



الجامعة  
الأمريكية  
في الإمارات  
American  
University  
in the Emirates

# GRADUATE CATALOG



2019-2020

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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 2019-2020 "Weekend"		
AUG-19	1	Start day of Registration
	1 - 8 - 15 - 22 - 29 - 30 - 31	Admission Placement tests
	From 25 to 29	New Faculty Orientation
	30	Start day of classes (Weekend classes)
	30 - 3 Sep	Add and Drop
SEP-19	1 - 2 - 3 - 4 - 5	Admission Placement tests
	3	Last day of Registration
	4 - 5	Late registration (with late registration fees)
	8 - 26	Student Orientation
OCT-19	10	Last day of withdraw courses without grade penalty "W"
	11 - 19	Midterm exam
	20 - 26	Midterm grades publishing
NOV-19	Oct 19 - Dec 8	"Withdraw courses with penalty "WF"
	30	Commemoration Day
	2 - 3	National Day
	7	Last day of classes
	8	Final Exam begins
	19	Final Exam ends
	20	Last day of final grade publishing
	21	Final Grade Appeal
	22 - 9 Jan 2020	Winter Break

FALL SEMESTER 2019-2020 "Weekday"		
AUG-19	1	Start day of Registration
	1 - 8 - 15 - 22 - 29 - 30 - 31	Admission Placement tests
	From 25 to 29	New Faculty Orientation
SEP-19	1 - 2 - 3 - 4 - 5	Admission Placement tests
	1	Start day of classes (weekday classes)
	1 - 5	Add and Drop
	5	Last day of Registration
	6 - 7	Late registration (with late registration fees)
	8 - 26	Student Orientation
OCT-19	10	Last day of withdraw courses without grade penalty "W"
	13 - 24	Midterm exam
	20 - 26	Midterm grades publishing
NOV-19	30	Commemoration Day
DEC-19	1	Last day of withdraw courses with grade penalty "WF"
	2 - 3	National Day
	7	Last day of classes
	8	Final Exam begins
	19	Final Exam ends
	20	Last day of grade publishing
	21	Final Grade Appeal
	22 - 9 Jan 2020	Winter Break

SPRING SEMESTER 2019-2020 "Weekend"		
JAN-20	1	New Year
	2	Start day of Registration
	5 - 6 - 7 - 8 - 9 - 10 - 11 - 12 - 13 - 14 - 15	Admission Placement tests
	From 5 to 9	New Faculty Orientation
	10	Start day of classes (weekend classes)
	10 - 14	Add and Drop
	14	Last day of Registration
	15 - 16	Late registration (with late registration fees)
FEB-20	19 JAN - 8	Student Orientation
	20	Last day of withdraw courses without grade penalty "W"
	21 - 29	Midterm exam
MAR-20	6 - 11	Midterm grades publishing
	29	Beginning of Spring Break
APR-20	4	End of Spring Break
	5	Class resumption
	23	Last day to withdraw from courses after midterm "WF"
	30	Last day of classes
MAY-20	1	Final Exam begins
	16	Final Exam ends
	18	Last day of final grade publishing
	19 - 20	Final Grade Appeal
	30	Graduation Ceremony

SPRING SEMESTER 2019-2020 "Weekday"		
JAN-20	1	New Year
	2	Start day of Registration
	5 - 6 - 7 - 8 - 9 - 10 - 11 - 12 - 13 - 14 - 15	Admission Placement tests
	From 5 to 9	New Faculty Orientation
	12	Start day of classes (weekday classes)

	<b>12 - 16</b>	Add and Drop
	<b>16</b>	Last day of Registration
	<b>17 - 18</b>	Late registration (with late registration fees)
<b>FEB-20</b>	<b>19 JAN - 8</b>	Student Orientation
	<b>20</b>	Last day of withdraw courses without grade penalty "W"
	<b>22 – 5 March</b>	Midterm exam
<b>MAR-20</b>	<b>6 - 11</b>	Midterm grades publishing
	<b>29</b>	Start of Spring Break
<b>APR-20</b>	<b>4</b>	End of Spring Break
	<b>5</b>	Class resumption
	<b>23</b>	Last day of withdraw courses with grade penalty "WF"
	<b>30</b>	Last day of classes
<b>MAY-20</b>	<b>1</b>	Start day of Final Exam
	<b>16</b>	Last day of Final Exam
	<b>18</b>	Last day of grade publishing
	<b>19 - 20</b>	Grade Appeal
	<b>30</b>	Graduation Ceremony

**SUMMER (1) TERM 2019-2020**  
"Weekend"

<b>MAY - 20</b>	<b>1</b>	Start day of Registration
	<b>24 – 25 – 26 – 27 – 28 – 29</b>	Admission Placement tests
	<b>From 24 to 28</b>	New Faculty Orientation
	<b>29</b>	Start day of classes (weekend classes)
	<b>29 – 1 June</b>	Add and Drop
<b>JUNE - 20</b>	<b>1</b>	Last day of Registration
	<b>3</b>	Late registration (with late registration fees)
	<b>7 – 8</b>	Student Orientation
	<b>18</b>	Last day of withdraw courses without grade penalty "W"
	<b>12 - 17</b>	Midterm exam
	<b>18 - 23</b>	Midterm grades publishing
	<b>26</b>	Last day of withdraw courses with grade penalty "WF"

JULY - 20	<b>3</b>	Start day of Final Exam
	<b>4</b>	Last day of Final Exam
	<b>6</b>	Last day of grade publishing
	<b>6 - 8</b>	Grade Appeal

SUMMER (1) TERM 2019-2020 "Weekday"		
MAY - 20	<b>1</b>	Start day of Registration
	<b>24 – 25 – 26 – 27 – 28 – 29</b>	Admission Placement tests
	<b>From 24 to 28</b>	New Faculty Orientation
	<b>31</b>	Start day of classes (weekday classes)
	<b>29 – 1 June</b>	Add and Drop
JUNE - 20	<b>1</b>	Last day of Registration
	<b>3</b>	Late registration (with late registration fees)
	<b>7 – 8</b>	Student Orientation
	<b>13</b>	Last day of withdraw courses without grade penalty "W"
	<b>14 - 17</b>	Midterm exam
	<b>18 - 23</b>	Midterm grades publishing
	<b>26</b>	Last day of withdraw courses with grade penalty "WF"
JULY - 20	<b>5</b>	Start day of Final Exam
	<b>8</b>	Last day of Final Exam
	<b>9</b>	Last day of grade publishing
	<b>9 - 10</b>	Grade Appeal

SUMMER (2) TERM 2019-2020 "Weekend"		
July - 20	<b>1</b>	Start day of Registration
	<b>5 – 6 – 7 – 8 – 9 – 10</b>	Admission Placement tests
	<b>From 5 to 8</b>	New Faculty Orientation
	<b>10</b>	Start day of classes (weekend classes)
	<b>10 – 13</b>	Add and Drop
	<b>12 - 14</b>	Student Orientation
	<b>13</b>	Last day of Registration
	<b>15</b>	Late registration (with late registration fees)
	<b>23</b>	Last day of withdraw courses without grade penalty "W"
	<b>24 - 29</b>	Midterm exam
	<b>31 – 2 Aug</b>	<b>Eid Al Adha (*)</b>
AU GU ST -	<b>30 July - 4</b>	Midterm grades publishing

	<b>7</b>	Last day of withdraw courses with grade penalty "WF"
	<b>14</b>	Start day of Final Exam
	<b>15</b>	Last day of Final Exam
	<b>20</b>	Last day of grade publishing
	<b>20 – 21</b>	Grade Appeal

**SUMMER (2) TERM 2019-2020**  
"Weekday"

<b>July - 20</b>	<b>1</b>	Start day of Registration
	<b>5 – 6 – 7 – 8 – 9 – 10</b>	Admission Placement tests
	<b>From 5 to 8</b>	New Faculty Orientation
	<b>12</b>	Start day of classes (weekend classes)
	<b>10 – 13</b>	Add and Drop
	<b>12 - 14</b>	Student Orientation
	<b>13</b>	Last day of Registration
	<b>15</b>	Late registration (with late registration fees)
	<b>23</b>	Last day of withdraw courses without grade penalty "W"
	<b>26 - 29</b>	Midterm exam
	<b>31 – 2 Aug</b>	<b>Eid Al Adha (*)</b>
<b>AUGUST - 20</b>	<b>30 July - 4</b>	Midterm grades publishing
	<b>7</b>	Last day of withdraw courses with grade penalty "WF"
	<b>16</b>	Start day of Final Exam
	<b>19</b>	Last day of Final Exam
	<b>20</b>	Last day of grade publishing
	<b>20 – 21</b>	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 originated in 2007 and with the name American College in the Emirates (ACE). As a self-financed institution, it awarded two-year associate degrees in media, information technology, business and design. The primary goal of the institution was to avail the UAE community with another opportunity in education that would prepare graduates for successful employment. Then the United Arab Emirates and Dubai government and business sectors accepted graduates with associate degrees for intermediate and first level employment. Then the mission of the College was, *“The AUE is committed to offering quality, multidisciplinary, research and career-oriented academic degree programs to prepare students for successful employment and continuing higher education.”*

The College labeled itself as an American College, since it offered associate degrees under a credit hour system, and the curriculum that adopted an American education framework comprised of general education, free elective courses and a coeducational diverse student body which a small texture of Dubai community. In the 60 credit hours associate degree programs, the College focused on general education and liberal art during the first year and offered specialization courses with job training during the second year.

The cohort of 2007 comprised of 40 students, a blend of first year and working professionals. By the year-end, 21 students dropped out, and the barriers were competency in English language and mathematics. For a startup self-financed institution, more than 50% dropout was a major challenge. However, with the commitment and financial support from the shareholders the founding board of trustees for the coming years the College President was inspired to continue with the institution while maintaining the necessary academic rigor. The Board of Trustees revised the opening strategic plan of the University was to include two new priorities: 1) Student success and retention, and 2) Resource optimization. By the end of academic year 2007-2008, the College developed the slogan: *Nothing is impossible*, with the purpose to inspire students to thrive and to overcome all challenges in academic and professional endeavors, and to motivate the College faculty members and staff to work effectively and efficiently.

During 2008-2009, before graduating the first cohort, *class of 2007*, the financial crisis affected most of the business firms in the region and Dubai. As a result, organizations downsized and retained the most skillful staff. The College board of trustees sensed the impact of the crisis on the United Arab Emirates markets and business firms as well as its influence on the College graduates. Consequently, to meet the new paradigm shift in the market, the board was determined to equip its graduates with more knowledge, skills and competencies by offering bachelor's degrees.

As a first step, during the academic year 2009-2010, American College in the Emirates made a decision to change the name to the American University in the Emirates (AUE). Simultaneously, the institution extended its associate degree programs into four-year bachelor's degree programs. Finally, the university, persuaded its associate degrees' graduates to continue their bachelor's degrees in the same institution. To better reflect these changes, the University mission had to be changed to, *The AUE is committed to offering quality, multidisciplinary, research and career-oriented academic degree programs to prepare students for successful employment and continuing higher education*. Along with the retained associate degree programs and the newly added bachelor's degree programs, the student enrollment reached 460 students.

Starting 2010-2011, the University added two master's degrees, Master of business administration and Master of Diplomacy and, established the College of Law with Bachelor of Law program.

In the meantime, the number of enrolled students had grown to 1,000 students with increased diversity. To serve the growing student body better and to represent the students voice in University governance arms the official

Student Council was formed. Also, athletic office was established with swimming and men soccer team. The soccer team won the first place in the 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.

In 2011-2012, the University established; Office of Career and internship and Office of Alumni and organized the first commencement ceremony in November 2011 (11/11/11), the commencement celebrated graduated students from the associate degree of class 2007, 2008 and 2011. The University started to focus more critically on the market and government demand of the United Arab Emirates and the Gulf countries in general, through rapport building with the government entities, the University started developing bachelor and master's degrees in Security and Strategic Studies.

The University launched bachelor and master's degrees in Security and Strategic Studies in 2012-2013 that were aligned with the national vision. Additionally, Master of Sport Law and Sport Management were launched. During 2013-2014, Under the patronage of His Highness Sheikh Nahyan bin Mubarak Al Nahyan, Minister of Culture, Youth and Community Development in the UAE, AUE and the North Atlantic Treaty Organization (NATO) hosted an international conference on NATO's approach to Gulf Cooperation, Lessons Learned and Future Challenges. AUE hosted its first Global Day event to promote culture diversity awareness and celebrate all the different nationalities represented at AUE. Students collaborated with their embassies and councils in preparation for the event. AUE now hosts this event on a yearly basis. Also, hosted its first event to raise breast cancer awareness, in the presence of Dubai Police, Dubai Health Authority, MBC, and other hospitals. Since then, AUE has hosted a number of events to promote cancer awareness.

In 2014-2015, AUE held its first International Cancer Awareness Forum, in the presence of the Minister of Health of Saudi Arabia, the chief of Health Ministers in the GCC, and Princess Dina Mired from Jordan. In addition, AUE held its first International Conference on Sports Law and Sports Management.

The International Majlis of Women was established during the academic year 2015-2016 to empower women and encourage them to become agents of positive change. The former First Lady of South Africa and the First Lady of Ghana attended the inauguration. Following this academic year, the University has established the College of Education. Furthermore, AUE held its 1st International Equine Forum, under the patronage of H.H. Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai and Minister of Finance, to discuss the challenges and future innovations in the race of equine excellence.

In 2017-2018, AUE's College of Security and Global Studies was established and held its first International Research Conference, in association with Springer, on creative business and social innovation. AUE held its second International Research Conference during 2018-2019, in association with Springer, on sustainable development and social responsibility, as well as, proudly represented the UAE in the Asian University Sports Federation (AUSF) Football Cup held in China.

## Mission Statement

The American University in the Emirates (AUE) coeducational undergraduate and graduate degree granting institution of higher education, is committed to preparing students as global citizens for successful employment and continuing education by offering student centered quality teaching, learning, research, and service opportunities through multidisciplinary academic degree programs.

## Vision Statement

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

## Institutional Goals

1. Engage in sustainable practices in the areas of finance, health, safety, and risk management
2. Integrate quality management and institutional effectiveness processes across the university to seek improvement by using results
3. Offer quality academic programs that enable students' success as professionals and positive contributors to their various communities
4. Promote and support academic research at AUE
5. Enhance and expand student and academic support services based on best practices to support students at AUE

## 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 04<sup>th</sup>, 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, nonprofit, 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.

