair of the Grievance Committee (Student Services Director)
 - j. The Chair forwards a copy of the Student Grievance Committee’s decision to all parties involved within seven (7) days of the Student Grievance Committee’s decision.
6. Decision & Notification: Based on the findings of the Student Grievance Committee, the respondent(s) will receive a formal letter within seven (7) days of the hearing outlining the violation(s), the Committee’s decision, and the student’s right for an appeal. The student is subject to any one or more of the Disciplinary Sanctions (see Disciplinary Sanctions).

Non-Academic Grievance: If the grievance involves an incident or situation between a student and a staff member or a faculty member on matters unrelated to teaching and learning:

1. Meeting with Complainant: If the Student Grievance Form is not clear, the complainant will be called in the by the Manager of the Student Life & Community Engagement Office, or designee, to meet and clarify details of the grievance
2. Investigation: Upon receiving grievance, the Student Life & Community Engagement Office will begin a formal investigation of the grievance. The Student Life & Community Engagement Office will contact witnesses, collect evidence and/or documents.
3. Letter of Notice: If reasonable cause exists, the complainant (and respondent, if applicable) will be notified of a scheduled Student Grievance Committee Hearing via a letter of notice to the official University email account. The formal letter of notice will outline the alleged violations, notification of where to locate the Student Code of Conduct, procedures for resolution of the complaint, and notification of the date and time of the scheduled hearing within 48 hours of the reported violation. The respondent may also be contacted informally via phone call or in person by a Student Life Officer to follow up on the formal letter of notice.
4. Interim Actions: The Manager of the Student Life & Community Engagement Office may impose interim actions during the investigation process including a “No Contact Order” or “Temporary Suspension.” Such actions may be taken to ensure the safety and well-being of the university community and the accused student.
5. Student Grievance Committee Hearing
 - a. An ad-hoc Grievance Committee will be assembled to review the grievance case, conduct a Grievance Hearing, and determine if the Respondent violated a university policy.
 - b. Student Grievance Hearings are closed to the public, are not live, and do not include cross-examination.
 - c. Student Grievance Hearings are informal
 - d. The Student Grievance Committee calls in the Complainant to give an statement and then questions the Complainant independently during an interview
 - e. The Student Grievance Committee then calls in the Respondent to give an statement and then questions the Respondent independently during an interview
 - f. The Student Grievance Committee then questions Witnesses independently during an interview
 - g. The Student Grievance Committee may call the Complainant, Respondent, or Witnesses to answer any further questions, independently
 - h. The Student Grievance Committee deliberates and shall decide the resolution of the grievance by a majority vote. In case of a tie, the Chair shall vote and thus break the tie.
 - i. The Chair shall report the decision to the Chair of the Grievance Committee (Student Services Director)
 - j. The Chair forwards a copy of the Student Grievance Committee’s decision to all parties involved within seven (7) days of the Student Grievance Committee’s decision.
6. Decision & Notification: Based on the findings of the Grievance Committee, the respondent(s) will receive a formal Outcome letter within seven (7) days of the hearing outlining the violation(s), the Committee’s decision, and the student’s right for an appeal. The student is subject to any one or more of the Disciplinary Sanctions (see Disciplinary Sanctions).

Grievance Appeal

1. Submit Student Appeal: A Respondent may appeal the decision by filing a Student Appeal through the Student Portal. A Respondent who submits an Appeal is called an “Appellant.”
 - a. An Appellant must submit the Appeal within five (5) working days from the date of receiving the formal letter via the Student Portal.
 - b. No appeal shall be allowed unless the appellant cites specifically to the grievance/conduct record and states with specificity the grounds under which the appeal shall be allowed.
 1. Substantial Procedural Error: A specific procedural error or error in interpretation of the University policies and procedures substantially affected the process
 2. New Information: New, significant, or relevant information that was not discovered during the Grievance hearing that may substantially affect and/or change the decision of the Student Grievance Committee Hearing.
 - c. Any appeal submitted that does not include the required information will be dismissed without review.
 2. Notify Student Services Director:
 - a. The completed Student Appeal is reviewed by the Manager of Student Life and Community Engagement and presented to the Student Services Director.
 - b. The Student Life & Community Engagement Office shall give written acknowledgement of receipt of the Academic Appeal to the Appellant.
 3. Student Appeal Committee:
 - a. The Student Services Director forms a Student Appeal Committee
 - b. The Student Services Director shall present all relevant information on the case to the Student Appeal Committee.
 - c. The Student Appeal Committee will not include live hearings or interviews, unless the Student Appeal Committee deems it necessary.
 - d. If the Student Appeal Committee overrules a decision in whole or in part, it may:
 - ii. Modify the decision; or
 - iii. Remand for further proceeding.
 - e. The Student Appeal Committee shall be responsible for reviewing substantive or procedural appeals from the decision(s) of the Student Grievance Committee, the Student Conduct Committee, or Disciplinary Sanction(s) assigned by the Student Life and Community Engagement Office
4. Decision & Notification: Based on the findings of the Student Appeal Committee, the Appellant will receive a formal letter within seven (7) days of the appeal committee meeting outlining the Student Appeal Committee’s decision. Decisions of the Student Appeal Committee are final. There is no further opportunity for appeal.

Student Rights and Responsibilities

AUE safeguards the rights of its students as they pursue knowledge, personal and professional growth as members of the University community in a manner that enables a safe and conducive learning environment for all. Fundamental to these rights is the guarantee of equal opportunity for all regardless of age, gender, nationality, race, religion, and physical ability. Furthermore, as members of the University community students are also accountable for upholding their responsibilities in accordance with the laws and cultural values of the UAE and the provisions of the University policies and procedures.

Student rights are as follows:

1. The right to fair and equal treatment by all members of the University community including faculty and staff.
2. The right to respect, dignity, and confidentiality of information in accordance with the University policies and procedures.
3. The right to due process that is fair and in accordance with University policies and procedures.
4. The right to report any perceived violations of the University policies and procedures via appropriate channels.
5. The right to a safe and conducive learning environment that offers adequate and appropriate resources.
6. The right to complete and accurate information about the University policies, procedures and any other information via timely communication by the University's official communication channels including official email, print, website, portal announcements, the call center, and social media outlets.
7. The right to express their views and share their feedback about University operations, faculty members, and courses via appropriate channels as outlined in the University policies and procedures.
8. The right to participate in institutional decision making via appropriate channels as outlined in the University policies and procedures.
9. The right to complete and accurate information regarding classwork including but not limited to: a complete course outline, grading rubric, grade scale, and coursework descriptions clearly stipulating requirements.
10. The right to pursue extracurricular interests and personal and professional growth by forming and participating in University clubs, societies, and events.

Student responsibilities are as follows:

1. To abide by the University Honor Code, Code of Conduct, and the stipulations outlined by the University policies and procedures.
2. To uphold the University values and treat all members of the University community including faculty, staff, and peers with dignity and respect and in accordance with the UAE culture and values.
3. To obtain complete and accurate information about University policies and procedures and seeking the support of the relevant individuals and departments in a timely manner.
4. To provide complete and accurate information to the University such that it is able to communicate with the student in a timely manner including activating and using the University email as well as an accurate and valid phone number.

If an enrolled student perceives that any of the aforementioned rights have been violated by any student, faculty, or staff member on or off campus then he/she has the right to file a Grievance as per the Grievance Policy.

Orientation

New students are encouraged to attend the Orientation Program prior to their registration. The Orientation Program allows students to:

- Be introduced to AUE academic life.
- Gain information on the general academic policies and regulations.
- Socialize with peers.
- Meet the faculty members and administration staff of AUE.
- Discuss relevant issues as freshmen.
- Gain information on the University facilities and services.
- Go on campus tours and visit the departments.

With the assistance of the Students Affairs Department, each college/department organize an orientation for their students to allow them to familiarize themselves with the college study plan, requirements, regulations and any other academic issues.

Students who fail to attend their Orientation Program will miss crucial information relevant to their journey at AUE, which provides updates concerning all campus-wide or program issues and changes each year.

Student Publications and Media

Students may contribute to the University publications or initiate/participate in student-run publications as part of extracurricular activities/clubs/societies. Any kind of participation in University publications or representing the University in outside publications is prohibited without the explicit written approval of the Student Life and Community Engagement Office and/or the concerned faculty/staff member where applicable.

Advising and Student Success

The Advising and Student Success Office is focused on enabling students to achieve their academic goals throughout their journey towards fulfilling their degree requirements. The goals of the Advising and Student Success Office are as follows:

- To provide advising support services that supplement the advising function at the college-level while enabling students to achieve their academic goals.
- To provide the academic support needed for students to achieve their course-specific goals and enhance the skills necessary for success in achieving the learning outcomes of their programs.

The Office provides students support in two important areas:

- Advising services which focus on providing students with the support needed as they make fundamental decisions about their academic goals, course registration in line with their study

plans, providing students with the information needed to better understand their academic standing, and developing strategies that enables students to confidently move towards their academic goals.

- Success support services which focuses on providing students at risk with the support needed in obtaining course-specific support in the form of peer mentorship. This process is particularly important given that it is built on a system in which students with a demonstrated record of academic excellence are given the opportunity to develop their own leadership/mentorship skills and gain practical experience as they assist their peers in subjects/skillsets in which they may be struggling. This student-centric learning process provides a unique learning experience for the students and enables them to more actively engage in the learning process whether as mentors or mentees.

The Office offers a variety of services including:

1. First Year Advising
2. Peer Advising
3. Mentoring Program
4. Academic Coaching
5. Workshops

First Year Advising

The Advising and Students Success Office is mainly focused on first-year students to assist them through their academic journey and help them avoid typical first-year pitfalls including low academic performance.

Peer Advising

Peer Advisors are academic achievers in their junior or senior year at AUE who use first-hand experience to advise fellow undergraduate students. They are available to meet virtually to recommend strategies for success in their specific college at AUE and answer questions from a student's perspective. Which is mainly helping the students to have a better perspective about their majors, courses, instructors, and their future career.

Mentoring Program

The mentoring program is one of the most effective academic support services in the AUE which offer the students to have a mentor "Study Buddy" in any General, Core, Specialization courses offered in the AUE. In the student's study plan many courses can require a mentor because of the student's previous knowledge background didn't cover such topic before so it is always important for the

students to have the mentoring program in the top of their head as soon as they need an academic help in the course.

Workshops

All academic units in the university offer workshops to the students and to the faculty members too, but in the office of Advising and Students Success the workshops are mainly focusing on the student life and challenges faced by the students specially the “First Year Students”.

English Language Program

The American University in the Emirates (AUE) provides students with the necessary English language support to ensure their academic, professional, and social success. It offers general English language courses for all levels, TOEFL and IELTS preparation classes, and one-on-one tutorials.

All students who join the English program must take an English placement test to be placed in the correct level.

In addition to providing English language support, the English program supports AUE students' continuous learning and development in academic and professional writing, speaking, and visual presentation through the **Writing Lab**.

The Writing Lab is a free of charge service provided by the AUE to enhance students' writing, research and speaking skills. It focus primarily on students' development, and aim to help the students discern areas for improvement, and to guide them into the next stage of growth.

The Writing Lab provides:

1. **Individual Consultations** on oral, visual, and written projects: Students can book consultations with a consultant at the Lab. Appointments can be up to 50 minutes. Students can book up to two appointments per week. They can consult before they have started their projects (E.g. Brainstorm ideas, discuss the assignment implications), while working on the project, after the project is finished, or after they have received feedback on their project from their professor.
2. **Workshops** on various aspects of academic writing such as Paraphrasing, summarizing and Quoting in Academic Writing, Mechanics of Academic Writing and Cohesion in Academic Writing.
3. **Courses** that would last up to 6 weeks on Academic Writing and Speaking Skills such as Academic Writing Skills Support Course and Academic Speaking Support Course

4. **Writing Together Groups:** Daily 90-minute sessions are arranged to create student writers who connect, write together, and to motivate each other to make progress on their academic projects.
5. **Peer- Review Working Groups:** The purpose of these groups to build a community of student academic writers and to provide the students with the opportunity to receive feedback from their peers.

Listing of Faculty Members

College of Business Administration

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Abhilasha Singh	Ph.D. Psychology	Banaras Hindu University	India
2	Prof. Asma Salman	Ph.D. Finance & Economics	Harbin Institute of Technology	China
3	Prof. Assem Abd El-Fattah Hussein Tharwat	Ph.D. Operations Research	Charles University	Czech Republic
4	Prof. Salaheddin Saleh Abosedra	Ph.D. Economics	University of Colorado	United States of America
5	Prof. Robert Przemyslaw Karaszewski	Ph.D. in Economics and Management	Nicolaus Copernicus University	Poland
6	Prof. Munther Talal Ahmad Momany	Ph.D. in Commerce	University of Santo Tomas	Philippines
7	Dr. Azzam (M.T.) Q Hannon	Ph.D. Accounting	The Arab Academy for Banking & Financial Sciences	Jordan
8	Dr. Tahir Masood	Ph.D. Philosophy Department of Management Sciences	Mohammad Ali Jinnah University	Pakistan
9	Dr. Alex Jones	Ph.D. Leadership	Alliant International University	United States of America
10	Dr. Amer Abedrabbo Khlaif Al Fadli	Ph.D. Accounting	University of Southern Queensland	Australia
11	Dr. Edyta Jadwiga Skibinska	Ph.D. Medicine	Medical University of Łódź	Poland
12	Dr. Houda Mustapha El Mustapha	Ph.D. Innovation Management (Marketing)	University of Twente	Netherlands
13	Dr. Mohammad Abd Elhalim Khaddam Abusweilem	Ph.D. Business Administration	W.I.S.E University	Jordan
14	Dr. Mona Salah Ahmed Hammad	Ph.D. Insurance	Cairo University	Egypt
15	Dr. Nikolina Ljepava	Ph.D. Marketing	University of Belgrade	Serbia
16	Dr. Rabeb Ben Abdallah Ep Moalla	Ph.D. Management	Paris-Est Marne la Vallee University	France
17	Dr. Rania Itani	Ph.D. Business Administration	Nottingham Trent University	United Kingdom
18	Dr. Taesoo Ahn	Ph. D. Sport Management	Florida State University	United States of America
19	Dr. Michael Wang	Ph.D. in Logistics and Supply Chain	RMIT University	Australia
20	Dr. Marko Begovic	Ph.D. in Sports Management	German Sport University Cologne	Germany
21	Dr. Riad Mohamed Al Chami	Ph.D. in Marketing	Jinan University	Lebanon
22	Dr. Samer Kobrossy	Ph.D. in Business Administration	Grenoble Ecole de Management	France
23	Dr. Tatyana Gibbs	Ph.D. in Advanced and Legal Studies	University of London	UK
24	Dr. Tamara Fahid Mohammad Mohammad	Ph.D. in Human Resources Management	Ph.D. in Human Resources Management	UK

25	Dr. Abdulkarim Ali Dahan Al-Jaefi	Ph.D. in Mineral Economics	The University of Arizona	USA
26	Dr. Nasser Fathi Hassan Easa	Ph.D. in Knowledge Management and Innovation in Banking Industry	University of Stirling	UK

College of Security and Global Studies

NO.	NAME	EDUCATIONA QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Dusko Tomic	Ph.D. Political Sciences	University of Belgrade	Serbia
2	Prof. Ghazi Falah	Ph.D. in Social Science	Durham University	UK
3	Dr. David Meyer	Ph.D. Political Science	Columbia University	United States of America
4	Dr. Eldar Sajlic	Ph.D. Security	University of Novi Pazar	Serbia
5	Dr. Marios Panagiotis Efthymiopoulos	Ph.D. International Relations and Politics	University of Crete	Greece
6	Dr. Shishir Upadhyaya	Ph.D. in International Relations and Security Studies	University of Wollongong	Australia
7	Dr. Kleanthis Kyriakidis	Ph.D. International Relations/ Public Administration	University of the Aegean	Greece
8	Dr. Nahla Abdulkarim Yassine-Hamdan	Ph.D. Political Science	Wayne State University	United States of America
9	Dr. Renny Castaneda	Ph.D. Economics and Political Science	University of Hamburg	Germany
10	Dr. Mohamed-Badine El Yattioui	Ph.D. in Political Science	Lyon III University	France
11	Dr. Gerasimos Rodotheatos	Ph.D. in Law of the Sea	Panteion University of Social and Political Sciences	Greece
12	Dr. Agustin Maciel Padilla	Ph.D. in War Studies	University of London	UK

College of Computer Information Technology

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Dr. Hasan Wahbah Yousef	Ph.D. in Digital Systems	Cranfield University	UK
2	Dr. Mohamed Elhoseny Ibrahim Elkholy	Ph.D. in Information Systems	Mansoura University	Egypt
3	Dr. Ahmed Naufal A Al Masri	Ph.D. Electrical Power Engineering	University Putra Malaysia	Malaysia
4	Dr. Amer ibrahim	Ph.D. in Computer Science	University of Granada	Spain
5	Dr. Abedallah Zaid Ahmad Abual kishik	Ph.D. Software Engineering	University of Putra Malaysia	Malaysia
6	Dr. Faris Abdullah Al Mansour	Ph.D. Science in Information Technology	Towson University	United States of America
7	Dr. Abdulmunem Saleh Ahmed Mohammed Alshehhi	Ph.D. in Management & Business Administration	University of Dubai	UAE

8	Dr. Nahia Mourad Ep. Kamal Me rheb	Ph.D. Applied Mathematics	Université Paris Est, Ecole Nationale des Ponts et Chaussée	France
9	Dr. Rasha Almajed	Ph.D. Information Technology	Towson University	United States of America
10	Dr. Reem Atassi	Ph.D. Data Science	Sapienza University of Rome	Italy

College of Law

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Amer Ghassan Sleeman Al-Fakhoury	Ph.D. International Public Law	University of Reims	France
2	Prof. Inas Khalaf Alkhaldi	Ph.D. in Arbitration	Menoufia University	Egypt
3	Dr. Ayman Nawwaf Sharif Al- Hawawsheh	Ph.D. Criminal Law	Institute of Arab Research & Studies	Egypt
4	Dr. Ehab Mohammad Ahmad Alroushan	Ph.D. Special Law	University of Tunis El Manar	Tunisia
5	Dr. Luma Ali Faraj Aldhaheri	Ph.D. Constitutional Law	Lebanese University	Lebanon
6	Dr. Mahir Idris Albana	Ph.D. Public International Law	University of Nice Sophia-Antipolis	France
7	Dr. Naser Mohammad Abed AlAzeez Al-Shrman	Ph.D. Commercial Law	Cairo University	Egypt
8	Dr. Abdelawal Abdin Mohamed Bassiouny	Ph. D Comparative Islamic Jurisprudence	Law Al Azhar University	Egypt
9	Dr. Abdul Hamed Zafarul Hasan Ahmadullah	Ph.D. Jurisprudence	University of Sharjah	United Arab Emirates
10	Dr. Ahmed Moustafa Eldabousi Elsayed	Ph.D. in Law	Mansoura University	Egypt
11	Dr. Hatem Ahmed Ali Adileh	Ph.D. Economics & Public Finance	Zagazig University	Egypt
12	Dr. Qusay Salman Hilal Alfalahi	Ph.D. in Private Law	Baghdad University	Iraq
13	Dr. Jihad Saleh Qwaider Baniyniss	Ph.D. Private law	Amman Arab University For Graduate Studies	Jordan
14	Dr. Khalid Ahmad Salim Alshoha	Ph.D. Private Law	Amman Arab University	Jordan
15	Dr. Mohammed Taher Qasim Al-Awjar	Ph.D. Private Law	University of Mosul	Iraq
16	Dr. Tariq Morchid	Ph.D. International Business Law	University of Cergy Pontoise	France
17	Dr. Refaay Hassan Ali Abdelrahman	Ph.D. in Law	Cairo University	Egypt
18	Dr. Zubaidah Abdulwahab Muhammed Al-Dabbagh	Ph.D. in Sports Education	Baghdad University	Iraq

Listing of Senior Administrators

Top Management

- Prof. Muthanna AbdulRazzaq – President
- Prof. William Cornwell – Provost
- Prof. Abhilasha Singh – Vice President for Academic Affairs
- Ms. Haneen Anbar – Vice President for Administrative and Financial Affairs
- Dr. Corlise le Roux – Associate Vice President for Administrative and Financial Affairs
- Ms. Nisrine Rannak – Vice President for Enrollment Management and Student Services

College Deans

- Prof. Assem Tharwat – Dean for the College of Business Administration
- Dr. Hasan Wahbah – Dean for the College of Computer Information Technology
- Dr. Marios P. Efthymiopoulos - Dean for the College of Security and Global Studies
- Prof. Mohammed Alzyoudi – Dean for the College of Education
- Dr. Chadi Chamoun – Dean for the College of Design
- Prof. Amer Al Fakhoury - Dean for the College of Law
- Dr. Sonja Brown – Dean for the College of Media and Mass Communication

Listing of Governing Board

Governing Board Member	Board Position	Affiliation
Major General Dr. Ahmed Nasser Al Raisi	Chair of the Board of Trustees	General Inspector of the Ministry of Interior, UAE
H.E Mirza Al-Sayegh	Deputy Chair of the Board of Trustees	Director, Office of H.H. Sheikh Hamdan Bin Rashid Al Maktoum; Chairman, Al Maktoum College, UAE
Mr. Khalaf Al Qubaisi	Board Member <i>Ex Officio</i>	Chairman, Specialized Investment Group (SIG), UAE
Professor Muthanna G. Abdul Razzaq	Board Member <i>Ex Officio</i>	President of American University in the Emirates, UAE
Professor Jean Keller	Board Member	Professor, University of North Texas, Department of Kinesiology and Public Health, USA
Professor Suzanne Trager Ortega	Board Member	President of the Council of Graduate Schools, USA
Professor Matthew D. Shank	Board Member	President, Marymount University, USA
Mr. Abdullatif Al Mulla	Board Member	Group Chief Executive Officer, RMB, UAE
Mr. Frank Islam	Board Member	Chairman/ CEO, FI Investment Group (FIIG), USA
H.E. Major General Abdullah Al Hashmi	Board Member	Assistant Undersecretary for Support Services, UAE
Mr. Khalid Al Shamsi	Board Member	Managing Director and Chief Investment Officer of Dubai Group
Mr. Khalid Al Halyan	Board Member	Chief Audit Executive at Dubai Aviation City Corporation (DACC)
Dr. Amin Al Amiri	Board Member	Asst. Undersecretary of Public Health Policy & Licensing Sector – Ministry of Health and Prevention - UAE

College of Business Administration (COBA)

Programs

- 1- Master of Business Administration
- 2- Master of Sports Management
- 3- Master of Sports Management – Equine Management Concentration

Program Goals

Master of Business Administration

1. Provide a world class graduate business education in a diverse, competitive, team-intensive, changing environment.
2. Develop innovative and cutting-edge curricula that bring together academics, students, alumni, and business executives to enhance the integration of business theories and practices.
3. Prepare business students for successful careers; practicing leadership skills, and developing a lifelong learning and a strong social network.
4. Enhance effective communication both verbally and in writing ideas and arguments associated with business issues.
5. Attain intellectual leadership by hiring faculties that are committed to teaching, research, and services to the community and their profession.
6. Provide outstanding facilities with cutting-edge technological support

Master of Sports Management

1. Build and sustain relationships with public and private, local, regional, and international sport organizations
2. Integrate practical, applied experiences and activities into every element of the curriculum.
3. Cultivate and nurture continuous learning opportunities for the local and regional sport industry.
4. Engage in scholarly and industry research collaboration to advance knowledge and build overall sport industry capacity in the MENA region.

Master of Business Administration Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Coherently synthesize knowledge of different business areas across all levels of organizational structure.	✓			✓	✓	✓	✓			✓	✓	✓	✓
2	Apply innovative solutions and systems, to improve processes in organizations.	✓			✓	✓		✓	✓		✓	✓	✓	
3	Apply advanced research methodologies to effectively identify, critique, and solve highly complex business problems.	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	
4	Compose and present effective written and oral communication in an international and multicultural setting to effectively conduct business.				✓	✓	✓	✓			✓	✓	✓	✓
5	Demonstrate leadership and team-working strategies to improve organizational performance.		✓	✓	✓	✓		✓						✓
6	Consider ethical and socially responsible principles within a relevant business context to support decision making.		✓		✓		✓				✓		✓	✓

Master of Sports Management Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Integrate theoretical knowledge with practical skills across sport management functional competency areas.				✓	✓	✓	✓			✓	✓	✓	✓
2	Demonstrate critical thinking by evaluating the economic, ethical, social and legal impacts of sport management decisions and issues.	✓			✓	✓	✓	✓			✓	✓	✓	
3	Demonstrate professional written, oral, and technical communication skills.			✓	✓	✓		✓			✓	✓	✓	
4	Conduct academic and professional research; i.e. collect, evaluate, analyze, and interpret data.	✓				✓					✓	✓	✓	
5	Evaluate key similarities and differences across diverse regional and global sport management contexts and collaborate with diverse individuals across various sport organizations.				✓		✓	✓		✓	✓	✓	✓	✓

Degree Requirements

1- Master of Business Administration

Study plan

Requirements	MBA	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	5	10
Core Courses	7	21
Free Electives	2	6
Thesis	1	6
Total (Excluding Bridging Course)		33

(*) Required for students who have their Bachelor degree in different field than Business

2- Master of Sports Management

Study plan

Requirements	MSM	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	5	10
Core Courses	7	21
Free Electives	2	6
Thesis	1	6
Total (Excluding Bridging Course)		33

() Required for students who have their Bachelor degree in different field than Business*

3- Master of Sports Management – Equine Management Concentration

Students who are interested to pursue the Equine Management Concentration, will be required to enroll in the four equine management courses, in addition to the 33 credit hours of the MSM program requirements.

