

# 2022 - 2023 GRADUATE CATALOG

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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 2022-2023 "Weekend"		
AUG - 22	1	Start Day of Registration
	22 – 2 Sep	Admission Placement Tests
	22 - 26	New Faculty Orientation
SEP- 22	3	Start Day of Classes (Weekend classes)
	3 - 6	Add and Drop
	6	Last Day of Registration
	7 - 9	Late Registration (with late registration fees)
	19 – 25	Student Orientation
OCT - 22	8	Prophet Mohamed Birthday
	20	Last day of withdraw courses without grade penalty "W"
	22 - 27	Midterm Exam
	28 - 3 Nov	Midterm Grades Publishing
NOV - 22	29	Withdraw courses with penalty "WF"
	30	Commemoration Day
DEC- 22	2	National Day
	9	Last Day of Classes
	10	Final Exam begins
	23	Final Exam ends
	24	Last day of final grade publishing
	24 Jan	Last Day of Grade Appeal
	25 - 8 Jan 2023	Winter Break

FALL SEMESTER 2022-2023 "Weekday"		
AUG - 22	1	Start Day of Registration
	22 - 30	Admission Placement Tests
	22 - 26	New Faculty Orientation
SEP- 22	5	Start Day of Classes (Weekday classes)
	5 - 8	Add and Drop
	8	Last Day of Registration
	9 - 11	Late Registration (with late registration fees)
	19 – 25	Student Orientation
OCT - 22	8	Prophet Mohamed Birthday
	20	Last day of withdraw courses without grade penalty "W"
	22 - 27	Midterm Exam
	28 - 3 Nov	Midterm Grades Publishing
NOV - 22	29	Withdraw courses with penalty "WF"
	30	Commemoration Day
DEC- 22	2	National Day
	9	Last Day of Classes
	10	Final Exam begins

**FALL SEMESTER 2022-2023**
**“Weekday”**

	<b>23</b>	Final Exam ends
	<b>24</b>	Last day of final grade publishing
	<b>24 Jan</b>	Last Day of Grade Appeal
	<b>25 - 8 Jan 2023</b>	Winter Break

**SPRING SEMESTER 2022-2023**
**“Weekend”**

<b>JAN -23</b>	<b>1</b>	New Year
	<b>1 Dec 2022</b>	Start day of Registration
	<b>2 – 8</b>	Admission Placement Tests
	<b>2 – 6</b>	New Faculty Orientation
	<b>14</b>	Start day of classes (weekend classes)
	<b>14 – 16</b>	Add and Drop
	<b>16</b>	Last day of Registration
	<b>17 - 18</b>	Late Registration (with late registration fees)
	<b>23 – 29</b>	Student Orientation
<b>Ma r- 23</b>	<b>2</b>	Last day of withdraw courses without grade penalty "W"
	<b>4 – 9</b>	Midterm Exam
	<b>10 – 16</b>	Midterm Grades Publishing
<b>AP R- 23</b>	<b>3</b>	Beginning of Spring Break
	<b>16</b>	End of Spring Break
	<b>17</b>	Class resumption
	<b>21 – 23</b>	Eid Al Fitr
<b>MA Y- 23</b>	<b>1</b>	Last day to withdraw from courses after midterm "WF"
	<b>7</b>	Last day of classes
	<b>8</b>	Final Exam begins
	<b>17</b>	Final Exam ends
	<b>19</b>	Last day of final grade publishing
	<b>19 June</b>	Final Grade Appeal

**SPRING SEMESTER 2022-2023**
**“Weekday”**

<b>JAN -23</b>	<b>1</b>	New Year
	<b>1 Dec 2022</b>	Start day of Registration
	<b>2 – 8</b>	Admission Placement Tests
	<b>2 – 6</b>	New Faculty Orientation
	<b>9</b>	Start day of classes (weekday classes)
	<b>9 – 11</b>	Add and Drop
	<b>11</b>	Last day of Registration
	<b>12 – 13</b>	Late Registration (with late registration fees)
	<b>23 – 29</b>	Student Orientation
<b>Ma r- 23</b>	<b>2</b>	Last day of withdraw courses without grade penalty "W"
	<b>4 – 9</b>	Midterm Exam
	<b>10 – 16</b>	Midterm Grades Publishing
	<b>3</b>	Beginning of Spring Break



SPRING SEMESTER 2022-2023 "Weekday"		
AP	16	End of Spring Break
R-	17	Class resumption
23	21 – 23	Eid Al Fitr
MA	1	Last day to withdraw from courses after midterm "WF"
Y-	7	Last day of classes
23	8	Final Exam begins
	17	Final Exam ends
	19	Last day of final grade publishing
	19 June	Final Grade Appeal

SUMMER 1 TERM 2022-2023 "Weekend"		
MAY - 23	1 Apr	Start day of Registration
	27	Start day of classes (weekend classes)
	27 – 28	Add and Drop
	22 May – 27 May	Admission Placement tests
	28	Last day of Registration without late fees
	29 – 1 June	New Faculty Orientation
	29	Last day of Registration with late fees
JUN E - 23	3 – 6	Student Orientation
	9	Last day of withdraw courses without grade penalty "W"
	10 – 15	Midterm exam
	16 – 20	Midterm grades publishing
	29 – 1 July	Arafat Day and Eid Al-Adha
JULY - 22	1	Last day of withdraw courses with grade penalty "WF"
	2	Start day of Final Exam
	6	Last day of Final Exam
	7	Last day of grade publishing

SUMMER 1 TERM 2022-2023 "Weekday"		
MAY - 23	1 Apr	Start day of Registration
	29	Start day of classes (weekday classes)
	29 – 30	Add and Drop
	22 May – 27 May	Admission Placement tests
	30	Last day of Registration without late fees
	29 – 1 June	New Faculty Orientation
	31	Last day of Registration with late fees
JUN E - 23	3 – 6	Student Orientation
	9	Last day of withdraw courses without grade penalty "W"
	10 – 15	Midterm exam

SUMMER 1 TERM 2022-2023 "Weekday"		
	16 – 20	Midterm grades publishing
	29 – 1 July	Arafat Day and Eid Al-Adha
JULY - 22	1	Last day of withdraw courses with grade penalty "WF"
	2	Start day of Final Exam
	6	Last day of Final Exam
	7	Last day of grade publishing

SUMMER 2 TERM 2022-2023 "Weekend"		
JULY 2023	1 April	Start day of Registration
	8	Start day of classes (weekend classes)
	8-9	Add and Drop
	9	Last day of Registration without late fees
	10	Last day of Registration with late fees
	15– 18	Student Orientation
	20	Last day of withdraw courses without grade penalty "W"
	22 –27	Midterm exam
AUG 2023	27– 29	Midterm grades publishing
	10 Aug	Last day of withdraw courses with grade penalty "WF"
	12	Start day of Final Exam
	16	Last day of Final Exam
	18	Last day of grade publishing
	18 September	Last day of grade appeal

SUMMER 2 TERM 2022-2023 "Weekday"		
JULY 2023	1 April	Start day of Registration
	10	Start day of classes (weekend classes)
	10-11	Add and Drop
	11	Last day of Registration without late fees
	12	Last day of Registration with late fees
	15 – 18	Student Orientation
	20	Last day of withdraw courses without grade penalty "W"
	22 - 27	Midterm exam
AUG 2023	27 -29	Midterm grades publishing
	10 Aug	Last day of withdraw courses with grade penalty "WF"

SUMMER 2 TERM 2022-2023 "Weekday"	
12	Start day of Final Exam
16	Last day of Final Exam
18	Last day of grade publishing
18 September	Last day of grade appeal

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

## About American University in the Emirates

### History

The American University in the Emirates (AUE) originated in the Academic Year (AY) 2006-2007 as the "American College in the Emirates" (ACE). The College's initial mission "to offer quality, multidisciplinary, and career-oriented academic degree programs, that prepare students for successful employment and continuing higher education." As a self-financed institution, ACE awarded two-year associate degrees in media, information technology, business, and design. At this time, the United Arab Emirates and Dubai governments and business sectors accepted graduates with associate degrees for intermediate and entry-level employment.

The College labeled itself an "American College" since it offered associate degrees under a credit hour system and an American curriculum comprised of General Education and free elective courses. In the 63-credithours associate degree programs, ACE focused on General Education and the Liberal Arts during the first year of study, and offered specialization courses with job training for the second year.

The initial intake in the 2006/07 year was comprised of 40 students—a blend of first-year students and working professionals. By the year's end, 21 students had dropped out due to a lack of English language and mathematics competency. For a startup, self-financed institution, a greater than 50% dropout rate was a significant challenge. However, with the shareholders' commitment and financial support, the founding Board of Trustees and the College President were inspired to continue with the project of establishing a new, top quality academic institution that would prioritize academic rigor and education. The Board of Trustees added two new priorities to the initial strategic plan: 1) student success and retention; and 2) resource optimization.

By the end of AY 2007/08, the College developed the slogan "Nothing is Impossible" to inspire students to thrive and overcome all challenges in academic and professional endeavors, as well as to motivate the College's faculty members and staff to work effectively and efficiently in the face of inevitable early obstacles.

During AY 2008/09, before ACE graduated its first cohort (i.e., the class of 2007), the global financial crisis affected most business firms in Dubai and the Gulf region in general. As a result, organizations downsized and retained only the most skilled and experienced staff. The College's Board of Trustees observed the effects of the crisis on the United Arab Emirates' markets and business firms and the College's graduates. Consequently, to meet the new market dynamics, the Board was determined to equip its graduates with more knowledge, skills, and competencies by offering full bachelor's degree programs.

For a complete history of the University, please visit [History of AUE](#)

## Vision Statement

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

## Mission Statement

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

## Institutional Goals

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

Goal 2: Promote and support academic research at AUE.

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

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

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

## Core Values

- Respect and Dignity for all.
- Openness, Trust and Integrity.
- Innovation and Creativity.
- Teamwork and Partnership for Common Goals.

- Persistence and Entrepreneurialism.
- Stewardship and Economic Viability.
- Equal Opportunities and Recognition.
- Improved Quality of Life.
- Safety and Environmental Responsibility.