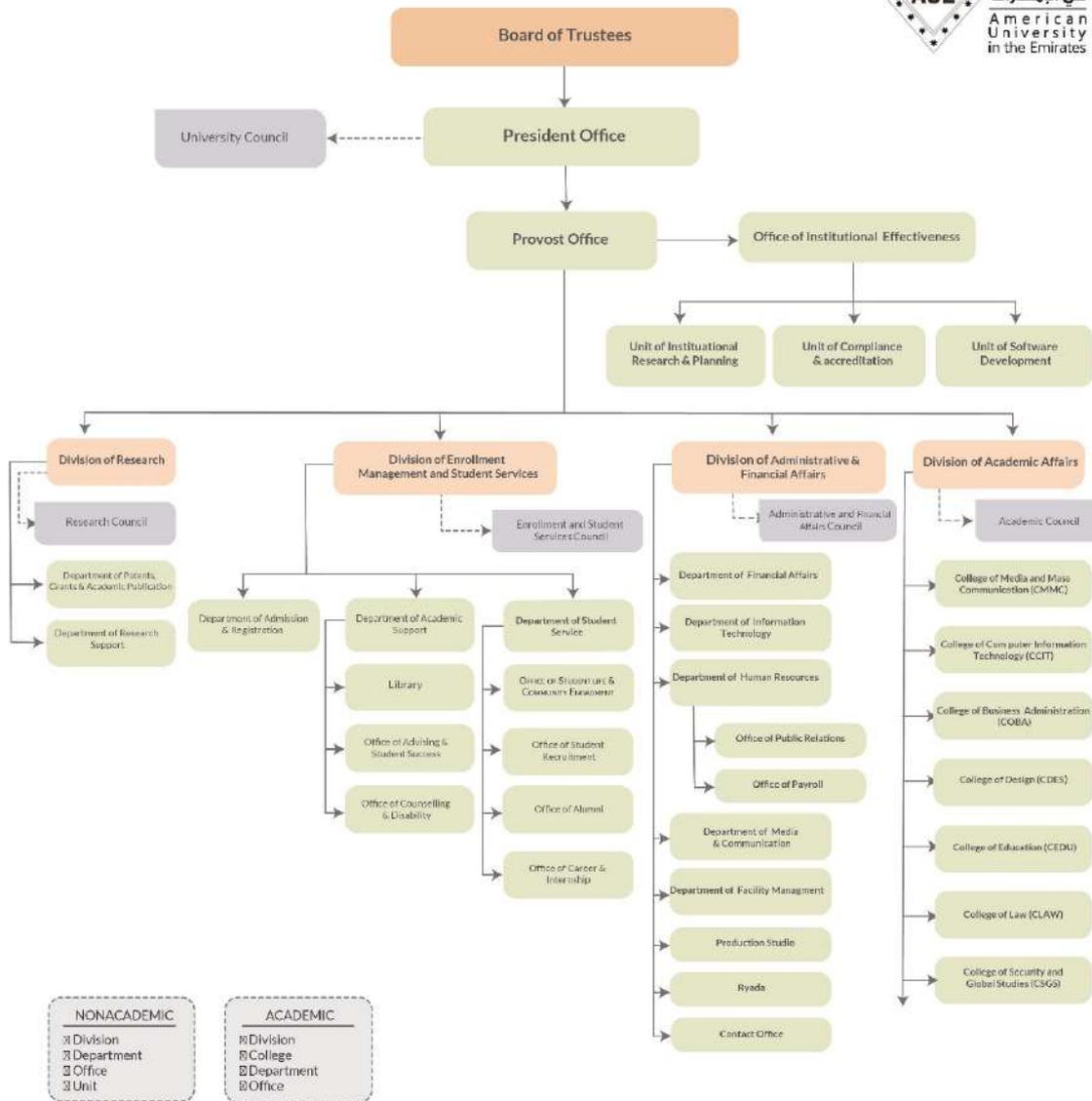
### **College of Computer Information Technology**

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

## 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 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 possess capacity to run 120 to 160 sessions per day in the available 40 classrooms. 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.

The 21 labs on other side possess the total capacity of 470 seats per session of the day and thus considering 3 to 4 sessions per day, may accommodate 1,400 to 1,800 students per day if the sessions are fully occupied throughout the day.

### **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 Track	English
College of Security and Global Studies	Master of Security Studies and Information Analysis	English
	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
	Master in Arbitration	Arabic
	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 endeavor 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 fulfill the admission criteria become eligible to admission, however meeting admission requirements does not guarantee enrollment to University programs. The University reserves the right to limit admission and allow enrollment to limited space.

All the admission requirements and criteria are published in the University website, graduate catalog, 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 conditionally 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 will not be accepted

## English Proficiency Requirements

Applicants to all graduate programs (except for Master in Arbitration, Master in Intellectual Property and Master in Criminal Sciences) 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 and Master in Criminal Sciences 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 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 enroll in more than 9 credit hours.

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
City & Guilds, International Test of English for speakers of Other Languages ESOL (IESOL)	B1
EmSAT -English	1100
The Pearson test of English Academic (PTE Academic)	38
The Cambridge English: Advanced Test of English	36

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.

Applicants who have previously studied at any recognized higher education institute are considered as transfer applicants. Transfer applicants should meet all admission requirements as stipulated in the *Graduate Admission Section*. The "Transfer Credit Policy" is applied to transfer previous credit earned. The University reserves the right to communicate with the previous higher education institute to verify the mode of delivery for universities located outside UAE.

## 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:

- » Student CGPA at the previous university/institution should be at a minimum of 3.00 out of 4.00 or above.

- » Courses with a grade of “B” (GPA 3.00) or above will be eligible for transfer of credit.
- » Students may transfer 25% of the total credit required for the programs
- » All courses transferred to AUE must be conducted in English (except Professional Master of Sports Law in Arabic).
- » The transfer course will be recorded in the student’s transcript as “TR” and will not be part of the student’s GPA.
- » Credits are awarded solely by the appropriate Dean of College.
- » Transfer students must complete the Transfer Credit Form. Transferring students will be informed in writing about transfer credits before they enroll at AUE.

## 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

## Honor Code and Academic Integrity

Students must adhere to the AUE Honor Code that stipulates that students 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 reporting any perceived violations of the University policies and procedures related to academic integrity.

**Violations of the Honor Code and Principles of Academic Integrity may include but not limited to:**

1. **Submitting false or fraudulent information** including transcripts, test scores, medical reports, identification papers, etc.
2. **Intentionally misrepresenting facts** related to situations and/or individuals for the purpose of inflicting harm and/or personal gain including fabricated grievances.
3. **Impersonating another student's identity** in class attendance, coursework submission, or examinations.
4. **Gaining access to unauthorized information and/or material** and failure to report knowledge of such access gained personally or by another student(s).
5. **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 includes but not limited to:
  - i. 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 smart watches.
  - ii. 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.
  - iii. Submitting coursework for credit in more than one course without obtaining the prior written approval of the instructors.
  - iv. 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.
  - v. Falsifying the results/findings of research.
  - vi. Falsifying citations and references.
6. **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). Coursework is submitted through an online plagiarism detection program.

## 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.

## Course Load

A full-time student may register maximum of 12 credit hours (four courses) per regular semester.

## 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.

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, 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 register a course which is not part of the study plan/program

## 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.

## 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 / Remedial Courses

Remedial 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 remedial courses, students will be permitted for admitting to a credit-bearing program. The grading scale for the remedial courses are either Pass (P) or Fail (F) that are recorded in the students transcript but not counted in the cumulative GPA.

### 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>B+</b>	Good	87.00-89.99	3.25
<b>B</b>	Satisfactory	84.00-86.99	3.00
<b>B-</b>	Average	80.00-83.99	2.75
<b>C+</b>	Below Average	77.00-79.99	2.25
<b>C</b>	Poor	74.00-76.99	2.00
<b>F</b>	Fail	Less than 74	0.00
<b>P</b>	Pass	74 and Above	0.00
<b>WF</b>	Withdrawal with Failure	N/A	0.00
<b>XF</b>	Failure due to academic dishonesty	N/A	0.00
<b>IP</b>	In Progress	N/A	N/A
<b>I</b>	Incomplete	N/A	N/A
<b>W</b>	Withdrawal	N/A	N/A

Bridging/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
<b>F</b>	Fail	Less than 70	0.00
<b>P</b>	Pass	70 and Above	0.00
<b>WF</b>	Withdrawal with Failure	N/A	0.00
<b>XF</b>	Failure due to academic dishonesty	N/A	0.00
<b>IP</b>	In Progress	N/A	N/A
<b>I</b>	Incomplete	N/A	N/A
<b>W</b>	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 eighth 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 be awarded (F) and immediately apply for an Incomplete Exam within the Office of Admission and Registration.

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 VPAA.

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.

### **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 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.

## Direct Study

Directed study course is intended to replace a conventional course not offered in the semester the undergraduate student wishes to enroll in order to timely graduate. A student is assigned to study individually with the faculty member to complete a credit for work course. For these courses, the syllabus topics and outlines covered are matching as that covered in the conventional course. Directed study is well-structured and defined coursework of substantive reading, research, and course assessments, that is guided by course learning outcomes attainment, and scheduled course delivery that meet the course and program rigor.

Under unusual circumstances, the University offers directed study to student to study individually with the faculty member to complete a credit for work course that is not offered for the semester for graduating students.

### **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.

## **Degree Completion and Graduation Requirements**

The graduate programs at the University consists of a minimum of 30 credits. Students are awarded with a Master's 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. All graduate students at AUE are expected to complete their master's degrees' requirements within 150% of the credit hours length of their programs.

### **Degree Completion Requirements:**

Graduate students must satisfy the following requirements:

- Earn a minimum CGPA of 3.00 on a scale of 4.00.
- Successfully complete all courses as described in the study plan
- Successfully completing all the program requirements without exceeding the allowed time frame, including those degrees which have practicum.

- “Incomplete” grades are given to non-fulfilled requirements of the Master Degrees. Students must reapply for graduation in the following semester when the final grade has been officially recorded.
- Transfer students must successfully earn a minimum of 75% of the course credits for the program at AUE.

## 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 Office of Student Life 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

Graduate (Master's) Grants & Scholarships			
Funding Type	Description	Amount	Min. CGPA
AUE Alumni Scholarship	<ul style="list-style-type: none"> <li>Graduate students</li> <li>AUE Alumni - graduated from an AUE undergraduate (Bachelor's) program</li> </ul>	30%	3.0
DEWA Grant (Dubai Electricity and Water Authority)	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current employees</li> </ul>	15%	3.0
Dubai Corporation for Ambulance Services	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current employees</li> </ul>	30%	3.0
Esaad Card Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Valid Esaad card in their name <u>OR</u></li> <li>Have an eligible family member as listed on the back of a valid Esaad card</li> </ul>	25%	3.0
Government Employee Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current UAE government employee</li> </ul>	25%	3.0
GDRFA Dubai Grant (General Directorate of Residency and Foreigners Affairs, Dubai)	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current or retired employees; <u>OR</u></li> <li>Have a mother, father, husband or wife who is a current or retired employee</li> </ul>	25%	3.25

## 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
<b>Master of Business Administration (MBA) - Core/Specialization Course</b>	3,150	9,450	2,589
Master of Sports Management (MSM) - Bridging Course	1,575	3,150	863
Master of Sports Management (MSM) - 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)	3,675	1007
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 Semester)	525	144
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

## 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.

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

All tuition and service fees by American University in the Emirates are approved by the University Council. AUE review its tuition and service fees annually, and may recommend and amend an increase of maximum limit 10% on the tuition and service fees to existing students in accordance with the Terms and Conditions contract (signed by all students). Changes in tuition and service fees are effective on Fall semesters of every year. All tuition and service fees are listed in the University website and Catalogs. AUE reserves the right to include additional fees to existing students to meet certain higher education needs and expectations.

## 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, career counseling, 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 Counseling and Job Placement: the University offers students individualized career counseling 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 Office of Counseling and Disability 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 Office of Disability Support and Counseling 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 Office of Disability Support and Counseling 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

## 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 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.

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.

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:

- Alleged discrimination based on age, gender, race, or disability excluding sexual harassment grievances.
- Misconduct of a member of the University community

- Sexual Misconduct
  - o 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.
  - o 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.
  - o If the grievance is not resolved after this meeting, then the remainder the grievance procedure will be followed.
- Academic matters, excluding individual grades (which must follow the Final Grade Appeal Procedure) except when the conditions in items A or B above apply.

### **Informal Complaint (Mediation)**

1. The student should approach the Office of Student Life and Community Engagement with their complaint.
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 5 working days from the date of resolution.

### **Formal Complaint/Grievance**

#### **Initiating a 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 completing a Student Grievance Form at the Office of Student Life and Community Engagement where staff will explain the grievance process.
2. The completed grievance form must be presented to the Manager of Student Life and Community Engagement, or designee, within 48 hours after satisfying the first step in the grievance process.
3. The Manager of Student Life and Community Engagement, or designee, shall give written acknowledgement of receipt of the Student Grievance Form.

## Resolving a 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 Service, or designee, to meet and clarify details of the grievance
2. **Investigation:** Upon receiving grievance, the Office of Student Life & Community Engagement will begin a formal investigation of the grievance.
3. **Letter of Notice:** If reasonable cause exists, the complainant (and respondents, if applicable) will be notified of a scheduled Grievance Committee Hearing via a formal 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 Office of Student Life & Community Engagement 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. **Grievance Committee Hearing:**
  - a. Hearings are closed to the public. When testimony is being given, only the Committee members, the student, the employee, and the witness giving testimony may be present. During deliberations, only the members of the Committee may be present.
  - b. Hearings are informal.
    - i. A tape recording of the testimony presented during the appeal hearing may be made.
    - ii. The Committee's deliberations are not taped-recorded.
    - iii. After resolution of the appeal, the tape recording will be kept for three months in the Office of the Director of Student Affairs.
    - iv. Either party in the appeal may listen to this tape recording under the supervision of the Chief Student Services Officer or designee
  - c. The Committee may question the student, faculty and the employee. The Committee may also question the employee's supervisor and any additional witnesses that it considers necessary to render a fair decision. Questions must be relevant to the issues of the appeal.
  - d. Both parties to the appeal may ask questions of the other during the meeting. These questions must be relevant to the issues of the appeal. The Chairperson of the Committee will determine the appropriateness of the questions.
  - e. The student shall bear the burden of proof.
  - f. The Committee shall decide the solution of the grievance by a majority vote. In case of a tie, the Chairperson shall vote and thus break the tie.

- g. The Chairperson shall forward a copy of the Committee's decision to all parties involved within 5 days of the Committee's decision
6. **Decision & Notification:** Based on the findings of the Grievance Committee, the respondent(s) will receive a formal outcome letter within 5 business 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 following disciplinary actions:
- o **Verbal Warning:** An official verbal notice by the Manager of Student Life & Community Engagement in which the policy is explained to the respondent with the understanding that further action may be taken should the respondent be involved in further violations. The Office of Student Life & Community Engagement keeps a record of this incident, but it does not go into the student's disciplinary record.
  - o **Written Warning:** An official written notice by the Manager of Student Life & Community Engagement that becomes a part of the student's disciplinary record.
  - o **Restitution:** The requirement to provide monetary compensation for any damage caused to the University or any other person's property.
  - o **Community Service Hours:** The requirement to complete a specific number of unpaid service hours to the University, as approved by the Manager of the Office of Student Life & Community Engagement.
  - o **No Contact Order:** An order for a specific person(s) to refrain from engaging in any contact of any means with another specified member of the university campus.
  - o **Behavioral Requirements:** The requirement to complete a specific activity such as writing an essay or an apology letter, giving a presentation, apologizing to another party in person, attending counseling, etc.
  - o **Educational Requirement:** The requirement to complete a specific activity such as attending and/or participating in an educational activity and/or sponsoring or assisting with an educational activity for others.
  - o **Withdrawal of Financial Support:** Should a student be a recipient of any financial support including a scholarship, grant, or financial aid, the Manager of the Office of Student Life & Community Engagement has the right to withdraw financial support permanently or for a set period of time.
  - o **Exclusion from University Events:** The University has the right to exclude the respondent from the participation in and/or attendance of a specific or all University events and activities, including the graduation ceremony.
  - o **Disciplinary Probation:** The respondent is placed on official notice that they are not in good standing with the University; the respondent is restricted of their eligibility for financial support and on-campus employment, holding administrative positions on the Student Council and/or Student Clubs, and participation in Student Events.
  - o **Disciplinary Suspension:** The respondent is required to temporarily separate from the University for a specific number of time. During this period of time, the respondent will be withdrawn from all courses, will be blocked from accessing the AUE Student Portal, will be banned from visiting the University grounds and attending any University events and activities.
  - o **Permanent Expulsion:** The respondent is required to permanently separate from the University. The respondent will be withdrawn from all courses and will be

permanently banned from visiting the University grounds and attending any University events and activities.

- o **Withholding Degree:** The University has the right to withhold issuing a degree to the respondent until all imposed sanctions, if any, are complete.

**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 Service, or designee, to meet and clarify details of the grievance
2. **Investigation:** Upon receiving grievance, the Office of Student Life & Community Engagement will begin a formal investigation of the grievance.
3. **Letter of Notice:** If reasonable cause exists, the complainant (and respondents, if applicable) will be notified of a scheduled Grievance Committee Hearing via a formal 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. Additionally, the immediate supervisor of the staff or faculty member will be notified.
4. **Interim Actions:** The Manager of the Office of Student Life & Community Engagement 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. **Grievance Committee Hearing:**
  - a. Hearings are closed to the public. When testimony is being given, only the Committee members, the student, the employee, and the witness giving testimony may be present. During deliberations, only the members of the Committee may be present.
  - h. Hearings are informal.
    - v. A tape recording of the testimony presented during the appeal hearing may be made.
    - vi. The Committee's deliberations are not taped-recorded.
    - vii. After resolution of the appeal, the tape recording will be kept for three months in the Office of the Director of Student Affairs.
    - viii. Either party in the appeal may listen to this tape recording under the supervision of the Chief Student Services Officer or designee
  - i. The Committee may question the student, faculty and the employee. The Committee may also question the employee's supervisor and any additional witnesses that it considers necessary to render a fair decision. Questions must be relevant to the issues of the appeal.
  - j. Both parties to the appeal may ask questions of the other during the meeting. These questions must be relevant to the issues of the appeal. The Chairperson of the Committee will determine the appropriateness of the questions.