Study plan

Requirements	MSM	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	5	10
Core Courses	7	21
Free Electives	2	6
Thesis	1	6
Equine Management Concentration Courses	4	12
Total (Excluding Bridging Course)		45

() Required for students who have their Bachelor degree in different field than Business*

Study Plan

1- Master of Business Administration

*Bridging Courses (5 courses/10 CH) * required for students who have their Bachelor degree in different field than Business*

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 500	Management and Organizational Behavior	2
2	MGT 501	Production and Operations Management	2
3	MKT 500	Marketing Concepts	2
4	ACC 500	Accounting for Managers	2
5	SQA 500	Statistics and Quantitative Analysis	2

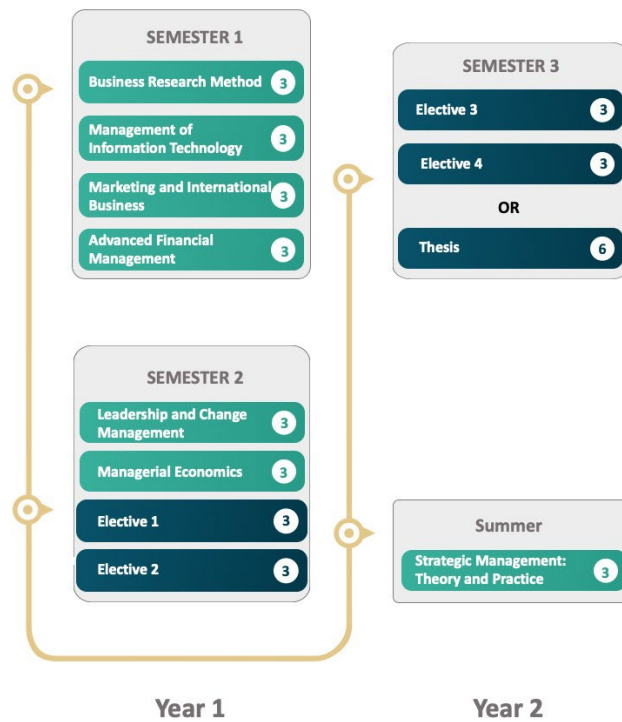
Core Requirements Courses (7courses/21 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MKT 600	Marketing and International Business	3
2	FIN 600	Advanced Financial management	3
3	RMT 600	Research Methodology	3
4	ECO 600	Managerial Economics	3
5	MGT 600	Strategic Management: Theory and Practice	3
6	MGT 601	Leadership and Change Management	3
7	MGT 602	Management of Information Technology	3

Free Elective courses (2 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	ACC 600	Strategic Cost and Managerial Accounting	3
2	MGT 606	Project Management	3
3	MGT 604	Innovation and Entrepreneurship	3
4	MGT 615	Total Quality Management	3
5	MKT 604	Digital Marketing and Social Media	3
6	MGT 608	Seminar in Contemporary Topics in Management	3
7	MGT 616	Organizational Development	3
8	FIN 601	Islamic Economic and Finance	3

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 605	Thesis	6



2- Master of Sports Management

*Bridging Courses (5 courses/10 CH) * required for students who have their Bachelor degree in different field than Business*

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 500	Management and Organizational Behavior	2
2	MGT 501	Production and Operations Management	2
3	MKT 500	Marketing Concepts	2
4	ACC 500	Accounting for Managers	2
5	SQA 500	Statistics and Quantitative Analysis	2

Core Requirements Courses (7courses/21 CH)

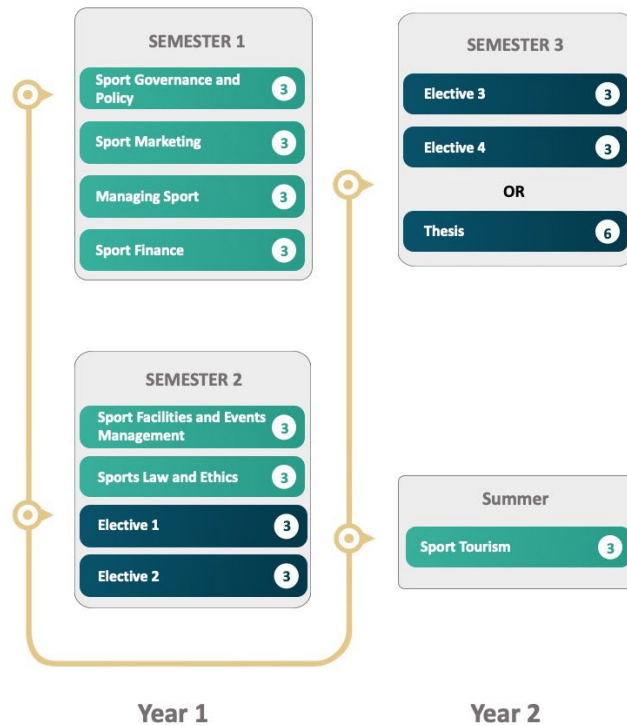
No.	Course Code	Course Title	Cr. Hrs.
1	MSM 600	Sport Governance and Policy	3
2	MSM 601	Sport Marketing	3
3	MSM 602	Managing Sport	3
4	MSM 603	Sport Finance	3
5	MSM 604	Sport Facilities and Events Management	3
6	MSM 605	Sports Law and Ethics	3
7	RMT 600	Research Methodology	3

Free Elective courses (2 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MSM 606	Internship	3
2	MSM 607	Sport Development and Policy	3
3	MSM 608	Sport Consumer Behavior	3
4	MSM 609	Sport Globalization	3
5	MSM 611	Sport Tourism	3
6	MSM 614	Special Topics in Sport Management	3
7	MSM 615	Sport Media and Communication	3

Thesis (6 Credits)

No.	Course Code	Course Title	Cr. Hrs.
1	MSM 610	Thesis	6



3- Master of Sports Management – Equine Management Concentration

Students who are interested to pursue the Equine Management Concentration, will be required to enroll in the four equine management courses, in addition to the 33 credit hours of the MSM program requirements.

Core Requirements Courses (4courses/12 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MEM 600	Bloodstock Management	3
2	MEM 601	Equestrian Event and Client Management	3
3	MEM 602	Performance Analysis in Equestrian Sport	3
4	MEM 603	The Global Horseracing Industry	3

Course Description

Master of Business Administration

Bridging Courses:

Course Name: *Management and Organizational Behavior*

Course Code: *MGT 500*

Credits: *2*

Description:

The course examines management functions and theories and analysis the implications of organizational behavior on the process of management. Students will be able to understand and assess behavior of individuals and groups in both culturally diverse and non-diverse organizational setting. The course will help in challenging students to think critically and evaluate the effects that an external environment has on organizational process and behavior. Moreover, students will analyze the elements of organizational structure and the impact that they have on employees. The course covers topics such as: theories and functions of management, organizational culture and structure, employees' motivation, communication in organizations, stress and conflict management, leadership, team work, job satisfaction, etc.

Course Name: *Production and Operations Management*

Course Code: *MGT 501*

Credits: *2*

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, capacity and Location planning, process selection, facility layout, inventory control, project management, and quality control to gain competitive advantage in an organization.

Course Name: *Marketing Concepts*

Course Code: *MKT 500*

Credits: *2*

Description:

Course constitutes a preparatory course for MBA students and provides them with fundamental knowledge of marketing. This course will familiarize students with the scope, terminology, topics, and procedures of marketing strategy and importance of consumer. Students will discuss marketing concepts like product planning strategy, pricing, advertising and distribution from a business perspective.

Course Name: *Accounting for Managers*

Course Code: *ACC 500*

Credits: *2*

Description:

This preparatory course introduces the accounting concepts necessary for decision making as it is the core of efficient management processes that heavily depends upon useful accounting information. This course covers accounting and financial information that can help managers to measure and assess performance as well as assist with operational planning within the organization and choose between cost effective alternatives.

Course Name: *Statistics and Quantitative Analysis*

Code: *SQA 500*

Credits: *2*

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. The course also recommends a prior understanding of software application SPSS or Megastat. Course covers statistical concepts and methods like hypothesis testing, variance Tests, regression analysis, Decision theory, chi-Square analysis and ANOVA with an

emphasis on business application. Emphasis on the formulation of problems and their solution by standard methods and by computer packages.

Core Courses:

Course Name: Marketing and International Business

Course Code: MKT 600

Credits: 3

Description:

Marketing and International Business course is designed to expose the students to the dynamic of international environment within its practical point. The dramatic and the increase of free trade in the modern world have had a clear effect on the international business activities of many countries, including marketing; number of business activities is becoming increasingly global in the recent years. Via this course, the student will practice and apply all learned concepts related to international trade theory, counter-trade, cultural differences, global marketing, foreign exchange markets, political environments and international business strategies with an emphasize on applying marketing process in the international environment.

Course Name: Advanced Financial Management

Course Code: FIN 600

Credits: 3

Description:

This course is intended to equip students with advanced knowledge of corporate finance by linking theory and application. The students should be able to understand and apply the practical application of financial theory, concepts and relationships, to review and prioritize concepts in economics, marketing, and resource management, essential in value creation. Additionally, they should analyze different concepts, theories, application and issues related to managerial finance, techniques of analysis, and most importantly, making decisions and managing to create value. Finally, students should develop knowledge in corporate governance issues such as corporate control, bankruptcy, liquidation, and reorganization.

Course Name: Research Methodology

Course Code: RMT 600

Credits: 3

Description:

This course offers an introduction to quantitative and qualitative designs in management research as well as to applied statistical methods. The students will learn the language and terminology of business research, the research process, use of different data sources and statistical techniques, measurement issues such as reliability and validity, and research instruments including questionnaires and interview schedules. It will prepare students for conducting an independent study, including formulating research questions, reviewing the literature, selecting a research approach and analytical/statistical models appropriate for answering the questions. The course has an applied orientation and students will develop basic research skills and knowledge to effectively use research in decision-making and solving organizational problems. The students will be trained in the use of SPSS and NVivo software programs and will learn to apply SPSS-based statistical methods in their quantitative studies and NVivo in qualitative research projects. The course will emphasize the importance

of cross-cultural dimension in the design and execution of empirical studies relating to different aspects of business.

Course Name: Managerial Economics

Course Code: ECO 600

Credits: 3

Description:

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

Course Name: Strategic Management Theory and Practice

Course Code: MGT 600

Credits: 3

Description:

The Strategic Management course is the capstone course in the MBA Program which integrates the knowledge from different business disciplines such as Economics, Financial Management, Marketing International Business and Information technologies. The course will help students gain knowledge necessary to successfully manage organizations in a highly complex business environment. Various advanced strategic models and tools are used to enhance the practical application of recent theoretical models. Course helps students develop knowledge, skills, and competencies needed to design effective strategies for global business.

Course Name: Leadership and Change Management

Course Code: MGT 601

Credits: 3

Description:

This course examines the importance of leadership in organizations and change management and explains the role of leaders in times of change. The course objective is to provide a balance of theory and practice as it analyses the major leadership theories and change management in regional and international organizations. This course will also help in challenging students to think critically and to make decisions by considering the causes and nature of change, cultural and political contexts for change and how to lead change and designing, planning and implementing change in organization. The topics covered include managerial roles and decisions, leadership skills, traits and behavior, various leadership theories, distribution of power in organization, organizational change, etc. Students will be put into leadership role, engaged in applying the concepts and handling leadership function.

Course Name: Management of Information Technology

Course Code: MGT 602

Credits: 3

Description:

The course discusses the information systems planning, and organizing and the application of information technology advancements. This course has a managerial perspective that describes how IS / IT supports business goals and functions are applicable to management, what information resources are available to the manager, and how the manager is involved in the information development process.

Elective Courses:**Course Name: Strategic Cost and Managerial Accounting****Course Code: ACC 600****Credits: 3****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.

Course Name: Project Management**Course Code: MGT 606****Credits: 3****Description:**

This course is designed to provide an overview of main concepts, models, project management tools, techniques, and challenges associated with planning and managing projects. This course equips the students with the required knowledge in different related topics like Project Selection, Scope Management, Project Team Building, Risk Management, Cost estimation and Budgeting, Project Scheduling, Project Evaluation and Control, Resource Management. All the covered topics are aligned with PMBOK, and the student will experience his practical skills through MS Project.

Course Name: Innovation and Entrepreneurship**Course Code: MGT 604****Credits: 3****Description:**

This course marks students' introduction to the theory and practice of innovation and entrepreneurship. Whether they are creating an opportunity or seizing an existing one students explore the core concepts and tools for creating new products or services, new businesses, or new markets from a multilayered perspective. The course examines the fundamentals of innovation in a multitude of settings, operationalizing the entrepreneurial spirit via a comprehensive business plan, and making decisions in the areas of strategic planning, financing, marketing, process improvement, and management with an awareness of the opportunities and challenges of working in an increasingly complex environment regionally and internationally.

Course Name: Total Quality Management**Course Code: MGT 615****Credits: 3****Description:**

This course is designed to expose students to the various TQM frameworks, philosophies, and quality improvement basic and advanced tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century. The course is built around the core values and the criteria for performance excellence embodied in the national as well as international Quality Award. Furthermore, the course explores these key actions necessary for transforming business organization into excellent organizations that deliver value to their customers, clients, and constituents.

Course Name: Digital Marketing and Social Media**Course Code: MKT 604****Credits: 3****Description:**

This course introduces students to emerging interactive technologies and social media tools, and discusses ways in which these technologies can be exploited by businesses to more effectively serve markets. Students will further examine how marketing-related functions are changed by the potential of new technologies and how these new technologies can become key components of the organization's strategic marketing effort. Special emphasize is given to analysis of modern digital, tech-savvy connected customers, digital subcultures and engagement and content marketing practices.

Course Name: Seminar in Contemporary Topics in Management**Course Code: MGT 608****Credits: 3****Description:**

The primary objective of this course is to acquaint students with some of the most recent business practices, trends and challenges within various business disciplines. Specific contemporary/ emerging topics from different areas of management are covered, such as Blockchain and Bitcoin, Organizational Excellence, Neuromarketing, Design Thinking, Mobile commerce, Smart City Management, Crowd- funding and Lean Startup etc. This will provide students with an opportunity to explore cutting-edge developments in different management areas, and to choose the topic most relevant to their field of interest. The course will explore current topics with a special emphasize on contemporary business and management practices and challenges from MENA region.

Course Name: Organizational Development**Course Code: MGT 616****Credit hours: 3****Description:**

This course explores the major aspects of Organization Development, to manage and implement change effectively within contemporary organization. This course will emphasize on practicing Organizational Development using a wide variety of interventions to achieve greater effectiveness.

Course Name: Islamic Economics and Finance**Course Code: FIN 601****Credit hours: 3****Description:**

This course provides a comprehensive study of the Islamic Economics and Finance. It focuses on the Islamic economic philosophies underlying the Islamic economic system and its implications for the tools of fiscal and monetary policy. Economic fairness, market functionality & efficiency, and equity are examined from an Islamic vantage point.

Course Name: Thesis**Course Code: MGT 605****Credit hours: 6****Description:**

Conducted under the supervision of a faculty member assigned as supervisor, the thesis enables the students to make a research on a chosen topic and prepare a thesis report

on the study conducted and its main results. Thesis should stem from students' original work that involves field study, laboratory work, or laboratory research. Emphasis will be given on the methods of data collection and analysis, conclusions and recommendations on the basis of the

findings of the study, and proper presentation of the research in a desired format. The thesis topic should be related to contemporary business and management practices.

Master of Sports Management

Bridging Courses:

Course Name: Management and Organizational Behavior

Course Code: MGT 500

Credits: 2

Description:

The course examines management functions and theories and analysis the implications of organizational behavior on the process of management. Students will be able to understand and assess behavior of individuals and groups in both culturally diverse and non-diverse organizational setting. The course will help in challenging students to think critically and evaluate the effects that an external environment has on organizational process and behavior. Moreover, students will analyze the elements of organizational structure and the impact that they have on employees. The course covers topics such as: theories and functions of management, organizational culture and structure, employees' motivation, communication in organizations, stress and conflict management, leadership, team work, job satisfaction, etc.

Course Name: Accounting for Managers

Course Code: ACC 500

Credits: 2

Description:

This preparatory course introduces the accounting concepts necessary for decision making as it is the core of efficient management processes that heavily depends upon useful accounting information. This course covers accounting and financial information that can help managers to measure and assess performance as well as assist with operational planning within the organization and choose between cost effective alternatives.

Course Name: Production and Operations Management

Course Code: MGT 501

Credits: 2

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, capacity and Location planning, process selection, facility layout, inventory control, project management, and quality control to gain competitive advantage in an organization.

Course Name: Marketing Concepts

Course Code: MKT 500

Credits: 2

Description:

Course constitutes a preparatory course for MBA students and provides them with fundamental knowledge of marketing. This course will familiarize students with the scope, terminology,

topics, and procedures of marketing strategy and importance of consumer. Students will discuss marketing concepts like product planning strategy, pricing, advertising and distribution from a business perspective.

Course Name: Statistics and Quantitative Analysis

Code: SQA 500

Credits: 2

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. The course also recommends a prior understanding of software application SPSS or Megastat. Course covers statistical concepts and methods like hypothesis testing, variance Tests, regression analysis, Decision theory, chi-Square analysis and ANOVA with an emphasis on business application. Emphasis on the formulation of problems and their solution by standard methods and by computer packages.

Core Courses:

Course Name: Sport Governance and Policy

Course Code: MSM 600

Credit hours: 3

Description

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

Course Name: Sports Marketing

Course Code: MSM 601

Credit hours: 3

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 market segments (spectators and participants) and builds on that to identify principles for creating and maintaining deep relationships with the sport consumer. It also explores marketing operations for sport including database marketing, customer relations, and brand and line extensions in sport. It presents the basics of sponsorship, including the sponsor-sport property partnership, activating sponsorships, and assessing sponsorship effectiveness.

Course Name: Managing Sport

Course Code: MSM 602

Credit hours: 3

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. The course introduces the basic analytics methods to identify and evaluate business analytic opportunities in the context of sport management and interpret such data to make appropriate decisions. 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: Sport Finance

Course Code: MSM 603

Credit hours: 3

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 Name: Sport Facilities and Events Management

Course Code: MSM 604

Credit hours: 3

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 latter part of the course builds on the facility management material by examining the ways that events fit into scheduling for facility use.

Course Name: Sport Law and Ethics

Course Code: MSM 605

Credit hours: 6

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 Name: Research Methodology

Course Code: RMT 600

Credit hours: 3

Description

This course offers an introduction to quantitative and qualitative designs in management research as well as to applied statistical methods. The students will learn the language and terminology of business research, the research process, use of different data sources and statistical techniques, measurement issues such as reliability and validity, and research instruments including questionnaires and interview schedules. It will prepare students for conducting an independent study, including formulating research questions, reviewing the literature, selecting a research

approach and analytical/statistical models appropriate for answering the questions. The course has an applied orientation and students will develop basic research skills and knowledge to effectively use research in decision-making and solving organizational problems. The students will be trained in the use of SPSS and NVivo software programs and will learn to apply SPSS-based statistical methods in their quantitative studies and NVivo in qualitative research projects. The course will emphasize the importance of cross-cultural dimension in the design and execution of empirical studies relating to different aspects of business.

Elective Courses:

Course Name: Internship

Course Code: MSM 606

Credit hours: 3

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 Name: Sports Development and Policy

Course Code: MSM 607

Credit hours: 3

Description

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

Course Name: Sports Consumer Behavior

Course Code: MSM 608

Credit hours: 3

Description

The course deals with various consumer behavior factors that affect sports and events like consumer motivation, decision making, and how they influence sport marketing activities. It also deals with marketing strategies for sports awareness and attraction. The course also helps in preparing a functional guide to success in planning marketing actions and strategies that promote and deliver sports events.

Course Name: Sport Globalization

Course Code: MSM 609

Credit hours: 3

Description

The course is designed to provide an overview of the global sport industry including the global sport calendar and key organizations and actors. Managing, marketing, business and financial challenges of coordinating across borders and cultures is a key focus of the course. Additional topics include the localization of international sport and the relationships between sport and culture.

Course Name: Sport Tourism**Course Code: MSM 611****Credit hours: 3 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 the nature of tourism and entertainment, its economic aspects, cultural factors, marketing, management and nature of sports. Topics covered include: economic, sociocultural and environmental impacts, motivations, marketing, and development principles.

Course Name: Special Topics in Sport Management**Course Code: MSM 614****Credit hours: 3****Description**

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

Course Name: Sport Media and Communication**Course Code: MSM 615****Credit hours: 3****Description**

This course is designed to provide students with an overview of the sport media communication field. The course presents the sports writing, broadcasting, online media, advertising and video production, and examines the differences between content rooted in journalism and content rooted in organizational communication. The goal of the course is providing students with an opportunity to be exposed to the full range of sport media communication; including locating sport communication within the broader field of sport management and administration; different approaches and languages, lines of communication, personal and organizational aspects of sport communication; the various areas or segments of sport media; the services and support systems associated within sport media communication.

Course Name: Thesis**Course Code: MSM 610****Credit hours: 6****Description**

Conducted under the supervision of a faculty member assigned as advisor, this work enables the students to develop a research paper 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.

Equine Management Concentration

Core Courses:**Course Name: Bloodstock Management****Course Code: MEM 600****Credit hours: 3****Description**

Equestrianism is a unique discipline which requires humans to partner with horses to achieve competitive success. Therefore to achieve at the highest level, selection of the right horse for the right job is essential; this process is underpinned by the equestrian bloodstock industry. This course introduces the student to the international bloodstock industry that manages the breeding, sales and career management of racehorses and sport horses. Students will develop the business and equestrian knowledge and skills required to be able to advise potential customers from the purchase of bloodstock through to planning and managing successful equine career pathways within racing and sports horse disciplines. The different business roles within bloodstock selection and management will be evaluated including sales and client management, marketing, transport and logistics management, insurance and managing sales venues. Effective decision making and the ability to critically analyze information to make short and long term business and performance management decisions which achieve success and financial viability through owning horses are fundamental skills which will be developed through evaluation of case studies, discussion with industry professionals and student bloodstock presentations. Students will be encouraged to apply theory into practice, utilizing scientific research and industry practices to provide justified and insightful solutions to challenges that occur when managing thoroughbred and sports horse bloodstock. The skills developed will support employment as a potential bloodstock agent or manager in the future.

Course Name: Equestrian Event and Client Management**Course Code: MEM 601****Credit hours: 3****Description**

Equine related events can represent key commercial and competitive opportunities in equestrianism with appropriate planning and implementation. This course discusses event management from a broad perspective considering lessons which can be learnt in equestrianism from general sports event and facility management. Specific challenges that accompany equine events such as governing body regulation, human and horse logistics, biosecurity and economic viability will be critically analyzed and students will develop the skillset to be able to strategically plan an equestrian event and propose solutions to common event management problems that may arise. Client relationship management (CRM) is an essential part of running any successful business, however the value of a strategic approach to CRM has been largely overlooked in equestrianism. This course introduces the student to the theories and phases of CRM, and evaluates how these could be applied effectively to develop the business brand and client loyalty to attain economic success within equestrian contexts. Throughout the class, students will be encouraged to apply theory into practice, utilizing scientific research and industry practices to produce creative and effective approaches to equestrian client relationship. The skills developed will support employment as a client or event manager in the future.

Course Name: Performance Analysis in Equestrian Sport**Course Code: MEM 602****Credit hours: 3****Description**

This course introduces the student to the fundamental scientific principles which underpin performance analysis techniques and technologies that can be used to evaluate and analyze equine performance in the context of a range of equestrian disciplines, from a training and business management perspective. Students will evaluate how performance analysis as a concept and as a service can be embedded within equestrian business models to enhance income generation, support client management and improve equine performance outcome measures: increase competition success, extend career longevity, protect against injury and enhance equine wellbeing. Students will be encouraged to adopt a holistic approach combining theory into practice, utilizing scientific research and industry practices to be able to propose justified and insightful solutions to emerging performance and equine management related issues in equestrian sport.

Course Name: The Global Horseracing Industry**Course Code: MEM 603****Credit hours: 3****Description**

The size and scope of equestrianism has increased dramatically in recent years, this is underpinned by growth in the sports horse breeding industry and increasing participation in the equestrian disciplines sports horses and their riders compete in. This course introduces the student to the complexity and breadth of the business sector which is the global sports horse industry. Students will gain an overview of the Sports Horse Industry and axillary businesses which have developed around it including the breeding, event administration, transportation, client and owner management, hospitality, International Equestrian Federation (FEI) and national governance and regulation. The course will evaluate sports horse management, performance, veterinary, health and welfare issues relevant to equestrianism, and will critically analyze their impact on business models used in different areas of the global sports horse industry. Students will be encouraged to apply theory into practice, utilizing scientific research and industry practices to critically evaluate insightful solutions to challenges that occur within the sports horse industry and wider equestrianism. The skills developed will support future employment as an effective manager and prospective leader in this sector.