## Accreditation

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

## International Accreditation

### **College of Business Administration**

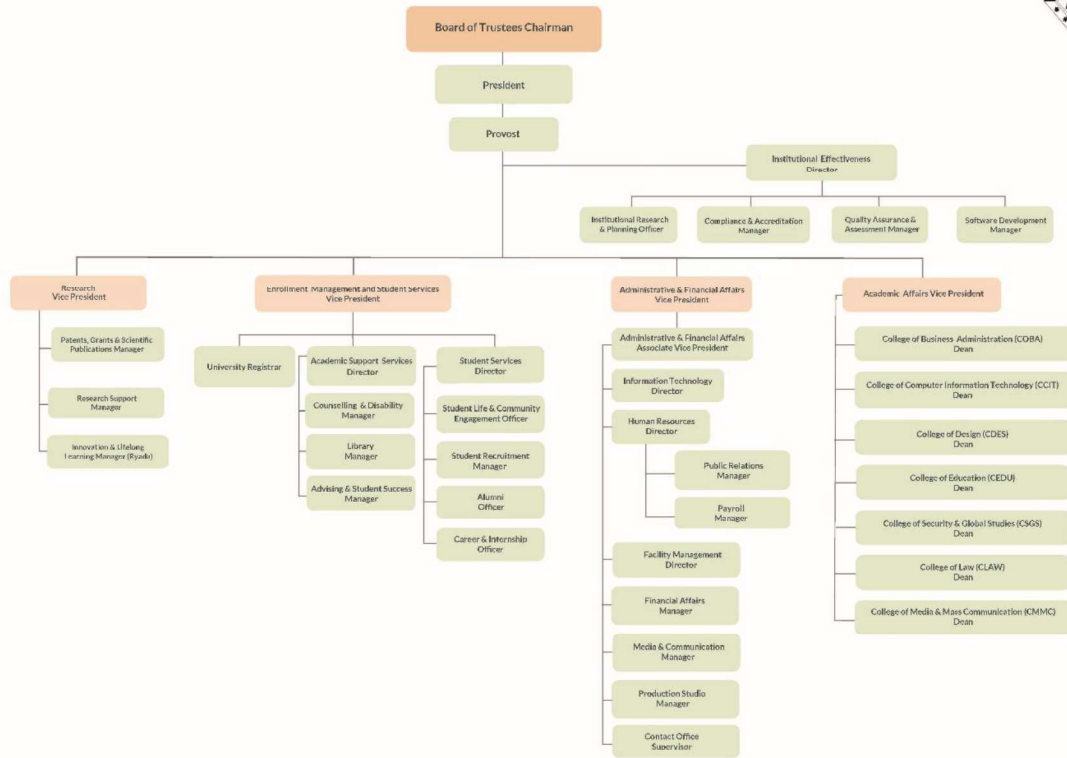
As the world's largest business education alliance, AACSB International—The Association to Advance Collegiate Schools of Business (AACSB)—connects educators, students, and businesses to achieve a common goal: to create the next generation of great leaders. AACSB is a global membership association for the business education industry. The member network, known as the AACSB Business Education Alliance, is a network of business educators, business, nonprofit, and public-sector organizations dedicated to sharing knowledge and best practices to accelerate innovation in business education. The College of Business Administration at the American University in the Emirates has obtained accreditation from the AACSB in 2022 and is a member of AACSB. AACSB International is a global association of leaders in education and business dedicated to supporting and advancing quality business education worldwide. Through membership, accreditation, research, thought leadership, professional development, and advocacy, AACSB partners with over 1,700 organizations, from more than 100 countries. Membership or participation in the Global Education Alliance does not imply accreditation.

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

The Bachelor of Computer Science in the College of Computer Information Technology is accredited by the Computing Accreditation Commission of ABET:

<https://amspub.abet.org/aps/name-search?searchType=institution&keyword=american%20University%20in%20the%20>

# Organizational Chart





## THE CAMPUS

### Location

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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

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The University campus is located in Block 6 and 7 of the Dubai International Academic City (DIAC). The University accommodates the building with 39 classrooms, 290 faculty and administrative offices, one (1) Conference Hall, 11 Meeting rooms, 1 Library, 2 Recreation and waiting areas, 1 First aid clinic, 1 Male and 1 Female rooms, in order to accommodate the academic and administrative activities.

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

### Area of buildings

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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

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The University possesses capacity to run 190 sessions per day in the available 39 classrooms and 20 labs. Depending on the class duration and credit hours taught. These sessions on daily basis can accommodate 4,000 to 5,000 students if the classes are fully utilized throughout the day but the University limits the number of students per session to provide an interactive and better learning environment for the students.

### Description of offices

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The University consists of 290 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

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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 39 classrooms with a total of 1400 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
<b>College of Business Administration</b>	Master of Business Administration	English
	Master of Sports Management	English
	Master of Sports Management – Equine Concentration	English
<b>College of Security and Global Studies</b>	Master of Security Studies and Information Analysis	English
	Master of Arts in Diplomacy	English
	Master of Arts in Security and Strategic Studies	English
<b>College of Computer Information Technology</b>	Master of Knowledge Management	English
<b>College of Law</b>	Professional Master in Sports Law	Arabic
	Master in Criminal Sciences	Arabic & English
	Master in Arbitration	Arabic & English
	Master in Intellectual Property	Arabic

## Admission Policies – Graduate:

In alignment with its mission, AUE follows selective admission criteria, and it's committed to admitting highly 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 competencies to support the development process in their community. AUE applies various qualitative and quantitative measures to ensure appropriate selection of candidates such as admission interviews and rubrics with the purpose to ensure that a complete and accurate picture of the candidate emerges such that not only can a decision be made about admission to AUE but also that upon admission the student is given adequate support, guidance, and directed into the various avenues of student life available at AUE

### Eligibility and Limit Enrollment

AUE offer 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.

### Admission Requirements

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 and follow all admission processes specified in the procedures of this policy. 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.

## Admission Requirements

- » Original copy of the Bachelor Degree Certificate,
- » Attested by the UAE Ministry of Higher Education and Scientific Research. Applicants holding a baccalaureate degree from outside the United Arab Emirates should submit an equivalency letter from the UAE Ministry of Education- Higher Education Affairs.
- » Original Copy of the Academic Transcript, the Minimum CGPA required for university admission is 3.00\* out of 4.00.
- » All Master Degree applicants who got less than 3.0 CGPA (but not less than 2.5) or its equivalent at their bachelor degree will be Probationary admitted to the university for one semester where they can register not more than 9C.H and should achieve a CGPA of 3.0 in their first semester, otherwise, they will be dismissed from the program directly
- » Applicants with CGPA less than 2.5 (from 2.0 to 2.49) can be probationary admitted to the programs and will need to study 9 C.H of graduate-level preparatory courses during their first semester at the university, and need to achieve a minimum GPA of 3.0 by the end of their first semester in, otherwise, they will be dismissed from the program directly

## English Proficiency Requirements

In alignment with UAE Commission of Academic Accreditation (CAA) standards, All applicants for all graduate degrees (except for master degree programs in criminal sciences, Intellectual property, arbitration and professional master in sports law) should submit original valid copy for any of the following English proficiency exams:

Exam type	Minimum score
TOEFL ITP	550
TOEFL iBT	79
IELTS Academic	6.0
EmSAT -English	1400
The Pearson test of English Academic (PTE Academic)	50
The Cambridge English: Advanced Test of English	52

For master's degree programs in criminal sciences, and Intellectual property, and Professional Master in Sports law applicants should submit original valid copy for any of the following English proficiency exams:

For applicants to the Master in Arbitration program, Master in Criminal Sciences, Master in Intellectual property, and Professional Master in Sports Law applicants should submit original valid copy for any of the following English proficiency exams:

Exam type	Minimum score
TOEFL ITP	500
TOEFL iBT	61
IELTS Academic	5.0
EmSAT -English	1100
The Pearson test of English Academic (PTE Academic)	44
The Cambridge English: Advanced Test of English	41

## Additional Admission Requirements

- » Applicants for the Master in Intellectual property, Master in Criminal Sciences, Master in Arbitration, and Professional Master in Sports Law programs should achieve a minimum score of 1250 in the UAE National Exam EmSAT - Arabic Test.
- » Applicants applying for Master of Business Administration program (MBA) should submit a valid GRE® (Graduate Record Examinations) test report upon admission, otherwise, they will be conditionally admitted for one semester where they have to sit for the test before the end of the first semester. Test takers should include the AUE's institution code "2291" in their GRE® application to ensure their scores will be sent to the university"
- » Students with the Undergraduate Degrees from an accredited university and specialized in International Relations, Political Science, International Studies, International Politics, and Communication Studies areas will be exempted from the Bridging courses under Master of Arts in Diplomacy.
- » Students with the Undergraduate Degrees from an accredited university and specialized in Business Administration areas will be exempted from the Bridging courses under MBA Program and MSM Program.
- » Students with the Undergraduate Degrees from an accredited university specialized in Social Science and Humanities Studies or carrying five years' experience in the security and strategic field will be admitted to Master of Arts in Security and Strategic Studies.
- » Students whose specializations are not in the related fields of study will be subject to Bridging courses. Courses required at Bridging level are subjected to the evaluation of the transcripts which will determine the courses to be exempted.

## Interview/essay

All applicants to graduate programs will need to sit for admission interview with the program director responsible of their intended program of study.

The interview is evaluated through a designated rubric, which assess the following areas:

- Written skills (through admission essay)
- Oral communication skills
- Leadership, Initiative, and extracurricular activities
- Ability to succeed in desired major
- Community Engagement
- Recommendation letters (if any)
- Appearance and nonverbal cues

All applicants to the graduate programs will need to write admission essay in English language, except of Applicants to master's degree programs in criminal sciences, Intellectual property, arbitration and professional master in sports law, where they should write it in Arabic language.

The length of the essay should not be less than 250 words, and

The Essay will be evaluated during the admission interview by the Program director of their intended program of study, who will conduct the interview in order to evaluate the writing skills of the applicants.

The essay should mainly tackle the following areas:

- a) What is your vision and goals for your future?
- b) How and why will a degree from AUE help you achieve your vision and goals?
- c) The university slogan is "Nothing is Impossible" How this apply to your life?
- d) If AUE offers you a seat, how would you contribute to your university?
- e) How does your professional & academic background prepare you for success in the future?

### Other Identification Requirements

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

- Passport
- Emirates ID
- 4 recent passport size photographs
- Certificate of Good Conduct (From Police authorities in UAE)

## 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 3,675 AED 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

All applicants admitted by University must receive a letter of admission specifying their type of admission. Graduate programs are categorized into four different types as following

### » Full Admission

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

### » Probationary Admission

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

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.

Applicants with CGPA of less than 2.5 (from 2.00 to 2.49) in their bachelor's degree will need to study maximum of 9 C.H of preparatory courses where they need to achieve a minimum CGPA of 3.00 in the preparatory courses during their first semester, otherwise, they will be dismissed from the program.

#### » **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 a minimum of a TOEFL ITP 500 or its equivalents prior to their admission at the university.

Conditionally admitted students should fulfil the English entry requirements stipulated in the "new candidate" part before the end of their first semester at the university and can enrol at no more than 6 credit hours during their first semester. Students who fail to fulfil the above condition, will not be able to enrol for any further semesters until they fulfil the English entry requirements of their programs.