- k. The student shall bear the burden of proof.
  - l. The Committee shall decide the solution of the grievance by a majority vote. In case of a tie, the Chairperson shall vote and thus break the tie.
  - m. The Chairperson shall forward a copy of the Committee's decision to all parties involved within 5 days of the Committee's decision
6. **Decision & Notification:** Based on the findings of the Grievance Committee, the respondent(s) will receive a formal outcome letter within 5 business 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 following disciplinary actions:
- o **Verbal Warning:** An official verbal notice by the Manager of Student Life & Community Engagement in which the policy is explained to the respondent with the understanding that further action may be taken should the respondent be involved in further violations. The Office of Student Life & Community Engagement keeps a record of this incident, but it does not go into the student's disciplinary record.
  - o **Written Warning:** An official written notice by the Manager of Student Life & Community Engagement that becomes a part of the student's disciplinary record.
  - o **Restitution:** The requirement to provide monetary compensation for any damage caused to the University or any other person's property.
  - o **Community Service Hours:** The requirement to complete a specific number of unpaid service hours to the University, as approved by the Manager of the Office of Student Life & Community Engagement.
  - o **No Contact Order:** An order for a specific person(s) to refrain from engaging in any contact of any means with another specified member of the university campus.
  - o **Behavioral Requirements:** The requirement to complete a specific activity such as writing an essay or an apology letter, giving a presentation, apologizing to another party in person, attending counseling, etc.
  - o **Educational Requirement:** The requirement to complete a specific activity such as attending and/or participating in an educational activity and/or sponsoring or assisting with an educational activity for others.
  - o **Withdrawal of Financial Support:** Should a student be a recipient of any financial support including a scholarship, grant, or financial aid, the Manager of the Office of Student Life & Community Engagement has the right to withdraw financial support permanently or for a set period of time.
  - o **Exclusion from University Events:** The University has the right to exclude the respondent from the participation in and/or attendance of a specific or all University events and activities, including the graduation ceremony.
  - o **Disciplinary Probation:** The respondent is placed on official notice that they are not in good standing with the University; the respondent is restricted of their eligibility for financial support and on-campus employment, holding administrative positions on the Student Council and/or Student Clubs, and participation in Student Events.
  - o **Disciplinary Suspension:** The respondent is required to temporarily separate from the University for a specific number of time. During this period of time, the respondent will be withdrawn from all courses, will be blocked from accessing the AUE Student Portal, will be banned from visiting the University grounds and attending any University events and activities.

- o **Permanent Expulsion:** The respondent is required to permanently separate from the University. The respondent will be withdrawn from all courses and will be permanently banned from visiting the University grounds and attending any University events and activities.
- o **Withholding Degree:** The University has the right to withhold issuing a degree to the respondent until all imposed sanctions, if any, are complete.

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

1. **Notify College Dean or Provost:** The Manager of Student Life and Community engagement will notify the College Dean and or Provost who will form a committee to investigate the incident or situation.
2. **Committee Findings Shared with OSL:** The committee findings and recommendations are to be shared with the Manager of Student Life and Community Engagement within 48 hours from the reporting of the grievance.
3. **Notification:** The Manager of Student Life will inform the student of the outcome in writing via the student's official University email with 48 hours from when the committee's decision is communicated .

**Appealing to the Grievance Committee**

1. **Submit Grievance Appeal Form:** If a student remains unsatisfied with the outcome of the Grievance Committee he/she may appeal the decision by filling the Grievance Appeal Form at the Office of Student Life and Community Engagement within five working days after receiving the Grievance Committee decision. The request shall include a copy of the original grievance form and the reason why the supervisor's response was unsatisfactory.
  - a. No appeal shall be allowed unless the appellant cites specifically to the grievance record and states with specificity the grounds under which the appeal shall be allowed.
  - b. Any appeal submitted that does not include the required information will be dismissed without review.
2. **Grievance Appeal Committee:**
  - a. The Manager of Student Life and Community Engagement will notify the Director of Student Services
  - b. The Director of Student Services shall ensure that a Grievance Appeal Committee is organized in a manner consistent with the Committee Structure described in this procedure. The Director of Student Services shall present all relevant information on the case to the Grievance Appeal Committee who then meet with all relevant parties.
  - c. If the Student Grievance Committee overrules a decision in whole or in part, it may:
    - i. Modify the decision; or
    - ii. Remand for further proceeding.

3. The Grievance Appeal Committee shall be responsible for reviewing substantive or procedural appeals from the decision(s) of a college dean or university administrator.
4. Decisions of the Grievance Appeal Committee are final. There is no further appeal within the Student Grievance procedures.

### The Student Grievance Committee

#### Composition

1. Three students recommended by the AUE Student Council.
2. Two faculty members recommended by the Provost/VPAA.
3. One Student Services staff member recommended by the VPEMSS.
4. One administrator, other than the Director of Student Services, to serve as the Committee's chairperson.
5. The Manager of Student Life and Community Engagement, or designee, who serves as ex-officio, non-voting member of the Committee. The President must approve all recommended members.

#### Purpose and Function

1. All student grievance committees are ad hoc and shall be formed to hear specific complaints. A new committee may be formed every time that a grievance covered under this procedure is filed.
2. Whenever a committee is formed, it may adopt additional rules and guidelines not in contradiction with these procedures.
3. When a grievance committee is scheduled, the parties involved are entitled to:
  - a. A written notice of the complaint that shall be forwarded to all parties at least five working days prior to the meeting unless the student filing the complaint waives this requirement. This notice shall include the following:
    - i. A brief description of the complaint, including the name of the person filing the complaint;
    - ii. The date, time and location of the meeting, and
    - iii. The name of any person who might be called as a witness.
4. Review all available evidence, documents or exhibits that each party may present at the meeting. This review must take place under the supervision of the Manager of Student Life and Community Engagement or his/her designee.
5. Appear in person and present information on his/ her behalf and present additional evidence to the Committee, subject to the Committee's judgment that the evidence is relevant to the appeal.
6. Call witnesses who are dismissed after providing testimony and responding to questions posed by the Committee and either party in the appeal.

#### Hearing Procedures

1. Hearings are closed to the public. When testimony is being given, only the Committee members, the student, the employee, and the witness giving testimony may be present. During deliberations, only the members of the Committee may be present.

2. Hearings are informal.
  - a. A tape recording of the testimony presented during the appeal hearing may be made.
  - b. The Committee's deliberations are not taped-recorded.
  - c. After resolution of the appeal, the tape recording will be kept for three months in the Office of the Director of Student Affairs.
  - d. Either party in the appeal may listen to this tape recording under the supervision of the Chief Student Services Officer or designee
3. The Committee may question the student, faculty and the employee. The Committee may also question the employee's supervisor and any additional witnesses that it considers necessary to render a fair decision. Questions must be relevant to the issues of the appeal.
4. Both parties to the appeal may ask questions of the other during the meeting. These questions must be relevant to the issues of the appeal. The Chairperson of the Committee will determine the appropriateness of the questions.
5. The student shall bear the burden of proof.
6. The Committee shall decide the solution of the grievance by a majority vote. In case of a tie, the Chairperson shall vote and thus break the tie.
7. The Chairperson shall forward a copy of the Committee's decision to all parties involved within 48 hours of the Committee's decision

#### **A Grievance Petition**

A filed Grievance must be in writing and must contain:

1. The name of the grievant, student identification number (if applicable), and contact information to include the email address
2. The name(s) of the respondent(s)
3. A detailed description of the nature of the grievance and the actual harm inflicted to the student
4. A detailed description of any informal resolution sought and the outcomes
5. A detailed description of the relief sought from the grievance.
6. Name and Signature of the complainant(s)
7. Date of submission of the grievance

#### **The Appeal Form**

An appeal must be in writing and contain:

1. The appellant(s)'s name, student identification number, and contact information to include the email address
2. A detailed description of the appeal
3. A copy of the findings of the complaint review/hearing with the supporting documents
4. The specific grounds supporting the appeal.
5. A detailed description of the resolution sought
6. Signature of appellant(s)
7. Date of submission of the grievance

## 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. AUE introduced the Orientation Program under the name “University Life” in the “Study and Learning” course to ensure students who could not attend the Orientation Program could also benefit from it.

## 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 Office of Student Life and Community Engagement and/or the concerned faculty/staff member where applicable.

## Advising and Student Success

The Office of Advising and Student Success is focused on enabling students to achieve their academic goals throughout their journey towards fulfilling their degree requirements. The goals of the Office of Advising and Student’s Success 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 center 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.

## University Terminology

### 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".

#### **Credit hour**

Related to the number of hours of instruction per week during the academic semester

#### **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.

#### **Free elective course**

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.

#### **General education course**

General education is that aspect of the 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).

#### **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"

#### **Regular Semester**

A semester is a period of time, typically a minimum of 15 weeks, during which an institution offers courses.

#### **Term**

Some courses may be offered in a time-shortened period, often called a term, such as a summer term, which nonetheless offers class contact time and out-of-class assignments equivalent to a semester course.

#### **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.

### **Transcript**

The official record of a student's academic achievement at AUE, listing credit courses, grades and credit hours earned or attended by a student.

### **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.

### **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. Directed learning or independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment. The

Standards 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 sometimes synonymous with internship.

### **Track**

A track is a narrow area within the major field, which the student may choose to follow, but which does not lead to a specialized award or degree and is not listed on the diploma or degree certificate. The number of credit hours in a track may vary, but is typically a minimum of 9 semester credits (or equivalent).

# Listing of Faculty Members

## College of Business Administration

NO.	NAME	NATIONALITY	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Dr. Asma Salman	Pakistan	Ph.D. Finance & Economics	Harbin Institute of Technology	China
2	Dr. Mohamed D. A. Shamo ut	Palestine	Ph.D. Operations and Supply Chain Management	Girne American University	Cyprus
3	Prof. Assem Abd El-Fattah Hussein Tharwat	Egypt	Ph.D. Operations Research	Charles University	Czech Republic
4	Dr. Rabeb Ben Abdallah Ep Moalla	Tunisia	Ph.D. Management	Paris-Est Marne la Vallee University	France
5	Prof. Akram Masoud Elias Haddad	Jordan	Ph.D. Economics	Nagpur University	India
6	Dr. Azzam (M.T.) Q Hannon	Jordan	Ph.D. Accounting	The Arab Academy for Banking & Financial Sciences	Jordan
7	Dr. Tahir Masood	Pakistan	Ph.D. Human Resource Management	Mohammad Ali Jinnah University	Pakistan
8	Dr. Edyta Jadwiga Skibinska	Poland	Ph.D. Health Care Management	Medical University of Lozd	Poland
9	Dr. Nikolina Ljepava	Canada	Ph.D. Marketing	University of Belgrade	Serbia
10	Dr. Asli Cazorla Milla	Turkey	Ph.D. Business Administration and Marketing	Universitat Jaume I Spain	Spain
11	Prof. Salaheddin Saleh Abosedra	United States of America	Ph.D. Economics	University of Colorado	United States of America
12	Dr. Leonardo Jose Mataruna dos Santos	Brazil	Ph.D. Physical Education	Gama Filho University	Brazil
13	Dr. Muhammad Azeem	Pakistan	Ph.D. Management/Business) concentration Human Resources	MANAGEMENT AND SCIENCE UNIVERSITY,	Malaysia
14	Dr. Mohammad Abd Elhalem Khaddam Abusweilem	United States of America	Ph.D. Business Administration	W.I.S.E University	Jordan
15	Dr. Marek Seretny	Poland	Ph.D. Economics - Specialization Marketing	Warsaw University of Technology	Poland
16	Dr. Corlise Liesl Le Roux	South Africa	Ph.D. Finance	University of Johannesburg,	South Africa
17	Prof. Abdulsattar Ahmad Al Alusi	Iraq	Ph.D. Management Science/Operational Research	University of Bradford/School of Management	United Kingdom
18	Dr. Jeffrey Joel Darville	United States of America	Ph.D. Organizational Leadership	Gannon University	United States of America
19	Dr. Dennis Drexwell Jones	United States of America	Ph.D. Juris Doctor	University of San Francisco	United States of America
20	Dr. Alex Jones	United States of America	Ph.D. Leadership	Alliant International University ,	United States of America
21	Dr. Rania Itani	Lebanon	Ph.D. in Business Administration	Nottingham Trent University	United Kingdom

22	<b>Dr. Houda Mustapha El Mustapha</b>	Lebanon	Ph.D in Innovation Management (Marketing)	University of Twente	Netherlands
23	<b>Dr. Ali Hussein Mohammad Ibrahim</b>	Jordan	Ph.D in Business Administration/Marketing	Griffith University	Australia
24	<b>Dr. Ehab Ragab Saleh Elbahar</b>	Egypt	Ph.D Corporate Governance, Risk Management and Bank Performance	Plymouth University	United Kingdom
25	<b>Dr. Mona Salah Ahmed Hammad</b>	Egypt	Ph.D in Insurance	Cairo University	Egypt
26	<b>Prof. Robert Manning</b>	United States of America	Ph.D. in Social Relations	Johns Hopkins University	United States of America
27	<b>Dr. Srinivas Nowduri</b>	United States of America	Ph.D. in Computer Information Systems	Indian Institute of Science	India
28	<b>Dr. Rami Mhanna</b>	United Kingdom	Ph.D. in Sport and Events Management	Bournemouth University	United Kingdom

## College of Security and Global Studies

NO.	NAME	NATIONALITY	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	<b>Dr. David Meyer</b>	United States of America	Ph.D. in Political Science	Columbia University	United States of America
2	<b>Dr. Eltion Meka</b>	United States of America	Ph.D. in Global Affairs	Rutgers University	United States of America
3	<b>Dr. Kleanthis Kyriakidis</b>	Greece	Ph.D. in International Relations/ Public Administration	University of the Aegean	Greece
4	<b>Prof. Dusko Tomic</b>	Serbia	Ph.D. Political Sciences	University of Belgrade	Serbia
5	<b>Dr. Eldar Sajlic</b>	Serbia	Ph.D. Security	University of Novi Pazar	Serbia
6	<b>Dr. Martin Catino</b>	United States of America	Ph.D. in Philosophy (United States History)	University of Southern Mississippi	United States of America
7	<b>Dr. Renny Castaneda</b>	Colombia	Ph.D. in Economics and Political Science	University of Hamburg	Germany
8	<b>Dr. Nahla Abdulkarim Yassine-Hamdan</b>	United States of America	Ph.D. in Political Science	Wayne State University	United States of America

## College of Computer Information Technology

NO.	NAME	NATIONALITY	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Marwan Al-Akaidi	United Kingdom	Ph.D. in Engineering and Computing	Loughborough University	United Kingdom
2	Dr. Nena Maria Roa	France	Ph.D. in Human-computer interaction, Interaction Design and User Experience	Edinburgh Napier University	United Kingdom
3	Dr. Said Elnaffar	Canada	Ph.D. in Computer Science	Queen's University	Canada
4	Dr. Abedallah Zaid Ahmad Abualkishik	Jordan	Ph.D. Software Engineering	University of Putra Malaysia	Malaysia
5	Dr. Zyad Dwekat	United States of America	Ph.D. in Electrical Engineering	North Carolina State University	United States of America
6	Dr. Talal Ashraf Butt	Pakistan	Ph.D. Computer Science	Loughborough University	United Kingdom
7	Dr. Nahia Mourad Ep. Kamal Merheb	Lebanon	Ph.D. Applied Mathematics	Université Paris Est, Ecole Nationale des Ponts et Chaussée	France
8	Dr. Reem Atassi	Syria	Ph.D. Data Science	Sapienza University of Rome	Italy
9	Dr. Ahmed Naufal	Iraq	Ph.D. in Electrical Power Engineering	University Putra Malaysia	Malaysia
10	Prof. Firas Alkhalidi	Jordan	Ph.D. in Business Information Systems	University of Huddersfield	United Kingdom
11	Dr. Rasha Almajed	Kingdom of Saudi Arabia	Ph.D. in Information Technology	Towson University	United States of America