College of Computer and Information Technology (CCIT)

Programs

- 1- Master in Knowledge Management

Program Goals

1. Fill the domestic and regional market necessity of competent specialists in the field.
2. Support contemporary and contextual research topics in the field
3. Establish a specialized Knowledge Management clinic that advances the region's knowledge and best practice
4. Enable graduates to perform effectively in the Knowledge and information professions

Master in Knowledge Management Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Critically demonstrate coherent and specialized knowledge in the field of work or discipline	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Interpret knowledge through oral and written communication using appropriate research methodology	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Use cognitive knowledge and skills to transfer learning to new situations in the field of work or discipline	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Analyze issues by developing convenient solutions through appropriate synthesis and communication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Manage knowledge Management activities with analytical competences	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Contribute to professional knowledge and field of practice through cultural and ethical framework	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Degree Requirements

Requirements	MKM	
	No. of Courses	Cr. Hrs.
Core Courses	5	15
Free Electives	3	9
Thesis	1	6
Total		30

Study Plan

Core Requirements Courses (5 courses/15 CH)

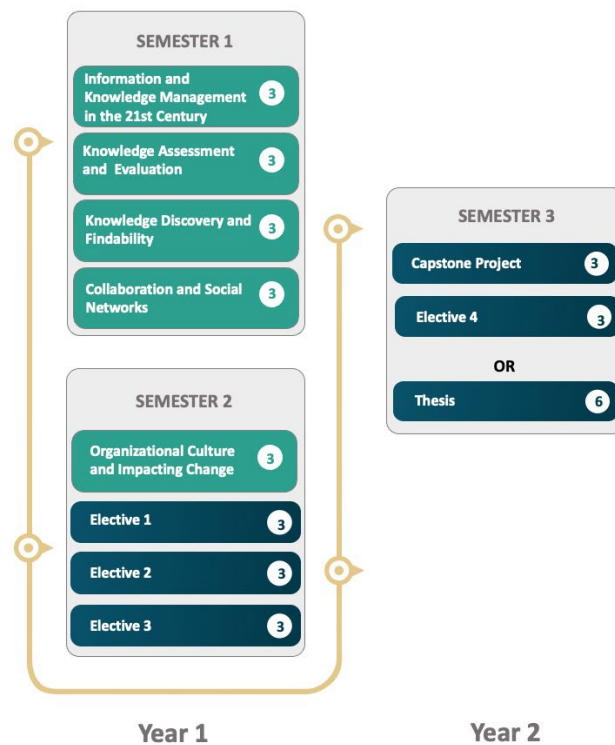
No.	Course Code	Course Title	Cr. Hrs.
1	KMI 600	Information and Knowledge Management in the 21st Century	3
2	KMI 601	Knowledge Assessment and Evaluation	3
3	KMI 602	Knowledge Discovery and Findability	3
4	KMI 603	Collaboration and Social Networks	3
5	KMI 605	Organizational Culture and Impacting Change	3

Free Elective courses (3 courses/9 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	KMI 604	Business Analytics and Strategic Intelligence	3
2	KMI 606	Building Effective KM Strategy and Services	3
3	RMT 600	Research Methodology	3
4	KMI 610	Enterprise Wide Application and Portfolio Project Management	3
5	KMI 612	Knowledge Management Systems and Implementations	3
6	KMI 613	Foundations of Document and Record Management	3
7	MGT 604	Innovation and Entrepreneurship	3
8	KMI 616	Information Architecture	3

Thesis (1 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	KMI 700	Thesis	6



Course Description

Core Courses:

Course Name: Information and Knowledge Management in the 21st Century

Course Code: KMI 600

Credits: 3

Description:

It was not till the late 1990's that Chief Executive Officers began discussing Knowledge Management. Since Knowledge Management as a practice is relatively young, many executives have struggled with successful models that could be used as guides. In this course, you will gain an understanding of several key issues that knowledge workers deal with. We will also review current trends in Knowledge Management including but not limited to: Organizational focus and investments in knowledge management. A company's knowledge strategy and how it reflects the competitive strategy. The role and impact of automation on knowledge workers. This course uses readings, case studies, personal projects and discussion to expose students to the field of Knowledge Management. The course introduces you to the historical roots, theories, beliefs and frameworks in the field of Knowledge Management. You will also learn to determine the infrastructure requirements to manage intellectual capital. Additionally, you will learn about the role and skill set of today's knowledge professionals.

Course Name: Knowledge Assessment and Evaluation

Course Code: KMI 601

Credits: 3

Description:

It would be very challenging to understand where an organization needs improvement without establishing a baseline. You learn the purpose of a knowledge assessment and evaluation through knowledge audit, mapping, and other various techniques. This includes the steps involved with identifying, evaluation and rating critical knowledge assets, process, and the various audit methods available, and how to audit and analyze a company's existing knowledge. You will understand and practically apply the formulation and planning, human, structural and relational capital mapping. You will build upon the foundation of Knowledge Management to apply knowledge principles and peer perspectives to current state as we begin developing knowledge strategy. You will then conduct a complete knowledge audit aimed at assessing the knowledge needs of your department /organization / institution. You will further understand the infrastructure requirements to manage the human, structural and relational capital at an organization/institution. Your assessment should follow a holistic approach and apply the principles of Knowledge

Management as they relate to enterprise wide information and knowledge services.

Course Name: Knowledge Discovery and Findability

Course Code: KMI 602

Credits: 3

Description:

Nowadays, we live in a world that incessantly generates colossal amount of data that are hard to digest and draw knowledge out of it. This is not confined to corporates, even individuals have their non-trivial share of generating streams of data by using smartphones, tables, laptops, watches, etc. This renders the process of discovering useful knowledge from the data a real challenge. In this course, you will learn how to use data mining techniques to uncover interesting patterns and meaningful insights that are often hidden beneath the surface. It covers several machine learning techniques that range from classification to various prediction methodologies. On top of the theoretical aspects, the course gives students the opportunity of hands-on experience by experimenting with empirical data sets to find intriguing patterns that the business can capitalize on.

Course Name: Collaboration and Social Networks

Course Code: KMI 603

Credits: 3

Description:

In this course, you will explore collaboration and communities of practice from a theoretical and practical perspective. This course will review personal networks and social networks, the natural lifecycle of communities and best practices for cultivating and sustaining communities. You will also gain extensive insight into the latest trends on the web and a range of methods from predictive analysis to social marketing. You will learn how to facilitate knowledge sharing and transfer within and across organizations. In the spirit of collaboration, this interactive course will provide you with opportunities to work in a group and participate in a peer review.

CourseName: Organizational Culture and Impacting Change

Course Code: KMI 605

Credits: 3

Description:

This course explores the major aspects of Organization Development, to manage and implement change effectively within contemporary organization. This course will emphasize on practising Organisational Development using a wide variety of interventions to achieve greater effectiveness.

Elective Courses:

Course Name: Business Analytics and Strategic Intelligence

Course Code: KMI 604

Credits: 3

Description:

Information and data are growing at an exponential rate. Analytics allows us to explore science and human behavior. Businesses and governments require effective strategic intelligence to track competition and manage and

disseminate knowledge. For example, Capital One Bank uses analytic capabilities to match credit card offerings to customers more accurately than their competitors. Walmart uses analytics to monitor and update its inventory in a way that allows it to serve its customers at an exceptionally low cost. Companies like Apple, Google, Amazon, Walmart, Netflix and many other leading-edge companies are highly successful because they make very good use of the data they collect. In this course, will you explore how to turn data into information and then into knowledge, which in turn translate into actionable insights. You will learn to identify and evaluate business analytic opportunities that can create strategic value for your organization. Additionally, you will learn basic analytic methods and analyze case studies on organizations and institutions that have successfully developed these techniques. Finally, you will review challenges that arise in implementing analytical capabilities and gain practical skills to help drive knowledge initiatives that enable organizations to be more data driven and impacting effectiveness.

Course Name: Building Effective KM Strategy and Services

Code: KMI 606

Credits: 3

Description:

There is no such thing as Knowledge Management; there are only knowledgeable people. Information only becomes knowledge in the hands of someone who knows what to do with it. Peter Drucker This course will examine how knowledge services are designed, developed and implemented with sound governance and knowledge culture considerations. We will build on the knowledge audit that you developed in course KM 601- Knowledge Assessment and Evaluation. This course will draw on examples from various organizations on strategies for building a successful knowledge strategy and services for an organization or institution. Key topics will include: • Knowledge Service and developing a business case • Knowledge Tools and Methodology • Knowledge Culture

Course Name: Research Methodology

Course Code: RMT 600

Credits: 3

Description:

This course offers an introduction to quantitative and qualitative designs in management research as well as to applied statistical methods. The students will learn the language and terminology of business research, the research process, use of different data sources and statistical techniques, measurement issues such as reliability and validity, and research instruments including questionnaires and interview schedules. It will prepare students for conducting an independent study, including formulating research questions, reviewing the literature, selecting a research approach and analytical/statistical models appropriate for answering the questions. The course has an applied orientation and students will develop basic research skills and knowledge to effectively use research in decision-making and solving organizational problems. The students will be trained in the use of SPSS and NVivo software programs and will learn to apply SPSS-based statistical methods in their quantitative studies and NVivo in qualitative

research projects. The course will emphasize the importance of cross-cultural dimension in the design and execution of empirical studies relating to different aspects of business.

Course Name: Enterprise Wide Application and Portfolio Project Management

Course Code: KMI 610

Credits: 3

Description:

In this course you will study introduction to enterprise wide applications such as intranets, content management systems, search and social media. The course will also explore Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) and Enterprise Content Management (ECM) systems. Off the shelf systems are often expensive and very complex. Organizations must make decisions about whether to buy off the shelf systems or customize and adapt and in some cases, build from scratch. It is important for knowledge managers to understand the options, complexity of these systems and organizational goals.

In this course, you will examine case studies in this key area as well as feature guest speakers related to the digital workplace. You will further explore how CRM systems interact with other knowledge systems, roles and responsibilities. Additionally, you will gain insight into implementing single projects and portfolios of enterprise tools. By examining case studies on actual implementations of these key systems, you will have focused discussions on what these systems are, how they work and key Knowledge Management considerations. You will also work in a group combining individual projects to develop a roadmap for the implementation of an enterprise wide portfolio

Course Name: Knowledge Management Systems and Implementation

Course Code: KMI 612

Credits: 3

Description:

Today's complex systems often produce complex information needs that require new technical communication methods and tools. This course surveys Knowledge Management systems that enable the access of knowledge assets. There are several categories of Knowledge Management systems semantic networks, content management, groupware systems and KM 2.0, intranets, extranets, document management system, data warehousing systems. You will also look at implementation of a Knowledge Management system. The business and system issues associated with the analysis, design, construction, deployment, management and evaluation of Knowledge Management systems are addressed. A Knowledge Management system can enable your business to make better decisions. A Knowledge Management system focuses on both explicit and tacit knowledge. Many publishers use content management systems (CMS) to constantly update web pages and properties with fresh content to engage web visitors. In your role as a knowledge professional, it is quite likely that you will be involved in the implementation of a new tool and it is important to think strategically about this tool and the enterprise architecture. There is a growing need in the labor market for experts who with the ability to recognize and understand the needs of a Knowledge Management system and skills to implementation and organize content in such a system. You will use Knowledge Management technologies,

review case studies and analyze knowledge processes and systems. Additionally, you will learn the implementation planning process of a knowledge system for an organization and the role of the Knowledge Management.

Course Name: Foundations of Document and Record Management

Course Code: KMI 613

Credits: 3

Description:

Knowledge of Document Management and Records Management are key processes for anyone working in Information Management. This course covers the principles and application of document management, records management and their associated systems. Student will examine principles, frameworks and the relationship with information policy and industry standards. The course will also introduce students to the records lifecycle, ensuring students can reconcile the physical and intellectual considerations related to curating, managing and preserving digital materials from a Knowledge Management perspective. With the growth of big data and internet records we will further explore how we manage social media, Web 2.0 and instant message records and also understand the role of knowledge managers in this key area.

The course will involve lectures, case studies and insight into key practices related to managing and procedural frameworks in implementing a document and records management solutions.

Course Name: Innovation and Entrepreneurship

Course Code: MGT 604

Credits: 3

Description:

This course marks students' introduction to the theory and practice of innovation and entrepreneurship. Whether they are creating an opportunity or seizing an existing one students explore the core concepts and tools for creating new products or services, new businesses, or new markets from a multilayered perspective. The course examines the fundamentals of innovation in a multitude of settings, operationalizing the entrepreneurial spirit via a comprehensive business plan, and making decisions in the areas of strategic planning, financing, marketing, process improvement, and management with an awareness of the opportunities and challenges of working in an increasingly complex environment regionally and internationally.

Course Name: Information Architecture

Course Code: KMI 616

Credits: 3

Description:

Structuring online content is essential so that people can easily find what they are looking for. This course introduces you to concepts and practices in Information Architecture as well as basic elements of user experience design (UXD). Students will learn the broader context of Enterprise Architecture and develop practical skills to compare, analyze and design information architectures. The focus of Information Architecture is the structure and organization of content in an intranet, knowledge hub, website, mobile app, or other knowledge system with the goal of improved findability. Information Architecture is essential as it provides consistent taxonomies, metadata, search

functionality and structured vocabulary with the user in mind. The course will have a group and individual component. For the group component, students will analyze a website from an Information Architecture perspective in a small group as well as conduct user research. For the individual component, you will select a target intranet or website for design, create the Information Architecture design and develop a presentation showing the process and workflows.

Thesis**Course Code: KMI 700****Credits: 6****Description:**

This course and all prerequisite courses are required for the Masters in Knowledge Management. The purpose of this course is to complete all required courses culminating your experience in the Masters of Knowledge Management program and validating them as a practitioner. This course requires detailed research and practical application demonstrating critical thinking and uses the knowledge you have acquired during the program. This course is only offered after all your core classes have been completed.

College of Security and Global Studies (CSGS)

Programs

- 1- Master of Arts in Diplomacy
- 2- Master of Arts in Security and Strategic Studies
- 3- Master in Security Studies and Information Analysis

Program Goals

Master of Art in Diplomacy

1. Provide students with an in-depth knowledge in diplomatic relations in their profession and in the international relations.
2. Enable students to achieve skills in professional and international negotiations and diplomacy
3. Prepare students for pursuing higher education in diplomacy and international relations

Master of Arts in Security Strategic Studies

1. To provide educational opportunities to students at the graduate level through a carefully planned and implemented program of study.
2. To provide students with instruction of both theoretical and practical aspects of security studies.
3. To provide and maintain learning resources and environment conducive for graduate students' learning, scholarly research, and quality teaching.
4. To recruit, rethink and promote professional development of qualified faculty and students.
5. To maintain periodic evolution to ensure that the program is operating within the international norms and standards

Master in Security Studies and Information Analysis

1. To develop graduates who possess a regional focus with an international framework of Security and Intelligence.
2. To provide educational opportunities to students at the graduate level through a carefully planned and implemented program of study.
3. To provide students with instruction of both theoretical and practical aspects of Security and Intelligence Studies.
4. To provide and maintain learning resources and an environment conducive to graduate student learning, scholarly research, and quality teaching;
5. To ensure graduating students are equipped with the appropriate knowledge and skills, as recognized by the current international norms and standards.

Master of Arts in Diplomacy Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Coherently synthesize and summarize knowledge of the field of diplomacy through effective analytical inquiry of current and past diplomatic successes and failures.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Compose and present effective communications in written and oral form demonstrating critical and discriminatory thinking skills across the curriculum	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Formulate innovative complex ideas to generate new solutions to long term diplomatic concerns and present this ability through formal recommendations in policy papers and presentations relative to the field.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Analyze Diplomatic issues by applying critical thinking to construct problem solving solutions based on limited information.				✓	✓					✓	✓		
5	Design and lead (in simulation scenarios) a diplomatic team composed of appropriate skilled individuals to successfully negotiate a desired outcome to diplomatic issues.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Apply ethical and culturally sensitive solutions to a variety of diplomatic concerns in written and oral communications.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Master of Arts in Security and Strategic Studies Program

Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Acquire comprehensive knowledge of the concepts and principles of Security and Strategy from various perspectives through inter-disciplinary, and critical approaches	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Interpret the current complex challenges from various paradigms and trends in Security and Strategy through advanced research and communication skills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Examine the highly complex, unpredictable and unfamiliar environments in Security and Strategy and provide solutions for real world scenarios	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Manage professional practices in multidimensional environment in the field of Security and Strategy in complex situations.	✓				✓			✓		✓			
5	Contribute the advancement of professional knowledge and practices in the field of Security and Strategy to produce original and advanced research abiding by culture and ethical framework.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Master in Security Studies and Information Analysis Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A 5	9A 6	9A 7	9K 6	9K 7	9K 8	9K 9	9R 5	9R 6	9S 4	9S 5	9S 6	9S 7
1	Define and demonstrate the theory, history and contribution of the discipline of intelligence and security	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Appraise collected data/information using a variety of analytic techniques and methodologies to produce original and advanced research in the Security and Intelligence field	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Contextualize the principles of Security and Intelligence to evaluate intelligence and security threats				✓	✓	✓	✓			✓	✓	✓	
4	Apply critical thinking and innovative problem-solving skills for analyzing and reporting Security and Intelligence issues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Acquire the necessary skills to manage intelligence structures, functions, processes and practices in the UAE and GCC context	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Degree Requirements:

1- Master of Arts in Diplomacy

Study Plan

Requirements	Master of Arts in Diplomacy	
	No. of Courses	Cr. Hrs.
Bridging Courses (*)	2	4
Core Courses	4	12
Free Electives	6	18
Thesis	1	6
Total (Excluding Bridging Course)		36

(*) Required for students who have their Bachelor degree in different field than Media and Communication.

2- Master of Arts in Security and Strategic Studies

Study Plan

Requirements	Master of Arts in Security and Strategic Studies	
	No. of Courses	Cr. Hrs.
Core Courses	6	18
Free Electives Courses	4	12
Thesis	1	6
Total		36

3- Master in Security Studies and Information Analysis

Requirements	Master in Security Studies and Information Science	
	No. of Courses	Cr. Hrs.
Core Courses	7	21
Free Electives Courses	4	12
Thesis	1	3
Total		36

Study Plan

1- Master of Arts in Diplomacy

*Bridging Courses (2 courses/6 CH) * required for students who have their Bachelor degree in different field than Media and Communication*

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 500	International Relations since 1945	2
2	MAD 501	The World Today	2

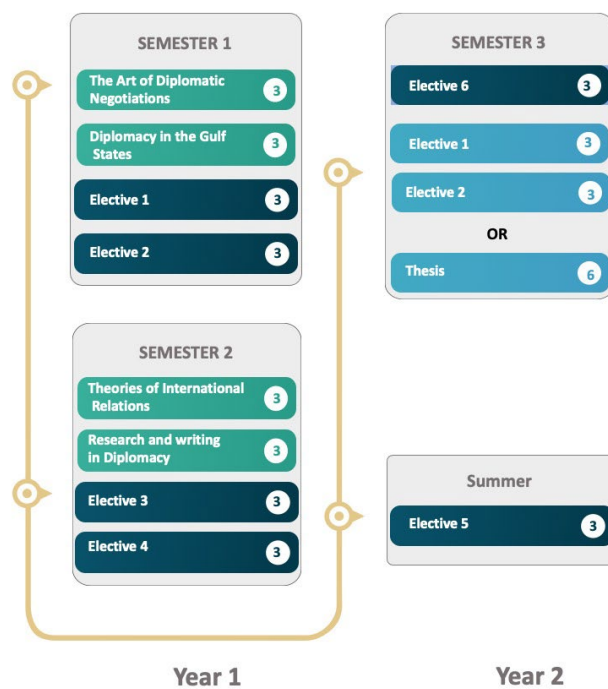
Core Requirements Courses (4courses/12 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 600	The Art of Diplomatic Negotiations	3
2	MAD 601	Diplomacy in the Gulf States	3
3	MAD 602	Research and writing in Diplomacy	3
4	MAD 603	Theories of International Relations	3

Free Elective courses (6 courses/18 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 604	Intercultural Communication	3
2	MAD 605	International Law and Diplomacy	3
3	MAD 606	Diplomacy and Security	3
4	MAD 607	International Political Economy	3
5	MAD 608	Regional and International Organizations	3
6	MAD 609	Diplomatic Services and Practices	3
7	MAD 610	Economic Diplomacy	3
8	MAD 611	Foreign Policy Analysis	3
9	MAD 612	Public Diplomacy	3
10	MAD 613	Politics of Sustainable Energy	3
11	MAD 614	Comparative Politics	3
12	MAD 615	Culture Diplomacy	3
13	MAD 616	Ethics and International Affairs	3
14	MAD 617	Special Topics in Diplomacy	3

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 621	Thesis	6



2- Master of Arts in Security and Strategic Studies

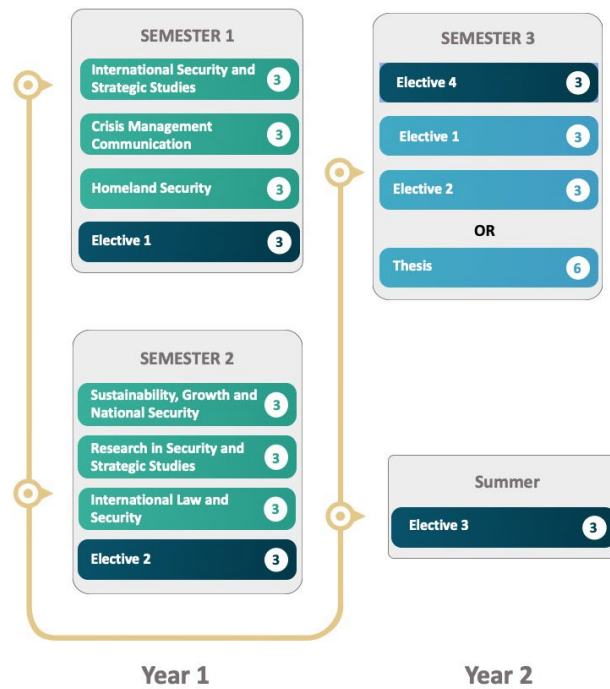
Core Requirements Courses (6 courses/18 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 600	International Security and Strategic Studies	3
2	MSS 601	Crisis Management Communication	3
3	MSS 602	Homeland Security	3
4	MSS 603	Research in Security and Strategic Studies	3
5	MSS 604	Sustainability, Growth and National Security	3
6	MSS 608	International Law and Security	3

Free Elective courses (4 courses/12 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 605	Special Topics in the Middle East Security and Strategy	3
2	MSS 606	Diplomacy and the Use of Forces	3
3	MSS 607	Contemporary Issues in Foreign Politics	3
4	MASI 600	Intelligence and Security	3
5	MSS 610	Management of Critical Infrastructures	3
6	MSS 611	Terrorism and Organized Crime	3
7	MSS 620	Internship	3

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 630	Thesis	6



3- Master in Security Studies and Information Analysis

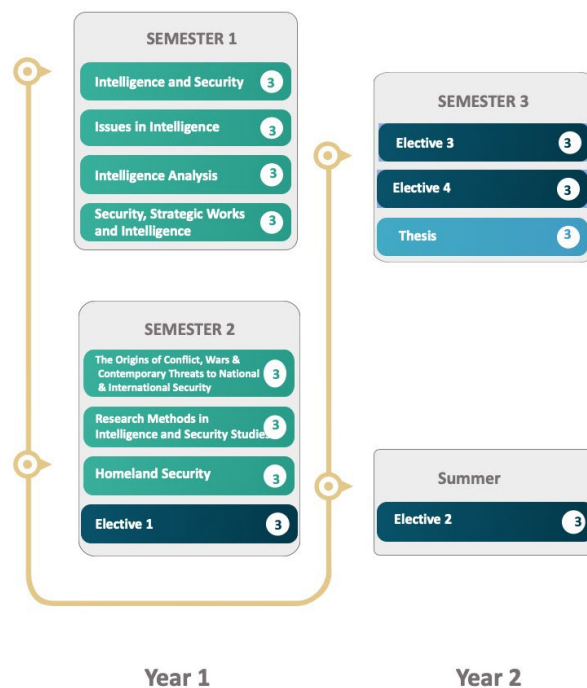
Core Requirements Courses (7 courses/21 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MASI 600	Intelligence and Security	3
2	MASI 601	Issues in Intelligence	3
3	MASI 602	Intelligence Analysis	3
4	MASI 603	Security, Strategic Works and Intelligence	3
5	MASI 604	The Origins of Conflict, Wars and Contemporary Threats to National and International Security	3
6	MASI 605	Research Methods in Intelligence and Security Studies	3
7	MASI 606	Homeland Security	3

Free Elective courses (4 courses/12 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MASI 607	Intelligence and Strategic Intelligence: The Role of Internal Security Organizations	3
2	MASI 608	The Information Revolution and Cyber Warfare	3
3	MASI 609	Internal Security Strategies	3
4	MASI 610	Critical Infrastructure Protection	3
5	MASI 611	Irregular Warfare: Strategy and Operational Responses	3
6	MASI 612	Dynamics of Terrorism and Counterterrorism	3
7	MASI 613	Environmental Security	3
8	MASI 614	Current Issues in Security and Intelligence	3
9	MASI 615	Leadership and Security, Strategy and Intelligence	3

No.	Course Code	Course Title	Cr. Hrs.
1	MASI 621	Thesis	3



Course Description

Master of Arts in Diplomacy

Bridging Courses:

Course Name: International Relations since 1945

Course Code: MAD 500

Credit hours: 2

Description:

This course examines the evolution of the international relations since WWII with emphasis on the Middle East. Although the victors of the war organized a new international system, the Cold War (1947-1990) represented a major threat on the world peace. The Middle East was not immune to the tensions between the two superpowers.

Course Name: The World today

Course Code: MAD 501

Credit hours: 2

Description:

This class focuses on the current world affairs. It combines structural (such as demographics or environment) and conjunctural (ongoing tensions and conflicts) issues. Case studies will be selected by the instructor.

Core Courses:

Course Name: The Art of Diplomatic Negotiations

Course Code: MAD 600

Credit hours: 3

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: MAD 601

Credit hours: 3

Description:

This course focuses on the Gulf States (UAE, Bahrain, Saudi Arabia, Oman, Qatar, and Kuwait) and their stance vis-à-vis major regional and global issues such as energy security, the situation in Iraq, Afghanistan, Qatar, Palestine, international terrorism, relation with the U.S, the E.U, China and Russia; ties with Iran, and the dynamics of the GCC.