#### » **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.

## Transfer Students

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

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

## Transfer of Credits

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

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

- » The Higher education institution attended must be accredited by the Ministry of Education- Higher Education Affairs. International students must provide authenticated transferred credit by the relevant Ministry or entity in the country of origin.
- » Accepts only transfer students in good academic standing and who have achieved a CGPA 3.00 on scale of 4.00 or its equivalent;
- » All transfer students must satisfy the English entry requirements and present a valid certification of (EmSAT, TOEFL, IELTS or other certification approved by the CAA;
- » Transfer only courses that are equivalent to the learning outcomes and which the student earned a grade of “B” (GPA 3.00 on scale of 4.00) or above
- » Courses that were taken under an articulation agreement with another institution will be considered as transfer credit
- » All transfer students must satisfy all the admission requirements as no conditional admission is allowed to transfer students;
- » Transfer students are allowed to transfer maximum of 25% of the total number of credits which are required to complete a degree;
- » The transfer course is evaluated course by course.
- » Graduation project, Thesis and Internship are not transferrable
- » Courses with 3 and 4 credit hours will be considered equivalent to AUE’s three credit hours.
- » All courses transferred to AUE must be conducted in English Language (except College of Law - Arabic).

## Transfer of Credits Procedure

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

1. Submit the official transcripts of all attended institutions and course syllabi/description to the office of admission
2. As part of the admission process, the admission officer will conduct a verification of records with the attended institutions.
3. A committee which includes a member of admission office and a specialized faculty member from each college will review, assess and evaluate the credit that are mapped with the learning outcomes of AUE programs.
4. general Education courses will be evaluated by the General education committee.
5. Students will be notified in written on the number of credits been transferred.
6. Student will need to follow the admission procedure as per the program of study
7. Student will need to pay the designated transfer credits fees.

8. The transfer course will be recorded in the student's transcript as "TR" and will not be part of the student's GPA.

## Visiting Students

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

All visiting students should submit the following documents upon admission:

- » Non-objection letter from their home institution listing the courses they wish to study at AUE.
- » Submit a copy of their TOEFL or IELTS score or any other English proficiency test as proof of their use of the English language.

## Re-admission

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

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

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

## Forged admission documents

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

## Academic Policies and Regulations

### Academic Integrity

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

#### Academic Integrity Violations

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

1. **Cheating** is defined as any actual or attempted act that is undertaken with the intention to gain unfair advantage on coursework, assessments, or examinations that include but not limited to:
  - a. The unauthorized possession and/or use of any electronic devices during in-class assessments or examinations including but not limited to mobiles, headsets, tablets, calculators, and smartwatches.
  - b. Sharing, soliciting information verbally, copying the work of another student, or intentionally allowing another student to copy from one's own coursework, assessment, or examination paper.
  - c. Submitting coursework for credit in more than one course without obtaining the prior written approval of the instructors.
  - d. Submitting coursework that was previously submitted for another course even in instances in which the student is repeating the course without obtaining the prior written approval of the instructors.
  - e. Falsifying the results/findings of the research
  - f. Falsifying citations and references
  
2. **Plagiarism** is defined as misrepresenting someone else's ideas or work without as one's own by not acknowledging the original ownership and source. Plagiarism includes but is not limited to using parts or all of an idea, word, sentence, diagram, artwork without proper citation even if minor or major changes have been applied to the original (including paraphrasing).

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

#### Types of academic plagiarism

- a. Purchasing an assignment from a term paper service and submitting it as your own.
- b. Copying someone else's work or ideas and submitting it as your own without acknowledging the source.
- c. Allowing other students(s) in your class to copy your work and submit their own.

- d. Paraphrasing or rephrasing someone else’s work without proper in-text citation and references.
  - e. Translating the work from one language to another without proper in-text citation and references.
  - f. Working as a group effort without previous written faculty agreement.
  - g. Provide a fake bibliographical information source in the assignment.
  - h. Sharing your own assignment with your classmate.
3. **Submitting false or fraudulent information** including transcripts, test scores, medical reports, identification papers, etc.
  4. **Intentionally misrepresenting facts** related to situations and/or individuals for the purpose of inflicting harm and/or personal gain including fabricated grievances.
  5. **Gaining access to unauthorized information** and/or material and failure to report knowledge of such access gained personally or by another student(s)
  6. **Impersonating another student’s identity** in class attendance, coursework submission, or examinations.

**Faculty Members' Responsibilities**

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

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

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

**Scheme for Grade Point Deduction for Academic Misconduct**

Similarity Accepted	Deduction	
10%	If <b>11% - 20%</b> ( <i>50% deduction of the total possible marks of said assignment</i> )	More than <b>20%</b> ( <i>Zero in the said assignment</i> )



## Code of Conduct

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

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

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

### 1. Alcohol and Substance Abuse

The University is an alcohol and substance-free campus.

### 2. Abuse of Information Technology and Social Media Policy

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

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

### 3. Dress Code

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

Inappropriate attire includes but not limited to:

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

### 4. Conduct on Campus & in University Official Events

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

1. Disruptive behavior including intentional obstruction or disruption of any form (including excessive noise) while on the University campus.
2. The use of inappropriate verbal or written language including racist, derogatory, threatening, vulgar, profane, inappropriate slang, insulting or offensive remarks or gestures against any member of the University community including students, faculty, staff, and visitors.
3. Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against a member of the University community.

### 5. Classroom Conduct

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

1. Disruptive behavior including repeated, excessive lateness (more than twenty minutes from the start of the class), repeatedly leaving the classroom, eating or drinking inside the class, sleeping, or any other behavior that is distracting to the instructor and/or peers.
2. The use of electronic devices during the class without the instructor's permission including mobile phones, laptops, ipads, earpods/headphones, smart watches, and recording devices.
3. Refusal to cooperate and/or comply with the instructor's directions during lectures.

4. The use of inappropriate language (including racist and derogatory remarks) or gestures against instructors and/or peers.
5. Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against instructors and/or peers.

#### **6. Theft & Property Damage**

This includes but is not limited to:

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

#### **7. Possession or Use of Weapons**

This includes but is not limited to:

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

#### **8. Sexual Misconduct**

This includes but is not limited to:

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

#### **9. Unauthorized and Illegal Activities**

1. Smoking is prohibited inside all campus buildings and DIAC facilities. This includes the use of any lighted cigarette, cigar, pipe, midwakh, dokha, electronic cigarette, or any other smoking device in non-designated areas. Smoking is only allowed in designated smoking areas located outside of the campus buildings. The possession of or use of shisha on campus is prohibited.
2. Gambling or other forms of unauthorized games or activities of chance while on campus or at University-sponsored activities or events.
3. The making, attempting to make, sharing, or distribution of a recording of any form, including audio or visual, or the photographing of, any person without the prior knowledge or consent of the person in locations where there is a reasonable expectation of privacy on campus or during a University-sponsored event, and when the action causes or is likely to cause injury, distress, or damage to reputation or violates applicable law.
4. The electronic or physical distribution or sharing of pornographic or inappropriate material.
5. Unauthorized use, distribution, or posting of any printed or electronic material or use of the University's name or logo in any communication or print by any student or student clubs. This includes use of the University's logo or name in any off-campus activities, which many not be reserved in the name of the University.

**10. Endangering the safety of others**

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

**11. Bullying, Harassment, and Verbal Assault**

This includes but is not limited to:

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

**12. Physical Assault**

This includes but is not limited to:

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

**Appeal**

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

## Course Registration

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

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

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

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

## Course Load

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

## Add and Drop Policy

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

### Due Process

- » It is the student responsibility to follow the appropriate process of drop and add and the published deadline of the add and drop period as per the academic calendar.
- » Adding and/or dropping courses will solely be from the predefined advised courses selected and approved by the academic advisor.

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

### **Add and drop limitation**

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

### **Administrative drop**

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

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

## **Course Withdrawal**

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

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



**Course Withdrawal with “W”**

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

**Course Withdrawal with “WF”**

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

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

**Administrative Withdrawal**

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

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

**Withdrawal of Sponsor students**

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

**Hardship Withdrawals**

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

The hardship withdrawal requires students to withdraw from all registered courses not selective course. 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.

1. The process of allocating students in appropriate site that meet the internship learning objectives is a collaboration effort of concern College, Academic Supervisor, Office of Career and Internship and the student.
2. At the beginning of the semester of the internship, the concern College conducts a seminar for the intern students to discuss the internship objectives and expected learning outcomes. Further the seminar familiarizes the students to the internship forms and expected reports.

3. Preferably, the internship site to be located within UAE that allows the academic supervisor to conduct regular site-visits to ensure the internship outcomes are met in coordination with the site supervisor.
4. If the student has inevitable reasons to conduct the internship abroad (either Summer or in case that student completed all the courses of the degree and the internship is the remaining), the internship coordination and supervision will be remotely achieved in coordination with the abroad site supervisor.

## University Withdrawal

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

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

### **Withdrawal before the Midterm**

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

### **Withdrawal after the Midterm**

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

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

### **Withdrawal during the final week of the semester**

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

### **Withdrawal of Sponsor students**

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

**Hardship Withdrawals**

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

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

**Retention of Student Records**

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

## Deferment Regulations

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

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

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

## Recognition of Prior Learning

The University rigorously reviews all prior learnings. If the review process demonstrates that the prior learnings meet all course learning outcomes, the University approves the acceptable prior learnings for the course credential.

**Recognition of Prior Learning Principles**

Applicants with professional and/or academic qualifications seeking graduate or undergraduate studies are entitled to apply for a recognition of prior learning in a condition to meet all learning outcomes of the predefined courses, articulated in the University Catalog. The University adheres to transparent processes that are accessible to students and stakeholders through its University Catalog, all applicants seeking recognition of prior learning must submit reliable, valid, and current evidence for which credit are awarded to demonstrate the achievement of all learning outcomes. Prior learning that partially meet the learning outcomes of the predefined courses, will not be accepted by the University.

The University awards applicants seeking undergraduate admission a maximum of 50% of the total credit hours of the attended undergraduate program through the RPL process, that include any transfer credit from another institution and credits awarded for advanced standing; and a

maximum of 25% of the total credit hours of the graduate programs for applicant seeking graduate admission, including any transfer credit from another institution(s) and credits awarded for advanced standing.

Each of the RPL course is recorded in the student's transcript as exempted "EX" by the equivalent credit hour of the course offered in the University. All courses accepted through the RPL process are not included in the calculation of the cumulative grade point average (CGPA).

### **Recognition of Prior Learning Committee**

The academic department forms an ad hoc committee to review, assess and ensure that the applied RPL courses, units, qualification, knowledge or competencies are meeting all learning outcomes of the predefined courses, as well as, ensure meeting the minimum requirements of professional and/or academic qualifications.

### **Required Recognition of Prior Learning Evidence**

Applicants seeking recognition of prior learning are required to submit a complete portfolio demonstrating the prior achievements, sit for a challenge exam designed by the University and sit for an interview to demonstrate direct observation of skills or competencies. The University adheres to a systematic verification process built on evidence.

### **Documents Needed for RPL Assessment**

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

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

### **Recognition of prior learning through academic qualification**

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

### **Recognition of prior learning through professional qualifications/experience**

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

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

**Recognition of Prior Learning Assessment**

The assessment process considers the combination of the submitted portfolio, challenge exam and interview conducted by the University. The designated ad hoc committee is responsible in reviewing and assessing the RPL application along with the required evidence to ensure that the applied courses for prior learning are meeting all learning outcomes of the predefined courses.

If any fraudulent documentation or misleading information has been observed during the assessment by the committee, the RPL application will be denied. If the application submitted by an enrolled student, the case will be subject for a disciplinary action.