## College of Law

NO.	NAME	NATIONALITY	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Tarek Mahmoud Abdelsalam Mohamed	Egypt	Ph.D. Law	Helwan University	Egypt
2	Dr. Ahmed Eldabousi	Egypt	Ph.D. in Law	Suez Canal University	Egypt
3	Dr. Haytham Mohamed Hermi Mahmoud Mohamed Sherif	Egypt	Ph.D. Public Finance	Banha University	Egypt
4	Dr. Hatem Ahmed Ali Adileh	Egypt	Ph.D. Economics & Public Finance	Zagazig University	Egypt
5	Dr. Naser Mohammad Abd AlAzeez Al-Shrman	Jordan	Ph.D. Commercial Law	Cairo University	Egypt
6	Dr. Jehad Qwaider	Jordan	Ph.D. in Private law	Amman Arab University For Graduate Studies	Jordan
7	Dr. Amer Ghassan Sleeman Al-Fakhoury	Jordan	Ph.D. International Public Law	University of Reims	France

8	Dr. Mahir Idris Albana	France	Ph.D.Public International Law	University of Nice Côte d'Azur - Antipolis	France
9	Dr. Tariq Morchid	Morocco	Ph.D.International Business Law	University of Cergy Pontoise	France
10	Prof. Abed Fayed Abdelfattah Fayed	Egypt	Ph.D.Law	University of Paris 1 (Pantheon- Sorbonne)	France
11	Dr. Wisam Shakir Majeed Majeed	Iraq	Ph.D.Islamic legislation	University of Baghdad	Iraq
12	Dr. Khalid Ahmad Salim Alshohaha	Jordan	Ph.D.Commercial Law	Amman Arab University	Jordan
13	Dr. Luma Aldhaheeri	Iraq	Ph.D. in Constitutional Law	Lebanese University	Lebanon
14	Dr. Mohammed Al-Awjar	Iraq	Ph.D. in Private Law	University of Mosul	Iraq
16	Dr. Salma Abbas Ahmed Mohamed	Sudan	Ph.D. Criminal Law	Neelain University	Sudan
17	Dr. Ehab Mohammad Ahmad Alrousan	Jordan	Ph.D. Criminal Sciences	University of Tunis El Manar	Tunisia
18	Dr. Saleh Adnan Al Shraideh	Australia	Ph.D.International Law	Macquarie University	Australia
20	Prof. Ali Jafar Mohammed Samaka	Iraq	Post Doctorate Physical Education	Baghdad University	Iraq
21	Dr. Ayman Nawwaf Sharif Al-Hawawsheh	Jordan	Ph.D.Criminal Law	Institute of Arab Research & Studies	Egypt
22	Dr. Abdelawal Abdin Mohamed Bassiouny	Egypt	Ph.D.Comparative Islamic Jurisprudence	College - Al Azhar University	Egypt
23	Dr. Omar Nihad Mahmood Mahmood	Iraq	Ph.D.LAW & Islamic Jurisprudence	University of International Islamic Science	Jordan

## Listing of Senior Administrators

### Top Management

- Prof. Muthanna AbdulRazzaq – President
- Prof. Abhilasha Singh – Vice President for Academic Affairs
- Prof. Marwan AlAkaidi – Vice President for Research and Advancement
- Ms. Haneen Anbar – Vice President for Administrative and Financial Affairs
- Ms. Nisrine Rannak – Vice President for Enrollment Management and Student Services

### College Deans

- Prof. Robert Manning – Dean for the College of Business Administration
- Prof. Marwan AlAkaidi – Dean for the College of Computer Information Technology
- Prof. Tyler Adams – Dean for the College of Media and Mass Communication
- Prof. Abdulsattar Al-Alousi – Dean for the College of Security and Global Studies
- Prof. William Cornwell – Dean for the College of Education
- Dr. Chadi Chamoun – Dean for the College of Design
- Dr. Amer Fakhoury – Associate Dean for the College of Law

## Listing of Governing Board

Governing Board Member	Board Position	Affiliation
<b>MAJOR GEN. DR. AHMED NASSER AL RAISI</b>	Chair of the Board of Trustees	General Inspector of the Ministry of Interior, UAE
<b>MR. KHALAF AL QUBAISI</b>	Board Member <i>Ex Officio</i>	Chairman, Specialized Investment Group (SIG), UAE
<b>PROF. MUTHANNA G. ABDUL RAZZAQ</b>	Board Member <i>Ex Officio</i>	President of American University in the Emirates, UAE
<b>MR. MIRZA AL SAYEGH</b>	Board Member	Director - Office of H.H Sheikh Hamden Bin Rashid Al Maktoum
<b>MATTHEW D. SHANK, PH.D.</b>	Board Member	President Emeritus and Professor of Marketing, Marymount University Interim President, World Affairs Council, Washington DC
<b>PROF. SUZANNE TRAGER ORTEGA</b>	Board Member	President of the Council of Graduate Schools, Board Of Member
<b>DR. M. JEAN KELLER, CTRS, FALS</b>	Board Member	University of North Texas, USA
<b>DR. RASHID ALLEEM</b>	Board Member	Chairman of Sharjah Electricity and Water Authority (SEWA)
<b>MR. ABDULLATIF ABDULLA AHMED AL MULLA</b>	Board Member	Group Chief Executive Office of RMB, Member of the Board, AUE
<b>FRANK F. ISLAM</b>	Board Member	Chairman/ CEO of FI Investment Group (FIIG), USA

## College of Business Administration (COBA)

### Programs

- 1- Master of Business Administration
- 2- Master of Sports Management

### 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

Requirements	MBA	
	No. of Courses	Cr. Hrs.
<b>Bridging courses</b>	5	10
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis</b>	1	6
<b>Total</b>	14 + Thesis	43

### 2- Master of Sports Management

Requirements	MSM	
	No. of Courses	Cr. Hrs.
<b>Bridging courses</b>		
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis</b>	1	6
<b>Total</b>	9 Courses + Thesis	33

## 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	Business Research Method	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)

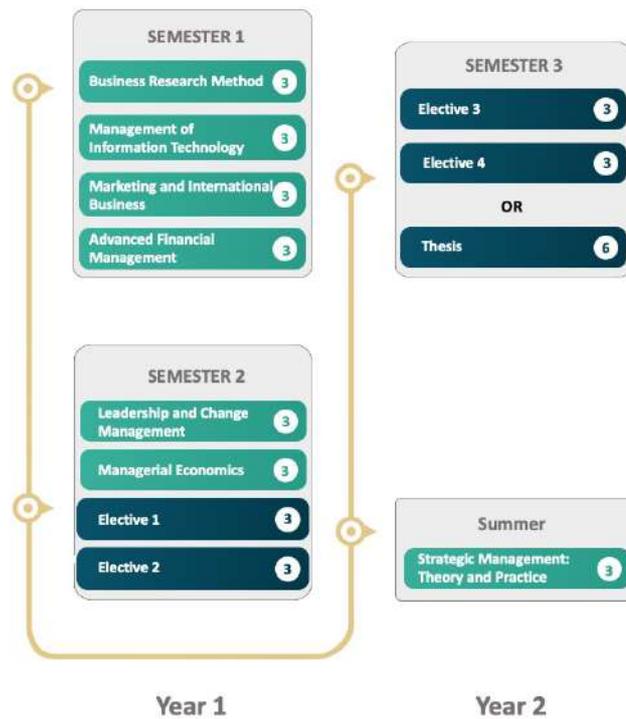
No.	Course Code	Course Title	Cr. Hrs.
1	ACC 600	Strategic Cost and Managerial Accounting	3
2	MGT 606	Project Management	3
3	MGT 604	Innovation and Entrepreneurship	3
4	MGT 615	Total Quality Management	3
5	MKT 603	Digital Marketing and Social Media	3
6	MGT 607	Seminar in Contemporary Topics in Management	3
7	MGT 616	Organizational Development	3
8	FIN 601	Islamic Economic and Finance	3

### Thesis (6 Credits)

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

MBA students who are not interested to be specialized in one of the proposed specializations, they are entitled to choose additional two elective course in lieu of the thesis.

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	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)*

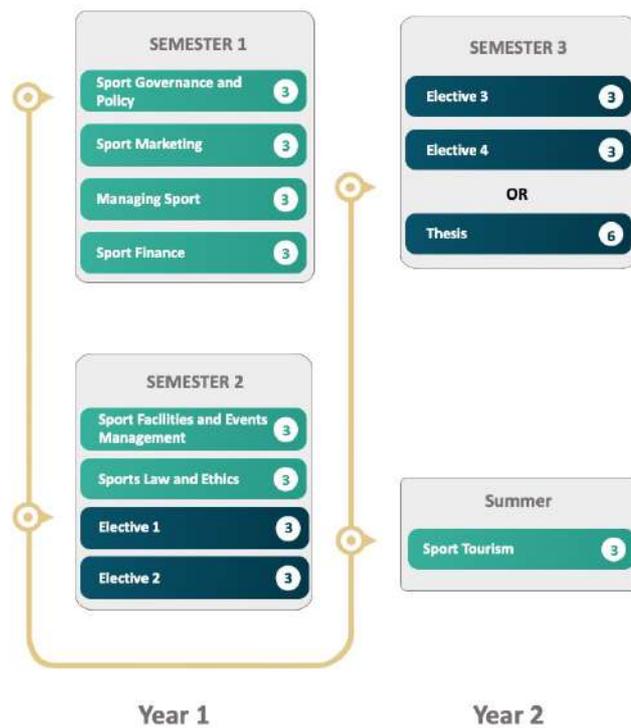
No.	Course Code	Course Title	Cr. Hrs.
1	MSM 600	Sport Governance and Policy	3
2	MSM 601	Sport Marketing	3
3	MSM 602	Managing Sport	3
4	MSM 603	Sport Finance	3
5	MSM 604	Sport Facilities and Events Management	3
6	MSM 605	Sports Law and Ethics	3
7	MSM 611	Sport Tourism	3

Free Elective courses (2 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MSM 607	Sport Development and Policy	3
2	MSM 608	Sport Consumer Behavior	3
3	MSM 609	Sport Globalization	3
4		Special Topics in Sport Management	3
5	MSM 606	Internship	3
6		Sport Media and Communication	3
7	RMT 600	Research Methods in Sport Management	3

MSM students who are not interested to be specialized in one of the proposed specializations, they are entitled to choose additional two elective course in lieu of the thesis.

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



## 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:** Business Research Methods

**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 603

**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 emphasis is given to analysis of modern digital, tech-savvy connected customers, digital subcultures and engagement and content marketing practices.

**Course Name:** Seminar Contemporary Topics in Management

**Course Code:** MGT 607

**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 Digital Workplace, Talent Management and Employee Engagement, Virtual and

Distributed Teams, Automation and Robotics, Algorithms and Using Artificial Intelligence, Blockchain and Bitcoin, Organizational Excellence, Civility and Dignity, Neuromarketing, Design Thinking, 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:**

The course explores Organization Development (OD) as a field leaning on performance excellence with the integration of various methods. This course is an on-going process that deals with the most fundamental issues facing the businesses today and how they interrelate: leadership, growth and death of organizations.

**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

**Prerequisite:** N/A

**Credits:** 2

**Co requisite:** N/A

**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, inventory control, project management, and quality control and methodology 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.

**Course Name:** Finance for Managers

**Course Code:** FIN 500

**Credit hours:** 3

**Description:**

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

**Course Name:** Strategic Management

**Course Code:** MGT 502

**Pre-requisites:** MGT 500,

**Credit hours:** 2 MGT 501, MKT 500, FIN 500

**Description:**

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

**Core Courses:**

**Course Name:** Sport Governance 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. 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:** Sports 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:** Sport Tourism

**Course Code:** MSM 611

**Credit hours:** 3

**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.

**Elective Courses:**

**Course Name:** Sports Development and Policy

**Course Code:** MSM 607

**Credit hours:** 3

**Pre-requisites:** MSM 600

**Description**

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

**Course Name:** Sports Consumer Behavior

**Course Code:** MSM 608

**Pre-requisites:** MSM 601

**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:** Special Topics in Sport Management

**Course Code:**

**Credit hours:** 3 Course

**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:** 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:** Sport Media and Communication

**Course Code:**

**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:** Research Methods in Sport Management

**Course Code:** RMT 600

**Credit hours:** 3

**Description**

This course offers an introduction to research methods in sport so that students can have a sound understanding of research methods and how to critically interpret research findings within the context of sport. The students will learn the language and terminology related to every element of the sport business research process, from the fundamental 'what, why and who?'

questions, through research plans, literature review, qualitative and quantitative methods of data collection and data analysis, to the communication of research results. It will prepare students for conducting an independent study, starting with the development of the research proposal. 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 key statistical packages such as SPSS and NVivo software programs. The course will emphasize the importance of the cross-cultural dimension in the design and execution of empirical studies relating to different aspects of sport business.

**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.

## 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.
<b>Core Courses</b>	5	15
<b>Free Electives</b>	3	9
<b>Students may choose one of the following Tracks</b>		
<b>Thesis Track</b>	1	6
<b>Capstone Track</b>	2	6
<b>Total</b>	8 Courses+ Thesis or 10 Courses	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)

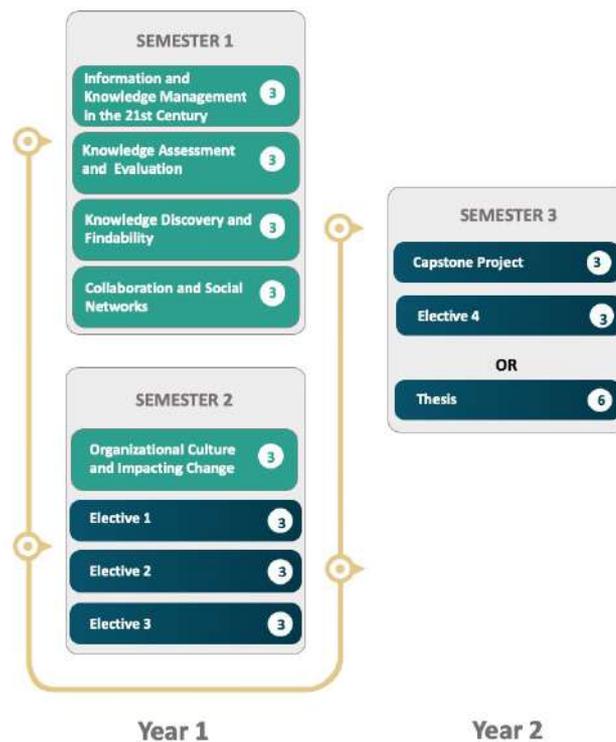
No.	Course Code	Course Title	Cr. Hrs.
1	KMI 604	Business Analytics and Strategic Intelligence	3
2	KMI 606	Building Effective KM Strategy and Services	3
3	KMI 608	Research Methodology	3
4	KMI 610	Enterprise Wide Application and Portfolio Project Management	3
5	KMI 612	Knowledge Management Systems and Implementation	3
6	KMI 613	Foundations of Document and Record Management	3
7	KMI 615	Innovation – Ideas to Profitability	3
8	KMI 616	Information Architecture	3

### Capstone Track (2 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	KMI 620	Capstone Project	3
2		Elective Course	3

### Thesis Track (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:**

*"Culture eats strategy for breakfast"* - Peter Drucker

How do effective leaders influence organizations and individuals to move in a direction? How do knowledge managers shape individual behavior and drive adoption and engagement? Successful KM Leaders must work with Leaders to drive change. They are often the catalysts in initiatives towards operational excellence.

In this course you will gain theoretical and project based learning of organizational change and leadership styles that support change. You will gain an understanding of the complexities of work cultures and how they impact a knowledge organization. Culture impacts and influences the way people work, decision making, communities of practice and knowledge sharing. Then, you will explore change management strategies and tactics for different types of change, aligning stakeholders behind the vision and understanding and overcoming resistance to change.

You will gain practical skills in leading interventions, change management frameworks and maximizing opportunity,

measuring and realizing value throughout change initiatives aimed at making your organization more agile. Throughout this course, the objective will be to prepare Knowledge Management professionals to meet the challenges of organizational change successfully.