Course Name: Research and Writing in Diplomacy

Course Code: MAD 602

Credit hours: 3

Description:

This course enable students to comprehend and become critically aware of the specific scientific methods, concepts and theories in their field of studies. This course provides students with advance skills to design, conduct and publish research projects that address current challenges to international and national security, yet maintain standards of scientific inquiry. Upon completing the course students will be able to identify and implement proper ways to address and conduct research in the field of study and prepare them to publish the results of scientific inquiry in the form of MA level research project or article; prepare a comprehensive research project that bridges theoretical and academic perspectives

Course Name: Theories of International Relations

Course Code: MAD 603

Credit hours: 3

Description:

This is a theoretical course where students will learn about various types, forms, evolutions, historical roots and underpinnings of different theories with analyzing issues and events of global politics. Theories of International Relations explains all major theories used in IR; both modern and contemporary. Students will debate and discuss the methods, approaches, paradigms in IR theory and their use and applications in understanding foreign policy, global conflict, wars on terrorism, search for peace and so on.

Elective Courses:

Course Name: Intercultural Communication

Course Code: MAD 604

Credit hours: 3

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: International Law and Diplomacy

Course Code: MAD 605

Credit hours: 3

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 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 introduces students to 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: **Diplomacy and Security**

Course Code: **MAD 606**

Course Pre-requisites: **NA**

Credit hours: **3**

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: **International Political Economy**

Course Code: **MAD 607**

Credit hours: **3**

Description:

This graduate level course on International Political Economy assesses various aspects and politics of international economic relations at the global level and their interactions. Students will learn, debate, discuss and critically analyze major theories and perspectives used in the field as well as the issues and challenges of international trade, finance and development. The course will also debate and analyze such important topics as foreign aid, foreign debt, international finance, foreign direct investment, MNCs as well as issues and challenges of global financial crisis and developmental issues. Furthermore, it will analyze the issues and challenges related to international trade, trade theories, trade finance. We will explore and examine the causes and reasons of financial crises in world economy, their causes and devastating impacts particularly on developing countries. Issues like, foreign investments, international monetary affairs, foreign aid, globalization, and protection of environment will also be debated and analyzed in the class.

Course Name: **Regional and International Organizations**

Course Code: **MAD 608**

Credit hours: **3**

Description:

This is course will introduce students with laws, principles, philosophies and ideologies of the creations of multiple organizations worldwide and their broader roles and impacts in world politics. This course will explore and analyze international and regional organizations, their process of formations, goals, objectives and activities from liberal institutionalist perspectives. The roles and places of regional and international organizations in resolving global and regional conflicts will also be analyzed in the course. The course will deal with all types and levels of organizations, global, regional, economic, political, security, environmental and so on. Issues and questions of authority, enforcement and legitimacy of international and regional organizations will also be discussed and analyzed here. International and regional organizations will be studied, explained and analyzed from historical, ideological and comparative perspectives.

Course Name: **Diplomatic Services and Practices**

Course Code: **MAD 609**

Credit hours: **3**

Description:

This course has both theoretical as well as practical orientations where students will learn, debate, discuss and analyze the history of diplomacy, its emergence, overtime growth and change and evolution in process and practices. Students will learn about various types and stages of diplomacy; ancient, medieval and modern and their respective values, characteristics, protocols and practices. A course will emphasize on various laws, charters, agreements, documents, and protocols that confirmed and legalized many of the rules, regulations and procedures that guide the activities of today's diplomats. The ever-changing nature of diplomatic protocols, ceremonial and etiquette will also be discussed, debated and practiced in the class so that students will have practical experience and will be familiar with diplomatic culture, values and traditions of different peoples and nations. The trends of future directions in diplomacy and diplomatic services will also be discussed and debated in the class.

Course Name: **Economic Diplomacy**

Course Code: **MAD 610**

Credit hours: **3**

Description:

This is a theoretical course where the students will study, debate, discuss and analyze the new and emerging phenomena of economic aspects of diplomacy which is qualitatively different from traditional diplomacy. It documents the transformation of economic diplomacy in the 1990s and early 2000s in response to the end of the Cold War, the advance of globalization and the growing influence of non-state actors like private business and civil society.

This course debate and analyze the historical, philosophical as well practical roots and causes for the emergence of the field. The focus will be on the NICs and other south-East Asian countries that spearheaded this changes and revolutions which eventually adopted by other countries with various degrees and intensity. It Discusses some major powerful organizations and Blocks,

like the G-7, G-20, EU, BRICS, ASEAN, AU and other, shifting from political, security to economy, trade and investments.

Course Name: Foreign Policy Analysis

Course Code: MAD 611

Credit hours: 3

Description:

This course is an exploration of foreign policy processes, actors, theories and cases. In doing so, the primary purpose of this course is to introduce students to the skills associated with foreign policy analysis and evaluation. Theories and analytical applied in this course are derived from the classical "levels of analysis" and empirical approaches to analysis. The course will include a variety of theoretical and policy discussions which shall aim to prepare the student for the case study method. In best of cases, students will be placed in decision-making situations drawn from historical events. These cases will enable students to learn about decision-making in foreign policy and to understand the pressure that they will be exposed to them when in leading positions.

Course Name: Public Diplomacy

Course Code: MAD 612

Credit hours: 3

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: Politics of Sustainable Energy

Course Code: MAD 613

Credit hours: 3

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: Comparative Politics

Course Code: MAD 614

Credit hours: 3

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: Culture Diplomacy

Course Code: MAD 615

Credit hours: 3

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: Ethics and International Affairs

Course Code: MAD 616

Credit hours: 3

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: Special Topics in Diplomacy

Course Code: MAD 617

Credit hours: 3

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 Name: Thesis
Course Code: MAD 621
Credit hours: 6

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 contribute 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.

Master of Arts in Security and Strategic Studies

Core Courses:

Course Name: International Security and Strategic Studies

Course Code: MSS 600

Credit hours: 3

Description:

This course introduces the students to the realm of security and strategic studies. This course adopts a multi-disciplinary approach, to examine in depth the concepts of strategy and security and, in addition, determine the current and prospective challenges in security, strategy and intelligence. This course intends to unite theory with practice and, therefore, apply the concepts of security and strategy (e.g. the interplay between state and non-state actors or the new face of transnational terrorism); increase the practical awareness of the students about the diverse strategies available to achieve any policy objectives with regards to security and strategy.

Course Name: Crisis Management Communications

Course Code: MSS 601

Credit hours: 3

Description:

This course focuses on the conception, development and execution of the crisis communications programs for businesses and organizations – including, inter alia, public relations techniques for communication with stakeholders amidst a crisis.

Course Name: Homeland Security

Course Code: MSS 602

Credit hours: 3

Description:

This course intends to acquaint the students with the concept of homeland security and the issues with regards to this concept: the actors, institutions and processes involved in homeland security, the man-made and natural threats to homeland security and, last but not least, the scholarly and policy debates about homeland security (i.e. the legal framework, the practical challenges such as the use of finite manpower and financial

resources and the political processes and cultures in each case).

Course Name: Research in Security and Strategic Studies

Course Code: MSS 603

Credit hours: 3

Description:

This course enable students to comprehend and become critically aware of the specific scientific methods, concepts and theories in their field of studies. This course provides students with advance skills to design, conduct and publish research projects that address current challenges to international and national security, yet maintain standards of scientific inquiry. Upon completing the course students will be able to identify and implement proper ways to address and conduct research in the field of study and prepare them to publish the results of scientific inquiry in the form of MA level research project or article; prepare a comprehensive research project that bridges theoretical and academic perspectives.

Course Name: Sustainability, Growth and National Security

Course Code: MSS 604

Credit hours: 3

Description:

The Sustainability, Growth and National Security course analyzes the interconnection among military and nonmilitary dimensions of national security, namely the interlinkage among policies and strategies aiming at sustainable growth and national security. Emphasis will be given on the sustainability dimension of economy and growth in relation to national security. Thus, the course will address issues including the need to diversify economy, especially in the case of the GCC states. In an era when many states face ballooning deficits, austerity measures, and increased financial globalization, understanding the relationship between sustainable growth and national security is more important than ever. The same is the case for countries whose economy is heavily dependent on oil, such as the case of the GCC states, whereby diversification of the economy and sustainable growth is indispensably related to national security and national interest. Related strategies and policy initiatives and measures in the GCC countries and

UAE , will be evaluated and possible contributions will be considered.

Course Name: **International Law and Security**

Course Code: **MSS 608**

Credit hours: **3**

Description:

This course aspires to examine international law in an interdisciplinary method when examined and analyzed from the specialization field of security and strategic studies. This course intends analysis in multidisciplinary framework security and strategic issues when influenced by various parameters of international law (e.g. the issue of humanitarian intervention) and vice versa. This course intends to demonstrate the processes of international negotiation, mediation and co-operation when diffusing international security crises and conflicts in today's international environment.

Elective Courses:

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

Course Code: **MSS 605**

Credit hours: **3**

Description:

This course provides valuable insights into the security and politics of the Middle East – one of the most volatile regions in the world. This course examines in depth various key themes (such as democratization, radicalization, economic instability, nationalism, pan-Arabism, ethnic conflict and political Islam) and analyzes in a critical way the current crises and conflicts in the Middle East.

Course Name: **Diplomacy and the Use of Force**

Course Code: **MSS 606**

Credit hours: **3**

Description:

This course examines the intricate relationship between diplomacy and the use of force in a critical and practical way. In particular, this course will demonstrate (through lectures and specialized assignments) that diplomacy is an integral element of strategy in both war and peace and, in addition, examine how diplomacy can end a war / crisis or even avert one. In other words, this course aspires to offer the students both the knowledge about the interplay of diplomacy and military force and the practical tools to interpret, assess and implement in policy-making the various processes for the resolution of crises and conflicts through diplomacy.

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

Course Code: **MSS 607**

Credit hours: **3**

Description:

This course is designed to introduce the students to the diverse and complex world order of the 21st century. Therefore, this course intends to determine the utility of foreign policy in security or strategic affairs and, in particular, evaluate the utility of the two instruments of foreign policy (negotiation and mitigation) for security or strategic issues. Similarly, the course interprets the

objectives and prospects of contemporary foreign policy and examines the causes of war and peace, the security threats and challenges and the various manifestations of foreign policy (from military alliances to external armed interventions).

Course Name: **Intelligence and Security**

Course Code: **MASI 600**

Credit hours: **3**

Description:

This course examines the history, principles, functions and methods used in collecting intelligence information. The main emphasis in this course is placed on the collection, analysis, interpretation and the use of intelligence. This course also recognizes and explores the evolving intersection between intelligence and national security. Students will use this course to build on the concepts presented to advance their understanding of and ability to conduct research within the field of study.

Course Name: **Management of Critical Infrastructures**

Course Code: **MSS 610**

Credit hours: **3**

Description:

The course will appraise Critical infrastructures as a constituent of national security and a component of international security. Also, the course addresses issues including normative order of critical infrastructure and its protection, creating priority inventories of critical infrastructure vulnerability, resistance and redundancy as well as evaluation of scenarios and threat analysis with uncertain impact on reaching the goals of critical infrastructure.

Course Name: **Terrorism and Organized Crime**

Course Code: **MSS 611**

Credit hours: **3**

Description:

The aim of the course is to provide students with comprehensive, highly specialized knowledge about Terrorism and Organized Crime as both an asymmetrical form of War and a strategy used in different social and political movements ever since. Students will become critically aware of new knowledge and procedures in organized crime and its connection with terrorism. They will acquire comprehensive understanding of the basic forms of modern organized crime and will formulate judgments about its security dimension.

Course Name: **Internship**

Course Code: **MSS 620**

Credit hours: **6**

Description:

This course represents a unique opportunity for students to apply in practice the information and skills obtained during the course of this program of studies on security and strategy. After the completion of the program's taught courses, the students are required to undertake the internship to complete the program's practical aspect. By serving as interns in organizations and/or institutions (specially selected on their ability to provide specialized training in the field of security and strategic studies), the students will develop or enhance their

professional skills in the real security and/or strategic world.

Course Name: Thesis

Course Code: MSS 630

Credit hours: 6

Description:

The thesis amounts to a research-based demonstration of a student's mastery in a specialized topic within the field of Security and Strategic Studies (at level 9 of the National Qualifications Framework of the UAE) and should meet the required CLOs of the course but also meet the requirements of the Program (PLOs). The thesis should offer original scientific work (through quantitative and qualitative research) and methodology. Apply theory with practice in the field of Security and Strategic studies through an inter-disciplinary and critical thinking way. The thesis abides by the policy procedures of the ORA Thesis Manual of the AUE. The Thesis is individually supervised by faculty. The topics are based on the research interests of the student, the faculty and the specialization of the faculty.

Master in Security Studies and Information Analysis

Core Courses:

Course Name: **Intelligence and Security**

Course Code: **MASI 600**

Credit hours: **3**

Description:

This course examines the history, principles, functions and methods used in collecting intelligence information. The main emphasis in this course is placed on the collection, analysis, interpretation and the use of intelligence. This course also recognizes and explores the evolving intersection between intelligence and national security. Students will use this course to build on the concepts presented to advance their understanding of and ability to conduct research within the field of study.

Course Name: **Issues in Intelligence**

Course Code: **MASI 601**

Credit hours: **3**

Description

This course will examine the recent developments and changes in intelligence systems and assesses the different ways in which persistent and emerging issues in the field are discussed and implemented in achieving policy objectives of the Nation-States.

This course also recognizes and explores the evolving intersection between intelligence and national security.

Course Name: **Intelligence Analysis**

Course Code: **MASI 602**

Credit hours: **3**

Description:

This course examines the intelligence gathering process of both foreign and domestic states, with an emphasis upon analytic procedures for protection and prevention against terrorism, terrorist groups, transnational crime, organized crime, and other threats to personal and public safety. In this regard, the course will review the strengths and weaknesses of traditional and non-traditional methods of intelligence gathering.

Course Name: **Security, Strategic Works and Intelligence**

Course Code: **MASI 603**

Credit hours: **3**

Description:

This course is a foundational course for the program. It establishes parameters of the discipline of security and intelligence. The course will present the main issues related to national and international security with conventional and unconventional threats to security and intelligence. It will explore the central and critical significance of intelligence and counterintelligence among others. The course will distinguish emerging trends of security threats such as environmental security, cyber warfare, food security, energy security and human and drug trafficking and economic security issues.

Course Name: **The Origins of Conflicts, Wars and Contemporary Threats to National and International Security**

Course Cde: **MASI 604**

Credit hours: **3**

Description:

This course examines origins of conflict, wars and contemporary threats to national and international security and intelligence. Classical forms of threats to security are explained, described and analyzed. Topics among others, include causes of war and conflict, the value of security, between nations and contemporary threats to national and international security from the Cold War onwards. The course uses historical lessons learned, to explore and analyze issues of contemporary national, international security. Root causes, elements and cases of symmetrical and asymmetrical threats of security will be explored, explained and analyzed.

Course Name: **Research Methods in Intelligence and Security Studies**

Course Code: **MASI 605**

Credit hours: **3**

Description

This course provides students with research method skills in addressing security and intelligence issues. Students focus is on methodological and structural procedures for conducting qualitative and quantitative research on security and intelligence studies. Students will become well versed in research planning, data collection, e data analysis methods and how these methods relate to the larger field of social science research. The course incorporates advanced analytical techniques used by intelligence analysts. It prepares students for intermediate and advanced security and intelligence studies by engaging in critical thinking and analytical writing.

Course Name: **Homeland Security**

Course Code: **MASI 606**

Credit hours: **3**

Description:

The course examines and analyses homeland security in the framework of security and intelligence. It defines, assesses and evaluates past, current and prospective methods for securitizing the homeland for the future. Cooperation between security services in protection of homeland security. It explores policy necessity, orientation, administration, coordination, strategic management organization skills but also intelligence data collection, analysis and processing in the framework of the program of security and intelligence.

Elective Courses:

Course Name: **Intelligence and Strategic Intelligence: The Role of Internal Security Organizations**

Course Code: **MASI 607**

Credit hours: **3**

Description:

The course examines and analyzes the similarities and differences between intelligence and strategic intelligence. In this regard concepts and theories will be explained and analyzed such as the content of intelligence and the threats revealed by intelligence information. The most important aspects will be the assessment, evaluation, interpretation and extrapolation of the information gathered from different sources. In particular, the course focuses on strategic

Intelligence will be related to the concept of tactical intelligence.

Course Name: The Information Revolution and Cyber Warfare

Course Code: MASI 608

Credit hours: 3

Description:

This course brings the Information Revolution and Cyber-Warfare experiences into focus as they relate to issues of Security, Strategy, and Intelligence. It examines, analyzes and assesses the creation of cyber-space, 21st Century Information Revolution and the threat of Cyber-Warfare in the framework of security and intelligence.

Course Name: Critical Infrastructure Protection

Course Code: MASI 610

Credit hours: 3

Description:

The course examines, analyzes, conceptualizes, develops and reflects on the fundamental principles and policies of critical infrastructure protection (CIP) as it relates to the fields of Security and Intelligence. The course focuses on specialized cases; assessment and evaluation of GCC critical security infrastructures; and examines measures and policies in the field of security and intelligence through utilization of an interdisciplinary approach to subjects of regional, national and international concern to the importance of CIP to the citizen and for national resilience.

Course Name: Irregular Warfare: Strategy and Operational Responses

Course Code: MASI 611

Credit hours: 3

Description:

A course designed for the students in the area of security and intelligence examine irregular warfare and to grasp the challenges of employment of an operational response to counter insurgency and terrorism.

Course Name: Dynamics of Terrorism and Counterterrorism

Course Code: MASI 612

Credit hours: 3

Description:

This course examines the dynamics of terrorism and counter-terrorism in the specialization of security and intelligence. The course looks at the historical and strategic development of terrorism to current and future methods of countering extremism and terrorist groups.

Course Name: Environmental Security

Course Code: MASI 613

Credit hours: 3

Description:

This course examines the importance of Environmental security in the GCC and the relation it holds to the field of intelligence. Demographic changes, climate change and scarcity of resources among others, are examined as elements of security and safety importance. This course is multidisciplinary. It examines and analyzes environmental factors to security and intelligence.

Course Name: Current Issues in Security and Intelligence

Course Code: MASI 614

Credit hours: 3

Description:

This course provides students with the principles of current issues of security and intelligence that occur within Nation-States. It examines various facets of security and intelligence. This course also equips the students with critical assessment skills as applied to contemporary issues in security, and how they are formulated and executed as policy. It also provides a panoramic view of Nation-States interactions. The course assess the important variables that play a part in contemporary global security and intelligence.

Course Name: Leadership and Security, Strategy and Intelligence

Course Code: MASI 615

Credit hours: 3

Description:

This course explores, analyzes, and examines elements of leadership in security strategy and intelligence. The course evaluates and reflects on strategic leadership and strategic management. It concentrates on options and choices but also opportunities. How are decisions taken considering that some security and intelligence decisions about international affairs, need to be meet the national interests and continue to balance alliances.

Course Name: Counterintelligence

Course Code: MASI 616

Credit hours: 3

Description:

This course examines is focused on offensive and defensive counterintelligence techniques, advanced counterintelligence agent handling, surveillance, security and investigation suitable for countering state-level actors. The course draws particular focus to regional and international law, ethical standards, security and policy. During this course, students will develop a comprehensive knowledge of CI. Students will study and analyze counterintelligence, focusing on CI operations and foreign intelligence services, including the development of CI, perspectives on counterintelligence throughout history, and assessments of successes and failures of CI. Students will learn and discuss multi-discipline CI support to intelligence operations, to denial and deception operations, and to covert operations.

Course Name: Thesis

Course Code: MASI 621

Credit hours: 6

Description:

The Thesis is an individual research study in the field of security and intelligence. It builds upon the completion of successful courses of 30 credit hours. The Thesis is a mandatory component of the degree. The field of Intelligence and Security requires research innovation; therefore, the use of qualitative, quantitative, and comparative research approaches is expected to be applied to a topic of the student's choice. A clear identification of lessons learned and recommendations will be incorporated into every thesis. The thesis must be original. It should contribute to the discipline areas of intelligence and security. The topic of the Thesis will be set with the assistance of an academic supervisor that will

be assigned based on his/her specialization as it relates to the student's proposed topic of study. The Thesis will require verbal public defense as part of the assessment and part of the fulfillment of the class. All students should refer to the Thesis Guidelines as leading Manuals. How many times the faculty should meet the students per week ? Every week as per schedule – 3h

College of Law (CLAW)

Programs

- 1- Master in Arbitration
- 2- Master in Criminal Science
- 3- Master in Intellectual Property
- 4- Professional Master in Sports Law

Programs Goals

Master in Arbitration

- 1- Meeting needs of the local and regional market for experts and specialists in the various fields of Arbitration.
- 2- Developing the scientific research in the field of Arbitration in accordance with the legal rules valid in UAE through supporting the Master's theses, and emphasizing on comparative analytical studies.
- 3- Establishing a legal center specialized in Gulf legal studies in the field of Arbitration to contribute to preparation of Master's students in this field.
- 4- Supporting the field of Arbitration and making the academic program as the axis of the Arbitration development in UAE and GCC countries through providing consultations, holding academic and occupational conferences for the stakeholders within the social service framework.

Master of Criminal Sciences

- 1- Meeting needs of the local and regional market for experts and specialists in the various fields of criminal sciences.
- 2- Developing scientific research in the field of criminal sciences in accordance with the effective legal rules in UAE through supporting the Master's theses, and emphasizing on comparative analytic studies.
- 3- Establishing a legal center specialized in Gulf legal studies in the field of criminal sciences to contribute in preparation of Master's students in this field.
- 4- Supporting the criminal sciences and making the academic program as the axis of the criminal sciences development in UAE and GCC countries through providing consultations, holding academic and occupational conferences for the stakeholders within the social service framework.

Master in Intellectual Property

1. Meeting needs of the local and regional market from experts and specialists in the various fields of intellectual property.
2. Developing scientific research in the field of intellectual property in accordance with the legal rules valid in UAE through supporting Master's theses, and emphasizing on comparative analytical studies.
3. Establishing a legal center specialized in Gulf legal studies in the field of intellectual property to contribute to preparation of Master's students in this field.
4. Supporting the protection of intellectual property and making the academic program as the axis of the intellectual property development in the UAE and GCC countries through providing consultations, holding academic and occupational conferences for the stakeholders within the social service framework.

Professional Masters in Sports Law

1. To provide the graduates of Professional Masters in the Sports Law all legal cultures with a specialization in the field of sports through which the graduate can face the local, Arab and global market through a series of scientific studies and advanced theory.
2. Providing the UAE and Arab society with a group of legal competencies in the field of sports capable of giving and perform in an institutional excellence manner through an integrated study of all sports- related contemporary issues.
3. Conducting studies with legislative comparison between the GCC, Arab and international sports regulations and laws, with the implementation of all successful experiences and benefiting from various applications thereof.
4. Attempt to develop all the scientific capabilities and the skills of scientific research for the student in the professional masters of sports law in order to provide a graduate who is capable of solving all scientific and research problems related to contemporary sports issues.
5. Provide the community with graduates able to make a change in the leadership processes and the formulation of sports regulations, rules and legislation in a manner consistent with international rules and national sovereignty.