**Recognition of Prior Learning Ad-hoc Committee Recommendations**

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

**Timeline and Limitation**

Applicants must apply for RPL prior to enrollment in the program. In the event that a significant qualification, course, module, or unit is obtained by the student during the study of the program, the student is required to notify the Chair of Department/Program Director as well as the Admission and Registration Department to determine the applicability and eligibility of the process before the subsequent semester on which the course is offered.

**Recognition of Prior Learning Records**

The RPL application, documentations, challenge test results and committee's recommendation and final decisions, are all kept and recorded by the Admission and Registration Department, as outlined in the Student Record Policy

**Appeal**

Applicants have the right to appeal on the decision of awarding RPL credit made by the designated committee or the result of the challenge test, by submitting an official and written appeal as per the permitted period outlined in the procedures. It is the academic department's responsibility to notify the applicants on the decision of the appeal.

**Quality Assurance, Monitoring and Review**

The recognition of prior learning policies, procedures and documentations are regularly reviewed and audited by the Institutional Effectiveness Department for ensuring credibility, consistency, and adherences to the Institutional and accrediting bodies standards.

## Grading System

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

### **Bridging Courses**

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

### **Preparatory Courses**

Students with CGPA of less than 2.5 (from 2.00 to 2.49) in their bachelor's degree will need to study maximum of 9 credit hours of preparatory courses where they need to achieve a minimum CGPA of 3.00 in the preparatory courses during their first semester, otherwise, student will be dismissed from the program.

### **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.

### **Grade Approval and Publishing**

The faculty member is responsible to submit the final grades of students within the required time as articulated in the procedures upon the approval of the Chair of Department/Program Director and the College Dean.

With the exception of the Final Exam, all other assessments, must be submitted within the specified period articulated in the procedures. All assignment grades must be finalized prior to the start of the final exams.

Where the final exams are substituted by final coursework/assessments; faculty members are required to submit the final grades before the start of the final exams of the courses only upon the approval of the Program Chair/Program Director/Dean.

### **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, as outlined in the Grade Appeal Policy.

### **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
<b>A</b>	Excellent	96.00-100	4.00
<b>A-</b>	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 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

Preparatory 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 80	0.00
<b>P</b>	Pass	81 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



Grades	Description	Numerical Scale of the Grades	Grade Points Value
<b>I</b>	Incomplete	N/A	N/A
<b>W</b>	Withdrawal	N/A	N/A

### Graduate Academic Standing

CGPA RANGE	ACADEMIC STANDING
<b>0.00 -1.99</b>	Fail (Cannot Graduate)
<b>2.00-2.24</b>	Pass (Cannot Graduate)
<b>2.25 -2.74</b>	Poor (Cannot Graduate)
<b>2.75 -2.99</b>	Satisfactory (Cannot Graduate)
<b>3.00 -3.24</b>	Good
<b>3.25 – 3.74</b>	Very Good
<b>3.75 -3.99</b>	Excellent
<b>4.00</b>	Exemplary

#### In progress (IP) Grade

Students who have not been able to complete their Internship / Capstone during the same semester are given an "IP" (In Progress) grade. In this case the grade "IP" is reported on the transcript of the student. Students are expected to complete the Internship / Capstone course requirements prior the agreed deadline with the Supervisor and Registrar, otherwise the "IP" grade revert to "F." It is the responsibility of the student to communicate with their supervisor in order to fulfil the requirements of Internship / Capstone and 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 student 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

Faculty members are responsible for ensuring careful evaluation and timely assignment of appropriate grades. Course assessment grading schemes must be shared to students at the beginning of the semester. Students have the right to expect thoughtful and clearly defined mechanism to the grading of their course assessments.

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 in the marks;
- » Applying an evaluation or grading system which was not included in the course syllabus;
- » Awarding of a grade on basis other than the performance of student during the course;
- » Evidence of discrimination or bias in grading;
- » Lack of consistent and fair 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 is 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 Office of Student Life and Community Engagement 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 system and enter his comments within (3 days) from the day of receiving the appeal application
- » 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, the chair of department enters his/her comments and make a decision within (3 days) from the day of receiving the decision of the instructor.
- » 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 [should write and explain the reason why the grade has changed].
- » 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 dean [within 3 days from the day of the notification received from the chair of department]
- » The dean will form an Adhoc committee to review the case and the comments made by the instructor and chair of department and enter the committee's decision in the system within (3 days) from the day of receiving the appeal from the student.
- » Students, instructor and chair of department will receive a notification on the decision made by the Adhoc committee.
- » If it is approved, the instructor will proceed with the grade change [should write and explain the reason why the grade has changed]
- » 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

The University is committed to offer quality academic programs to prepare its students for successful career Aspiration and continuing higher education. Faculty members develop appropriate assessment tools and methodologies complied with the National Qualification Framework of Emirates (QF Emirates) level 7 and 9 and aligned with the course learning outcomes, to ensure its students obtain the required knowledge, skills, and competencies. All course assessments are graded based on well-developed rubrics to ensure consistency and moderate grading on the students work. Students shall submit all coursework through the dedicated Student Portal, and further will ensure that their submission is the result of their own efforts. It is mandatory for assignments to avoid similarity (without acknowledging the sources) and the same shall be ensured by faculty member through the integrated anti-plagiarism software Turnitin.

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 weeks 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.

### **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 Provost. This Incomplete Exam Approval shall be subject to (1) achieving the satisfactory course work requirements and (2) are not dismissed under any grounds (disciplinary/attendance). Once approved, a grade of "I" will be recorded on the student's transcript and will be pending until the completion of incomplete examination/final course assessment.

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

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

### **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.

**Definition:** 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 50 minutes 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 fulfilment of the course learning outcomes.

**Lecture Courses:** Courses that emphasize on concepts, discussion, ideas, and principles. One regular semester credit equals minimum 50 minutes 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 50 minutes 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 focus 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 encourage 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.

### **Academic Warnings**

Graduate students with a Cumulative Grade Point Average (CGPA) less than 3.00 cannot graduate from the program. Students shall receive academic warning as an alert of the potential consequences and necessity to improve their academic standing.

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

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

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

### **Dismissal:**

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

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

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

## Transient student

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

- a. The student should justify the reason for taking the course outside AUE to the Academic Advisor, Program Director, College Dean and the Registrar and explain whether:
  - The student is graduating.
  - The University is not offering the said course.
  - Graduation plan of the student is affected.
- b. Students should submit the duly approved Transient Student Form, upon approval from the VPAA, College Dean, Program Director, Academic Advisor and the Registrar for taking the course outside AUE.
- c. The VPAA, College Dean, Program Director, Academic Advisor and the Registrar should ensure that the proposed university in which the course is taken, whether in the UAE or abroad (Universities approved by the Ministry of Education - Higher Education Affairs (MOE) or the Universities that AUE has a partnership with, are duly approved by AUE.
- d. The Internship/Capstone /Practicum Courses are not allowed to be taken outside AUE.
- f. The learning outcomes and the syllabi of the courses taken at any other university should match an appropriate manner with the one offered by the AUE.
- g. The student should obtain prior approval and an official letter from the Registrar, should they decide to take any courses outside the University.
- h. The student should submit a letter of acceptance, duly stamped from the host university, with the official syllabi to registration within a week of approval of the student's application.

- i. Students should earn a minimum Grade of “B” for the courses to be considered.
- j. The chosen course should not be a repeated course.
- k. The student must provide the official transcript for the course in order to receive credit.

## Student Attendance

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

### Attendance Warning

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

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

### Eligibility

Major/specialization courses that are not offered in the semester for undergraduate programs are qualified for directed study. Junior and senior students who achieved acceptable academic progress and good standing Cumulative Grade Point Average (CGPA) are eligible to enroll in directed study course. Students are limited to enroll in a directed study only twice (up to 6 credit hours with a maximum of 3 credit hours course) during the tenure of the student in an undergraduate program.

### Contact Hours

Student will be deemed to be an independent learner for the course. As such, the student will be required to meet regularly with the faculty member as stipulated in the course syllabus. The faculty is required to provide and discuss the course topics, outlines, and course assessments with the student. The faculty shall follow the institutional grading policy to assign a final grade. The faculty has the responsibility to provide and support with evidence (course file) the same academic rigor in offering the course as for any other undergraduate course in the University.

## Comprehensive Exit Exam (\*)

*(\*) Applicable to Cohort before 2021-2022*

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

### Eligibility Criteria

Students must meet the below eligible criteria for a comprehensive exit examination:

1. Students must be in a non-thesis track.
2. Students must successfully complete all core courses.
3. Students must have a minimum CGPA of 3.00 out of 4.00.
4. Students must be enrolled in the final semester of the study.

**Comprehensive exit exam Structure**

The comprehensive exit exam consists of two components written and oral examination, which together represent a program learning outcomes.

**Submission of Application**

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

**Retaking the Comprehensive Exit Exam**

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

**Record of Comprehensive Exit Exam**

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

## Degree Completion and Graduation Requirements

Students are awarded with a master'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. Degrees are awarded to graduate students at the end of each semester, fall, spring and summer upon meeting successfully the outlined requirements. The number of credit hours earned depend on the program. Graduate students are expected to complete their degree requirements within 150% of the total credit hours of the program bounded by a time limit articulated in the procedures. The full-time graduate student credit load is between 9 and 12 credits per regular semester. Students undertaking less than 9 credits per regular semester are considered studying as part-time.

**Degree Completion Requirements**

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

- » Successfully Complete all courses as per the program study plan.
- » Successfully Complete the "Thesis" component
- » Fulfill the Credit hours requirement of the academic program.
- » Earn a minimum CGPA of 3.00 out of 4.00 by the end of the last semester.
- » Students should communicate with the Admission and Registration Department to activate the online final clearance request on the students' portal.
- » Student should Log-in to the students' portal and apply for the final clearance
- » Complete the online exit-survey
- » The final clearance request will go to the below units/departments for their review and confirmation as per the following order:

- a. Office of Students Life
  - b. Academic Advisor
  - c. Program Director
  - d. Library
  - e. Facility Management Department
  - f. Alumni Office
  - g. Financial Affairs Department
  - h. Admission and Registration Department
- » Student needs to communicate with the financial affairs department to pay the graduation fees and clear all financial dues
  - » Once the online clearance request reaches to the admission and registration department, the Director of Admission and Registration updates the record of student in the University Information System and changes the status from “Enrolled” to “Graduated”
  - » The Director of Admission and Registration will prepare the attested graduation certificate along with academic transcript.
  - » The University awards the degree upon approval of the Board of Trustees.