**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, you will 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.

**Course Name:** Research Methodology

**Course Code:** KMI 608

**Credits:** 3

**Description:**

This course is designed to introduce to nature, scope and the significance of research methodology. The course includes primary and secondary research methods with application to specific problems. You will use methods that are employed in both qualitative and quantitative research methods for

individual investigation on current problems in knowledge management. You will complete an individual research proposal based on a topic in knowledge management, using the course's assigned textbooks and select peer reviewed sources.

**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 – Ideas to Profitability**

**Course Code: KMI 615**

**Credits: 3**

**Description:**

Gaining and sustaining competitive advantage in today's environment requires organizations and institutions know how to innovate. The ability to think creatively and turn ideas into action helps organizations stand apart from their competitors. As a Knowledge Management professional, it is important to foster innovation in knowledge initiatives. The goal of this course is to help develop your skills and teach you tools and techniques to create innovative products and services in your organization.

In this course, you will examine three main phases: exploring and discovery, executing and design and leveraging and renewing innovation through delivery. You will focus on developing new ways of thinking and opportunities to apply these ways of thinking through a course project and various class exercises.

During this course, you will go from idea to reality. Collectively, we will start with about 500-750 rough ideas and, through a variety of structured techniques, you and your smaller team will then refine them into approximately a dozen finished concepts. The purpose of this exercise is to give you a "live case" example of an innovation process that can be used to explore how to boost innovation in your organization. Additionally, throughout the course you will examine and learn through lectures, case analyses, visiting experts, relevant readings and student presentations.

**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.

### Capstone Track

**Course Name:** Capstone Project

**Course Code:** KMI 620

**Credits:** 3

**Description:**

The Capstone project provides student the opportunity to demonstrate mastery across the curriculum. You will be expected to apply your cumulative learning and experiences working on a real-world knowledge management challenge with a sponsor organization. It is intended to provide you with real value and is an opportunity to develop solutions and deepen your knowledge in the field of Knowledge Management. Our carefully selected capstone sponsors will benefit from research, analysis and insights from students and learned faculty and knowledge management professionals.

**Course Name:** Elective Course

Any elective course (3 Credit Hours)

### Thesis Track

#### 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 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 of Security Studies and Information Analysis**

1. Synthesize the theory, history, and contributions of the discipline of intelligence for national and international security.
2. Contextualize the principles of Intelligence and Strategic Studies to: evaluate emerging intelligence and security threats; inform their response; and scaffold their leadership of policy evaluation and efficacy.
3. Apply critical thinking and innovative problem-solving skills to threat assessment and threat resolution.
4. Possess the skills to facilitate and manage intelligence structures, functions, processes and practices in the UAE and GCC context.
5. Appraise collected data/information using a variety of analytic techniques and methodologies to produce original and advanced research in the intelligence and security field.

## 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	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
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

Requirements	Master of Arts in Diplomacy	
	No. of Courses	Cr. Hrs.
<b>Bridging Courses</b>	2	4
<b>Core Courses</b>	4	12
<b>Free Electives</b>	6	18
<b>Thesis</b>	1	6
<b>Total</b>	12 Thesis	40

### 2- Master of Arts in Security and Strategic Studies

Requirements	Master of Arts in Security and Strategic Studies	
	No. of Courses	Cr. Hrs.
<b>Core Courses</b>	6	18
<b>Free Electives Courses</b>	4	12
<b>Thesis</b>	1	6
<b>Total</b>	10 Courses + Thesis	36

### 3- Master in Security Studies and Information Science

Requirements	Master in Security Studies and Information Science	
	No. of Courses	Cr. Hrs.
<b>Core Courses</b>	7	21
<b>Free Electives Courses</b>	4	12
<b>Thesis</b>	1	3
<b>Total</b>	11 Courses + Thesis	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)*

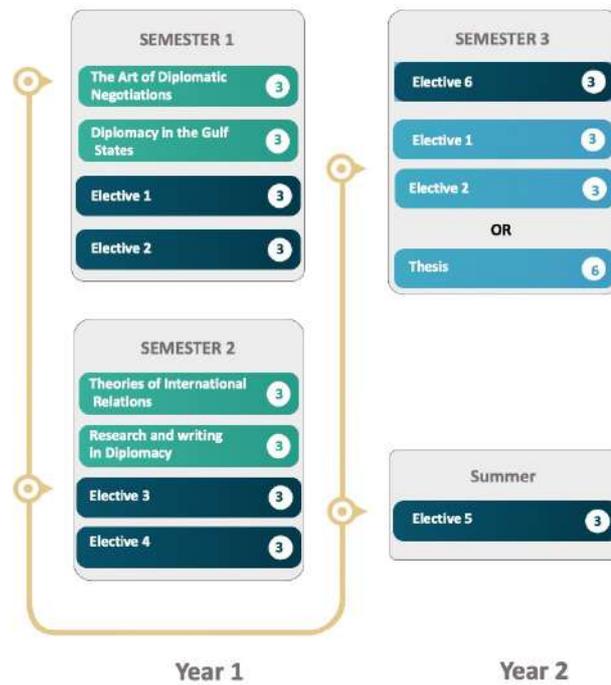
No.	Course Code	Course Title	Cr. Hrs.
1	MAD 600	The Art of Diplomatic Negotiations	3
2	MAD 601	Diplomacy in the Gulf States	3
3	MAD 602	Research and writing in Diplomacy	3
4	MAD 603	Theories of International Relations	3

*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

Students who are not interested to be specialized in one of the proposed specializations, they are entitled to choose additional two elective course in lieu of the thesis.

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)

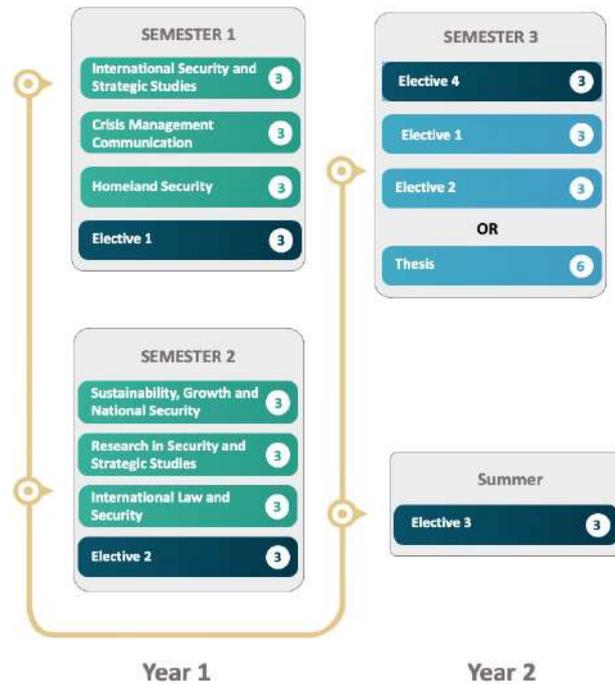
No.	Course Code	Course Title	Cr. Hrs.
1	MSS 600	International Security and Strategic Studies	3
2	MSS 601	Crisis Management Communication	3
3	MSS 602	Homeland Security	3
4	MSS 603	Research in Security and Strategic Studies	3
5	MSS 604	Sustainability, Growth and National Security	3
6	MSS 608	International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

Students who are not interested to be specialized in one of the proposed specializations, they are entitled to choose additional two elective course in lieu of the thesis.

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



### 3- Master in Security Studies and Information Science

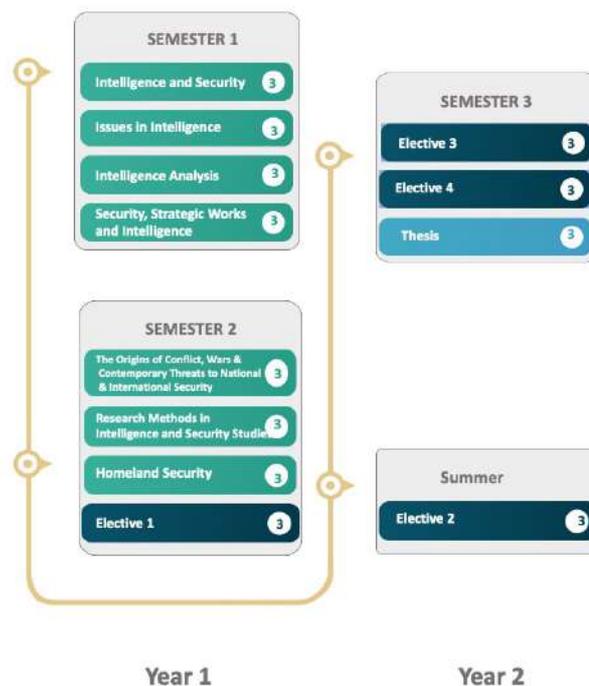
#### Core Requirements Courses (7 courses/21 CH)

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:** DIP 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:** DIP 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:** DIP 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:** DIP 601

**Credit hours:** 3

**Description:**

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

**Course Name:** Research and writing in Diplomacy

**Course Code:** DIP 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:** DIP 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:** DIP 604

**Credit hours:** 3

**Description:**

This course examines the communication processes involved when individuals or groups from different cultures or subcultures attempt to interact. The course addresses possible sources of misunderstandings in intercultural communication, (e.g., time/space factors, linguistic and nonverbal factors, and ethnocentric communication) along with communication problems encountered by persons engaged in personal or professional intercultural contacts. The course also analyzes the communication concepts through theoretical and methodological tools in order to develop an intellectual and ethically informed sense of self-awareness in relation to the outside world. Given the professional orientation and career specialization of most students in the College of Media and Mass Communication towards either Diplomacy, or Media, or Radio and TV, this course puts special emphasis on a combination of everyday as well as workplace applicability of its concepts and insights. During and ever increasingly towards the end of this course, students should feel enabled and empowered to handle situations, issues and challenges of intercultural communication and

interaction on a personal and group level, and in all kinds of straightforward as well as complex settings. This practical and professional focus accounts for some slightly more “managerial” choice of material and readings (for instance the second main textbook used). To provide humanistic, cultural and communicative depth and breadth, literature and film elements are supplied in the classroom, further readings, and audiovisuals.

**Course Name:** International Law and Diplomacy

**Course Code:** DIP 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:** DIP 606

**Course Pre-requisites:** 15Cr. Hrs

**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:** DIP 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:** DIP 608

**Credit hours:** 3

**Description:**

This 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:** Diplomacy Service and Practices

**Course Code:** DIP 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:** DIP 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 debates and analyzes the historical, philosophical as well as 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 these 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:** DIP 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 approaches 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:** DIP 612

**Credit hours:** 3

**Description:**

This class intends to explain what public diplomacy is and to equip the students with the soft skills that they would need in this field. The main objective of this course is to influence the main state and non-state actors to serve one state's interests but the ways to achieve this goal are diverse. The combination of actors, let alone the public opinions, the diversity of means from the traditional exchanges between diplomats to the new technologies allows to create formal and informal networks. Against changing backdrops, the choice of actors and means determines strategies that could be analyzed and assessed.

**Course Name:** Politics of Sustainable Energy

**Course Code:** DIP 613

**Credit hours:** 3

**Description:**

This course provides students with a comprehensive understanding of the crucial role of energy in our society, contrasting benefits and drawbacks of each main energy source, and the environmental, social and economic

aspects of energy use especially alternative energy sources, with the overall aim to preserve the energy needs and protect our environment, while discussing the energy policies and strategies, and the environmental and sustainability implications from renewable to non-renewable forms of energy. As for environmental sustainability, basic principles of ecosystem ecology will be developed, such as factors that control fluxes and stocks of carbon, water and nutrients within terrestrial ecosystems, up to human-induced climate change. The course will enable students to gain experience in the research and analysis of specific cases they select for more detailed study. Students will participate in discussion of issues raised from the readings and other resources. The course analyzes the current main energy and sustainability concepts and ideas through theoretical and methodological tools to develop an ability to understand and practically handle them in the outside world. Given the professional orientation and career specialization of most students in the College of Media and Mass Communication towards either Diplomacy, or Media, or Radio and TV, this course puts special emphasis on a combination of everyday as well as workplace applicability of energy and sustainability concepts and insights. During and ever increasingly towards the end of this course, students should feel enabled and empowered to handle situations, issues and challenges of energy and sustainability analysis and application on a personal and group level, and in all kinds of straightforward as well as complex settings. For practical purposes, and to prepare the students for scholarly engagement with energy and sustainability issues, and to demonstrate that those issues occur on a daily basis in a vast variety of situations and scenarios, the educational resources and reading material contain many recent news articles

**Course Name:** Comparative Politics

**Course Code:** DIP 614

**Credit hours:** 3

**Description:**

This course studies the political systems of Nation States, providing the opportunity to examine the features of individual political systems and to investigate the similarities and differences among political systems. Comparative Politics attempts to analyze and explain its findings through the methods of comparative study.

**Course Name:** Culture Diplomacy

**Course Code:** DIP 615

**Credit hours:** 3 Course

**Description:**

This course provides students with a required and desirable cultural background for any career in diplomacy or international organizations, with a specific focus on sources and knowledge directly related to the practice and daily life of a cultural diplomacy. For instance, historical or cultural contexts are chosen for immediate diplomatic relevance (such as the famous 1533 portrait of historical, real-life diplomats in Holbein's The Ambassadors). Towards the end of this course, students shall handle references of cultural life as far as directly related to their professional demands and challenges in

an intelligible, convincing and if possible even inspiring way, respecting the need and often the wish of representatives from other nations and cultures to engage with diplomats not only on an officiously professional but also cultural personal level.

**Course Name:** *Ethics and International Relations*

**Course Code:** *DIP 616*

**Credit hours:** 3

**Description:**

This course acquaints students with the ethical questions involved in areas of conflict, resource distribution, trade, human rights, peace, and conflict resolution in the international context. The course will enable students to gain experience in the research and analysis of specific cases they select for more detailed study. Students will also participate in discussion of issues raised from the readings and other resources. This course analyzes the current and historical main ethical concepts and ideas through theoretical and methodological tools in order to develop an intellectual and ethically informed sense of self-awareness in relation to the outside world.

**Course Name:** *Special Topics in Diplomacy*

**Course Code:** *DIP 617*

**Course Pre-requisites:** 24 Cr. Hr

**Credit hours:** 6

**Description:**

This is a specialized and open-ended course where the topics and subject areas for debate and discussion will be mainly on the basis of students' interests and priorities as well as the Instructor's expertise and specializations.

## 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:**

Although a list of special topics on diplomacy are listed in the course, those may be changed and modified depending on the instructor and students. This course will also focus on inviting special guests in areas of diplomacy and other related fields and learn from their expertise and field experiences. The main goals and objectives of the course are to provide students with knowledge and experience on specific issues and events of diplomacy, skills and competence in generalizing the finding of those cases and finally to use and implement them.

**Course Name:** *Thesis*

**Course Code:** *DIP 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.

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:**

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.

### *Elective Courses:*

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

**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 specialised 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:**

**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:**

**Credit hours:** 6

**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 the base for the program. It introduces the fundamentals of the specialization of intelligence and security. It builds upon MASI 600 and MASI 601 and refines the understanding of the subject matter. The course prepares students for subsequent core and elective courses, including thesis. It establishes parameters of the discipline of security and intelligence. The course presents the main issues related to national and international security with conventional and unconventional threats to security and intelligence. It explores the central and critical significance of intelligence and counter intelligence among others. The course distinguishes 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 Conflict, Wars and Contemporary Threats to National and International Security*

**Course Code:** MASI 604

**Credit hours:** 3

**Description:**

The course introduces and examines origins of conflict, wars and contemporary threats to national and international security and intelligence. It builds upon the completion of MASI 602 and MASI 603. The course prepares students for subsequent core and elective courses, including thesis. 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 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:** *Homeland Security*

**Course Code:** MASI 606

**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).

### 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 interprets intelligence and strategic intelligence. It builds upon the completion of MASI 600, MASI 601, MASI 602, MASI 603. Upon completion of the current course, with all required elective courses, it will lead to the

thesis. The course explores the role of internal security organizations within a GCC and MENA perspective as a function of and component of the intelligence and national security apparatus. In this regard the main concepts and theories will be explained; such as the content of intelligence and the threats revealed in the information. Naturally, 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 related to the concept of tactical intelligence.