Master in Arbitration Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A 5	9A 6	9A 7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Explain the knowledge related to the Arbitration in a deep and comprehensive way in addition to the relevant knowledge.				✓		✓	✓						
2	Use the contemporary knowledge of the scientific research so as to become a pillar for constructive critical thinking and familiarity with the recent developments within the arbitration framework, occupational practice, and knowledge production in order to find new concepts and solutions for the new emerging challenges.				✓	✓	✓				✓			
3	Analyze the relevant issues in light of the scientific reality, to find creative solutions and suggestions related to the academic and occupational fields, and to create new concepts in the arbitration through integrating other cognitive fields.				✓			✓			✓	✓	✓	
4	Apply the acquired skills in the field of dispute resolution by way of Arbitration, through refining skills that reflect thinking and analyzing capabilities in a high degree of independence.			✓			✓					✓		
5	Develop the ability to take responsibility and independent performance by making decisions, taking into account the study of professional ethics.										✓		✓	✓
6	Creates methods that support to initiate and lead the teamwork.		✓	✓										
7	Propose new methods for taking appropriate decisions making into account unpredicted data		✓									✓	✓	

Master in Criminal Science Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Explain the scientific research's knowledge in a deep and comprehensive way in addition to the relevant fields of knowledge.				✓		✓	✓			✓	✓		
2	use the contemporary knowledge of the criminal sciences to be a pillar of the constructive critical thinking and familiarity with the recent developments within the criminal sciences framework, occupational practice, and knowledge production in order to develop new concepts and solutions for the emerging challenges.			✓			✓	✓				✓		
3	Analyze the relevant issues in light of the scientific reality, find creative solutions and suggestions related to the academic and occupational fields, to create new concepts in the criminal sciences through integrating other cognitive fields.	✓	✓				✓	✓			✓	✓	✓	
4	Apply the acquired skills in the field of criminal sciences, through refining skills that reflect thinking and analysis in a high degree of independence.	✓			✓						✓	✓	✓	
5	Develop the ability to take responsibility and independent performance by making decisions, taking into account the study of professional ethics.	✓	✓						✓		✓	✓	✓	
6	Creates methods that support to initiate and lead the teamwork.	✓											✓	
7	Propose new methods for taking appropriate decisions making into account unpredicted data.	✓	✓	✓										

Master in Intellectual Property Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Discuss the knowledge related to the intellectual property in a deep and comprehensive way in addition to the relevant knowledge.				✓	✓	✓	✓						
2	Analyze the contemporary knowledge of the scientific research to be a pillar for constructive critical thinking, and familiarity with the recent developments within the intellectual property framework, occupational practice, and knowledge production in order to find new concepts and resolutions for the new emerging challenges.										✓		✓	
3	Distinguish of the relevant issues in light of the scientific reality, find creative solutions and suggestions related to the academic and occupational fields, to create new concepts in the intellectual property through integrating other cognitive fields.	✓									✓	✓	✓	✓
4	Use the acquired skills in the field of intellectual property, through refining skills that reflect thinking and analyzing in a high degree of independence.	✓	✓									✓		✓
5	Develop the ability to take responsibility and independent performance by making decisions, taking into account the study of professional ethics.	✓					✓				✓		✓	
6	Creates methods that support to initiate and lead the teamwork.								✓				✓	
7	Propose new methods for taking appropriate decisions making into account unpredicted data	✓	✓									✓		

Professional Master in Sports Law Program Learning Outcomes Mapping with QF Emirates Level 9

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Explain the knowledge in the field of sports law in an in-depth and comprehensive manner, as well as the related rules and regulations in terms of national and international scope.				✓		✓							
2	Use constructive critical thinking skills to provide professional advice of legal relevance in the sports field related to the determination of the scope and jurisdiction of responsibility	✓		✓	✓	✓	✓	✓			✓	✓		
3	Practice the drafting of legislation and the preparation of draft sports laws and regulations and national and international sports contracts.	✓	✓								✓	✓		
4	Develop innovative and smart solutions related to settlement procedures and resolving sports disputes.	✓	✓									✓	✓	
5	Analyze the contemporary knowledge of scientific research to be the basis for constructive critical thinking with knowledge of latest developments in the framework of sports laws and regulations.	✓	✓	✓					✓					
6	Use the basic skills related to the field of sports law in terms of his/her ability to analyze and interpret, which represents a complete ability to use them within the field of specialization.	✓				✓					✓		✓	

Degree Requirements

1- Master in Arbitration

Requirements	Master in Arbitration	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	8	16
Core Courses	7	21
Free Electives	2	6
Thesis	1	9
Total (excluding bridging courses)		36

(*) Required for students who have their Bachelor degree in different field than Law

2- Master in Criminal Science

Requirements	Master in Criminal Science	
	No. of Courses	Cr. Hrs.
Core Courses	8	21
Free Electives	2	6
Thesis	1	9
Total		36

3- Master in Intellectual Property

Requirements	Master in Intellectual Property	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	8	16
Core Courses	7	21
Free Electives	2	6
Thesis	1	9
Total (excluding bridging courses)		36

(*) Required for students who have their Bachelor degree in different field than Law

4- Professional Master in Sports Law

Study Plan:

Requirements	Professional Master in Sports Law	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	8	16
Core Courses	7	18
Electives	3	9
Thesis	1	9
Total (excluding bridging courses)		36

(*) Required for students who have their Bachelor degree in different field than Law

Study Plan

1- Master in Arbitration

Bridging courses (16 credit hours):

S.R	Course Code	Course Title	Credit hours
1	LAW 540	Introduction to Legal Science	2
2	LAW 521	Sources of Obligations 1	2
3	LAW 541	Sources of Obligations 2	2
4	LAW 542	Principles of Commercial Law	2
5	LAW 513	The Penal Code	2
6	LAW 543	Work Law	2
7	LAW 526	Civil Procedures Code	2
8	LAW 516	Provisions of Evidence	2

Core Courses (21 credit hours): All courses are taught so that one-third of the instruction hours is devoted to practical applications.

S.R	Course Code	Course Title	Credit hours
1	LAR 600	Arbitration Agreement	3
2	LAR 601	Arbitration Procedures	3
3	LAR 602	Applicable Law to Arbitration	3
4	LAR 603	Arbitration Award (Issuance, nullification, and Implementation)	3
5	LAR 604	Role of Judiciary in Arbitration	3
6	LAR 605	Arbitration in Contracting Agreements*	3
7	LAR 606	International Conventions and Arbitration's institutions and centers.	3

*Courses fully taught in English

Elective Courses (English) (the student will choose 6 credit hours)

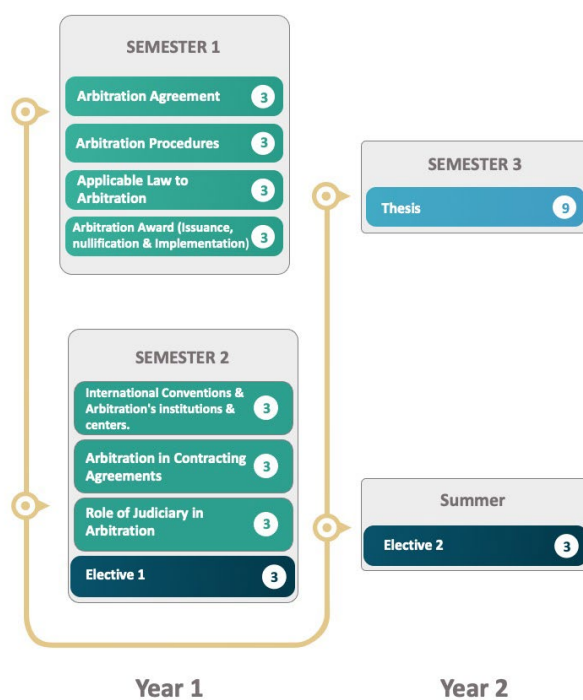
All courses are taught so that one-third of the instruction hours is devoted to practical applications.

S.R	Course Code	Course Title	Credit hours
1	LAR 607	Arbitration in Investment Disputes*	3
2	LAR 608	Arbitration in financial markets and bank operations	3
3	LAR 609	Maritime Arbitration*	3
4	LAR 610	Public International Arbitration*	3
5	LAR 611	Arbitration in Intellectual Property Disputes.	3
6	RMT 600L	Research Methodology	3

*Courses fully taught in English

Thesis 9 credit hours

No.	Course Title	Course Code	Cr. Hrs.
1	LAR 630	Thesis	9



2- Master in Criminal Science

Core Courses (21 credit hours):

S.R	Course Code	Course Title	Credit hours
1	LCS 600	Penal Law in Depth	3
2	LCS 601	Criminal Procedure Law in depth	3
3	LCS 602	Islamic Criminal Legislation in Depth	3
4	LCS 603	Human Rights in the Criminal Law in Depth	3
5	LCS 604	International Criminal Law in Depth	3
6	LCS 605	Criminology in Depth	2
7	LCS 606	Penology in Depth	2
8	LCS 607	Alternatives of Criminal Case in Depth	2

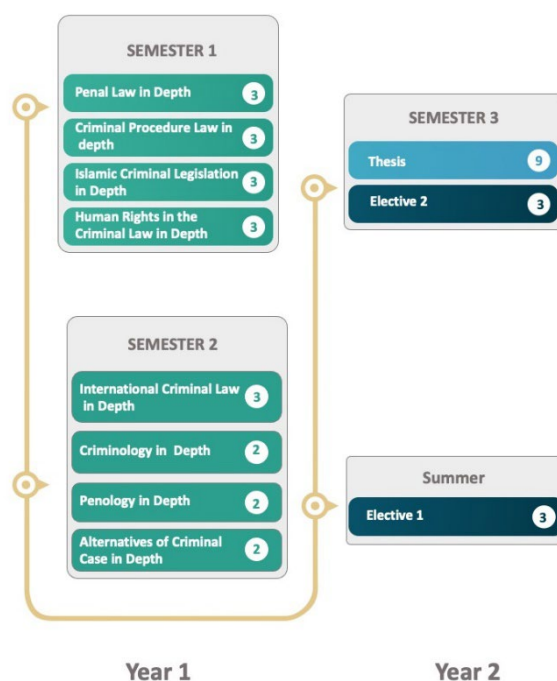
**Courses taught 50% in English*

Elective Courses (6 credit hours)

S.R	Course Code	Course Title	Credit hours
1	LCS 608	Economic Criminal Law in Depth	3
2	LCS 609	Criminal Sociology in Depth	3
3	LCS 610	Criminal Investigation in Depth	3
4	LCS 611	Special Criminal Legislation in Depth	3
5	LCS 612	Criminal Evidence in Depth	3
6	RMT 600L	Research Methodology	3

Thesis (9 credit hours)

No.	Course Title	Course Code	Cr. Hrs.
1	LCS 630	Thesis	9



3- Master in Intellectual Property

Bridging courses (16 credit hours):

S.R	Course Code	Course Title	Credit hours
1	LAW 540	Introduction to Legal Science	2
2	LAW 521	Sources of Obligations 1	2
3	LAW 541	Sources of Obligations 2	2
4	LAW 542	Principles of Commercial Law	2
5	LAW 513	The Penal Code	2
6	LAW 543	Work Law	2
7	LAW 526	Civil Procedures Code	2
8	LAW 516	Provisions of Evidence	2

Core Courses (21 credit hours):

S.R	Course Code	Course Title	Credit Hours
1	LIP 600	Patents, Drawings and Industrial models	3
2	LIP 601	Trademarks and geographical indications*	3
3	LIP 602	Copyrights and Related Rights	3
4	LIP 603	Protection of intellectual property rights via digital media	3
5	LIP 604	Conflict of laws in intellectual property issues	3
6	LIP 605	Enforcement and Settlement of intellectual property disputes.*	3
7	LIP 606	Intellectual property in the medical and pharmaceutical fields	3

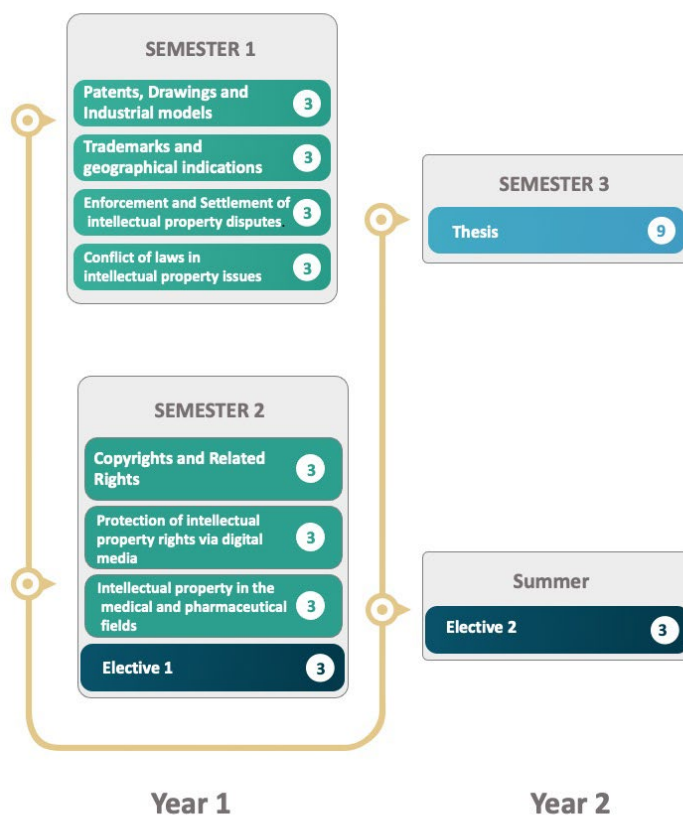
*25% of this course shall be taught in English

Elective Courses (6 credit hours)

S.R	Course Code	Course Title	Credit hours
1	LIP 607	Protection of intellectual property and economic development.	3
2	LIP 608	Legal protection of plant species	3
3	LIP 609	Intellectual property rights and Competition law	3
4	LIP 610	Protection of undisclosed information and trade secrets.	3
5	LIP 611	International Organizations specialized in intellectual property field.	3
6	RMT 600L	Research Methodology	3

Thesis (9 credit hours)

No.	Course Code	Course Title	Cr. Hrs.
1	Thesis	LIP 630	9



4- Professional Master in Sports Law

Bridging courses (16 credit hours):

S.R	Course Code	Course Title	Credit hours
1	LAW 540	Introduction to Legal Science	2
2	LAW 521	Sources of Obligations 1	2
3	LAW 541	Sources of Obligations 2	2
4	LAW 542	Principles of Commercial Law	2
5	LAW 513	The Penal Code	2
6	LAW 543	Work Law	2
7	LAW 526	Civil Procedures Code	2
8	LAW 516	Provisions of Evidence	2

Core Courses (18) credit hours:

SR	Course Code	Course Title	Credit Hours
1	Law 601	Introduction to Sports Law	3
2	Law 602	Sports Dispute Resolution Mechanisms	3
3	Law 603	Legal System of Sports Professionalism*	3
4	Law 606	Sports Law Terms and Definitions	0
5	Law 607	Legal Responsibility in Sports	3
6	Law 608	Commercial Sports Contracts	3
7	RMT 600L	Research Methodology	3

*Course taught 50% in English

Elective Courses (9) Credit Hours:

SR	Course Code	Course Title	Credit Hours
1	LAW 605	Internship	3
2	LAW 609	Legal System of Doping in sport	3
3	LAW610	Contemporary Legal Topics on Sports	3
4	LAW6 11	Sports Insurance	3
5	LAW 614	Sports Management	3
6	LAW 621	Legal System of Sports Organizations	3
7	LAW 622	Legal Regulation of Sports Sponsorship, Marketing and Investment	3
8	LAW 623	Sports Charters and Laws	3

Thesis (9) Credit Hours:

SR	Course Code	Course Title	Credit Hours
1	LAW 630	Thesis	9

Course Description

Master in Arbitration

Bridging Courses:

Course Name: Penal Code/ Law

Course Code: LAW 513

Credit hours: 2

Description

The Course provides a detailed and analytical study of the general theory of crime in terms of the definition and types of crime. Moreover, it focuses on studying the two main elements (physical and moral) of a crime, the scope of application of the law in terms of time, place and people, complicity and its elements, impediments to criminal liability and causes of non-responsibility.

Course Name: Provisions of Evidence Law

Course Code: LAW 516

Credit hours: 2

Description

The Course focuses on studying both general and special provisions of evidence law, evidentiary methods and the impact of scientific and technological evolution on the evidentiary provisions.

Course Name: Sources of Obligation - 1

Course Code: LAW 521

Credit hours: 2

Description

The Course covers the voluntary sources of obligation, which are the contract and unilateral will. It enables students to learn the idea of the contract, including its definition, elements (offer, acceptance and Consideration), scope, legal implications and expiration. Also, students will understand the unilateral will, which include Terms of commitment and provisions.

Course Name: Civil Procedure Code/ Law**Course Code: LAW 526****Credit hours: 2****Description**

The Course covers the definition of the Code of Civil Procedure and judicial organization in terms of the constitution of courts, degrees of litigation, judges and their assistants, rules of jurisdiction, case theory, judicial decisions and their types and appeals.

Course Name: Introduction to Legal Studies**Course Code: LAW 540****Credit hours: 2****Description**

This course covers the theory of law, its divisions, branches, and the division of the legal rule in reference to its binding force and the criteria for distinguishing between the jus cogens and the complementary rules, the definition of the concept of public order and morals and their applications in public and private law, the sources of the legal rule and the scope of its application and interpretation. The course also delves into the theory of rights, in terms of defining rights, and types of rights, as well as their sources, pillars, and when they are due, also the stakeholders, and legal protection of rights.

Course Name: Sources of Obligation - 2**Course Code: LAW 541****Credit hours: 2****Description**

This course addresses the definition of tort liability and the distinction between tort and contractual liability, as well as the combining and selecting between the two liabilities. Also, the elements of tort liability (harmful act, damage and causation relationship), harmful acts are explained in terms of individual mistakes and liability for someone else's work as well as liability for objects. The course also deals with damage and its two categories physical and moral, the causation relationship between the harmful act and damage, and the study of the tort and compensatory liability lawsuits, the study of the beneficial act and the law, considering them as involuntary sources of obligation.

Course Name: Principles of Commercial Code/ Law**Course Code: LAW 542****Credit hours: 2****Description**

This course covers the definition of commercial law, its history and sources, the study of commercial business theory, the study of merchants, including the definition of the merchant, as well as the obligations of merchants "registration in the commercial registry, keeping commercial books". Also, the study of commercial contracts, commercial mortgage, agency commission and brokerage generally, and legal protection for shops.

Course Name: Labor code/ law**Course Code: LAW 543****Credit hours: 2****Description**

This course deals with the study of the general principles of labor law, starting with the definition of labor law, its significance and characteristics, the historical development of labor law and sources of labor law, also the legal provisions regulating the individual labor contract and the collective labor contract, the elements and conditions of a contract, its duration, the effects of its termination, and the consequent obligations on the worker and the employer as well as the guarantees granted to the parties of the work contract and the issues addressed by the UAE Labor Law in the field of the employee's relationship with employers, the Social Security Law and its significance, work injuries, occupational diseases, insurance against disability and old age in a country such as the UAE, and the means to settling individual and collective labor disputes.

Core Courses:**Course Name: Arbitration Agreement****Course Code: LAR 600****Credit hours: 3****Description:**

This course includes an in-depth study of the most important international conventions in the field of arbitration, such as the UNCITRAL Agreement, the Model Law, and Washington Agreement on establishment of a Center for settlement of Investment Disputes, as well as Amman Convention on International Commercial Arbitration, Geneva Convention and other conventions related to arbitration issues.

Course Name: Arbitration Procedures**Course Code: LAR 601****Credit hours: 3****Description:**

This course includes study of the procedures that are being taken by the arbitral tribunal to proceed in the course of the dispute from the moment of convening its jurisdiction, summoning the parties thereof, submitting the arbitral writ of summons, writ of rebuttal, convening of the first session and considering the litigants' various defenses, listening to witnesses and requesting the competent court to issue decisions on urgent matters, and then conclusion of the pleading, deliberation until the pronouncing the judgment.

Course Name: Law Applicable to Arbitration**Course Code: LAR 602****Credit hours: 3****Description:**

This course includes illustration of the law applicable to arbitration proceedings, the nature of this law and the will of the parties in this regard; illustration of the law applicable to the subject matter of the dispute itself, and the extent of the correlation between this law and the will of parties

in addition to its relevance to the subject matter of the dispute.

Course Name: **Arbitration Judgment (Issuance, nullification, and Implementation)**

Course Code: LAR 603

Credit hours: 3

Description:

This course includes a comprehensive study of the arbitral award from the moment of the issuance thereof, the procedures of its issuance and conditions that should be met thereby, how to formulate the arbitral award, the mechanism to challenge and request for nullification, cases of nullification, the competent court and the time limits for the challenge, and implementation of the arbitral award and implementation grievances.

Course Name: **Role of Judiciary in Arbitration**

Course Code: LAR 604

Credit hours: 3

Description:

The aim of this course is to give an in-depth idea about judiciary and arbitration, examine the nature of the relationship between judiciary and arbitration, the supportive and supervisory role of judiciary, and the difference between judiciary as a general method for resolving disputes and arbitration as a parallel method for judiciary aims to solve disputes. Additionally, illustrating the extent to which arbitration is dependent on judiciary regarding the arbitration agreement, arbitration proceedings, and implementation of the award. Also, illustrating the aforementioned in the stage of formation of the arbitral tribunal, the stage of proceedings, such as the settlement of the request for the removal of the arbitrator and his response, his role in the field of proof, and in the field of temporary and precautionary measures, his role in the claim for nullification, and the order on enforcement of the award.

Course Name: **International Conventions and Arbitration's Institutions and Centers**

Course Code: LAR 606

Credit hours: 3

Description:

This course includes the study of some arbitration agreements both nationally and internationally such as Geneva Convention or the Washington Agreement from which the Washington Center for Settlement of Investment Disputes, Amman Convention on International Commercial Arbitration, And the Arab Convention for Settlement of Investment Disputes and others emerged. This course will also discuss the most important arbitration centers that deal with the

adjudication of various disputes, and study their own rules, such as Washington Center for Settlement of Investment Disputes, Center of the International Chamber of Commerce in Paris, Cairo Regional Center for International Commercial Arbitration, and GCC Arbitration Center in Bahrain.

Course Name: **Arbitration in Investment Disputes**

Course Code: LAR 607

Credit hours: 3

Description:

This course includes a focus on different investment disputes, and resolved through the arbitration system of prescription saves time and effort to the foreign investor and the Contracting Parties, and highlights the most important domestic and international investment agreements, which were taken to arbitration as an approach in resolving investment disputes, and study of special Washington center rules for the settlement of investment disputes through arbitration.

Course Name: **Arbitration in financial markets and bank operations**

Course Code: LAR 608

Credit hours: 3

Description:

This course involves arbitration in disputes among various national financial markets, the course discusses resolving the disputes between the stock market traders through arbitration rather than the judiciary, and talking about mandatory arbitration.

Course Name: **Maritime Arbitration**

Course Code: LAR 609

Credit hours: 3

Description:

This course addresses the study of maritime arbitration, the relation between the organization of arbitration in maritime law as well as in general arbitration act, arbitration in maritime transport contracts, arbitration in marine aid, arbitration in sheet losses and maritime collision, in addition to the study of the most important centers in maritime arbitration.

Course Name: **Public International Arbitration**

Course Code: LAR 610

Credit hours: 3

Description:

This course includes the study of international judicial jurisdiction, disputes between states, the peaceful means to settle international disputes, the agreement to arbitrate, permanent court of arbitration in The Hague, dispute arbitration procedures, the problem of state immunity and the idea of sovereignty, the structure of the tribunal,

the evidences before the international arbitration, the issuance of the arbitration decision and its implementation.

Course Name: Arbitration in Intellectual Property Disputes

Course Code: LAR 611

Credit hours: 3

Description:

This course includes the Arbitration in Intellectual Property Disputes such as Patent, Trademarks, Geographical indications, Industrial Models and Designs, trade secrets and others, as mentioned in WIPO, TRIPS, Paris conventions, as well as the major local laws practically these who make the Arbitration the main and important mean to solve the Intellectual Property disputes.

Course Name: Research Methodology

Course Code: RMT 600L

Credit hours: 3

Description:

This course provides an introduction to the use of quantitative and qualitative methods in research as well as applied statistical methods. Students will learn the language and terminology of research, how to research, the use of different data sources and statistical techniques, measurement issues such as confidence and weight scores and validity, as well as research tools including questionnaires and personal interviews. The course enables preparing students to conduct independent

studies, including formulating research questions, reviewing previous studies, selecting research methodology, and appropriate analytical and statistical models, in order to answer research questions. The course has an applied orientation and students will develop basic research skills and knowledge to use research effectively in decision-making and solving organizational problems. Students will be trained in the use of SPSS and NVivo software and will learn to apply SPSS-based statistical methods in their quantitative research as well as the NVivo method in their qualitative research. The course focuses on the importance of the cultural dimension in the design and implementation of empirical studies related to various aspects.

Course Name: Thesis

Course Code: LAR 630

Credit hours: 3

Description:

The thesis is a scientific effort based on legal research, analysis, and documentation. It contains a degree of creativity and addition and must come up with specific legal recommendations and opinions that can be implemented to contribute to development of legislation related to the field of arbitration, and bridge the noted gaps in accordance with a structured scientific methodology. The thesis content shall be prepared, typed and printed in accordance with the instructions issued by the University in this regard.

Master in Criminal Science

Course Name: Penal Law in Depth

Course Code: LCS 600

Credit hours: 3

Description:

This course deals with the study of penal Law in the UAE law, by concentrating on some relevant special criminal legislation, an in-depth study in comparison to the contemporary legal systems, as well as the study of a number of topics, such as:

- Provisions of criminal intent / comparative study
- Studying the contemporary problems of criminal responsibility
- Physical crimes in the comparative legislations
- Individualization of criminal penalty, the theory of precautionary measures in depth, and the study of the rehabilitative role of the criminal measures.

- Studying a number of important criminal topics such as "the mental element and motive of the crime, in-depth study of perfect and inchoate crime, collective crimes, and criminal contribution.

- Any other specialized topics.

Course Name: Criminal Procedure Law in Depth

Course Code: LCS 601

Credit hours: 3

Description:

This course deals with revision of UAE Law of criminal procedure by conducting in-depth comparison with the contemporary criminal systems, through studying the following topics to which other recent new topics may be added periodically:

- Development of the Criminal Procedure Law in the Arab countries.
- Criminal Cassation / comparative study.

Theory of Nullification in the Law of Criminal Procedure in the Arab countries.

The case of procedural necessity in the comparative legislations.

- The binding force of criminal judgments – comparative study.
- Any other specialized topic.

Course Name: Islamic Criminal Legislation in Depth

Course Code: LCS 602

Credit hours: 3

Description:

This course includes a revision for the general theory of criminal law in UAE Penal Law, with an in-depth study of the principles of the Islamic criminal law in comparison to the contemporary legal systems, through studying a number of relevant topics such as:

- Philosophy of criminalization and punishment in Islamic jurisprudence and its compatibility with the secular policies of criminalization.
- Prescribed penalties in light of secular punitive policy.

Any other topics related to the subject of the course.

Course Name: Human Rights in Criminal Law in Depth

Course Code: LCS 603

Credit hours: 3

Description:

There is increased worldwide interest in ensuring that criminal justice systems comply with human rights requirements in order to ensure that states' implementation and enforcement of the criminal L.C.S, through investigation, trial and punishment, respect the civil liberties of citizens accused of crime.

Human Rights is more and more become a subject of both national and international significance, with many countries now endeavoring to ensure that their legal systems embody a full respect for citizens' human rights and the growth of international protocols. This program provides students the opportunity to examine current legal aspects of both Criminal Justice and Human Rights in depth

Course Name: International Criminal Law in Depth

Course Code: LCS 604

Credit hours: 3

Description:

Studying the development of the international criminal law and its recourses.

- Provisions of the international crime.
- International criminal responsibility.
- Conflict of jurisdiction and problems of implementation in the international crimes.
- International Criminal Justice (International Criminal Court and Special Criminal Courts).
- Any other specialized topic

Course Name: Criminology in Depth

Course Code: LCS 605

Credit hours: 3

Description:

This course includes an in-depth revision of criminology with comparison between the scientific theories of criminology and the contemporary criminal systems through focusing on UAE Penal Law though studying the following topics:

- In-depth study of both concepts of crime and criminal and their impact on the criminalization process.
- The Criminal Risk
- Identification of criminal factors and methods of prevention.
- Relation between the human ego and human criminality.
- Any other specialized topic.