## 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

The University offers students financial support in the form of 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. 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: AUE offers full academic scholarships to eligible students at the undergraduate and graduate levels.
2. High School Merit Scholarship: AUE offers the High School Merit Scholarship to academically qualified applicants with a specific high school average for a period outlined in the procedures of consecutive semesters. Eligible students are required to maintain a specific minimum CGPA outlined in the procedures in order to continue availing the Scholarship.
3. University Merit Scholarship: AUE offers the AUE University Merit Scholarship to students who achieve and maintain a particular CGPA after the completion of a minimum number of credit hours as outlined in the procedures.
4. Athletic Scholarship: AUE offers Athletic Scholarships to students who demonstrate exceptional athletic abilities and are registered athletes on an AUE athletic team.
5. Corporate and Government Grants: AUE offers partial grants of varying percentages as per agreements signed with various entities in the public and private sectors.

### Types of Financial Aid

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

The Financial Support Catalogue is separated into three main categories:

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

Graduate – Master’s Degree Starting Fall 2021-2022				
Funding Type	Description	Amount	CGPA	Notes
ADNOC	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current employee or family member</li> <li>All programs</li> </ul>	30%	3.0+	ADNOC Employee and their family member must one of the following: <ul style="list-style-type: none"> <li>ADNOC ID</li> <li>Access of ADNOC Offer Application</li> <li>ADNOC Pioneer ID</li> <li>ADNC Offers Car &amp; Family Members</li> <li>ADNOC Strategic Partner</li> <li>Fertil Borouge</li> </ul>
AUE Alumni Scholarship	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Graduated from an AUE undergraduate (Bachelor’s) program</li> </ul>	40%	3.25+	
Dubai Corporation for Ambulance Services	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current employees</li> </ul>	30%	3.25+	100% scholarship for 1 employee who is of people of determination, with official DCAS nomination letter  50% scholarship to 10 employees, with official DCAS nomination letter
Dubai Electricity and Water Authority (DEWA) Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current employee</li> </ul>	15%	3.25+	
Esaad Card Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Valid Esaad card in their name <b><i>OR</i></b></li> <li>Have an eligible family member as listed on the back of a valid Esaad card</li> </ul>	25%	3.25+	Proof of familial relation*
Government Employee Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Currently UAE government employee</li> </ul>	25%	3.25+	
General Directorate of Residency and Foreigners Affairs (Dubai) Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current or retired employees; <b><i>OR</i></b></li> <li>Have a mother, father, husband or wife who is a</li> </ul>	25%	3.25+	Proof of familial relation*



Graduate – Master’s Degree Starting Fall 2021-2022				
Funding Type	Description	Amount	CGPA	Notes
	current or retired employee			

**Additional Notes**

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

## Financial Information

### Tuition and Fees

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

Students Services Fees (Non-Refundable)		
Services	Fees	
	AED	USD
Admission Fees - Graduate Degrees (Including ID & Application Fees)		
Admission Fees - Graduate Degrees (Visiting Students)	1,575	432
Late Registration Fees	1,575	432
Graduation Fee (To be paid upon final clearance application)	2,100	575

Students Services Fees (Non-Refundable)		
Services	Fees	
	AED	USD
Internet & Lab Fees (Per Regular Semester)	525	144
Internet & Lab Fees (In Summer Semester)	197	54
Replacement ID Fees	210	58
External Transfer Fee (Per Course)	525	144
Official Transcript	315	86
Graduation Certificate Fee	683	187
Attested Graduation Certificate Fee	315	86
Official Letter Request	79	22
Fee Quotations	79	22
Student Lockers (Per Semester)	158	44
Visa Processing Fee (Inside UAE)	4,200	1151
Visa Processing Fee (Outside UAE)	3,675	1007
Health Insurance	1,102	288
Emirates I.D.	179	49
Visa Processing - Medical Test	441	121
Passport Deposit / Security Fee	5,500	1,507
Visa Renewal Fee	1,050	288
Visa Cancellation Fee - Inside UAE	525	144
Visa Cancellation Fee - Outside UAE	788	216
Transport - Dubai after Mall of the Emirates	1,000	274
Transport - Dubai before Mall of the Emirates	900	247
Transport - Sharjah	1,200	329
Penalty for bouncing cheque	525	144
Health Care Services (Per Semester)	126	35
Health Care Services (in Summer Semester)	63	17
Change Major/College Fees	210	58
Course Syllabus (Printed & Stamped)	210	58

Students Services Fees (Non-Refundable)		
Services	Fees	
	AED	USD
TOEFL Test (AUE students)	735	202
TOEFL Test (Outsiders)	840	231
<b>Intensive English Programs (IEP)</b>		
Programs	AED	USD
Intensive English Program	3,780	1,035

## Payments Plan

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

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

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

The following plan options are available:

- **Enrolled Self-Sponsored Students:**

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

**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

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

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

## Student Life

### On-Campus Services

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

#### **Student Residence**

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

#### **Recreational Facilities**

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

#### **Immigration and Visa Services**

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

#### **Lost and Found**

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

#### **Transportations & Parking**

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

#### **Bookstore**

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

#### **Library**

The AUE library located on the ground floor provides students, faculty and staff with access to textbooks, books, and other resources in print and electronic format. Additionally, the library provides students with access to computers and 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 these 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 place. 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 enrolment. 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

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

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

### **Online Counseling Sessions**

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

**Services**

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

**Special Accommodations**

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

Procedure for supportive and educational counseling provided to help students in improving and applying effective learning approaches and self-advocacy skills.

- 1- Prior to enrollment the prospective student must inform the Office of Counselling and Disability Support of any known mental or physical challenges that would require special accommodation throughout the program of study. The Office of Counselling and Disability support, based on an initial review of supporting documents, assesses the kind of support needed by the student upon admission and determines if the University's resources adequately support those needs.
- 2- Upon enrollment students must provide the Office of Counselling, and Disability Support with the following:
  - a. An impartial UAE certified professional must mail a report (which should be accredited by the Dubai Health Authority) to the Office Counselling and Disability Support with a clear diagnosis, ongoing treatment, prognosis (as per the Diagnostic and Statistical Manual of Mental Disorders nomenclature in cases of mental challenges), and the evaluation procedures employed.
  - b. Clear history of treatment/diagnosis with the most recent one being within the last 12 months.
  - c. Clear explanation of any medications and potential side effects that would impact the student's learning experience and the extent of the student's compliance with the prescribed treatment.
  - d. Clear explanation of any aides that would be used to support the students physical or mental challenge.
  - e. Clear stipulation of the kind of special accommodation needed by the student to successfully complete the program of study.
- 3- Upon review of the aforementioned information provided the Office of Counselling and Disability Support notifies the Student Life of the kind of special accommodation the

student requires both inside and outside the classroom in their future career and social live.

- 4- The Office of counselling and disabilities office notifies the relevant faculty/staff of the kind of special accommodation that the student requires and ensures adequate follow up.
- 5- Where applicable students must provide updated medical reports annually to the Office of Counseling and Disability Support.
- 6- The Office of Counseling, and Disability Support verifies the “special accommodation” needed by students to the Office of Student Life and Community prior to the start of each new academic semester.
- 7- Students may approach the Office of Counseling, and Disability Support at “scheduled times to seek support for any emotional or mental health issue they may be facing throughout the semester.
- 8- The Office of Counseling, and Disability Support provides University wide workshops on various issues related to mental health and the support of people of determination.
- 9- Counseling that is conducted is done so with the utmost attention to confidentiality. As such each student requesting counseling services will be informed of the university's assurance of

## Grievance Policy and Procedure

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

A grievance is defined as any incident or situation in which an enrolled AUE student perceives that one of his/her rights have been violated as outlined in the Policy on Student Rights and Responsibilities. This includes informal complaints, formal grievances, and appeals regarding perceived inadequate teaching and learning, inappropriate classroom conduct, discrimination, harassment, bullying arising between the student and his/her peers, instructors, or staff members.

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

### **Non-academic Grievance**

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

### **Academic Grievance**

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

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

### **Eligibility**

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

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

### **Definitions**

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

1. Written Grievance: refers to the written statement from a student indicating his/her intent to pursue a grievance through the American University in the Emirates student grievance system or through the University email.
2. Complainant: refers to an individual who has filed a formal grievance against a member of the American University in the Emirates community through the online student grievance system or through their University email.
3. Respondent: refers to a member of the American University in the Emirates who has been alleged of violating the policy on Student Rights and Responsibilities, Student Behavior and Discipline policy, or any other University policies or procedures
4. Manager of Student Life and Community Engagement: refers to the individual responsible for overseeing the proper implementation of the grievance procedures and

student grievance system. The Manager may designate any other appropriate individual to perform these duties.

5. Student Grievance Committee: refers to an ad-hoc Grievance Committee formed by the Grievance Committee to investigate a specific student grievance. This ad-hoc committee is chaired by the Manager of Student Life and Community Engagement and reports to the Chair of the Grievance Committee (the Student Services Director).
6. Grievance Procedures: refers to the Student Life and Community Engagement Office's procedures to address complaints against University policies and procedures.
7. Student: refers to an individual enrolled into an undergraduate or graduate program at the American University in the Emirates.

### **Informal Complaint: Mediation**

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

### **Formal Complaint: Grievance**

#### **A. Filing a Formal Grievance**

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

#### **B. Responding to a Formal Grievance**

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

2. The Manager of Student Life and Community Engagement, or designee, shall give written acknowledgement of receipt of the Student Grievance Form.

### C. Resolving a Grievance

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

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

### 3. Academic Grievance Committee Hearing

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

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



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



the violation(s), the Committee's decision, and the student's right for an appeal. The student is subject to any one or more of the Disciplinary Sanctions (see Disciplinary Sanctions).

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

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

- j. j. The Chair forwards a copy of the Student Grievance Committee's decision to all parties involved within seven (7) days of the Student Grievance Committee's decision.

- 6. Decision & Notification:** Based on the findings of the Grievance Committee, the respondent(s) will receive a formal Outcome letter within seven (7) days of the hearing outlining the violation(s), the Committee's decision, and the student's right for an appeal. The student is subject to any one or more of the Disciplinary Sanctions (see Disciplinary Sanctions).

### Grievance Appeal

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

Student Conduct Committee, or Disciplinary Sanction(s) assigned by the Student Life and Community Engagement Office

4. **Decision & Notification:** Based on the findings of the Student Appeal Committee, the Appellant will receive a formal letter within seven (7) days of the appeal committee meeting outlining the Student Appeal Committee's decision. Decisions of the Student Appeal Committee are final. There is no further opportunity for appeal.

## Student Rights and Responsibilities

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

### Student rights are as follows:

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

**Student responsibilities are as follows:**

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

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

## Orientation

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

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

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

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

## Student Publications and Media

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

## Advising and Student Success

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

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

The Office provides students support in two important areas:

- Advising services which focus on providing students with the support needed as they make fundamental decisions about their academic goals, course registration in line with their study plans, providing students with the information needed to better understand their academic standing, and developing strategies that enables students to confidently move towards their academic goals.
- Success support services which focuses on providing students at risk with the support needed in obtaining course-specific support in the form of peer mentorship. This process is particularly important given that it is built on a system in which students with a demonstrated record of academic excellence are given the opportunity to develop their own leadership/mentorship skills and gain practical experience as they assist their peers in subjects/skillsets in which they may be struggling. This student-centric learning process provides a unique learning experience for the students and enables them to more actively engage in the learning process whether as mentors or mentees.