**Course Name:** **The Information Revolution and Cyber Warfare**

**Course Code:** **MASI 608**

**Credit hours:** **3**

**Description:**

The course examines the information revolution and cyber-warfare, in relation to issues of Security and Intelligence. It builds upon the completion of MASI 600, MASI 601, MASI 602, MASI 603. Along with other elective courses, it will lead to development of a thesis. The course, 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:** **Internal Security Strategies**

**Course Code:** **MASI 609**

**Credit hours:** **3**

**Description:**

The course analyzes, examines, and assesses internal security strategies employed by the GCC and MENA countries. It builds upon the completion of MASI 603 and MASI 604. Upon completion of the current course, with all required elective courses, it will lead to the thesis. The course provides a robust examination, analysis and solution development through effective security and intelligence led strategies, to counter and prevent threats and counter challenges. The course also utilizes comparative analysis of the strategies utilized by other countries outside of the MENA region to find examples appropriate to adoption.

**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) in security and intelligence. It builds upon the completion of MASI 600, MASI 601, MASI 602, MASI 603. Upon completion of the current course, with all required elective courses, it will lead to the thesis. The course focuses on specialized cases; assessment and evaluation of GCC CIP associated with the Intelligence and Security entities; 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:**

The course examines irregular warfare strategy and evaluates operational responses, from the perspective of security and intelligence. . It builds upon the completion of MASI 600, MASI 601, MASI 602, MASI 603. Upon completion of the current course, with all required elective courses, it will lead to the thesis. The course grasps on the challenges of operational deployment and 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. It builds upon the completion of MASI 600, MASI 601, MASI 602, MASI 603. The course analyzes, examines and evaluates from the historical and strategic development of terrorism to current and future methods of countering extremism and terror groups. For those students studying terrorism and counterterrorism as components of their thesis, this course provides a foundation for conducting thesis level research. Upon completion of the current course, with all required elective courses, it will lead to the thesis.

**Course Name:** **Environmental Security**

**Course Code:** **MASI 613**

**Credit hours:** **3**

**Description:**

The importance of Environmental Security in the GCC and the relation it holds to the field of security and intelligence are important concepts for long term strategic planning. Therefore, this course builds upon the foundation provided by MASI 603, MASI 604. This course examines demographic changes, climate change, and scarcity of resources, among others, are examined as elements of concern for strategic planners. This course is multidisciplinary. It examines and analyzes environmental factors from the perspective of security and intelligence agencies. Upon completion of the current course, with all required elective courses, it will lead to the thesis.

**Course Name:** **Current Issues in Security and Intelligence**

**Course Code:** **MASI 614**

**Credit hours:** **3**

**Description:**

The course examines current issues in security and intelligence. Thus, building on the foundation established by core courses in the program, it will vary and fluctuate with the altering landscape of our changing world. This course it equips students with critical assessment skills, applied to contemporary issues in security and intelligence. How they are formulated and executed as strategically and tactically. It provides a panoramic view of nation-states interactions. The course assesses the important variables that play a part in contemporary global security and intelligence. The research and presentations performed as component assessments within this course contribute to student preparation for the thesis process. Upon completion of the current course, with all required elective courses, it will lead to the thesis.

**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 and intelligence agencies. It evaluates and reflects on strategic leadership and strategic management. It builds upon the core courses, in particular MASI 603. Upon completion of the current course, with all required elective courses, it will lead to the thesis. This course concentrates on options and choices but also opportunities. How are decisions taken considering that some security and intelligence decisions about international affairs need to meet the national interests and continue to balance alliances. This course offers those students looking at administrative organizations as a part or focus of their thesis with the necessary grounding to move into the thesis process.

**Course Name: Thesis****Course Code: MASI 621****Credit hours: 3****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 CSGS Thesis Guide for reference and the Office of the Research and Advancement Publications (ORA) as leading Manual



## 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	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	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	3. Practice the drafting of legislation and the preparation of draft sports laws and regulations and national and international sports contracts.	✓	✓								✓	✓		
4	4. Develop innovative and smart solutions related to settlement procedures and resolving sports disputes.	✓	✓									✓	✓	
5	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	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	7	19
Core Courses	7	21
Free Electives	2	6
Thesis	1	9
<b>Total</b>	16 + Thesis	55

### 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
<b>Total</b>	10 + Thesis	36

### 3- Master in Intellectual Property

Requirements	Master in Intellectual Property	
	No. of Courses	Cr. Hrs.
Bridging Courses	9	22
Core Courses	7	21
Free Electives	2	6
Thesis	1	9
<b>Total</b>	18 + Thesis	58

### 4- Professional Master in Sports Law

Requirements	Professional Master in Sports Law	
	No. of Courses	Cr. Hrs.
Bridging Courses	8	12
Core Courses	8	21
Electives	2	6
Capstone Track	Capstone + Elective (2)	6
Thesis Track	1	6
<b>Total</b>	19 + Thesis	58

## Study Plan

### 1- Master in Arbitration

#### Core Courses (21 hours):

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

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

\*Courses fully taught in English

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

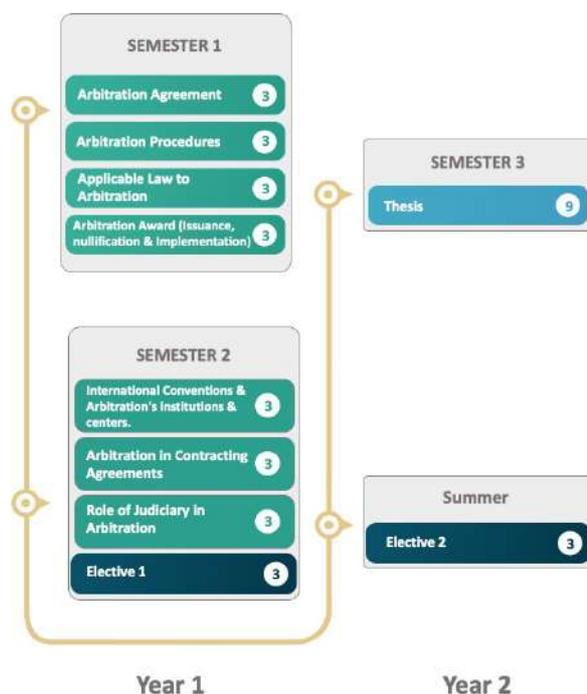
All courses are taught so that one-third of the instruction hours is devoted to practical applications.

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

\*Courses fully taught in English

#### Third: Thesis 9 credit hours will dedicated for the Thesis.

No.	Course Code	Course Title	Cr. Hrs.
1	<b>Thesis</b>	<b>LAR 630</b>	<b>9</b>



## 2- Master in Criminal Science

First: Core Courses (21 hours):

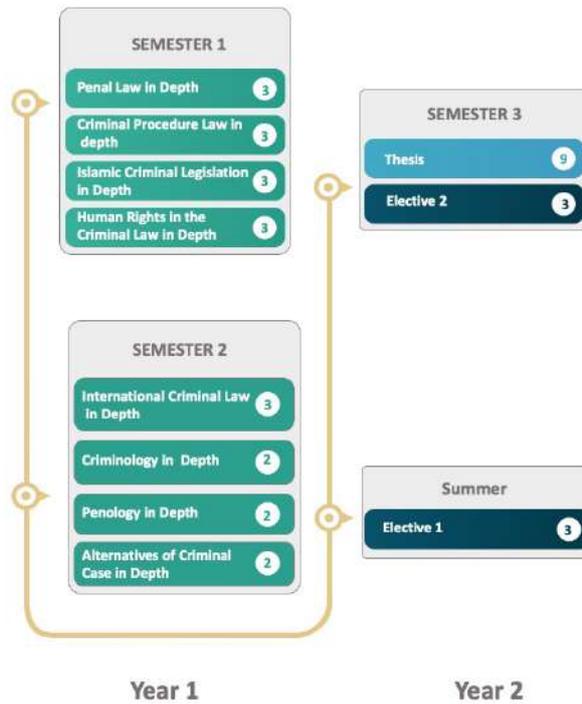
S.R	Course Title	Course Code	Credit hours
1	Penal Law in Depth	LCS 600	3
2	Criminal Procedure Law in depth	LCS 601	3
3	Islamic Criminal Legislation in Depth	LCS 602	3
4	Human Rights in the Criminal Law in Depth (Instructions are in English by 50%)	LCS 603	3
5	International Criminal Law in Depth (Instructions are in English by 50%)	LCS 604	3
6	Criminology in Depth	LCS 605	2
7	Penology in Depth	LCS 606	2
8	Alternatives of Criminal Case in Depth	LCS 607	2

Second: Elective Courses (6 hours)

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

Third: Thesis (9 credit hours)

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



3- Master in Intellectual Property

First: Core Courses (21 hours):

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

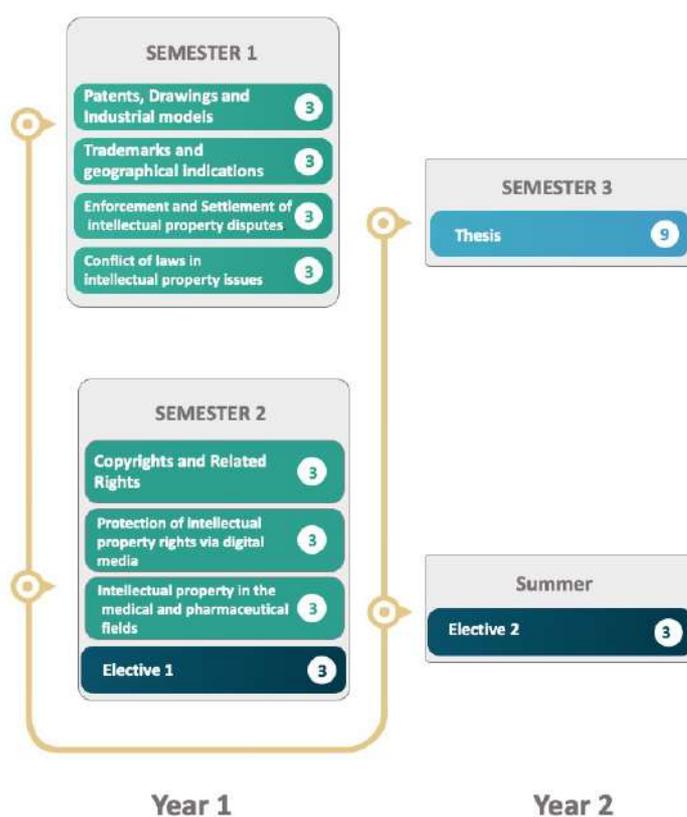
\*50% of this course shall be taught in English

Second: Elective Courses (6 hours)

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

Third: Thesis (9 credit hours)

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



#### 4- Professional Master in Sports Law

Compulsory Specialization Courses (24) credit hours:

SR	Course Title	Course Code	Credit Hours
1	Introduction to the study of sports Law	Law 601	3
2	Sports Disputes, mechanisms of settlement and arbitration	Law 602	3
3	Legal Regulations of Sports Professionalism	Law 603	3
4	Sports Regulation	Law 604	3
5	Practical Training	Law 605	3
6	Sports related Legal terminology in English	Law 606	0
7	Sports Liability	Law 607	3
8	Contracts, Trademarks and Intellectual Property Rights in Sports Field	Law 608	3
9	Rules of scientific research and statistics in the sports field	Law 619	3

(II): Specialization Elective Courses (6) Credit Hours:

SR	Course Title	Course Code	Credit Hours
1	The legal regulations of doping	Law 609	3
2	Contemporary sports related legal issues (Arbitration-Security of stadiums)	Law 610	3
3	Sports Insurance	Law 611	3
4	Sports Medicine	Law 612	3
5	Rules of sports games	Law 613	3
6	Sports Management	Law 614	3
7	Sports charters	Law 615	3
8	Sports Marketing & Investment	Law 616	3
9	Sports Sponsorship	Law 617	3
10	Research Project (compulsory for those who choose the course track without thesis LAW618)		3

The Master's thesis shall be 6 credit hours for those who choose the thesis track. For those who choose the graduation project track, it shall be 3 credit hours and shall choose an elective course. Therefore, the requirements for completion of Master's degree shall be 36 credit hours.

## Course Description

### Master in Arbitration

**Arbitration Agreement LAR 600:** 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.

**Arbitration Procedures LAR 601:** 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.

**Law Applicable to Arbitration LAR 602:** 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.

**Arbitration Judgment (Issuance, nullification, and Implementation) LAR 603:** 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.

**Role of Judiciary in Arbitration LAR 604:** 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.

**International Conventions and Arbitration's Institutions and Centers LAR 606:** 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.

**Arbitration in Investment Disputes LAR 607:** 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.

**Arbitration in financial markets and bank operations LAR 608:** 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.

**Maritime Arbitration\* LAR 609:** 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.

**Public International Arbitration LAR 610:** 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.

## Master in Criminal Science

**Penal Law in Depth LCS 600:** 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.

**Criminal Procedure Law in Depth LCS 601:** This course deals with revision of UAE Law of criminal procedure by conducting in-depth comparison with the contemporary criminal systems, through

**Arbitration in Intellectual Property Disputes LAR 611:** 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.

**Thesis LAR 630:** 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.

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.

**Islamic Criminal Legislation in Depth LCS 602:** 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 polices of criminalization.

- Prescribed penalties in light of secular punitive policy.

Any other topics related to the subject of the course.

#### **Human Rights in Criminal Law in Depth LCS 603:**

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

#### **International Criminal Law in Depth LCS 604:**

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

**Criminology in Depth LCS 605:** 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.

**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.

## Master in Intellectual Property

**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).

**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 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.

## Professional Master in Sports Law

**Course Title: Introduction to the Study of Sports Law**

**Course Code: 601 Law:** This course includes the study of the fundamentals of the law of sports transactions in terms of the concept of sport by language and terminology and the legal standards required to distinguish between them and other show and physical activities, the meaning of sports transactions, their legal, administrative and commercial significance, and their historical origins. The course also deals with the study of various sources of the law of sports transactions such as sports contracts concluded with

players, coaches and sponsors; and the international sources represented in international regulations, particularly the Olympic Charter.

**Course Title: Sports Disputes and Mechanisms of Settlement and Arbitration**

**Course Code: Law 602:** This course includes the study of all Sports disputes and their relation to the methods of raising and drafting the various judicial proceedings, the nature of the International Sports Court; the definition of arbitration; the nature, types and forms of sports arbitration; the formulation of the arbitration

clause; the mechanisms for settlement of sports and local disputes according to CAS tribunal; management of procedural hearings, classification of Sports disputes; formulation of arbitral tribunal and arbitral chambers and their types i.e. elementary and appellate, mediation and negotiation regulations, and all mechanisms for the settlement of sports disputes.

- The course will also stress on the study of the methods of drafting lawsuits and drafting the rules of procedure for the sports arbitration centers and the regulations and the basics of these centers.

#### **Course Title: The Legal Regulations of Sports Professionalism**

**Course Code: Law 603:** This course includes studying the legal provisions of the professional player and amateur player in terms of the meaning of professionalism and hobby and how to distinguish between them; the special rules regarding the sports full-time approvals in the UAE from the Presidency of the Council of Ministers and their legal effects in terms of proving professionalism or not; the registration of the player in a sports federation and its provisions. The course is especially concerned with the contract of sports professionalism in terms of its elements and conditions, legitimacy of those conditions and its conformance with jus cogens ... and the eligibility required for the contract and the compatibility of sports applications with the overall rules of the law; the disciplinary sanctions imposed on players in terms of their nature and their agreement with the overall legal rules. The course will also discuss the rules governing the transfer of players and the regulations in this regard, as well as the secondment of players and the naturalization of players and the internationally prescribed rules thereon, as well as the role of the agent of players in the contract and the consequent rights thereof.

#### **Course Title: Sports Organization**

**Course Code: Law 604:** This course includes the study of some sports organizations including:

FIFA, one of the most important sports organizations, in terms of its objectives and membership, the procedures for applying for membership, the obligations and rights of the member, cases of deprivation, expulsion and resignation, and the status of FIFA's continental associations.