Penology in Depth LCS 606: This course includes a revision of penology with in-depth study of its scientific theories and their impact on the contemporary criminal systems, in addition to the rules of the general theory of criminal law in UAE law in comparison to the contemporary criminal systems through studying the following topics:

- The contemporary problems of criminal sanctions according to its purposes.
- Precautionary measures (their relation to criminal penalty and their role in confronting the criminal phenomenon).
- Protection of prisoner's rights in accordance with the international standards.
- Impact of penology on the criminal penalty's goals " replacing the purpose of rehabilitation and reform and reintegration instead of the purely deterring purpose of criminal punishment.
- Any other specialized topic.

Alternatives of Criminal Case in Depth LCS 607:

This course includes studying the alternative methods to file a criminal case or what is so called the public case, to achieve justice out of court in some types of crimes with simple social risky nature, or the so-called in the criminal

jurisprudence as "short-term sanctions". Those crimes are characterized often with personal nature more than social nature. The course may discuss:

Criminal conciliation and the criminal conciliation system, mediation in criminal disputes settlements, criminal order, prior confession of the offense or the so-called "cases of impunity", cases of waiving the criminal complaint.

Economic Criminal Law in Depth LCS 608: This course deals with the studying of the economic criminal law, and the rules of criminal protection in the UAE law by focusing on some relevant special criminal legislation with an in-depth study in comparison to the contemporary legal systems, as well as studying a number of topics such as:

- Definition of the economic crime, its causes, characteristics, and means of prevention.
- Criminal responsibility in the economic crimes.
- Sanctions and problems of implementation in the economic crimes.
- Studying a group of important economic crimes such as: " crimes of business corporations, crimes of tax evasion, investment crimes, environment crimes, and customs crimes"
- Any other specialized topic.

Criminal Sociology in Depth LCS 609: This course deals with an in-depth revision of criminology and penology with in-depth study of relevant topics, as well as a study for a number of other topics including:

Social concept of the crime and measures of social defense to address it.
Impact of society and social environment on the criminal phenomenon.
How to prevent social crime.
Any other specialized topic.

Criminal Investigation in Depth LCS 610: This course includes a review of the general rules of the UAE criminal procedure law by focusing on the provisions that cover both phases of primary and final investigation, and in-depth study in comparison to the contemporary legal systems through dealing with a number of relative topics including:

- Studying the scientific and practical concept of the criminal investigation.
- Technical aspects of the primary investigation, and evidences obtained from the criminal investigation.

- the special nature of criminal investigation in cybercrimes

- Problems of obtaining evidences in technical-related crimes and the electronic crime scene
- Any other specialized topic.

Special Criminal Legislation in Depth LCS 611: This course deals with the study of special types of crimes: crimes against persons, crimes against money, and crimes harmful to the public interest as well as some new emerging crimes, through an in-depth study of the most prominent forms among these three types, and explanation of what is to be done in comparative legal systems.

Criminal Evidence in Depth LCS 612: This course deals with the general theory of evidence in UAE law by focusing on criminal evidence, an in-depth study in comparison to contemporary legal systems, as well as studying a number of relative topics such as:

- Evidences obtained from electronic means within the framework of the theory of evidence in comparative legislations.
- Modern scientific methods of evidence under the theory of criminal evidence/ comparative study
- The powers of the criminal judge in assessing the modern proof evidences in comparison to the contemporary legal systems.
- Impact of evidence by modern technical means on human rights.
- Any other specialized topics.

Research Methodology RMT 600L: This course provides an introduction to the use of quantitative and qualitative methods in research as well as applied statistical methods. Students will learn the language and terminology of research, how to research, the use of different data sources and statistical techniques, measurement issues such as confidence and weight scores and validity, as well as research tools including questionnaires and personal interviews. The course enables preparing students to conduct independent studies, including formulating research questions, reviewing previous studies, selecting research methodology, and appropriate analytical and statistical models, in order to answer research questions. The course has an applied orientation and students will develop basic research skills and knowledge to use research

effectively in decision-making and solving organizational problems. Students will be trained in the use of SPSS and NVivo software and will learn to apply SPSS-based statistical methods in their quantitative research as well as the NVivo method in their qualitative research. The course focuses on the importance of the cultural dimension in the design and implementation of empirical studies related to various aspects

Thesis LSC 630: Thesis is a scientific effort based on legal research, analysis, and documentation. It

contains a degree of creativity and addition and must come up with specific legal recommendations and opinions that can be implemented to contribute to development of legislation related to the field of criminal sciences, and bridge the noted gaps in accordance with a structured scientific methodology. The thesis content shall be prepared, typed and printed in accordance with the instructions issued by the University in this regard.

The Course focuses on studying both general and special provisions of evidence law, evidentiary methods and the impact of scientific and technological evolution on the evidentiary provisions.

Course Name: Sources of Obligation - 1

Course Code: LAW 521

Credit hours:

Description

The Course covers the voluntary sources of obligation, which are the contract and unilateral will. It enables students to learn the idea of the contract, including its definition, elements (offer, acceptance and Consideration), scope, legal implications and expiration. Also, students will understand the unilateral will, which include Terms of commitment and provisions.

Course Name: Civil Procedure Code/ Law

Course Code: LAW 526

Credit hours:

Description

The Course covers the definition of the Code of Civil Procedure and judicial organization in terms of the constitution of courts, degrees of litigation, judges and their assistants, rules of jurisdiction, case theory, judicial decisions and their types and appeals.

Master in Intellectual Property

Bridging Courses:

Course Name: Penal Code/ Law

Course Code: LAW 513

Credit hours:

Description

The Course provides a detailed and analytical study of the general theory of crime in terms of the definition and types of crime. Moreover, it focuses on studying the two main elements (physical and moral) of a crime, the scope of application of the law in terms of time, place and people, complicity and its elements, impediments to criminal liability and causes of non-responsibility.

Course Name: Provisions of Evidence Law

Course Code: LAW 516

Credit hours:

Description

Course Name: Introduction to Legal Studies

Course Code: LAW 540

Credit hours:

Description

This course covers the theory of law, its divisions, branches, and the division of the legal rule in reference to its binding force and the criteria for distinguishing between the jus cogens and the complementary rules, the definition of the concept of public order and morals and their applications in public and private law, the sources of the legal rule and the scope of its application and interpretation. The course also delves into the theory of rights, in terms of defining rights, and types of rights, as well as their sources, pillars, and when they are due, also the stakeholders, and legal protection of rights.

Course Name: Sources of Obligation - 2

Course Code: LAW 541

Credit hours:**Description**

This course addresses the definition of tort liability and the distinction between tort and contractual liability, as well as the combining and selecting between the two liabilities. Also, the elements of tort liability (harmful act, damage and causation relationship), harmful acts are explained in terms of individual mistakes and liability for someone else's work as well as liability for objects. The course also deals with damage and its two categories physical and moral, the causation relationship between the harmful act and damage, and the study of the tort and compensatory liability lawsuits, the study of the beneficial act and the law, considering them as involuntary sources of obligation.

Course Name: Principles of Commercial Code/ Law

Course Code: LAW 542

Credit hours:

Description

This course covers the definition of commercial law, its history and sources, the study of commercial business theory, the study of merchants, including the definition of the merchant, as well as the obligations of merchants "registration in the commercial registry, keeping commercial books". Also, the study of commercial contracts, commercial mortgage, agency commission and brokerage generally, and legal protection for shops.

Course Name: Labor code/ law

Course Code: LAW 543

Credit hours:

Description

This course deals with the study of the general principles of labor law, starting with the definition of labor law, its significance and characteristics, the historical development of labor law and sources of labor law, also the legal provisions regulating the individual labor contract and the collective labor contract, the elements and conditions of a contract, its duration, the effects of its termination, and the consequent obligations on the worker and the employer as well as the guarantees granted to the parties of the work contract and the issues addressed by the UAE Labor Law in the field of the employee's relationship with employers, the Social Security Law and its significance, work injuries, occupational diseases, insurance against disability and old age in a country such as the UAE, and the means to settling individual and collective labor disputes.

Patents, Drawings and Industrial models LIP 600: The study of this course includes a preface to the concept of intellectual property, position of the patents, industrial drawings and designs among the elements of intellectual property; it also includes the concept of patent, drawings and industrial models, conditions and procedures of applying for a patent, effects of granting a patent, commitments of the patent's holder, compulsory licensing by utilizing the patent and legal protection of inventions, international conventions in this regard, conventional and compulsory licenses in the field of intellectual property, identification of drawings or industrial models and the registration conditions and procedures thereof, as well as

the rights granted to their holders and the relevant international conventions, in addition to the protection thereof. This course also includes studying an analytical study of the utilization of drawings and industrial models designs, and international deposition thereof, focusing on the judgments issued by the national and regional tribunals in this regard, and indicating the adequacy of prescribed sanctions on the crimes related to inventions, drawings, and industrial models.

Trademarks, Trade names and Geographical

Indications LIP 601: The curriculum of this course includes a preface to the concept of intellectual property, position of trademarks, trade names and geographical indications among the elements of intellectual property, as well as the definition of trademarks, their functions, methods of acquisition, benefits, types, and methods of registration, cancellation and protection. In addition to licensing for utilization of trademarks, concession agreements in trademarks and protection of well-known trademarks, international registration of trademarks, study of trade names, their identification, functions, methods of acquisition, benefits, types, methods of registration and cancellation and their legal protection. The course will explain the adequacy of the prescribed penalties for offences related to trademarks and trade names and licensing for the utilization of trade name and legal protection of trade names. Moreover, the course will focus on judgments issued by the national and regional courts in this regard. The course also includes definition of geographical indications, conditions and methods of registration and their legal protection in accordance with national legislation and international conventions. Finally, the course will focus on judgments issued by the national and regional courts in this regard.

Copyright and Related Rights LIP 602: This course includes the study of the intellectual property rights contained in the human intellectual production in terms of its literary, scientific or artistic aspects through studying both of copyright and the related rights, where the student will learn about copyright of legally protected works as well as the author's protected rights in their both the financial and literary aspects, various types of works and types of authors, the author's prescribed copyrights related to his/her works both in their financial or literary aspects in accordance with the relative national law and international conventions, notably the Berne Convention and the TRIPS Agreement. The student will also learn about the related rights attached to the copyrights such as rights of translators and rights of performance representatives, the owners of phonogram rights, rights of broadcasting and television organizations, and revenues of radio and television broadcasting. This course also includes licensing contracts for utilizing copyrights and related rights, with a reference to the latest conventions among the domestic and international judiciary in this regard.

Protection of intellectual property rights via digital

media LIP 603: The curriculum of this course includes the legal protection of intellectual property rights via digital

media, as well as protection of copyright over the Internet, protection of the rights of performers and public performers via satellite media, dissemination of digital and musical works via digital media, civil protection of intellectual property rights in case of abuse through digital media, and the penal protection of infringement of intellectual property rights via digital media.

Conflict of laws in intellectual property issues LIP 604:

The curriculum of the study includes a preface to the concept of conflict of laws in the field of intellectual property rights and the elements that make a dispute of an international nature; rules of reference in the field of law selection applicable to intellectual property issues, conflicts of laws in the field of the international publication contracts for literal and artistic works, in addition to conflict of laws in licensing contracts for utilization of patents and Franchise contracts for utilization of trademarks and trade names.

Enforcement and Settlement of intellectual property disputes LIP 605:

The curriculum of this course includes the study of theories and methods related to the settlement of intellectual property disputes without resorting to courts, such as mediation and arbitration, in addition to the role played by WIPO in this field; the course will focus on the importance of the arbitration's role in the settlement of intellectual property disputes, types of mediation and their role in imposing an obligation on parties to a dispute and arbitration within the provisions of national law, and resolving issues related to the names of websites through alternative means. The course will also focus on the judgments of the national and regional courts issued in this regard. The course will also examine ways and means of enforcing intellectual property rights in the national laws and international conventions and will study the means available to enforce the intellectual property rights within the national laws and international conventions, such as civil, criminal, and preventive procedures as well as punitive procedures. It will also focus on judgments issued by the national and regional courts in this regard.

Intellectual property in the medical and pharmaceutical fields LIP 606 :

This course addresses the importance of patents in the field of pharmaceutical industries, patent protection and the extent to which they are licensed in the medical field. The extent to which legal protection is excluded in the field of disease detection and diagnosis. The intellectual property laws and their provisions in the medical and pharmaceutical fields. The course will also cover the legal regulation of licensing for utilization of patents in the pharmaceutical industry.

Legal protection of plant species LIP 608:

The curriculum of this course includes the subject of legal regulation of plant varieties, their legal protection, and conventional and compulsory licensing in accordance with UAE law and international conventions with special focus on the provisions stated in TRIPS agreement as well as the legal protection in accordance with international conventions and focus on the judgments of national and regional courts issued in this regard.

Intellectual property rights and Competition law LIP 609:

The curriculum of this course includes the study of illegal competition and its legal regulation in national legislations and international agreements, competition forms, protection of intellectual property rights, combating monopolistic practices, and types of monopolistic practices, procedures necessary to ensure freedom of competition, combating parasitic competition and imitation of products and commodities.

Protection of undisclosed information and trade secrets LIP 610:

The curriculum of this course includes educating the student about the nature of undisclosed information or what so called "trade secrets" through illustrating when information are considered undisclosed, and therefore trade secrets, where the student recognizes the meaning of a trade secret and when it is qualified to be protected, and whether all information are considered as trade secrets or there are conditions that must be available to be undisclosed trade secrets. The course shall also include the means of protection of trade secrets in terms of the civil aspect through illegal competition claim and the claim for compensation in accordance with provisions of the national law, and provisions of the relevant international covenants and agreements, and the latest conventions decided by the judiciary in this regard, whether at the local or international level through a review of some of the practical international issues related to the protection of trade secrets and undisclosed information issues.

International Organizations specialized in intellectual property field. LIP 611:

The curriculum of this course includes the study of international organizations specialized in the field of intellectual property, and Paris Convention for the Protection of Industrial Property, 1886, the Berne Convention for the Protection of Literary and Artistic Property, 1883, the World Intellectual Property Organization (WIPO), in addition to an in-depth study of legal rules for the protection of the intellectual property rights stated in the World Trade Organization (WTO).

Research Methodology RMT 600L:

This course provides an introduction to the use of quantitative and qualitative methods in research as well as applied statistical methods. Students will learn the language and terminology of research, how to research, the use of different data sources and statistical techniques, measurement issues such as confidence and weight scores and validity, as well as research tools including questionnaires and personal interviews. The course enables preparing students to conduct independent studies, including formulating research questions, reviewing previous studies, selecting research methodology, and appropriate analytical and statistical models, in order to answer research questions. The course has an applied orientation and students will develop basic research skills and knowledge to use research effectively in decision-making and solving organizational problems. Students will be trained in the use of SPSS and NVivo software and will learn to apply SPSS-based statistical

methods in their quantitative research as well as the NVivo method in their qualitative research. The course focuses on the importance of the cultural dimension in the design and implementation of empirical studies related to various aspects

Thesis LIP 630: The thesis is a scientific effort based on legal research, analysis, and documentation. It contains a degree of creativity and addition and must

Professional Master in Sports Law

Bridging Courses:

Course Name: Penal Code/ Law

Course Code: LAW 513

Credit hours:

Description

The Course provides a detailed and analytical study of the general theory of crime in terms of the definition and types of crime. Moreover, it focuses on studying the two main elements (physical and moral) of a crime, the scope of application of the law in terms of time, place and people, complicity and its elements, impediments to criminal liability and causes of non-responsibility.

Course Name: Provisions of Evidence Law

Course Code: LAW 516

Credit hours:

Description

The Course focuses on studying both general and special provisions of evidence law, evidentiary methods and the impact of scientific and technological evolution on the evidentiary provisions.

Course Name: Sources of Obligation - 1

Course Code: LAW 521

Credit hours:

Description

The Course covers the voluntary sources of obligation, which are the contract and unilateral will. It enables students to learn the idea of the contract, including its definition, elements (offer, acceptance and Consideration), scope, legal implications and expiration. Also, students will understand the unilateral will, which include Terms of commitment and provisions.

Course Name: Civil Procedure Code/ Law

Course Code: LAW 526

Credit hours:

Description

The Course covers the definition of the Code of Civil Procedure and judicial organization in terms of the constitution of courts, degrees of litigation, judges and their assistants, rules of jurisdiction, case theory, judicial decisions and their types and appeals.

Course Name: Introduction to Legal Studies

Course Code: LAW 540

Credit hours:

Description

come up with specific legal recommendations and opinions that can be implemented to contribute to development of legislation related to the field of intellectual property, and bridge the noted gaps in accordance with a structured scientific methodology. The thesis content shall be prepared, typed and printed in accordance with the instructions issued by the University in this regard.

This course covers the theory of law, its divisions, branches, and the division of the legal rule in reference to its binding force and the criteria for distinguishing between the jus cogens and the complementary rules, the definition of the concept of public order and morals and their applications in public and private law, the sources of the legal rule and the scope of its application and interpretation. The course also delves into the theory of rights, in terms of defining rights, and types of rights, as well as their sources, pillars, and when they are due, also the stakeholders, and legal protection of rights.

Course Name: Sources of Obligation - 2

Course Code: LAW 541

Credit hours:

Description

This course addresses the definition of tort liability and the distinction between tort and contractual liability, as well as the combining and selecting between the two liabilities. Also, the elements of tort liability (harmful act, damage and causation relationship), harmful acts are explained in terms of individual mistakes and liability for someone else's work as well as liability for objects. The course also deals with damage and its two categories physical and moral, the causation relationship between the harmful act and damage, and the study of the tort and compensatory liability lawsuits, the study of the beneficial act and the law, considering them as involuntary sources of obligation.

Course Name: Principles of Commercial Code/ Law

Course Code: LAW 542

Credit hours:

Description

This course covers the definition of commercial law, its history and sources, the study of commercial business theory, the study of merchants, including the definition of the merchant, as well as the obligations of merchants "registration in the commercial registry, keeping commercial books". Also, the study of commercial contracts, commercial mortgage, agency commission and brokerage generally, and legal protection for shops.

Course Name: Labor code/ law

Course Code: LAW 543

Credit hours:

Description

This course deals with the study of the general principles of labor law, starting with the definition of labor law, its significance and characteristics, the historical development of labor law and sources of labor law, also the legal provisions regulating the individual labor contract and the collective

labor contract, the elements and conditions of a contract, its duration, the effects of its termination, and the consequent obligations on the worker and the employer as well as the guarantees granted to the parties of the work contract and the issues addressed by the UAE Labor Law in the field of the employee's relationship with employers, the Social Security Law and its significance, work injuries, occupational diseases, insurance against disability and old age in a country such as the UAE, and the means to settling individual and collective labor disputes.

Course Name: Introduction to Sports Law

Course Code: LAW 601: This course includes a study of the origins of sports law, in terms of the concept of sports language and terminology, as well as the definition of sports law, its nature and characteristics of this law, what distinguishes it from other laws and its relationship to other laws such as civil law, criminal law, commercial law, labor law, administrative law and other various laws. While also learning about the sports legal rule, and its concept and the characteristics of this legal rule, and how mandatory it is, as well as the origin behind how it acquired its mandatory status, despite how most of it was not issued by the national legislator or individuals working on drafting the sports law. The course also covers the sources of sports law, its types and sections, which include international and national legislations such as international agreements in the matters of sports, national laws and legislations issued by the national legislator, as well as international and national non-governmental legislations such as international sports charters - the Olympic Charter - and sports laws issued by international sports' federations as well as national non-governmental sports legislation issued by national sports federations serving as the statutes of those federations, regulations, instructions and other conditions issued for organizing sports activities and many other topics that are required to be studied by students of the program upon joining the program.

Course Title: Sports Dispute Resolution Mechanisms

Course Code: Law 602: This course includes a study of all sports' disputes and their relationship to the mechanisms of filing and drafting the various lawsuits, the nature of the International Sports Court, introduction to arbitration, the nature, types and patterns of sports arbitration, the formulation of the arbitration clause, the mechanisms for resolving sports and local disputes according to the CAS Court, the management of procedural sessions and the categorizing of sports disputes. The formation of the arbitral body, arbitration chambers, their primary and cassation types, mediation and negotiation systems, and all mechanisms for settling sports disputes. The course also emphasizes studying the mechanisms of

drafting a case and formulating procedural rules' systems for sports arbitration centers and the systems and basics for operations in such centers.

Course Title: Legal System of Sports Professionalism

Course Code: Law 603: This course includes topics on the legal provisions for the professional players and the amateur players, in terms of the definition of professionalism and hobby, how to distinguish between them, the special rules regarding sports sabbatical licenses established in the UAE by the prime minister's office, and their legal impacts in terms of proving the degree of professionalism. Also, the player's registration in a sports federation and its provisions. The course is particularly focused on the contracts of sports professionalism in terms of its aspects and conditions, the extent of its legitimacy, those conditions and their agreement with jus cogens rules... the required eligibility for the contract and the extent to which sports applications comply with the overall rules of law, the disciplinary and financial penalties imposed on the players in terms of what they are and the extent of its agreement with the overall legal rules. The course covers the provisions related to the transfer of players, the regulations established in this regard, as well as everything related to taking players on loan and the citizenship status of players and its internationally established conditions. As well as the role of the players' agent in contracting and the rights resulting from that.

Course Title: Sports Law Terms and Definitions

Course Code: LAW 606: This course discusses the sports' legal terms in the English language, in the field of sports contracts, international sports' charters, sports disputes and other legally related sports topics.

Course Title: Legal Responsibility in Sports

Course Code: Law 607: This course covers the study of the legal responsibility of athletes – sportsmanship responsibility, criminal responsibility, and civil responsibility - as well as the study of crimes committed due to sports, such as crimes related to referees expressing bias to or against one of the teams with the intention of the team winning or losing. Or the sports administrations' involvement with the intention of changing the course of a game's outcome, or that which relates to gambling manipulation with the intent of illegitimate gain, also acts of violence committed during the practice of sports are originally considered to be crimes unless legislator allows for the practice of such acts within the games thus it's necessary to become

aware of reasons behind allowing for acts of violence within sports' games, as a player's assault against his peers; by word or deed by beating or with an insulting act are all considered as their criminal or civil responsibility as well as their sportsmanship responsibility which all fall under sports regulations. The course also covers many other crimes that may be committed on the occasion of holding sports activities, these acts are crimes that entail responsibility leading to penalty for the perpetrator.

Course Title: Commercial Sports Contracts

Course Code: LAW 608: This course includes the study of all contractual transactions and commercial contracts which organize events and sporting events, as well as all that which relates to them in terms of marketing contracts, ticket sales and everything related to aspects of business in the sports field - as well as studying the legal systems for trademarks and intellectual property rights in the sports field related to federations, clubs, and solid Olympic research. This course also covers the study of all sports contracts for players, administrators, coaches, and contracts for the establishment of sports corporations (ownership and management) in the sports field and the investment aspects resulting from the establishment of such corporations.

The course incorporates topics of the sports' rights of both players and coaches in terms of their right of image, right of identity, right of the name, and the relationship of commercial systems to the idea of transforming a hobby to a professional career, cash flow rates, sports tax works, and value added within the sports field.

Research Methodology RMT 600L: This course provides an introduction to the use of quantitative and qualitative methods in research as well as applied statistical methods. Students will learn the language and terminology of research, how to research, the use of different data sources and statistical techniques, measurement issues such as confidence and weight scores and validity, as well as research tools including questionnaires and personal interviews. The course enables preparing students to conduct independent studies, including formulating research questions, reviewing previous studies, selecting research methodology, and appropriate analytical and statistical models, in order to answer research questions. The course has an applied orientation and students will develop basic research skills and knowledge to use research effectively in decision-making and solving organizational problems. Students will be trained in the use of SPSS and NVivo software and will learn to apply

SPSS-based statistical methods in their quantitative research as well as the NVivo method in their qualitative research. The course focuses on the importance of the cultural dimension in the design and implementation of empirical studies related to various aspects

Elective courses:

Course Title: Internship

Course Code: Law 605: This course includes training students on ordinary courts, arbitration centers, sports institutions and bodies such as sports' federations, sports' clubs, sports' administrations and councils, as well as the General Sports Authority and the National Olympic Committee. The student will be introduced to the practical mechanisms of operation in the field of sports law, in addition to developing skills related to resolving sports' disputes and proposal of legal solutions related to what was previously covered in their studies.

Course Title: Legal System of Doping in sport

Course Code: Law 609: This Course aims to introduce to students the legal rules related to doping in sports, as well as prohibited substances, causes for prohibition, procedures for detecting the violations, implications of proving the use of dopes, and appeals against the procedures and decisions issued in this regard. In November 2019, the World Anti-Doping Agency was founded to develop, harmonize and coordinate anti-doping rules and policies across all sports and countries. And the International Convention Against Doping in Sport was introduced in 2005.

Course Title: Contemporary Legal Topics on Sports

Course Code: Law 610: This Course discusses one of the contemporary legal topics on sports such as financing sports organizations, changing clubs into joint stock companies, security of stadiums and sports arbitration. The Course aims to keep students updated with the latest developments and help them create legal beliefs that enable them to deal with the requirements of the labor market.

Course Title: Sports Insurance

Course Code: Law 611

This Course is concerned with studying the various provisions of sports insurance, as well as its definition, parties and the insured person. Sports insurance covers injuries that happen during a sporting event, professional civil liability, casualties of riots. Moreover, the beneficiary of sports insurance may be the player himself. The club may provide its players insurance against injuries, where this is deemed

insurable interest. Given that the athletes constitute a national asset that must be preserved, the Course shall weigh considering sports insurance mandatory, to secure the best interest for beneficiaries.

Course Title: Sports Management

Course Code: Law 614: This Course include topics that covers the sports asset management, which comprises planning, organizing, leading the efforts of the sports organization's personnel, as well as the use of all capacities to achieve the goals.