The Office offers a variety of services including:

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

### **First Year Advising**

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

### **Peer Advising**

Peer Advisors are academic achievers in their junior or senior year at AUE who use first-hand experience to advise fellow undergraduate students. They are available to meet virtually to recommend strategies for success in their specific college at AUE and answer questions from a

student's perspective. Which is mainly helping the students to have a better perspective about their majors, courses, instructors, and their future career.

### **Mentoring Program**

The mentoring program is one of the most effective academic support services in the AUE which offer the students to have a mentor “Study Buddy” in any General, Core, Specialization courses offered in the AUE. In the student’s study plan many courses can require a mentor because of the student’s previous knowledge background didn’t cover such topic before so it is always important for the students to have the mentoring program in the top of their head as soon as they need an academic help in the course.

### **Workshops**

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

## English Language Program

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

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

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

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

### **The Writing Lab provides:**

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

3. **Courses** that would last up to 6 weeks on Academic Writing and Speaking Skills such as Academic Writing Skills Support Course and Academic Speaking Support Course
4. **Writing Together Groups:** Daily 90-minute sessions are arranged to create student writers who connect, write together, and to motivate each other to make progress on their academic projects.
  5. **Peer- Review Working Groups:** The purpose of these groups to build a community of student academic writers and to provide the students with the opportunity to receive feedback from their peers.



## Listing of Faculty Members

### College of Business Administration

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	<b>Prof. Abhilasha Singh</b>	Ph.D. Psychology	Banaras Hindu University	India
2	<b>Prof. Asma Salman</b>	Ph.D. Finance & Economics	Harbin Institute of Technology	China
3	<b>Prof. Assem Abd El-Fattah Hussein Tharwat</b>	Ph.D. Operations Research	Charles University	Czech Republic
4	<b>Prof. Salaheddin Saleh Abosedra</b>	Ph.D. Economics	University of Colorado	United States of America
5	<b>Prof. Robert Przemyslaw Karaszewski</b>	Ph.D. in Economics and Management	Nicolaus Copernicus University	Poland
6	<b>Prof. Munther Talal Ahmad Momany</b>	Ph.D. in Commerce	University of Santo Tomas	Philippines
7	<b>Dr. Azzam (M.T.) Q Hannon</b>	Ph.D. Accounting	The Arab Academy for Banking & Financial Sciences	Jordan
8	<b>Dr. Tahir Masood</b>	Ph.D. Philosophy Department of Management Sciences	Mohammad Ali Jinnah University	Pakistan
9	<b>Dr. Alex Jones</b>	Ph.D. Leadership	Alliant International University	United States of America
10	<b>Dr. Amer Abedrabbo Khlaif Al Fadli</b>	Ph.D. Accounting	University of Southern Queensland	Australia
11	<b>Dr. Edyta Jadwiga Skibinska</b>	Ph.D. Medicine	Medical University of Łódź	Poland
12	<b>Dr. Houda Mustapha El Mustapha</b>	Ph.D. Innovation Management (Marketing)	University of Twente	Netherlands
13	<b>Dr. Mohammad Abd Elhalim Khaddam Abusweilem</b>	Ph.D. Business Administration	W.I.S.E University	Jordan
14	<b>Dr. Mona Salah Ahmed Hammad</b>	Ph.D. Insurance	Cairo University	Egypt
15	<b>Dr. Nikolina Ljepava</b>	Ph.D. Marketing	University of Belgrade	Serbia
16	<b>Dr. Rabeb Ben Abdallah Ep Moalla</b>	Ph.D. Management	Paris-Est Marne la Vallée University	France
17	<b>Dr. Rania Itani</b>	Ph.D. Business Administration	Nottingham Trent University	United Kingdom
18	<b>Dr. Taesoo Ahn</b>	Ph. D. Sport Management	Florida State University	United States of America
19	<b>Dr. Michael Wang</b>	Ph.D. in Logistics and Supply Chain	RMIT University	Australia

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
20	<b>Dr. Marko Begovic</b>	Ph.D. in Sports Management	German Sport University Cologne	Germany
21	<b>Dr. Riad Mohamed Al Chami</b>	Ph.D. in Marketing	Jinan University	Lebanon
22	<b>Dr. Samer Kobrossy</b>	Ph.D. in Business Administration	Grenoble Ecole de Management	France
23	<b>Dr. Tatyana Gibbs</b>	Ph.D. in Advanced and Legal Studies	University of London	UK
24	<b>Dr. Tamara Fahid Mohammad Mohammad</b>	Ph.D. in Human Resources Management	Ph.D. in Human Resources Management	UK
25	<b>Dr. Abdulkarim Ali Dahan Al-Jaefi</b>	Ph.D. in Mineral Economics	The University of Arizona	USA
26	<b>Dr. Nasser Fathi Hassan Easa</b>	Ph.D. in Knowledge Management and Innovation in Banking Industry	University of Stirling	UK

## College of Security and Global Studies

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	<b>Prof. Dusko Tomic</b>	Ph.D. Political Sciences	University of Belgrade	Serbia
2	<b>Prof. Ghazi Falah</b>	Ph.D. in Social Science	Durham University	UK
3	<b>Dr. David Meyer</b>	Ph.D. Political Science	Columbia University	United States of America
4	<b>Dr. Eldar Sajlic</b>	Ph.D. Security	University of Novi Pazar	Serbia
5	<b>Dr. Marios Panagiotis Efthymiopoulos</b>	Ph.D. International Relations and Politics	University of Crete	Greece
6	<b>Dr. Shishir Upadhyaya</b>	Ph.D. in International Relations and Security Studies	University of Wollongong	Australia
7	<b>Dr. Kleanthis Kyriakidis</b>	Ph.D. International Relations/ Public Administration	University of the Aegean	Greece
8	<b>Dr. Nahla Abdulkarim Yassine-Hamdan</b>	Ph.D. Political Science	Wayne State University	United States of America
9	<b>Dr. Renny Castaneda</b>	Ph.D. Economics and Political Science	University of Hamburg	Germany
10	<b>Dr. Mohamed-Badine El Yattioui</b>	Ph.D. in Political Science	Lyon III University	France
11	<b>Dr. Gerasimos Rodotheatos</b>	Ph.D. in Law of the Sea	Panteion University of Social and Political Sciences	Greece
12	<b>Dr. Agustin Maciel Padilla</b>	Ph.D. in War Studies	University of London	UK

## College of Computer Information Technology

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	<b>Dr. Hasan Wahbah Yousef</b>	Ph.D. in Digital Systems	Cranfield University	UK
2	<b>Dr. Mohamed Elhoseny Ibrahim Elkholy</b>	Ph.D. in Information Systems	Mansoura University	Egypt
3	<b>Dr. Ahmed Naufal A Al Masri</b>	Ph.D. Electrical Power Engineering	University Putra Malaysia	Malaysia
4	<b>Dr. Amer ibrahim</b>	Ph.D. in Computer Science	University of Granada	Spain
5	<b>Dr. Abedallah Zaid Ahmad Abualkishik</b>	Ph.D. Software Engineering	University of Putra Malaysia	Malaysia
6	<b>Dr. Faris Abdullah Al Mansour</b>	Ph.D. Science in Information Technology	Towson University	United States of America
7	<b>Dr. Abdulmunem Saleh Ahmed Mohammed Alshehhi</b>	Ph.D. in Management & Business Administration	University of Dubai	UAE
8	<b>Dr. Nahia Mourad Ep. Kamal Merheb</b>	Ph.D. Applied Mathematics	Université Paris Est, Ecole Nationale des Ponts et Chaussée	France
9	<b>Dr. Rasha Almajed</b>	Ph.D. Information Technology	Towson University	United States of America
10	<b>Dr. Reem Atassi</b>	Ph.D. Data Science	Sapienza University of Rome	Italy

## College of Law

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	<b>Prof. Amer Ghassan Sleeman Al-Fakhoury</b>	Ph.D. International Public Law	University of Reims	France
2	<b>Prof. Inas Khalaf Alkhaldi</b>	Ph.D. in Arbitration	Menoufia University	Egypt
3	<b>Dr. Ayman Nawwaf Sharif Al-Hawawsheh</b>	Ph.D. Criminal Law	Institute of Arab Research & Studies	Egypt
4	<b>Dr. Ehab Mohammad Ahmad Alrousan</b>	Ph.D. Special Law	University of Tunis El Manar	Tunisia
5	<b>Dr. Luma Ali Faraj Aldhaheri</b>	Ph.D. Constitutional Law	Lebanese University	Lebanon
6	<b>Dr. Mahir Idris Albana</b>	Ph.D. Public International Law	University of Nice Sophia-Antipolis	France
7	<b>Dr. Naser Mohammad Abd AlAzeez Al-Shrman</b>	Ph.D. Commercial Law	Cairo University	Egypt

#	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
8	<b>Dr. Abdelawal Abdin Mohamed Bassiouny</b>	Ph. D Comparative Islamic Jurisprudence	Law Al Azhar University	Egypt
9	<b>Dr. Abdul Hamed Zafarul Hasan Ahmadullah</b>	Ph.D. Jurisprudence	University of Sharjah	United Arab Emirates
10	<b>Dr. Ahmed Moustafa Eldabousi Elsayed</b>	Ph.D. in Law	Mansoura University	Egypt
11	<b>Dr. Hatem Ahmed Ali Adileh</b>	Ph.D. Economics & Public Finance	Zagazig University	Egypt
12	<b>Dr. Qusay Salman Hilal Alfalahi</b>	Ph.D. in Private Law	Baghdad University	Iraq
13	<b>Dr. Jehad Saleh Qwaider Baniyniss</b>	Ph.D. Private law	Amman Arab University For Graduate Studies	Jordan
14	<b>Dr. Khalid Ahmad Salim Alshoha</b>	Ph.D. Private Law	Amman Arab University	Jordan
15	<b>Dr. Mohammed Taher Qasim Al-Awjar</b>	Ph.D. Private Law	University of Mosul	Iraq
16	<b>Dr. Tariq Morchid</b>	Ph.D. International Business Law	University of Cergy Pontoise	France
17	<b>Dr. Refaay Hassan Ali Abdelrahman</b>	Ph.D. in Law	Cairo University	Egypt
18	<b>Dr. Zubaidah Abdulwahab Muhammed Al-Dabbagh</b>	Ph.D. in Sports Education	Baghdad University	Iraq

## Listing of Senior Administrators

### Top Management

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

### College Deans

- Prof. Asma Salman – Dean for the College of Business Administration
- Prof. Assem Tharwat – Acting Dean for the College of Computer Information Technology
- Prof. Chahine Ghais- Dean for the College of Security and Global Studies
- Prof. Mohammed Aboelenein – Dean for the College of Education
- Prof. Taha Duri – Dean for the College of Design
- Prof. Amer Al Fakhoury - Dean for the College of Law
- Prof. Mohammed Kirat – Dean for the College of Media and Mass Communication

## Listing of Governing Board

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

# College of Business Administration (COBA)

## Programs

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

## Program Goals

### **Master of Business Administration**

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

### **Master of Sports Management**

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



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

PL O#	PLO Text	9A 5	9A 6	9A 7	9K 6	9K 7	9K 8	9K 9	9R 5	9R 6	9S 4	9S 5	9S 6	9S 7
1	Coherently synthesize knowledge of different business areas across all levels of organizational structure.	?			?	?	?	?			?	?	?	?
2	Apply innovative solutions and systems, to improve processes in organizations.	?			?	?		?	?		?	?	?	
3	Apply advanced research methodologies to effectively identify, critique, and solve highly complex business problems.	?			?	?	?	?	?	?	?	?	?	
4	Compose and present effective written and oral communication in an international and multicultural setting to effectively conduct business.				?	?	?	?			?	?	?	?
5	Demonstrate leadership and team-working strategies to improve organizational performance.		?	?	?	?		?						?
6	Consider ethical and socially responsible principles within a relevant business context to support decision making.		?		?		?				?		?	?