The course deals with the study of FIFA bodies:

- The legislature - the highest body (legislative)
- Executive Committee - the executive body

- The Secretariat - the administrative body

- Special and permanent committees which assist the Executive Committee to carry out its duties.

#### **Course Title: Practical Training**

**Course Code: Law 605:** This course includes training of students internally and externally in the judicial centers, institutions, clubs, departments and sports councils as well as the General Authority for Youth and Sports Welfare.

#### **Course Title: Sports Legal Terminology in English**

**Course Code: LAW 606:** This course includes the study of Sports legal terminology in English, in the field of sports contracts, international Sports conventions, sports disputes and other legal Sports subjects.

#### **Course Title: Sports Responsibility**

**Course Code: Law 607:** This course includes the study of crimes committed on sports occasions, such as the crimes of the bias of the referees to or against one of the teams with the intention to make it win or lose, or collusion of sports administrations with the intention to change the scores context, or the manipulation of betting with the intention of illegal gain. The player's assault on his/her peers by words or physically beating them or insulting them is an act under the sports disciplinary regulations, which (at the same time) is considered a crime and is a ground for criminal liability of the perpetrator.

#### **Course Title: Contracts, Trademarks and Intellectual Property Rights in the Sports Field**

**Course Code: Law 608:** This course includes the study of all contractual transactions and commercial contracts that regulate sporting events and activities and the associated marketing contracts and sales of tickets and all aspects related to the trade in the sports field. The course also studies the legal regulations of trademarks and intellectual property rights in the sports field in relation to associations and clubs and relative Olympic research. The course also includes the study of all sports contracts for players, administrators and coaches; and memorandums of association of sports companies (ownership and management) in the sports field and the investment aspects arising from establishment of such companies.

The course description includes the study of the sports rights of the players and trainers in the right of image, the right of identity, the right of the name and the

relationship between the commercial regulations with the idea of shifting from a hobby to professionalism, cash flow rates, sports tax activities, and added value in the sports field.

#### Elective courses:

##### Course Title: The Legal Regulations of Doping

**Course Code: Law 609:** This course includes the study of the legal regulations of doping in terms of the nature of these doping materials, the reasons for their prohibition, the procedures used to control violations, the implications of proving the use of doping, and how to appeal and challenge the procedures and decisions issued in this regard. The existence of controls and prohibitions of doping materials is one of the approved standards that are determined on the basis of considering a particular activity as a sport or just an activity, show or competition. There is an international convention on doping and a specialized international agency concerned therewith. The establishment of doping requires the study of the extent of responsibility of different sports parties, such as the doctor, the trainer, and the consequent effects thereof.

##### Course Title: Contemporary Sports Legal Issues

**Course Code: Law 610:** This course includes a study of one of the topics of contemporary sports law, such as funding for sports institutions, transforming clubs into joint stock companies, or issues of sports professionalism, stadium security and sports arbitration. The aim of this is that the student to communicate with the latest developments and to have legal convictions that enable him to deal with the requirements of the labor market.

##### Course Title: Sports Insurance

**Course Code: Law 611:** This course includes the study of the various provisions of sports insurance, in terms of its nature, parties and the obligations of the insured. Sports insurance may be (and often is) focused on covering insurance against bodily injuries that may affect the player, and may be focused on the liability insurance as is the case for the liability of the player's agent. It may also be appropriate to study public insurance against injuries caused by riots.

The beneficiary in the sports insurance may be the same player, the club may be also insured for the loss due to the player's injury as it is considered as acceptable "insurance interest" to justify the insurance as the player is a national treasure that must be maintained, so the Course is supposed to discuss the consideration

of sports insurance as mandatory to ensure the interest of its beneficiaries.

##### Course Title: Sports Medicine

**Course Code: Law 612:** This course includes the definition of sports medicine and its fundamentals in terms of interest in the study and diagnosis and treatment of sports injuries. Sports medicine has pre-season tasks such as conducting comprehensive and complete examinations for each athlete. The doctor also diagnoses any injury occurring on the field in a scientific and quick manner, especially as the majority of injuries are diagnosed in the pitch. The doctor will develop a treatment plan according to the diagnosis with a timetable for the rehabilitation of the injured player and follow-up rehabilitation and try to avoid complications. The doctor also oversees the nutrition of the athlete (team) in quantity and quality during the preparation period. It is a good measure that the sports doctor communicates with the players and the trainer to prevent injury and give simple ideas about first aid. The sports doctor may refer the athlete to any specialist where required.

- Taking care of sports injuries and their effects helps the legal specialist in making the right decision

- A doctor is obliged to do the due diligence of the usual man; therefore, his civil responsibility is established if he made a serious mistake or non-tolerated negligence which may not committed by his/her peers under the same conditions and circumstance. A thorough study should be dedicated for the medical responsibility and the provisions thereof.

- The civil and even the criminal responsibility of the doctor shall be established if it is proven that he/she is involved in giving one or more player any prohibited doping materials.

##### Course Title: Laws of Sports Games

**Course Code: Law 613:** This course includes the study of the laws of some sports games in order to complete the technical and legal information.

These laws aim at ensuring fair play and honest competition; and it is likely to study football rules in terms of stadium specifications, and prohibition of any form of publicity (in the pitch, the number of players, their substitutability and penalties for irregularities such as warning ... the referee has absolute power to enforce the rules of the game, to make decisions against violators, and to take the advice of his assistants, and submit a report on the game to the competent

authorities for any disciplinary action taken against the players or the team administrators . The referee shall not be responsible for any losses suffered by others as a result of the decisions taken by him and may expel a player in certain cases including committing violent play or misconduct or depriving an opponent team of a goal or a chance to win ... etc.

**Course Title: Sports Management**

**Course Code: Law 614**

This course includes the study of the sports management principles, in terms of being a process of planning, leadership and control of the efforts and capacities of the members of the sports institution, and the use of all possibilities and capabilities to achieve the goals set.

**Course Title: Sports Charters**

**Course Code: 615 Law:** This course includes the study of the national, Arab and international sports charters of honor, as sports transactions are governed by different sports-legal regulations as well as charters of honor. The application of both (rules and regulations) ensures adherence to the best sports conduct because the charters complement their scope and the scope of regulations, and deal with a number of important and necessary details and subjects that are not usually within the interests of sports regulations ... For example, under sports conventions, clubs may not approach a player to move to them while he is still contracting with another club without the club's knowledge or notice.

**Course Title: Sports Marketing and Investment**

**Course Code: Law 616:** This course includes the study of sports marketing and investment, such as TV or radio transmission contracts, sports sponsorship contracts, advertising, betting, ticketing offices, sports tourism, which aims to enjoyment of some sporting events, and associated hotel contracts booking for airway tickets, and buy souvenirs; and all the legal consequences such as rights and obligations. This course emphasizes the study of sports business and the transactions that are carried out as a matter of course, as one of the business activities as expressly stipulated under the UAE law. The prevalence of professionalism in sports has turned it into a first-class business.

**Course Title: Sports Sponsorship**

**Course Code: Law 617:** This course is particularly concerned with the following:

- Required characteristics in the sports administrative director, such as the ability to work and be responsible, accept accountability, grievance and challenge against the decisions and actions taken by him/her, in

accordance with the regulations and rules in force, and the ability to balance goals, and make difficult decisions.

- This course also discusses the levels of management: There is a senior management that develops the policies and the general objectives, and prepares the necessary plans and an appropriate organizational structure ... and long term and medium term plans. The middle management monitors the adopted policies, follows up the achievement of the objectives, prepares the sub-plans (short-term plans) and pays attention to training and development in the sports institution. Finally, executive management (or direct management) takes care of executive staff.

**Course Title: Research Project**

**Course Code: Law 618**

1. The student shall know methods and techniques of research, how to choose the subject of the research and the stages of research preparation, research tools and how to identify and search therein, and how to prepare the research plan, the introduction, the subject and the conclusion.

2. The student will prepare a legal research in the specialization chosen by the student. The course instructor will approve the proposed research title and supervise it during the research preparation stage. Upon completion of the research, the student will deliver the research to the supervisor (not less than four copies) at least one week before the start of the final examinations, where the research will be discussed on the date specified by the supervisor and two faculty members chosen by the Dean.

## Student Involvement in Research

The University provides an opportunity for both undergraduate and graduate students to undertake a research experience with their faculty members via publishing joint paper(s) in referred journals and conferences. The purpose of this policy is to support student involvement in research and spread the awareness of research roles among the University community.

Graduate and undergraduate students should be and encouraged to take part in research practices and funded research projects, by collaborating with faculty members throughout the core courses such as but not limited to; Capstone Graduation course for undergraduates and Thesis for graduates.

### Classroom Research

Involving research in the classroom gives the students an opportunity to practice numerous research methods such as observation, interview, and survey techniques, in addition to data analysis. Such projects usually will not lead to generalizable knowledge and does not require IRB Committee review furthermore; results attained from such research practices shall not be shared outside of the classroom context.

### Research Projects

The research projects are student-led and does not meet the criteria for classroom research, that may include, but is not limited to, independent undergraduate capstone, and master's theses. This kind of research is subject to the IRB Committee review.

### Student Research Guidelines

- » Students who are interested to work in research project should have the approval from their concerned department.
- » All students involved in 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 and obtain an ORIC ID to ensure that their work is recognized.

### Faculty Members Role

Faculty supervisors shall promote student's involvement in research via publishing joint paper(s) in referred journals and conferences. Additionally, the faculty supervisor is responsible of the following:

- » Ensure that the student's research practices are in compliance with the ethical standards of the related discipline as well as the Institution's policy on Ethical Research.
- » Advise students throughout the process of development, submission, review, in addition to the implementation of the research project.
- » Ensure that students involved in researches are aware of their responsibilities
- » Ensure that the content, quality, and timing of submitted research meet all the requirements of IRB.
- » Immediately notify the IRB Committee in case of research-related, unanticipated incidents or findings during the research study that may affect the benefits of participation.

## Master's Thesis

A Master's thesis must demonstrate a competence of accumulative knowledge in the area of study and reflect the ability to perform research, analyze findings and defend the methodology and conclusions in a scientific approach. This does not necessarily entail an exhaustive analysis of the research in the specific field of study. Expectation for the Master's degree thesis necessitates an adequate level of thoroughness and investigation in the field. The thesis must be written in compliance with scientific and scholarly guidelines and published for the public's interest.

## Research Ethics

All faculty members, students, academic visitors must imperatively abide by the responsible conduct of research while carrying out research activities to ensure implying the practice of all aspects of the moral and integrity of doing research and perform the research in responsible, honest, and impartial manner.

Researchers must avoid any intentionally or 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 so that research results are no longer reflected precisely in the research study in order to improve the research outcomes, or failed to properly answer the research hypothesis.

- » **Fabrication**

Falsify or make up research data or study result and reporting 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 feels strongly about a subject has the possibility to bias the result in favor of personal belief or influence of 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.

» **Inappropriate Data Collection**

Serious deviations from accepted standards in the conduct of research may have serious consequences, also, inappropriate methods of data collection can yield invalid results. While honest errors are not research misconduct, Researchers should also be mindful in their methods of collecting, documenting and data analysis. Data collection should not be conducted without adequate approvals from 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 a major misconduct. Respect for the confidentiality of participants is the primary ethical consideration in research and the protection of the privacy of participants is a must.

» **Human Subject**

Although the University does not have any biomedical or animal research facilities, however, if research involving human subject or animal 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 and advancement shall be responsible of 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 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.

1. The intellectual property gained in the course instructions and student coursework, utilizing the facilities, equipment or resources of the University, the rights of ownership remain with the University.
2. The Patent 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 Patent Office shall inform the inventor that it is permitted to proceed.
3. The faculty members and students shall not be allowed before or after their tenure with AUE to sell, lease and/or share any of the documents with an external group. The University shall legally prohibit faculty and students from infringing copyright, see the Copyright policy for more information.

## Copyright

The University shall facilitate to its faculty and students in the open and free setting to conduct scholarly efforts and to publish the results of such research, without limitation, in compliance with applicable copyright laws. This policy permits and allows copyrighted content to be performed and displayed, and outline the fair use of the Faculty and students to copyrighted material. This policy covers University instructions, research, services and any academic activity on-campus or off-campus affecting any faculty and student. Copyright policy considers digital and non-digital works protected by copyright in the same way, and pay special attention to digital technologies incorporated in distance learning and course management systems sharing of course instructions.

## Thesis Advisor

A student who opts for the thesis track must choose the thesis advisor in consultation with the Graduate Program Director. The student will collaborate with a faculty who is specialized in the area of the research subject of thesis topic. The students must therefore choose a research subject that suits the area of interest and/or knowledge available to faculty members. A student who selects a subject other than the area of interest and/or expertise of any faculty will have to adjust the emphasis of the thesis.

## 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 chair of the committee, from the student's department/college.

## Thesis Proposal

Prior the thesis project, the student shall work in close collaboration with the thesis advisor to develop and refine the proposal as appropriate. Once the thesis advisor determines the proposal to be of a level which meets the approval, the student will schedule the presentation of the thesis proposal 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 his/her feedback, comments, and suggestion accordingly. Once the advisor agrees that the thesis has entered the completion phase of its final examination and that it is of sufficient standard for master level.

## Conducting the Defense

The chair of the defense committee 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 require a motion, 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 revisions** involves reorganize parts of the thesis and modify some material.
- »
- » **Passing with major revisions** involves re-writing a whole chapter or document defining additional tables, or modifying the general format

## Graduate Faculty

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Abhilasha Singh</b>	Professor	Ph.D., Psychology(1993), Banaras Hindu University , India//Masters, Applied Psychology(1990), Devi Ahilya Vishwavidyalaya, Indore , India	2019	Article	Degendered Leadership in the UAE: Breaking the Glass Ceiling
			2018	Other Publications	KP Middle East: Struggling to Mature
			2018	Article	Challenges in developing university-industry relationship: Quantitative evidence from higher education institutions in the UAE
			2018	Article	Association between organizational norms and employee productivity in higher education
			2018	Other Publications	The Dilemma of Reward
<b>Asma Salman</b>	Associate Professor	Ph.D., Finance & Economics (2010), Harbin institute of technology, China//Masters, Finance and Accounting (2002), PIMSAT, Pakistan	2019	Article	The asymmetric effects of oil price on sectoral Islamic stocks: New evidence from quantile-on-quantile regression approach
			2019	Article	Dynamic interaction of tourism, finance, and institutions in explaining growth in Asia's little dragon economies
			2018	Conference Paper	Digital Currencies and the Power Shift in the Economy
			2018	Article	Financial Cost and Social Influence: Factors Affecting the Adoption of Halal Cosmetics in Malaysia
			2018	Article	Beyond Finance: Impact of Islamic Finance on Economic Growth in Pakistan
			2018	Book	Blockchain and Cryptocurrencies
			2018	Article	Effect of Capital Structure on Corporate Liquidity and Growth: Evidence From Tobacco Industry in Pakistan
			2018	Article	Determinants of Dividend Policy
			2018	Article	The Acceptance of Islamic Credit Card in Brunei
			2018	Book	Accounting from a Cross Cultural Perspective
			2018	Article	Islamic Financial System & Conventional Banking: A Comparison
<b>Assem Tharwat</b>	Professor	Ph.D., Operations Research(1998), Charles University, Czech Republic//Masters, Mathematical Statistics(1989), Cairo University, Egypt	2019	Article	The Interrelationship between Controlled and Uncontrolled factors Affecting the Percentage of Value Added of Wheat to GDP in Egypt.
			2019	Article	China's Balance of Payments Evolution From Deficit to Sustainability Surplus
			2019	Article	Different Optimization Strategies for the Optimal Control of Tumour Growth. HSPC