Course Title: Legal System of Sports Organizations

Course Code: Law 621: This Course discusses some sports organizations such as the Fédération Internationale de Football Association (FIFA), which is one of the most important sports organizations in terms of its objectives, membership, membership application procedures, obligations and rights of the members, and the terms of suspension, expulsion and resignation. FIFA is the governing body of the continental confederations. Moreover, the Course includes the FIFA's four general bodies: the congress, the executive committee, the general secretariat, and standing and ad hoc committees.

Course Title: Legal Regulation of Sports Sponsorship, Marketing and Investment

Course Code: Law 622: This Course aims in introducing students to the sponsorship of sporting events, marketing and investments in sports, which include broadcasting contracts, sponsorship contracts, advertising, betting, ticket offices, and sports tourism, which centers on a sporting event and the attendant hotel accommodation contracts, airline tickets and souvenir purchases, as well as the legal implications of all of this.

Additionally, the Course focuses on studying sports industry and the transactions that take place upon

them, as the UAE LAW considers sports as a business. The prevalence of professionalism has turned sports into a business.

Course Title: Sports Charters and Laws

Course Code: Law 623: This Course covers topics related to the sports charters and the laws of some sports to ensure providing up to date legal and technical information. The charters and laws aims to ensure fair play and competition.

In football, for example, students will study the laws that ban all form of commercial advertising on the field of play, control the number of players and substitutes, and determine the use of yellow and red cards to discipline players.

Also, the powers and duties of a football referee include enforcing the laws of the game, making decisions, taking advices from his assistants, and providing the appropriate authorities with a match report on disciplinary action and any other incidents that occurred before, during or after the match.

A football referee is not responsible for any losses incurred by others as a result of his decisions, and is authorized to show red cards to players in certain cases, including serious offenses such as violent conduct or an illegal and purposeful obstruction of a goal scoring.

Course Title: Thesis

Course Code: LAW 630: The Thesis is conducted under the supervision of the designated faculty member. The Course enables students to undertake research on a selected topic and prepare the thesis report.

The thesis should be the product of the students' practical work, which include field studies and applied research. It focuses on the methods of data collection and analysis, findings and recommendations. The thesis topic must be linked to law and sports.

Statement on the research policy of the institution

The University strives innovation in its teaching, learning, research, and service functions and aims to provide ongoing opportunities to develop its faculty members' and Graduate students research and scholarly capabilities. Hence, The University supports its faculty and Graduate students as researcher to accelerate and make a meaningful contribution to the quality of research. Research support services are offered to faculty members as well as students under the supervision of faculty members in order to foster the knowledge creativity and to increase the number of publications of the faculty members in relevant research topics to the academic main disciplines.

Student Involvement in Research

The University provides an opportunity for undergraduate and graduate students to undertake a research experience with their faculty members via various research activities such as participating in conferences, research competitions and publishing joint paper(s) refereed journals under guidance and mentorship with their faculty supervisors. The University has developed a clear policy regarding student involvement in research. This policy aims to support student involvement in research to determine their area of interest as a researcher and create a research culture in the University.

Graduate students are encouraged to participate in research activities organized by the University. Such activities are in line with the learning outcomes of graduate courses. Students are required to participate in the workshops to enhance their research capabilities.

Classroom Research

Involving research in the classroom allows the students to practice numerous research methods such as observation, interview, survey techniques, and data analysis. These research projects usually will not lead to generalizable knowledge and do not require an institutional review board (IRB) unless it falls under the human subject policy. Furthermore, the results and findings attained from such research practices shall not be shared outside the classroom context.

Research Projects

The research projects are student-led and do not meet the criteria for classroom research, which may include, but is not limited to, independent undergraduate capstone and Master theses. This kind of research is subject to the IRB Committee review.

Student Research Guidelines

- » Students who are interested in working on a research project should have approval from their concerned department or faculty member.
- » All students involved in the research project must have a faculty supervisor for the project.
- » Students' applications to the IRB committee for research projects must be pre-approved by the faculty supervisor before submitting to the IRB.
- » Graduate students must follow the guidelines for the responsible conduct of research in preparing the research proposal and writing up the dissertation.
- » Each graduate student is required to register for an open researcher and contributor ID (ORCID) with AUE affiliation during the study period and update their research work to the profile to increase the research visibility.

Faculty Members Role

Faculty supervisors shall encourage student's involvement in research via publishing joint paper(s) in refereed journals and conferences. Additionally, the faculty supervisor is responsible for the following:

- » Ensure that the student's research practices comply with the ethical standards of the related discipline as well as the Institution's policy on Research Ethics.
- » Guide students throughout the process of development, submission, review, in addition to the implementation of the research project.
- » Ensure that students are aware of their responsibilities when they are involved in any research activities.
- » Ensure that the content, quality, and timing of submitted research abided by the requirements of IRB.
- » Immediately notify the research office to inform the IRB in case of research-related, unanticipated incidents or findings during the research study that may affect the benefits of participation to decide on the continuation of the related research activity.

Master's Thesis

A Master's degree must demonstrate competence of accumulative knowledge in the area of study and reflect the ability to perform research, defend the methodology, data analysis, interpret results and findings, and write a conclusion in a scientific approach. This does not necessarily entail an exhaustive analysis of the research in the specific field of study. The Master's thesis dictates at least six credit hours in compliance with Thesis Manual and Guidelines.

Thesis Supervision

The University provides appropriately full-time faculty qualified and experienced in the field for supervising and evaluating student's thesis. To complete and conduct the defense, the thesis must meet the level that represents an original contribution to knowledge in the relevant field.

Thesis Supervisor

The student will collaborate with a faculty who specializes in the research subject of thesis topic. Therefore, the students must choose a research subject that suits the area of interest and/or knowledge available to faculty members. A student will have to adjust that research topic for the thesis if it is other than the area of interest and/or expertise of any faculty.

Thesis Committee

The thesis committee shall oversee the student's oral defense and shall have approval/disapproval authority and responsibility for the submitted thesis. The thesis committee shall be comprised of at least three members, including the committee chair, from the student's department/college.

Thesis Proposal

Prior to the thesis project, the student shall collaborate with the thesis advisor to develop and refine the proposal as appropriate. Once the thesis advisor determines the proposal to be of a level that meets the approval, the student will schedule the thesis proposal presentation to committee members. The proposal presentation involves students explaining the idea, answering questions, and seeking input from the committee.

Completing the Thesis Project

Upon the acceptance of the proposal by the committee, the student shall start working on the thesis project and submits versions to the advisor and adopts all recommended feedback, comments, and suggestion accordingly. The student shall start the thesis defense process once the advisor determines the final draft to be ready for defense.

Conducting the Defense

The defense committee chair shall administer and oversee the defense process and ensure that the defense is carried out properly and the student has a sufficient opportunity to defend his/ her thesis. After the critical test of the applicant by the oral defense committee, questions can be asked

by those who are present if they are necessary and acceptable, as decided by the defense committee.

When the defense is concluded, the committee's chair shall announce the decision based on the evaluation the committee shall agree on one of the recommendations:

- » Passing without revisions, only improvements in spelling, labeling, or numbering are needed. It would include limited sentence amendments.
- » Passing with minor modifications involves small changes in the thesis material such as proofreading, typo error, result interpretation and general format.
- » Passing with major modifications involves re-writing a whole chapter or methodological issue or major modification in the result and discussion and other related comments decided by the defense committee.
- » Fail to pass, where the thesis contains a methodological issue or wrong implementation, or missing result and finding.

Research Ethics

All faculty members, students, and academic visitors must imperatively abide by the responsible conduct of research while carrying out research activities to ensure the practice of all aspects of the moral and integrity of doing research and performing in a responsible, honest, and impartial manner.

Researchers must avoid any intentional and unintentional falsification, plagiarism, conflict of interest or any form of misconduct, as outlined below:

Falsification

Falsification is the practice of disregarding or changing research data, outcomes, equipment or processes of research results that are no longer reflected precisely in the research study in order to improve the research outcomes or failed to answer the research hypothesis properly.

Fabrication

Falsify or make up research data or study results and report them. Researchers must be mindful of data collection, precise for every fact observed, heard, or collected in interviews with reliable data sources and transparent data analysis.

Plagiarism

Plagiarism and misuse of contribution are types of theft that affect the recognition of the original work, which takes time, energy, and resources for the genuine author. Researchers should properly cite and give appropriate credit to original works.

Conflict of Influence

A conflict may arise when researchers who feel strongly about a subject has the possibility to bias the result in favor of personal belief or influence or funding entity. While researchers encourage collaboration and do

their utmost to exclude any influence from their investigation. Ensuring data integrity is a primary concern in research and using transparent and reliable data analysis that is adequately prepared to be demonstrable.

Conflict of Responsibility

Collaborative research projects between the University with a government, private organizations and local or international academic institutions should be driven by responsible conduct of research. A conflict of commitment may occur when researchers devote more time and effort to other organization activities than fulfilling their expected commitment and role at the University.

Inappropriate Data Collection

Serious deviations from accepted standards in the conduct of research may have serious consequences and inappropriate data collection methods can yield invalid results. While honest errors are not research misconduct, Researchers should also be mindful of their collecting, documenting, and data analysis methods. Data collection should not be conducted without adequate approvals from the institutional review board and should comply with all research guidelines and institutional policies.

Disclosure of Participants Identity

Researchers may experience a conflict between comprehensive and detailed data collection and protecting the identity of participants who have been involved in their research. Direct and deductive disclosure of participants' identify is major misconduct. Respect for the confidentiality of participants is the primary ethical consideration in research, and the protection of participants' privacy is a must.

Human Subject

Although the University does not have any biomedical or animal research facilities, if research involving human subjects or animals may occur, the researchers must comply with effective current federal regulations and policies in the UAE.

Responsibility

The University shall seriously investigate any reported breach of responsible conduct of research in research activities by faculty members, students, professional staff, and academic visitors. The Vice-President of Research shall be responsible for forming a qualified committee to perform such investigation.

Intellectual Property

Intellectual Property denotes the development of original thought, including as but is not limited to publications, artwork, software documentation and applications. All rights in the academic activities research performed by faculty members and students during their tenure in the University are recognized as the University Intellectual Property assets, this includes, but is not limited to research outcomes, projects, thesis, working documents, reports, academic programs, and software design, documentation and applications and/or modified. The inventor is defined as but is not limited any

University student, academic or administrative employee full-time and part-time who works at or under the auspices of the University.

Definitions

- » Intellectual Property: Any University work\product by either faculty, staff or students that shall be protected by copyrights and\or patents. Intellectual Property (IP) falls into two groups, work covered by patent law and work covered by copyright law.
- » Inventor\Author: The creator of any work\product that produces Intellectual Property.
- » University Work: It is defined as any research work, teaching activity, student coursework or any other activity performed by an individual during which that individual makes use of the University facilities and operations to produce that work.
- » Invention: Any creation or discovery encountered during a research project or a University activity by any individual(s) of the University Community.

Statement

The Intellectual Property gained in the course instructions, student coursework, and research project utilizing the university's facilities, equipment, or resources is considered university property. The University has the right to license or transfer any intellectual property it owns. Individuals of the University community, including faculty, students, and staff, shall not be allowed before or after their tenure with the University to sell, lease and/or share any documents with an external group. The University shall legally prohibit any member of the University community from infringing copyright.

Intellectual Property Ownership

All intellectual property resulting from a University work, including patentable inventions, is owned by the University if the University resources were used or if it is created pursuant to a research project or any activity administered by the University. The research office shall recognize the ownership by intellectual property of the measurable research findings obtained at or in the University auspices on a case-by-case basis. Moreover, If the University does not aim to pursue intellectual property protection, the Vice President for Academic Affairs (VPAA) office shall inform the inventor about the University's decision to waive its rights of ownership for the Invention. Terms for a Release Agreement shall be negotiated by the Vice President for Academic Affairs (VPAA) and the Inventor.

Exceptions

The inventor\creator shall retain ownership of the following:

- » Any works of art, literature, literary work such as textbooks, articles and other publications are owned by their creators even with the use of University resources as long as such works are not created under the direction or control of the University or developed in the as part of a sponsored research.

- » All copyright in papers, theses and dissertations written as a student to earn credit in University courses or fulfill University degree requirements have shared ownership between the student and the University.
- » Inventions that are not a result of University work and do not involve University resources.
- » Inventions that are a result of an externally funded research project.

The University shall waive any claim to an invention that is according to the judgment of the Vice President of Research, not a result of University Work or as outlined in the Commercialization of Intellectual Property policy (Please see the policy for more details). In such instances, the inventor will own the Invention and may pursue intellectual property protection, marketing, and licensing activities without involving the University.

Responsibilities

Inventor\Creator Responsibilities

The creators of the Intellectual Property are required to abide by this policy and shall promptly disclose to the University any Invention or discovery that the University may own under the terms described in this policy. Furthermore, they shall submit to the University any assignments or other documents necessary to protect the University's rights in the intellectual property.

Copyright

This policy applies to all members of the University community, including but not limited to faculty, staff, students, and alumni. The policy covers University instructions, research, services, and any academic activity on-campus or off-campus affecting any faculty, student, or member of the University community. Copyright policy considers digital and non-digital works protected by copyright in the same way and pays special attention to digital technologies incorporated in distance learning and course management systems sharing of course instructions.

Definitions

Copyrighted Material (Intellectual Work)

According to UAE Federal Law No. 7 of 2002 on Copyrights and related rights, intellectual work is any original work in the areas of literature, arts, or science, whatever its description, form of expression, significance or purpose. The following intellectual works are protected under copyrights law:

- Books, booklets, articles and other literature
- Computer software and applications, databases and similar works are defined in a decision to be issued by the UAE Minister of Economy
- Lectures, speeches, sermons, and other works of similar nature
- Plays, musicals and pantomimes
- Musicals accompanied by dialogues and musicals which are not accompanied by dialogue
- Audio and video works or audio-visual works
- Architectural work and architectural plans and drawings

- Drawings, paintings, sculptures, etchings, lithography, screen printing, reliefs and intaglio prints and other similar works of fine art
- Photographic work and the likes
- Works of applied art and plastic art
- Charts, maps, plans, 3-D modelling for geographical and topographical applications and architectural designs etc.

Fair Use

Fair use is a legal principle that endorses freedom of expression by permitting under certain circumstances such as criticism, comment, news reporting, teaching, scholarship, and research the unlicensed use of copyright-protected works.

Policy Statement

The University establishes guidelines regarding the Fair Use of copyrighted material, multimedia, and copyrighted works in the classroom. The Institution's copyright policy is developed based upon United Arab Emirates Copyright Law and United States of America Copyright Law.

Responsibilities

The University community members, including but not limited to faculty, staff and students, must make demonstrable legitimate efforts to understand the principles of copyright law and the reasonable application of fair use. The University community members must examine the details of their use within the context of the law prior to using a copyrighted work in their teaching or research to determine whether they should obtain permission for the use or depend upon the fair use exemption. Compliance with the federal copyright law and with this policy is the responsibility of every member of the University community. All members are expected to take a personal interest in becoming aware and informed about how copyright law affects the Institution's work.

University Copyright Guidelines

1. Copyright grants the author the privilege to solely and exclusively create multiple copies of productions and publish and sell them.
2. Any use of copyrighted materials that do not qualify for Fair Use requires permission and/or fees to the copyright holder unless the use is lawfully approved and falls within an exemption in the law, such as the fair use exemption.
3. A photocopy or reproduction should not be used for any purposes other than academic research or personal study. Photocopies or reproduction made for other purposes beyond "Fair Use" may be liable for copyright infringement
4. Photocopying a textbook chapter or a workbook page is considered a reason for depriving the copyright owner's profit than copying one page from the daily paper.
5. Instructors may distribute photocopied materials to students in class without prior permission from the copyright owner under the following conditions:
 - » The materials include a copyright notice on the first page of the portion of photocopied material.

- » No fees are claimed from the students other than the actual cost of the photocopying.
 - » The amount of photocopied material should be reasonable in relation to the total amount of material assigned for one term of a course.
6. The use of copyrighted material is unlikely to be found a fair use if the use will affect the copyrighted work's market and If the reproduction of a copyrighted work may reduce the potential market and sales and accordingly the profits of the copyright owner.
 7. When using electronic materials, the University must implement technological measures to ensure compliance with the copyright policies beyond merely assigning a password. Ensuring compliance through technological means may include user and location authentication through Internet Protocol (IP) checking, content timeouts, print-disabling, cut, and paste disabling, etc.
 8. Distributing, publicly displaying, reproducing, performing, transmitting, or preparing derivative works based upon a copyrighted work without the copyright owner's permission is an act of violation of the AUE Copyright Policy and International Copyright law.
 9. All AUE staff, including academic and administrative staff may print, reproduce and use the information and retrieve files only from those documents where AUE expressly grants permission or license to use if:
 - a. It is for non-commercial, personal, or educational purposes only.
 - b. There is no modification of any information or image.
 - c. It is to include any copyright notice originally provided in the materials.
 10. The Office takes the issue of plagiarism with utmost seriousness and considers citing the work of others without due acknowledgment as a breach of academic integrity.
 11. Any plagiarism or falsifying of information observed shall lead to legal action and/or expulsion.

Faculty

Full-Time Professors

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
Abhilasha Singh	Professor	Ph.D., Psychology (1993), Banaras Hindu University, India	2021	Journal	Impact of Artificial Intelligence on HR practices in the UAE
			2021	Journal	Building generation Z competencies through innovative approaches to quality assurance and recognition of qualifications
		Masters, Applied Psychology (1990), Devi Ahilya Vishwavidyalaya, Indore , India	2021	Journal	Complex Dynamics of Higher Education Governance
			2020	Journal	Association between organizational norms and employee productivity in higher education
			2020	Journal	Effect of culture on managing knowledge: A case study
			2019	Journal	Degendered leadership in the UAE: breaking the glass ceiling
			2017	Journal	A journey into the heart of workaholism from cross-cultural perspective
			2016	Journal	Job characteristics model (JCM): utility and impact on working professionals in the UAE
			2015	Journal	Strategies for talent management: A study of select organizations in the UAE
			2010	Journal	Managing service quality: The managers' orientations and their consequences - case study evidence of current practice

			2010	Journal	Knowledge management practices in indian information technology companies
			2010	Journal	The rhetoric and reality of 'process control' in organizational environments with a TQM orientation: The managers' view
			2008	Journal	Status of women in Saudi Arabia: A paradigm shift
			2008	Journal	Neuro linguistic programming: A key to business excellence
Assem Tharwat	Professor	Ph.D., Operations Research (1998), Charles University, Czech Republic Masters, Mathematical Statistics (1989), Cairo University, Egypt	2021	Journal	Solving Max-Min Separable Problem Using Hybrid Particle Swarm Optimization
			2021	Journal	Appraising healthcare systems' efficiency in facing covid-19 through data envelopment analysis
			2021	Journal	An optimization model for exploring the Egyptian royal pyramid's locations
			2021	Journal	A Unified Mathematical Model for Stochastic Data Envelopment Analysis
			2020	Conference Proceeding	A unified uncertainty mathematical model for input oriented data envelopment analysis
			2020	Journal	Mixed stochastic input oriented data envelopment analysis model
			2019	Journal	Mixed stochastic input oriented data envelopment analysis model

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2019	Conference Proceeding	A hybrid bat algorithm to solve the capacitated vehicle routing problem
2019	Journal	How changes in exports, remittances and fdi and their impacts on reserves after currency floating. (research on: Turkey)
2019	Journal	Investigate how changes in exports, remittances and FDI and their impacts on reserves after currency floating. (Case study: Turkey)
2019	Book Series	An Optimization Model for Solving Stochastic Cooperative Games
2019	Book Series	Challenges of Business Schools to Implement Accreditation Standards: Case Study
2019	Book Series	Developing an Input Oriented Data Envelopment Analysis Model with Fuzzy Uncertainty in Variables
2019	Journal	Monte Carlo simulation-based Bat algorithm for solving stochastic multi-objective optimization problems
2016	Conference Proceeding	Performance evaluation of European football teams using data envelopment analysis
2015	Conference Proceeding	Particle swarm optimization algorithm for the continuous p-median location problems
2012	Conference Proceeding	A comparative study on the performance of genetic algorithm, artificial immune

					system and hybrid intelligent approach to multiple-choice multidimensional knapsack problem
				2010	Journal One class of separable optimization problems: Solution method, application
				2010	Journal Support vector machine for diagnosis cancer disease: A comparative study
				2008	Conference Proceeding Exploring input selection for time series forecasting
				2008	Journal A quantitative model to predict the Egyptian ERP implementation success index
				2006	Journal A comprehensive numerical algorithm for solving service points location problems
				2005	Conference Proceeding Enterprise Resource Planning (ERP) implementation in the Egyptian organizational context
				1991	Journal Factorial study of a certain parametric distribution
Asma Salman	Professor	Ph.D., Finance & Economics (2010), Harbin institute of technology, China Masters, Finance and Accounting (2002), PIMSAT, Pakistan		2022	Journal The role of Financial Development and Technological Innovation towards Sustainable Development in Pakistan: Fresh insights from consumption and territory-based emissions
				2021	Journal The impact of renewable energy sources on financial development, and economic growth: The empirical

				evidence from an emerging economy
			2021	Journal The role of financial development indicators in sustainable development-environmental degradation nexus
			2021	Journal Covid-19 and its impact on the stock market in GCC
			2021	Journal The role of carbon accounting in carbon management system: Empirical evidence from the coastal areas of the world
			2020	Journal The impact of foreign direct investment inflows on nonperforming loans: The case of UAE
			2020	Journal Green Behavior and Financial Performance: Impact on the Malaysian Fashion Industry
			2020	Journal Does big data analytics enhance sustainability and financial performance? The case of ASEAN banks
			2020	Journal The asymmetric effects of oil price on sectoral Islamic stocks: New evidence from quantile-on-quantile regression approach
			2020	Book Series Blockchain Technology, Sustainability and Business: A Literature Review and the Case of Dubai and UAE
			2020	Journal Dynamic interaction of tourism, finance, and institutions in explaining growth in Asia's little dragon economies
			2019	Journal Determinants of dividend policy

			2019	Book Series	Digital Currencies and the Power Shift in the Economy
			2019	Journal	Financial cost and social influence: Factors affecting the adoption of Halal cosmetics in Malaysia
			2019	Journal	effect of capital structure on corporate liquidity and growth: Evidence from tobacco industry in Pakistan
			2018	Journal	Growth analysis of Islamic banking in Pakistan: A qualitative approach
			2017	Journal	Entrepreneurial finance and its impact on e-business
Tahir Masood	Associate Professor	Ph.D., Department of Management Sciences(2010), Mohammad Ali Jinnah University , Pakistan Masters, Human Resource Management(2006), Mohammad Ali Jinnah University , Pakistan Masters, Business Administration (2003), Mohammad Ali Jinnah University , Pakistan	2021	Journal	Impact of digitalization on employee's autonomy: evidence from French firms
			2020	Book Series	HR Analytics, Fad or Fashion for Organizational Sustainability
			2020	Journal	AUTHENTIC LEADERSHIP, ORGANIZATIONAL IDENTIFICATION AND CITIZENSHIP BEHAVIOR IN THE GULF COOPERATION COUNCIL (GCC) COUNTRIES
			2020	Journal	A cross-cultural comparison of conflict management styles in multinational

					organisations: Empirical evidence from Serbia	
				2019	Book Series	Significance of Education, Emotional Intelligence, Experience and Mediating Role of Ethical Values in Exceptional Executive Excellence
				2019	Journal	Employee's learning commitment and selfefficacy
				2017	Journal	Employee motivation strategies and creation of supportive work environment in societies of post- socialist transformation
				2017	Journal	Factors responsible for solar PV adoption at household level: A case of Lahore, Pakistan
				2016	Journal	Organisational effectiveness through trained transformational leadership: A meta- analysis
				2009	Journal	Significance of project management performance assessment (PMPA) model
Nikolina Ljepava	Assistant Professor	Ph.D., Marketing, University of Belgrade, Serbia (2016) Masters, Social Data Analysis, University Of Windsor , (2012) Canada Masters, E-business, University of Belgrade, Serbia (2008)		2020	Journal	Implications of the paracrises on the companies' stock prices
				2019	Book Series	Citizen-Centric Approach in Delivery of Smart Government Services

			2019	Book Series	Smart City Transportation Services, Customer Satisfaction and Impact on the Quality of Life
			2018	Journal	Stakeholder management in reverse supply chains - The ranking of reverse supply chains entities upon requirements' fulfillment
			2017	Journal	Model for Selection of the Best Location Based on Fuzzy AHP and Hurwitz Methods
			2013	Journal	Personality and social characteristics of Facebook non-users and frequent users
Faris Abdullah Al Mansour	Associate Professor	Ph.D. in Science in Information Technology from Towson University, United States of America (2018)	2020	Conference Proceeding	An Upward Compatible Ethernet Device Driver for Bare PC Applications
			2019	Book Series	A novel SQLite-based bare PC email server
		2018	Conference Proceeding	Ethernet bonding on a bare PC web server with dual NICs	
		2017	Conference Proceeding	A bare machine RAID file system for USBs	
		2012	Conference Proceeding	Future energy and smart grid	
Robert Karaszewski	Professor	Ph.D. in Economics and Management from Nicolaus Copernicus University, Poland (1998) Masters in Economic Sciences from Nicolaus Copernicus University, Poland (1996)	2021	Journal	Blockchain technology in life cycle assessment— New research trends
			2021	Journal	The leading traits of the modern corporate leader:

					Comparing survey results from 2008 and 2018
			2021	Journal	The use of blockchain technology in public sector entities management: An example of security and energy efficiency in cloud computing data processing
			2020	Journal	Diffusion of knowledge in strategic alliance: empirical evidence
			2020	Conference Proceeding	The impact of relationships on companies' product innovations
			2019	Conference Proceeding	Knowledge management and internal relational capital versus development of relations with environment
			2019	Journal	Cognitive analytical tools for cost management of innovation activity
			2016	Journal	Brand management in a situation of an economic crisis: Methods of strengthening the brand value in the scope of emerging markets
			2016	Conference Proceeding	Situation-dependent leadership model and leadership styles expected by employees: The Polish case
			2010	Journal	Leadership in global business environment through a vision creation process
			2008	Journal	The influence of KM on global corporations' competitiveness
			2004	Journal	Evaluation of the external transfer of quality management

					systems of the world's largest corporations
			2004	Journal	Quality challenges in global companies
			2003	Journal	Quality Management and the World's Largest Corporations
			2002	Journal	Quality improvement activities in companies with foreign capital operating in Poland
Hatem Ahmed Ali Adileh	Associate Professor	Ph.D. in Digital Systems from Cranfield University, United Kingdom (1981) Masters in Digital Systems from Cranfield University, United Kingdom (1978)	2019	Book Series	The Role of the Roads and Transport Authority (RTA) in the Transformation of Dubai into a Smart City
Nasser Fathi Hassan Easa	Associate Professor	Ph.D. in Knowledge Management and Innovation in Banking Industry, University of Stirling United Kingdom 2012 Masters in OB from Suez Canal University Egypt 2004	2020	Journal	The influence of employer branding on employer attractiveness and employee engagement and retention: Ten years of literature
			2019	Journal	Knowledge management at banking industry: A review of the literature and further guidelines
			2019	Journal	Transformational leadership and innovation at the Lebanese banking industry
			2019	Journal	Social media strategies and students' satisfaction at Egyptian Universities
			2016	Journal	Knowledge management and business performance: global experts' views on future research needs
			2012	Journal	The Application of the Socialisation, Externalisation,

					Combination and Internalisation Model in Cross-cultural Contexts: Theoretical Analysis
			2011	Conference Proceeding	The application of the SECI model in cross-cultural contexts
Marios Efthymiopoulos	Associate Professor	Ph.D. in International Relations and Politics from University of Crete, Greece (2008) Masters in Advanced International Studies from Diplomatic Academy of Vienna, Austria (2003) Masters in Advanced International Studies from The Diplomatic Academy of Vienna Austria (2003)	2019	Journal	A cyber-security framework for development, defense and innovation at NATO
			2019	Book Series	Hybrid Alliances: Efficiency, Business Continuity and Future Foresight in a World of Challenges
			2018	Book	Overview of cyber-defense
			2018	Book	Cyber-security and sustainable development: The case of Dubai
			2018	Book	Preface
			2018	Book	Cyber-challenges and NATO
			2018	Book	Handbook of Cyber-Development, Cyber-Democracy, and Cyber-Defense
			2016	Conference Proceeding	Cyber security in smart city of Dubai
			2015	Journal	Cyber-security in smart cities: the case of Dubai
			2015	Journal	From Transition to Opportunity: Security, Institutional Strengthening and Economic Development. Southeastern Europe Revisited
			2014	Book	Preface

			2014	Book	NATO's cyber-defence: A methodology for smart defence
			2014	Book	Cyber-Development, Cyber-Democracy and Cyber-Defense: Challenges, opportunities and implications for theory, policy and practice
			2014	Book	Part III: Cyber-defence
			2011	Journal	The Economic Knowledge and NATO's Financial Viability
			2011	Journal	Erratum to The Economic Knowledge and NATO's Financial Viability (J Knowl Econ, 10.1007/s13132-010-0033-4)
			2009	Conference Proceeding	Challenging nato's security operations in electronic warfare: The policy of cyber-defence
			2007	Conference Proceeding	NATO's war on terror and the electronic medium: A retrospective analysis on combating terrorist insurgence
			2006	Conference Proceeding	The weapons of mass destruction and proliferation: The North-Atlantic policy
			2005	Conference Proceeding	Is NATO in need of a renewed security concept?
Dusko Tomic	Professor	Ph.D. Political Sciences University of Belgrade 2017 Masters Civil Defense University of Belgrade (2005)	2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2020	Book Series	Corruption-specific security challenge

			2019	Book Series	The Social Significance of Corporate Security
			2018	Book	Cyber-security policies of East European Countries
			2018	Book	Protective function of digital forensics
Renny Rueda Castaneda	Assistant Professor	Ph.D., Economics and Political Science (2016), University of Hamburg, Germany Masters, International Law and International Relations (2005), University of Madrid, Spain	2016	Journal	Political Asymmetry and Systems of Information and Social Organization: A Characterization
			2014	Book	Land acquisition and the semantic context of land within the normative construction of "modern development"
Nahla Abdulkarim Yassine-Hamdan	Assistant Professor	Ph.D. in Political Science from Wayne State University, United States of America (1999) Masters in Political Science from American University of Beirut, Lebanon (1988)	2020	Journal	Gender inequality in the arab world a comparative perspective
			2014	Book	Arab approaches to conflict resolution: Mediation, negotiation and settlement of political disputes
Eldar Saljic	Associate Professor	Ph.D., Security, University of Novi Pazar, Serbia (2010) Masters, Security, University of Novi Pazar, Serbia (2008)	2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2020	Book Series	Corruption-specific security challenge
			2019	Book Series	The Social Significance of Corporate Security
			2018	Book	Cyber-security policies of East European Countries
			2018	Book	Protective function of digital forensics

<p>Kleanthis Kyriakidis</p>	<p>Assistant Professor</p>	<p>Ph.D., International Relations/ Public Administration, University of the Aegean, Greece (2018) Masters, Public Administration (2011), Harvard Kennedy School, United States of America Masters, National Security affairs, Naval Postgraduate School, United States of America (2005) Masters, Physical Oceanography, Naval Postgraduate School, United States of America (2005)</p>	<p>2021</p>	<p>Conference Proceeding</p>	<p>Quest for quality teachers as an indispensable factor for student success: Case study united arab emirates</p>
<p>Shishir Upadhyaya</p>	<p>Assistant Professor</p>	<p>Ph.D. in International Relations and Security Studies from University of Wollongong, Australia (2018) Masters in science in defense and strategic studies from University of Madras, India (2005)</p>	<p>2021</p>	<p>Journal</p>	<p>Indo-Pacific Ocean Initiative - an opportunity to create new institutions for maritime governance</p>
			<p>2019</p>	<p>Journal</p>	<p>India's maritime security relations with the gulf cooperation council countries – prospects amid rising Chinese influence</p>
			<p>2019</p>	<p>Book</p>	<p>India's Maritime Strategy: Balancing Regional Ambitions and China</p>
			<p>2017</p>	<p>Journal</p>	<p>A case for a pan-Indian Ocean information grid for improved maritime domain awareness</p>
			<p>2017</p>	<p>Journal</p>	<p>Expansion of Chinese maritime power in the Indian Ocean: implications for India</p>
			<p>2016</p>	<p>Journal</p>	<p>Multilateral maritime security cooperation in the Indian Ocean region: status and prospects</p>

<p>Taesoo Ahn</p>	<p>Associate Professor</p>	<p>Ph.D. in Sport Management from Florida State University, United States of America (2010) Masters in Sports Administration from Ohio University, United States of America (2004)</p>	2019	Journal	Interview with Shawn Smith, general manager of the Lowell Spinners
			2017	Journal	Managing sports brands in a global consumer market: Country-of-origin fit in cross-border strategic brand alliances
			2016	Journal	Exploring the impact of country-of-origin fit and team identification in sports brand evaluation
			2015	Journal	Effect of trust and risk on purchase intentions in online secondary ticketing: Sport consumers and ticket reselling
			2014	Journal	Understanding purchasing intentions in secondary sports ticket websites
			2014	Journal	Effects of perceived interactivity and web organization on user attitudes
			2013	Journal	Sport fans and their teams' redesigned logos: An examination of the moderating effect of team identification on attitude and purchase intention of team-logoed merchandise
<p>Marko Begovic</p>	<p>Assistant Professor</p>	<p>Ph.D. in Sports Management, German Sport University Cologne, Germany (2019) MFA in Olympic Studies from German Sport University Cologne, Germany (2015)</p>	2021	Journal	Sport Diplomacy in Hybrid Regimes: The Cases of Hungary and Montenegro

			2021	Journal	Athletes in Socialist Yugoslavia, 1945–1992
			2021	Journal	Athletes in Montenegro—silent voices
			2021	Journal	The impact of political pressures on sport and athletes in Montenegro
			2021	Journal	Star athlete ambassadors of sport for development and peace
			2020	Journal	The development of sport policy in Montenegro
			2020	Journal	Effects of COVID-19 on society and sport a national response
			2018	Book	Gender and sport participation in Montenegro
			2016	Journal	Gender and sport participation in Montenegro
Naser Al Sherman	Associate Professor	Ph.D., Commercial Law (2011), Cairo University, Egypt Masters, Commercial Law (2007), Arab Research Studies Institute, Egypt	2019	Artile	Al-Shrman, N. (2019), Publishing 2019 research in the Journal of the College of Law, University of Applied Sciences, Kingdom of Bahrain, on the subject of air transport. The journal is a scientific refereed journal with a classification of B according to the classification of the college
			2018	Artile	Al-Shrman, N. (2018), Mediation in civil and commercial disputes
			2018	Artile	Al-Shrman, N. (2018), The Contract for Air Transport of Passengers in International Aviation Agreements
			2018	Artile	Al-Shrman, N. (2018), Legality of Exemption from Contractual Liability

Mohammed Al-Awjar	Assistant Professor	Ph.D. in Private Law from University of Mosul, Iraq (2015) Masters in Private Law from University of Mosul, Iraq (2002)	2016	Article	Al-Awjar, M. (2016), Obligations of the Sports Activity Organizer
			2015	Article	Al-Awjar, M. (2015), The legal basis for responsibility for dangerous things toward the Iraqi judiciary
			2015	Article	Al-Awjar, M. (2015), Civil Liability for Mistakes Committed by Sports Referees During Arbitration
Abdelawal Bassiouny	Assistant Professor	Ph.D., Comparative Islamic Jurisprudence (2007), Al Azhar University, Egypt Masters, Comparative Islamic Jurisprudence (2003), Al Azhar University, Egypt	2019	Article	Bassiouny, A. (2019), Patent Between Financial Right and Compulsory Licensing (Comparative study) "
			2018	Article	Bassiouny, A. (2018), Arbitration and Public Order in the Light of Egyptian and Emirati Laws According to the New UAE Federal Arbitration Law No. 6 of 2018 (Comparative Study)
			2017	Article	Bassiouny, A. (2017), Fraud in documentary credits and methods of protection from it (Comparative study)"
Ehab Alrousan	Associate Professor	Ph.D., Special Law (2008), University of Tunis El Manar, Tunisia Masters, Criminal Science (1998), University of Tunis El Manar, Tunisia	2019	Article	Alrousan, E. (2019), - Penal Order Procedures in UAE Law According to Decree-Law No. 17 of 2018
			2018	Article	Alrousan, E. (2018), Alternatives to Criminal Action
			2017	Article	Alrousan, E. (2017), Economic Crime

Qusay Alfalahi	Associate Professor	Ph.D. in Private Law from Baghdad University, Iraq (2000) Masters in Private Law from Baghdad University, Iraq (1996)	2021	Article	Alfalahi, Q. (2021), The abuse of social media use and the problems of its related civil lawsuit
			2018	Article	Alfalahi, Q. (2018), The commitment to masscommunication in the contracts of tourism trips
			2017	Article	Alfalahi, Q. (2017), Misleading commercial advertising from a civil law perspective
			2016	Article	Alfalahi, Q. (2016), Comparing the author's special legislative protection with the rules of enforced implementation of the obligation (a comparative study)
			2013	Article	Alfalahi, Q. (2013), Infringement of property in English law - a comparative study with Iraqi Civil Law
			2013	Article	Alfalahi, Q. (2013), Transfer of Ownership in the Contract of Sale of Prefabricated Residential Real Estate
			2009	Article	Alfalahi, Q. (2009), Civil Liability in the Field of Information Network
			2006	Article	Alfalahi, Q. (2006), Contractual responsibility for things
			2005	Article	Alfalahi, Q. (2005), Returning to the Endowment (a comparative study)

University Terminology

University

A large, diverse institution of higher education and research that offers both undergraduate and graduate degrees. Universities are typically composed of a number of colleges or schools devoted to the study of closely related disciplines or a single discipline, such as the College of Engineering or the School of Public Health.

Baccalaureate or Bachelor's degree

In the UAE, a Bachelor's degree normally requires at least four but no more than five years of full-time study, with a minimum of 120 semester credits (or equivalent). The maximum number of hours may vary, but many Bachelor's degrees in professional fields, such as engineering or dentistry, require five years of study and at least 150 semester credits (or equivalent)

Master's degree

A Master's degree typically requires at least one year of full-time study, or a minimum of 30 semester credits of course work (or equivalent) beyond the Bachelor's degree. The minimum credits are not inclusive of any non-credit bridge courses which may be required. (See "Bridge Program", below). A Master's degree requires a substantial thesis or dissertation of at least six and no more than nine credit hours. As is the case for the baccalaureate, the Master of Arts (MA) and Master of Science (MS or MSc) are the basic degrees awarded in the subject, such as an MA in English (not Master of English or Master of English Literature), or an MS in Chemistry (not Master of Chemistry).

Joint Qualification

A single degree awarded by two institutions, where students study a curriculum that is agreed between the two institutions.

Dual Qualifications

Two degrees awarded by two institutions, to students who have met the requirements for completion of both degrees

Part-time faculty

A part-time faculty member is one whose major commitment is not to the institution concerned. Although part-time faculty members are subject to the same requirements for employment as full-time faculty, their teaching assignment is limited to a maximum of six credit hours per semester (or equivalent). The term "adjunct faculty" is often used as a synonym for "part-time faculty."

Full-time faculty

A full-time faculty member is one whose primary employment is with the institution concerned, and who receives a contract as a full-time employee with a primary assignment in teaching and/or research.

Professor

An appointment requiring an earned doctorate or terminal degree, or equivalent, and demonstrated, sustained high quality teaching, wide recognition for scholarly activities, and substantial service to the university and appropriate outside communities. Appointment at the rank of Professor is usually made only after extended service as an Associate Professor.

Associate Professor

An appointment requiring an earned doctorate or terminal degree, or equivalent, and demonstrated high quality teaching, recognition for scholarly activities, and service to the university and community. Appointment at the rank of Associate Professor is usually made only after extended service as an Assistant Professor.

Assistant Professor

An appointment requiring an earned doctorate or terminal degree, or equivalent, and potential for excellence in teaching and research. This is typically the entry-level appointment for an individual who holds a terminal degree in his/her field.

Instructor

An appointment requiring a Master's degree, or a Bachelor's degree and equivalent professional qualifications.

Advanced Standing

The granting of credits (for a program/course/module) indicating that the learner is deemed to have satisfied the requirements for which the credits have been awarded. It may include exemption where applicable.

Articulation

The documented relationship between qualifications and programs, agreed through a process of comparison between qualifications and their respective outcomes, often with a view to facilitating learner progression.

Assessment

The processes used to evaluate achievement of the expected learning outcomes (knowledge, skills and competences), leading to certification of a qualification or part of a qualification.

Benchmarking

The process of measuring and comparing performance, services or practices with comparable systems or institutions both inside and outside the UAE, for the purpose of continuous improvement.

Blended Learning

A method of educating that uses e-learning techniques, such as online delivery through the web, discussion boards and e-mail, combined with traditional face-to-face lectures, seminars and tutorials.

Bridge Program

A program intended to “bridge the gap” between a student's prior work and the background required for the program he/she is entering. Typically, such a program would be needed, for instance, by students entering graduate business education where the student’s undergraduate major was in an area other than business, or graduate engineering programs where the student’s major was in a different engineering specialty. The courses in a bridge program typically do not carry degree credit. Institutions may choose to require enrolment in bridge programs as a condition of admission. The term “bridge program” is also used in nursing to refer to a Bachelor's degree “top-up” program whose entry level is a Diploma in Nursing.

Cohort Analysis

An analytical tool for tracking students from a common starting entry point through to graduation, often presented as a visual chart representing progression and attrition at various milestones between admission and graduation. Used for identification of obstacles and challenges in the progression of students, through the institution as a whole or in relation to specific programs of study.

Competency

The proven ability to use knowledge, skills and other abilities, within a context of a system of values, to perform a function against a given standard in work or study situations, and in professional and/or personal development. In the QFEmirates, 'competence' is described in terms of autonomy and responsibility, self-development, and role in context.

Concentration

A concentration is best thought of as a grouping of courses which represent a subspecialization taken within the major field of study. For example, a student majoring in 129 biology might have a concentration in genetics, or a student in electrical engineering may have a concentration in telecommunications or instrumentation and control. A concentration may be specified on the student's academic record (transcript) but not on the degree certificate. The CAA requires a concentration to include at least 15 credits of study, or equivalent, in the specialized field in order to be recognized by the MoE. In graduate programs this must include the thesis and at least 9 credits of other courses.

Conditional Admission

Conditional admission of a student to a college or university is dependent upon the individual successfully completing coursework, or meeting other specified criteria, in order to progress into the full set of courses within the academic program.

Course or Module

A course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits, and expected learning outcomes in the institution’s Catalog. A module sometimes refers to a sub-division within a course covering a

topic or part of a topic. In the British system, the term module is synonymous with course. In systems based on American higher education, the term module typically refers to a course which is offered in a more concentrated framework, such as an “8 week module.” Note that in the UK and in other systems adopting terminology used in the UK, the word course is often used to refer to what the Standards term a program.

Credits and the Credit System

The academic credit provides a basis to measure the amount of engaged learning time expected of a typical student. A credit, or credit hour, is a unit of measurement defining the student’s overall effort towards attaining a qualification. In the US system, which is adopted by most UAE institutions, 1 semester credit equals approximately 1 hour of time in class per week over a semester of 15 weeks or longer. (See “Semester” below). It is assumed that a student spends two hours outside of class in independent learning or specific course assignments for every hour in class. This implies that one academic credit equates to a 45-hour commitment to learning over a semester. For laboratory or studio-based courses, the allocation of credit differs; 1 semester credit normally is given for two hours of laboratory or studio time per week over a 15-week semester. The UK system considers a single credit to be equal to 10 “learning hours”, of which approximately one-third may be class contact time, and the remainder divided between directed and independent learning. On this basis the normal full load for a semester is 60 credits. Resulting from the Bologna Process in Europe, and aimed at facilitating student mobility in higher education, the ECTS (European Credit Transfer and Accumulation System) represents another alternative credit definition. In the ECTS system, 60 credits are allocated to the workload of a full-time academic year, 30 credits are normally allocated to a semester and 20 credits to a trimester. Qualifications that have formal programs lasting three full-time academic years in Europe are allocated 180 ECTS credits.

Credit Transfer

A system whereby successfully completed units of study contributing towards a degree or diploma can be transferred from one program to another.

Curriculum

The term refers both to the range of courses offered by an institution, and to a set of related courses constituting an area of specialization, such as the computer science curriculum or the civil engineering curriculum.

E-learning

E-learning is a term applied to any form of learning which is electronically based. The requirements for a course delivered through e-learning are the same as those that apply to any credit-bearing course. Electronically delivered courses must have learning outcomes, a syllabus or outline of study, regular and systematic assessments and an opportunity for students to interact with the faculty member teaching the course. The student-instructor and student-student interaction may be entirely electronically based, or it may include bringing students together physically from time to time. The latter is often referred to as a hybrid course or blended course, in that it combines electronic learning with traditional classroom learning

Electives

Courses which are not compulsory for students. Electives may be free—selected by the student from any course offerings, or restricted—chosen from a pre-determined list of options.

Experiential Learning

This term applies to those learning experiences which involve the application of learning typically outside of the classroom. Experiential learning encompasses such experiences as internships, practicums, field study, or clinical learning.

Foundation Program

A developmental or remedial program specifically intended to enable UAE secondary school graduates to qualify for admission to higher education.

General Education

General education is that aspect of an undergraduate curriculum intended to provide students with critical thinking skills; a broad understanding of the approaches to knowledge such as the humanities, the arts, the social sciences or the sciences; a common core of understanding among students (such as in Islamic studies or other cultural studies); and a level of skill appropriate to higher education in mathematics, information literacy, the application of technology and communications (oral and written).

Independent Study

A course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable. Independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment. The 131 SPA limit the amount of such credit that can be applied to an undergraduate qualification.

Internship

The term applies to an experience in which a student has a program-related assignment involving attachment to a recognized business, agency or organization. The internship must be appropriate to the major or program of study of the student. The term “practicum” is usually synonymous with internship. See Annex 12: Guidelines for Good Practice in Internships or Practicums.

Learning Outcomes

In the context of QFEmirates, this refers to knowledge, skills, and aspects of competence that a learner is expected to know and be able to do at each level of a qualification (see <https://www.nqa.gov.ae/en>).

Major

The major is the field of study in which a student specializes at the baccalaureate level. The term is not typically used in qualifications below the baccalaureate and is only occasionally used in graduate programs. The major usually requires that a student complete a minimum of 30 semester credits (or

equivalent) that are specified for the major and distinctive to that subject area. To earn a double major, a student must meet the subject-area requirements of each of the two majors. Typically a student receiving a degree with a major will be issued a degree certificate that includes the name of the major: for instance, Bachelor of Arts in History or Bachelor of Science in Biology.

Minor

A minor is a separate field of study outside the major or concentration in which a student has a secondary area of specialization, requiring less course work than the major. Minors usually require that students earn 12-18 semester credits in subject area courses.

Program

The set of courses and other formally established learning experiences which together lead to a qualification (see Curriculum, above). Program may also refer to a specific aspect of the curriculum, such as the General Education program or a study abroad program.

Qualifications Framework for the UAE (QFEmirates)

The instrument for the classification of qualifications according to a set of criteria for specified levels of learning outcomes that need to be achieved, enabling qualifications to be described and compared. The framework of qualifications aims to integrate and coordinate certification subsystems within the UAE, and improve the transparency, access, progression, transferability and quality of such qualifications in relation to the employment sectors and other structures in civil society. A framework of qualifications has particular relevance as an aid in the recognition of foreign qualifications (see <https://www.nqa.gov.ae/en>).

Remedial Courses or Programs

Such courses or programs prepare a student for enrolling in a regular program, and aid the student in rectifying an area or areas of deficiency. Remedial courses are non-credit courses and do not count toward the requirements of an academic qualification.

Research

The systematic investigation into and study of materials and sources, in order to establish facts and reach new conclusions.

Research Support

The provision of supervision, technical facilities and advice, and appropriate library resources/reference materials that enable postgraduate research students to study effectively.

Scholarly Activity

Creative work that is peer reviewed and publicly disseminated. There are several basic forms of scholarship, including discovery of new knowledge; development of new technologies, methods, materials or uses; and integration of knowledge leading to new understanding.

Semester and Term

A semester is a period of time, typically a minimum of 15 weeks, during which an institution offers courses. Some courses may be offered in a time-shortened period, often called a term, such as a summer term or January term, which nonetheless offers class contact time and out-of-class assignments equivalent to a semester course. Some institutions use a calendar that divides the academic year into quarters (10-week instructional periods) rather than semesters.

Transcript

A record, normally printed, detailing, for a given qualification/award, formally recognized 'parcels' of learning outcomes achieved against the standards/requirements set by the relevant accreditation/awarding body

Academic Advisor

Faculty member assigned to guide the student in choosing courses by providing information about the university study requirements and all academic policies and procedures.

Academic Calendar

Where all the official dates and deadlines of the academic year are listed

Academic Standing

Is determined by the number of credit hours attended and the number of grade points earned by the student (Good standing, Academic warning, Academic dismissal)

Academic Year

The period of the year during which students attend classes; usually starting from the beginning of the Fall semester and ending in the Summer semester

Add/Drop

The process when students need to change a schedule (courses/sections) for which they have already registered; this process usually occurs in the beginning of each semester

Admission

The process of being granted acceptance as student.

Alumni

Students who graduated and earned a degree from a university

CGPA

Cumulative Grade Point Average of the grades earned on all courses attended at a university

Class Standing

Referred as academic level determined by the number of credit hours completed (Freshman, Sophomore, Junior, Senior)

College Dean

Head of the college within the university.

Commencement

Graduation ceremony.

Co-requisite

Two or more courses which must be taken simultaneously in the same semester.

Course Load

The number of credit hours carried by a student during a given semester.

Course withdrawal

The act of cancelling a course after the drop period but before the final exam. The Withdrawn course is recorded on the student transcript by "W" or "WF".

Deferred

When a student decides to postpone his registration until a future semester.

Dismissal

When the student is involuntary separated from the university due to unacceptable academic achievement or misconduct.

Enrollment

The process by which a student who has been admitted to a university program, formally registers to undertake courses within their program as either a new or continuing student.

GPA

Grade Point Average of the grades earned in the course

Prerequisite

A course that students must take prior to attending another course.

Registration

The process of enrolling in classes for an upcoming semester. Registration may be accomplished by accessing student's portal, "eduGate"

Schedule

A list of offered courses during a semester's specified days, hours, locations and name of instructors.

Student

A person who was admitted at the University within one of the colleges/specializations, holding a University Identity number and paid the non-refundable admission fees.

Specialization

An approved area of study, having a specific curriculum, within a particular graduate degree.

Syllabus

The document that an instructor provides as a course outline. A syllabus usually includes assignments, due dates, grading procedures and attendance policies.

Transfer student

A student who attended another institute and receives acceptance at AUE. Courses completed at the student's previous institute might be considered for transfer after satisfying the transfer policies.

Transient student

AUE student who would like to attend courses at a different university, upon approval of the University.

University withdrawal

The process of officially leaving the AUE for reasons other than graduation.

Visiting student

A student who has enrolled in an accredited university and is granted permission from his University to register for specific courses (for two semesters) at AUE and earn transferable grades.

Contact Information and Location



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