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

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

## Degree Requirements

### 1- Master of Business Administration

#### Study plan

Requirements	MBA	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	5	10
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b> (Excluding Bridging Course)		33

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

### 2- Master of Sports Management

#### Study plan

Requirements	MSM	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	5	10
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b> (Excluding Bridging Course)		33

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

### 3- Master of Sports Management – Equine Management Concentration

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

#### Study plan

Requirements	MSM	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	5	10
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3

Requirements	MSM	
	No. of Courses	Cr. Hrs.
<b>Equine Management Concentration Courses</b>	4	12
<b>Total</b> <i>(Excluding Bridging Course)</i>		45

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

## Study Plan

### 1- Master of Business Administration

*Bridging Courses (5 courses/10 CH)*

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

*Bridging courses are required for students who have their Bachelor degree in different field than Business*

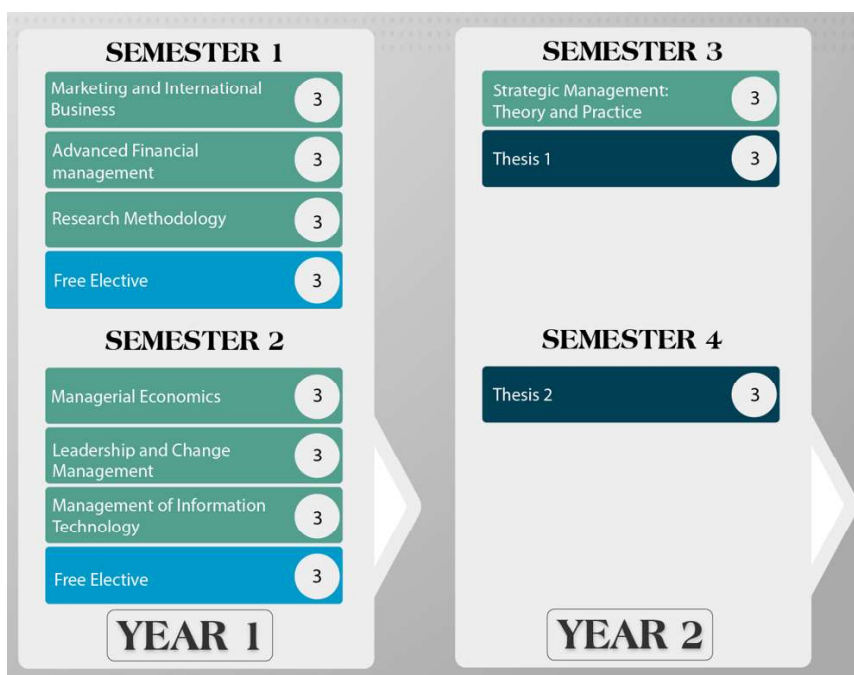
*Core Requirements Courses (7courses/21 CH)*

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

*Free Elective courses (2 courses/6 CH)*

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

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 610	Thesis 1	3
2	MGT 620	Thesis 2	3



## 2- Master of Sports Management

### *Bridging Courses (5 courses/10 CH)*

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

*Bridging courses are required for students who have their Bachelor degree in different field than Business*

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

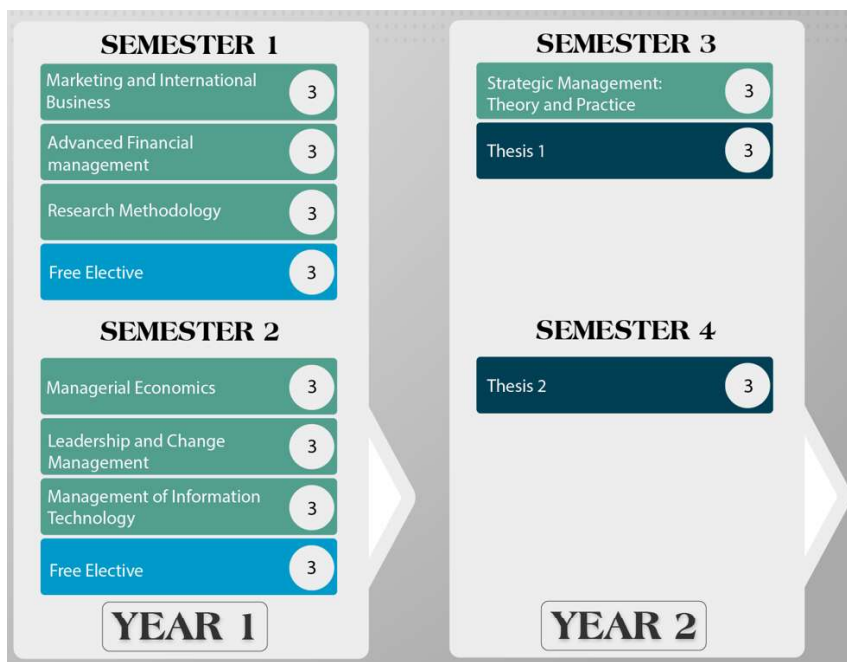
No.	Course Code	Course Title	Cr. Hrs.
1	MSM 600	Sport Governance and Policy	3
2	MSM 601	Sport Marketing	3
3	MSM 602	Managing Sport	3
4	MSM 603	Finances of Sport	3
5	MSM 604	Sport Facilities and Events Management	3
6	MSM 605	Sports Law and Ethics	3
7	RMT 600	Research Methodology	3

*Free Elective courses (2 courses/6 CH)*

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

*Thesis (6 Credits)*

No.	Course Code	Course Title	Cr. Hrs.
1	MSM 620	Thesis 1	3
2	MSM 630	Thesis 2	3

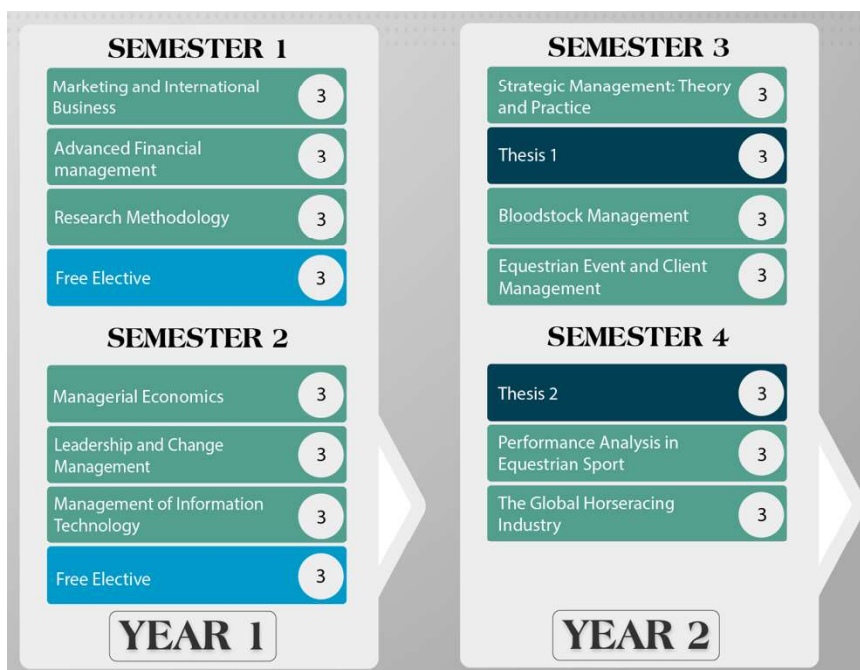


### 3- Master of Sports Management – Equine Management Concentration

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

#### Core Requirements Courses (4courses/12 CH)

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



## Course Description

### Master of Business Administration

#### Bridging Courses:

**Course Name:** *Management and Organizational Behavior*

**Course Code:** MGT 500

**Credits:** 2

#### Description:

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

functions of management, organizational culture and structure, employees' motivation, communication in organizations, stress and conflict management, leadership, team work, job satisfaction, etc.

**Course Name:** *Production and Operations Management*

**Course Code:** MGT 501

**Credits:** 2

#### Description:

The course is designed for students to understand the analytic methods in operation of organizations and industries.

The course aims to familiarize the issues facing the operations of organization, production scheduling, capacity and Location planning, process selection, facility



layout, inventory control, project management, and quality control to gain competitive advantage in an organization.

**Course Name: Marketing Concepts**

**Course Code: MKT 500**

**Credits: 2**

**Description:**

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

**Course Name: Accounting for Managers**

**Course Code: ACC 500**

**Credits: 2**

**Description:**

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

**Course Name: Statistics and Quantitative Analysis**

**Code: SQA 500**

**Credits: 2**

**Description:**

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

**Core Courses:**

**Course Name: Marketing and International Business**

**Course Code: MKT 600**

**Credits: 3**

**Description:**

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

applying marketing process in the international environment.

**Course Name: Advanced Financial Management**

**Course Code: FIN 600**

**Credits: 3**

**Description:**

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

Finally, students should develop knowledge in corporate governance issues such as corporate control, bankruptcy, liquidation, and reorganization.

**Course Name: Research Methodology**

**Course Code: RMT 600**

**Credits: 3**

**Description:**

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

**Course Name: Managerial Economics**

**Course Code: ECO 600**

**Credits: 3**

**Description:**

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

**Course Name: Strategic Management Theory and Practice**

**Course Code: MGT 600**

**Credits: 3****Description:**

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

students develop knowledge, skills, and competencies needed to design effective strategies for global business.