			2019	Article	Mixed Stochastic Input Oriented Data Envelope Analysis Model. International
			2019	Article	Monte Carlo Simulation-Based Bat Algorithm for Solving Stochastic Multi-Objective Optimization Problems.
			2018	Article	Investigate How Changes in Exports, Remittances and FDI and their Impacts on Reserves after Currency Floating (Case Study: Turkey)
<b>Azzam Hannon</b>	Assistant Professor	Ph.D., Accounting(2007), The Arab Academy for Banking & Financial Sciences , Jordan//Masters, Accounting(2004), The Arab Academy for Banking & Financial Sciences , Jordan	2018	Article	Assessing the Role of Factors Affecting the Adoption of VAT-Compliant Accounting System
			2018	Conference Paper	The relationship between borrowing, saving and individuals' socio- Economics characteristics in Palestine (Indexed in Scopus)
			2018	Conference Paper	Information technology governance and electronic financial disclosure (Indexed in Scopus)
			2018	Conference Paper	Assessing Crop Yield and Risk: A New Method for Calculating Insurance Based on Rainfall
			2018	Conference Paper	Risk Assessment of Major Crops in Egyptian Agriculture
<b>Corlise Le Roux</b>	Assistant Professor	Ph.D., Finance(2018), University of Johannesburg, , South Africa//Masters, Financial Management(2012), University of Johannesburg, , South Africa	2018	Conference Paper	The effect of sustainable human resource practices on financial performance
			2018	Conference Paper	Strategy for Sustainability
			2018	Conference Paper	Interactions of Agricultural Commodities and the European Financial Market
<b>Houda El Mustapha</b>	Assistant Professor	Ph.D., Innovation Management (Marketing)(2018), University of Twente , Netherlands//Masters, Business Administration - Marketing(2012), Lebanese International University, Lebanon	2019	Article	Business models and sustainable transitions: A conceptual approach showcasing solar energy technology niche development in Lebanon
<b>Jeffrey Darville</b>	Assistant Professor	Ph.D., Organizational Leadership(2017), Gannon University , United States of America//Masters, Organizational Leadership(2008), Geneva College, United States of America	2018	Article	Kinetic Leadership: decision-making in action
<b>Leonardo Jose</b>	Assistant Professor	Ph.D., Physical Education(2011), Gama Filho University , Brazil//Masters, MRes/MSc Physical	2019	Article	Proactive Management of Olympic Legacies: Updating Munich 1972 in the Perspectives of Triple Helix Model
			2019	Article	Identifying factor measuring collective leadership at academic workplaces

		Education(2004), State University of Campinas – UNICAMP, Brazil	2018	Article	Youth Olympic Games: Using marketing tools to analyse the reality of GCC countries beyond Agenda 2020
			2018	Article	CONTEMPORARY SCENARIO OF MUSLIM WOMEN AND SPORT IN THE UNITED ARAB EMIRATES: PATHWAYS TO THE VISION 2021
			2018	Article	Conditional Process Model of the Learning Organisation in the Dubai Healthcare Sector
			2018	Article	Confirmatory Model of the Workplace Creativity in Higher Education
<b>Nikolina Ljepava</b>	Assistant Professor	Ph.D., Marketing(2016), University of Belgrade, Serbia//Masters, Social Data Analysis(2012), University Of Windsor , Canada//Masters, E-business(2008), University of Belgrade, Serbia	2019	Article	A Cross-Cultural Comparison of Conflict Management Styles in Multinational Organizations
			2019	Article	Implications of the paracrises on the companies' stock prices.
			2018	Chapter	Automation of reporting in business organizations: the Information technology role
			2018	Book	Marketing Research 2.0 : Marketing research practices in the digital era
			2018	Article	Upravljanje inovacijskim promenama u savremenom okruženju (Managing innovations in the contemporary business environment)
			2018	Article	Stakeholder management in reverse supply chains - The ranking of reverse supply chains entities upon requirements' fulfillment
			2018	Conference Paper	Smart City Transportation Services, Customer Satisfaction and Impact on the Quality of Life
			2018	Conference Paper	Citizen-Centric Approach in Delivery of Smart Government Services
			2018	Conference Paper	The Expected Role of Artificial Intelligence in Digital Transformation of Business and Government Sector in UAE
			2018	Conference Paper	Blockchain Technology, Sustainability and Business Literature Review and the Case of UAE and Dubai
			2018	Conference Paper	Importance of trust for influencer-follower relationship on Instagram: The UAE perspective
<b>Tahir Masood</b>	Associate Professor	Ph.D., Department of Management Sciences(2010), Mohammad Ali Jinnah University , Pakistan//Masters, Human Resource Management(2006), Mohammad Ali Jinnah	2018	Chapter	Expo 2020 is the beginning not the end: an overview of the business and economy
			2018	Conference Paper	Significance of Education, Emotional Intelligence, Experience and Mediating Role of Ethical Values in Exceptional Executive Excellence
			2018	Conference Paper	HOW MUCH ORGANIZATIONAL PERFORMANCE IS EFFECTED BY HIGH

		University , Pakistan//Masters, Business Administration (2003), Mohammad Ali Jinnah University , Pakistan			PERFORMANCE WORK SYSTEM PRACTICES: A META ANALYSIS
			2018	Article	Talent retention using High-Performance Work System (HPWS)
			2018	Article	Employees Learning Commitment and Self-efficacy
			2018	Article	Human Capital Development Typology: A Case Study of Saudi Arabia
<b>Michael Williams</b>	Assistant Professor	Ph.D., Interdisciplinary Social Psychology(2014), University of Nevada , United States of America	2018	Creative Work	"Texting-enabled Intervention Help-Line & Referral System," (research and development of a mobile phone application designed to empower UAE residents with a readily-available means to intervene with friends or loved ones who might be considering engaging in violent extremism. This work would further the prominence and work of AUE's programs on Security and Global Studies.
			2018	Book	Countering Violent Extremism: Designing and evaluating evidence-based programs.
			2018	Creative Work	Deradicalization & Rehabilitation of Violent Extremists & Returning Foreign Figthers for the UAE.
			2018	Other Publications	This is a placeholder entry. Please see "Non-scholarly Publications" for information on a recently submitted grant application (that does not otherwise appear in this list of research activities).
<b>Abdelawal Bassiouny</b>	Assistant Professor	Ph.D., Comparative Islamic Jurisprudence(2007), Al Azhar University, Egypt//Masters, Comparative Islamic Jurisprudence(2003), Al Azhar University, Egypt	2018	Article (Arabic)	Patent Between a financial right and a compulsory license (a comparative study)
<b>Abed Fayed</b>	Professor	Ph.D., Law(2003), University of Paris 1 pantheon Sorbonne, France//Masters, Public Law(1991), Mansoura University, Egypt//Masters, Private Law (1992), Mansoura University, Egypt//Masters, Economics and Financial Sciences (1993), Mansoura University, Egypt	2018	Article (Arabic)	Equity in compensation for damages between civil liability and special compensation systems
			2018	Article (Arabic)	The jurisprudence of Imam Malik Bin Anas and the French civil code for the year 1804, a new vision
			2018	Article (Arabic)	International Civil Law Sources, a study on international human rights and civil law conventions
			2018	Article (Arabic)	Sports injuries causing disability and job reclassification in professional sports contracts

<b>Ahmed Eldabousi</b>	Assistant Professor	Ph.D., Law (2013), Mansoura university, Egypt//Masters, Criminal Science and Private Law(2009), Tanta University, Egypt	2018	Article (Arabic)	Responsibility of the carrier for accidents of air terrorism (in accordance with the international aviation agreements applicable in the UAE)
			2018	Article (Arabic)	Toward e-governance for family businesses contributing to the UAE companies law No. 2 of 2015, an analytical study Mechanisms to prevent troubled commercial enterprises from bankruptcy (according to the Egyptian and Emirati laws, a comparative study)
			2018	Article (Arabic)	Mechanisms to prevent troubled commercial enterprise from bankruptcy (according to the Egyptian and Emirati laws, a comparative study)
			2018	Article (Arabic)	Financial reorganization as a means to prevent commercial enterprises from bankruptcy (according to the UAE bankruptcy Law No. 2 of the year 2015)
			2018	Article (Arabic)	Protecting the creditors of one-person company in the event of its bankruptcy, (in accordance with Egyptian and UAE Law)
			2018	Conference Paper (Arabic)	Governance of family businesses in the Gulf Cooperation Council Countries (UAE and KSA Model)
			2018	Article (Arabic)	Family Businesses and the Governance
<b>Amer Al-Fakhoury</b>	Associate Professor	Ph.D., International Public Law(2007), University of Reims, France//Masters, International Public Law(2002), University of Auvergne, France	2018	Article	international Humanitarian law
<b>Ayman Al-Hawawsheh</b>	Associate Professor	Ph.D., Criminal Law (2008), Institute of Arab Research & Studies, Egypt//Masters, Public Law(2005), Amman Arab University For Graduate Studies, Jordan	2019	Article	Individual Admission of Uttering Crime
<b>Ehab Alrousan</b>	Associate Professor	Ph.D., Special Law(2008), University of Tunis El Manar, Tunisia//Masters, Criminal Science(1998), University of Tunis El Manar, Tunisia	2018	Article (Arabic)	Procedures for Criminal order in the UAE Law (in accordance with Decree Law No. 17 of 2018)
<b>Khalid Alshoha</b>	Assistant Professor	Ph.D., Private Law(2010), Amman Arab University, Jordan//Masters, Master in Commercial Law(2003), University of Juba, Sudan	2018	Article (Arabic)	The implications of the electronic arbitration (comparative study of conventional arbitration)
			2018	Article (Arabic)	The adequacy of UAE legislation in protecting the electronic consumer (a comparative study)
<b>Mahir Albana</b>	Associate Professor	Ph.D., Public International Law(2003), University of Nice Sophia-Antipolis, France//Masters,	2019	Conference Paper	International law and the challenges of trans-boundary watercourses governance: the Blue Nile Dam controversy

		International Relations and Cooperation(1991), Aix-Marseille University, France//Masters, Models and Transfers: Mediterranean(1994), University of Nice Sophia-Antipolis, France	2018	Other Publications	Enforcement of foreign arbitral awards: an international success story
<b>Naser Al-Shrman</b>	Associate Professor	Ph.D., Commercial Law(2011), Cairo University, Egypt//Masters, Commercial Law(2007), Arab Research Studies Institute, Egypt	2018	Article (Arabic)	Air passenger carriage contract in international aviation agreements
			2018	Article (Arabic)	Legality of exemption from contractual liability
			2018	Article (Arabic)	Mediation in civil and commercial disputes
<b>Saleh Al Shraideh</b>	Associate Professor	Ph.D., International Law(2011), Macquarie University, Australia//Masters, International Business Law(2002), University of Western Sydney, Australia	2018	Article	The Political Considerations Surrounding UAE's Ambitions in a Peaceful Nuclear Energy Sector
			2018	Article	The International Criminal Court: A Judicial Institution with a Room for Politics
<b>Tarek Mohamed</b>	Professor	Ph.D., Law(2000), Helwan University, Egypt//Masters, Public Law(1992), Helwan University, Egypt	2018	Article (Arabic)	Objective controls for value-added tax
			2018	Conference Paper (Arabic)	The limit for VAT registration in the UAE legal system
<b>Eldar Saljic</b>	Associate Professor	Ph.D., Security (2010), University of Novi Pazar, Serbia//Masters, Security(2008), University of Novi Pazar, Serbia	2019	Article	Corruption-Specific Security Challenge
			2019	Conference Paper	THE ROLE OF INTELLIGENCE IN THE CONFRONTATION OF ISIS 3.0 AND RECOMMENDATIONS FOR THE UAE
			2019	Article	The Institutional Landscape of Blockchain Governance. A Taxonomy for Incorporation at the Nation State
			2018	Article	Seismological Hazards and the possibility of responses -Case Study of the Humanitarian Catastrophe in Nepal
			2018	Article	Skills Engineering in Sustainable Counter Defense Against Cyber Extremism
<b>Eltion Meka</b>	Assistant Professor	Ph.D., Global Affairs(2015), Rutgers University, United States of America//Masters, Political Science(2011), Rutgers University, United States of America	2019	Article	Reigniting European Integration in the Western Balkans: What can we expect?

<b>Kleanthis Kyriakidis</b>	Assistant Professor	Ph.D., International Relations/ Public Administration(2018), University of the Aegean, Greece//Masters, Public Administration(2011), Harvard Kennedy School, United States of America//Masters, National Security affairs(2005), Naval Postgraduate School, United States of America//Masters, Physical Oceanography(2005), Naval Postgraduate School, United States of America	2018	Other Publications	A “delayed Arab Spring” in Algeria will not take place, but how dangerous the future might be?
<b>Renny Castaneda</b>	Assistant Professor	Ph.D., Economics and Political Science(2016), University of Hamburg, Germany//Masters, International Law and International Relations(2005), University of Madrid, Spain	2019	Article	The Institutional Landscape of Blockchain Governance. A Taxonomy for Incorporation at the Nation State
<b>Dr. Abdelawal Bassiouny</b>	Assistant Professor	Masters Comparative Islamic Jurisprudence Al Azhar University 2003- Ph.D. Comparative Islamic Jurisprudence Al Azhar University 2007	2018	Article (Arabic)	Arbitration and public order in light of the Egyptian and Emirati laws (according to the new UAE Federal Arbitration Law No. 6 of 2018, a comparative study)
			2019	Article (Arabic)	The patent between a financial right and a compulsory license (a comparative study)
<b>Dr. Said Elnaffar</b>	Associate Professor	Masters Software Engineering Queen's University 1999-Ph.D. Computer Science Queen's University 2004	2019	Article	Atomicity in the Internet of Transactional Things (Io2T), Workshops of AINA-2020 (WAINA-2020: 46-55), Springer Series "Advances in Intelligent Systems and Computing" (Springer, SCOPUS), Zakaria Maamar, Mohamed Sellami, Thar Baker, Said Elnaffar, Maj Alshibly, 31/03/2020
<b>Dr. Tariq Morchid</b>	Assistant Professor	Masters Corporate Law University Paris II Panthéon-Assas France Paris 2009-Masters Commercial Law University of Perpignan2002-Ph.D. International Business Law University of Cergy Pontoise 2012	2018	Article	TRANSFORMING SPORTS ASSOCIATIONS INTO COMMERCIAL COMPANIES : REALITY AND PROSPECTIVE
				Article	THE ROLE OF ARAB COUNTRIES IN ICC COMMERCIAL ARBITRATION
<b>Prof. Dusko Tomic</b>	Professor	Masters Civil Defense University of Belgrade 2005- Ph.D. Political	18-19	Conference Paper	Lone Wolf Terrorism as a Security Threat
			18-19	Chapter	Security Implications of Russia's Foreign Energy Policy

		Sciences University of Belgrade 2017	18-19	Article	Seismological hazards and the possibility of responses-Case Study of the Humanitarian Catastrophe in Nepal
			17-18	Articles in Journals	University of Belgrade, Ministry of Defence-Serbia Seismological Hazards and Possible Responses-Case Study of the Humanitarian Catastrophe in Nepal
			17-18	Articles in Journals	The Role of New Security Management and Innovative technologies in the Protection of Critical Infrastructure-Airport "Nicola Tesla" University of Belgrade, Technical Faculty in Bor-Serbia
			17-18	Chapter of a Book	Handbook of Cyber Development-cyber democracy and cyber defense /Springer Protective Function of Digital Forensics
			17-18	Chapter of a Book	Handbook of Cyber Development-cyber democracy and cyber defense /Springer Cyber-Security Policies of East European Countries
			17-18	Articles in Conference Proceedings	"International Research Conference 2017 " The Social Significance of Corporate Security American University in the Emirates/Springer
			17-18	Articles in Conference Proceedings	University of Velika Gorica/President of Croatia Lone wolf terrorism as new Security threat International Crisis Management Days
			17-18	Articles in Journals	"Cyprus Center For European and International Affairs University of Nicosia " The Role of Intelligence Services in Counter-terrorism "EASTERN MEDITERRANEAN POLICY NOTE, University of Nicosia, Cyprus Cyprus Center For European and International Affairs"
			17-18	Articles in Journals	"The Role of New Security Management and Innovative technologies in the Protection of Critical Infrastructure-Airport "Nicola Tesla" University of Belgrade, Technical Faculty in Bor-Serbia
			17-18	Articles in Conference Proceedings the institution	Hybrid Coalition as a New Form of Security Association
			17-18	Articles in Journals	"Cyprus Center For European and International Affairs University of Nicosia " The Role of Intelligence Services in Counter-terrorism "EASTERN MEDITERRANEAN POLICY NOTE, University of Nicosia, Cyprus Cyprus Center For European and International Affairs"
			17-18	Chapter	International energy security and its Impact on the Global Political Economy
			17-18	Conference Paper	Special topic of ecological security- case study of Pakistan

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