**Course Name: Leadership and Change Management****Course Code: MGT 601****Credits: 3****Description:**

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

**Course Name: Management of Information Technology****Course Code: MGT 602****Credits: 3****Description:**

The course discusses the information systems planning, and organizing and the application of information technology

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Master of Sports Management

### *Bridging Courses:*

**Course Name: Management and Organizational Behavior****Course Code: MGT 500****Credits: 2****Description:**

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

**Course Name: Accounting for Managers****Course Code: ACC 500****Credits: 2****Description:**

This 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 1****Course Code: MGT 610****Credit hours: 3****Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name: Thesis 2****Course Code: MGT 620****Credit hours: 3****Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

**Description:**

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

**Course Name: Production and Operations Management****Course Code: MGT 501****Credits: 2****Description:**

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

**Course Name: Marketing Concepts****Course Code: MKT 500****Credits: 2****Description:**

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

**Course Name:** **Statistics and Quantitative Analysis**

**Code:** **SQA 500**

**Credits:** **2**

**Description:**

This course aims to acquire a sound education in those statistical concepts quantitative analysis and their applications

in the fields of business and economics. This course requires fundamental understanding of basic statistics like frequency distribution, averages, measures of variability, probability. The course also recommends a prior understanding of software application SPSS or Megastat. Course covers statistical concepts and methods like hypothesis testing, variance Tests, regression analysis, Decision theory, chi-Square analysis and ANOVA with an emphasis on business application. Emphasis on the formulation of problems and their solution by standard methods and by computer packages.

### **Core Courses:**

**Course Name:** **Sport Governance and Policy**

**Course Code:** **MSM 600**

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

**Description**

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

**Course Name:** **Sports Marketing**

**Course Code:** **MSM 601**

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

**Description:**

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

**Course Name:** **Managing Sport**

**Course Code:** **MSM 602**

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

**Description**

This course provides the basic concept of sports management in terms of its scope, principles, issues and future trends. Additionally, it provides an opportunity to explore sport managers' role, responsibilities, and required skills in organizations in the sport industry and to learn strategies for their career success. The course introduces the basic analytics methods to identify and evaluate business analytic opportunities in the context of sport management and interpret such data to make appropriate decisions. It

provides students with the opportunity to gain information and understanding of the various practices and procedures associated with sport administration and management.

**Course Name:** **Sport Finance**

**Course Code:** **MSM 603**

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

**Description**

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

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

**Course Code:** **MSM 604**

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

**Description**

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

**Course Name:** **Sport Law and Ethics**

**Course Code:** **MSM 605**

**Credit hours:** **6**

**Description**

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

**Course Name:** **Research Methodology**

**Course Code:** **RMT 600**

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

**Description**

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



programs and will learn to apply SPSS-based statistical methods in their quantitative studies and NVivo in qualitative research projects. The course will emphasize the importance of cross-cultural dimension in the design and execution of empirical studies relating to different aspects of business.

### *Elective Courses:*

**Course Name:** Internship

**Course Code:** MSM 606

**Credit hours:** 3

**Description**

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

**Course Name:** Sports Development and Policy

**Course Code:** MSM 607

**Credit hours:** 3

**Description**

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

**Course Name:** Sports Consumer Behavior

**Course Code:** MSM 608

**Credit hours:** 3

**Description**

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

**Course Name:** Sport Globalization

**Course Code:** MSM 609

**Credit hours:** 3

**Description**

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

**Course Name:** Sport Tourism

**Course Code:** MSM 611

**Credit hours:** 3

**Description**

This course is designed to understand an interrelationship between two multi-billion dollars industry of tourism and sports. This course introduces students to the nature,

structure, and complexity of the sport tourism industry. It focuses on the nature of tourism and entertainment, its economic aspects, cultural factors, marketing, management and nature of sports. Topics covered include: economic, sociocultural and environmental impacts, motivations, marketing, and development principles.

**Course Name:** Special Topics in Sport Management

**Course Code:** MSM 614

**Credit hours:** 3

**Description**

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

**Course Name:** Sport Media and Communication

**Course Code:** MSM 615

**Credit hours:** 3

**Description**

This course is designed to provide students with an overview of the sport media communication field. The course presents the sports writing, broadcasting, online media, advertising and video production, and examines the differences between content rooted in journalism and content rooted in organizational communication. The goal of the course is providing students with an opportunity to be exposed to the full range of sport media communication; including locating sport communication

within the broader field of sport management and administration; different approaches and languages, lines of communication, personal and organizational aspects of sport communication; the various areas or segments of sport media; the services and support systems associated within sport media communication.

**Course Name:** Thesis 1

**Course Code:** MSM 620

**Credit hours:** 3

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name:** Thesis 2

**Course Code:** MSM 630

**Credit Hours:** 3

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analysing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defence as part of the assessment and fulfilment of the course.

## Equine Management Concentration

### Core Courses:

**Course Name:** Bloodstock Management

**Course Code:** MEM 600

**Credit hours:** 3

#### Description

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

**Course Name:** Equestrian Event and Client Management

**Course Code:** MEM 601

**Credit hours:** 3

#### Description

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

will be encouraged to apply theory into practice, utilizing scientific research and industry practices to produce creative and effective approaches to equestrian client relationship. The skills developed will support employment as a client or event manager in the future.

**Course Name:** Performance Analysis in Equestrian Sport

**Course Code:** MEM 602

**Credit hours:** 3

#### Description

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

**Course Name:** The Global Horseracing Industry

**Course Code:** MEM 603

**Credit hours:** 3

#### Description

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

# College of Computer and Information Technology (CCIT)

## Programs

### 1- Master in Knowledge Management

## Program Goals

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

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

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Critically demonstrate coherent and specialized knowledge in the field of work or discipline	?	?	?	?	?	?	?	?	?	?	?	?	?
2	Interpret knowledge through oral and written communication using appropriate research methodology	?	?	?	?	?	?	?	?	?	?	?	?	?
3	Use cognitive knowledge and skills to transfer learning to new situations in the field of work or discipline	?	?	?	?	?	?	?	?	?	?	?	?	?
4	Analyze issues by developing convenient solutions through appropriate	?	?	?	?	?	?	?	?	?	?	?	?	?



PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
	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>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b>		30

## Study Plan

### Core Requirements Courses (5courses/15 CH)

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

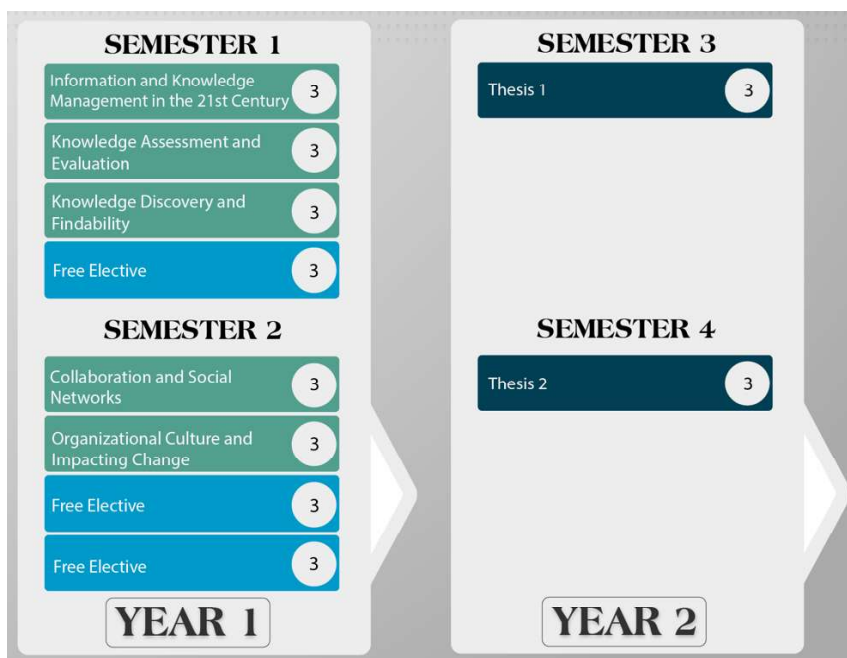
### Free Elective courses (3 courses/9 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	KMI 604	Business Analytics and Strategic Intelligence	3
2	KMI 606	Building Effective KM Strategy and Services	3
3	RMT 600	Research Methodology	3
4	KMI 610	Enterprise Wide Application and Portfolio Project Management	3

5	KMI 612	Knowledge Management Systems and Implementations	3
6	KMI 613	Foundations of Document and Record Management	3
7	MGT 604	Innovation and Entrepreneurship	3
8	KMI 616	Information Architecture	3

### Thesis (1 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	KMI 710	Thesis 1	3
2	KMI 720	Thesis 2	3



## 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.

**Course Name: Organizational Culture and Impacting Change****Course Code: KMI 605****Credits: 3****Description:**

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

**Elective Courses:****Course Name: Business Analytics and Strategic Intelligence****Course Code: KMI 604****Credits: 3****Description:**

Information and data are growing at an exponential rate. Analytics allows us to explore science and human behavior. Businesses and governments require effective strategic intelligence to track competition and manage and disseminate knowledge. For example, Capital One Bank uses analytic capabilities to match credit card offerings to customers more accurately than their competitors. Walmart uses analytics to monitor and update its inventory in a way that allows it to serve its customers at an exceptionally low cost. Companies like Apple, Google, Amazon, Walmart, Netflix and many other leading-edge companies are highly successful because they make very good use of the data they collect. In this course, 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. Key topics will include: • Knowledge Service and developing a business case • Knowledge Tools and Methodology • Knowledge Culture

**Course Name: Research Methodology****Course Code: RMT 600****Credits: 3****Description:**

This course offers an introduction to quantitative and qualitative designs in management research as well as to applied statistical methods. The students will learn the

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

**Course Name:** Enterprise Wide Application and Portfolio Project Management

**Course Code:** KMI 610

**Credits:** 3

**Description:**

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

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

**Course Name:** Knowledge Management Systems and Implementation

**Course Code:** KMI 612

**Credits:** 3

**Description:**

Today's complex systems often produce complex information needs that require new technical communication methods and tools. This course surveys Knowledge Management systems that enable the access of knowledge assets. There are several categories of Knowledge Management systems semantic networks, content management, groupware systems and KM 2.0, intranets, extranets, document management system, data warehousing systems. You will also look at implementation of a Knowledge Management system. The business and system issues associated with the analysis,

design, construction, deployment, management and evaluation of Knowledge Management systems are addressed. A Knowledge Management system can enable your business to make better decisions. A Knowledge Management system focuses on both explicit and tacit knowledge. Many publishers use content management systems (CMS) to constantly update web pages and properties with fresh content to engage web visitors. In your role as a knowledge professional, it is quite likely that you will be involved in the implementation of a new tool and it is important to think strategically about this tool and the enterprise architecture. There is a growing need in the labor market for experts who with the ability to recognize and understand the needs of a Knowledge Management system and skills to implementation and organize content in such a system. You will use Knowledge Management technologies, review case studies and analyze knowledge processes and systems. Additionally, you will learn the implementation planning process of a knowledge system for an organization and the role of the Knowledge Management.

**Course Name:** Foundations of Document and Record Management

**Course Code:** KMI 613

**Credits:** 3

**Description:**

Knowledge of Document Management and Records Management are key processes for anyone working in Information Management. This course covers the principles and application of document management, records management and their associated systems. Student will examine principles, frameworks and the relationship with information policy and industry standards. The course will also introduce students to the records lifecycle, ensuring students can reconcile the physical and intellectual considerations related to curating, managing and preserving digital materials from a Knowledge Management perspective.

With the growth of big data and internet records we will further explore how we manage social media, Web 2.0 and instant message records and also understand the role of knowledge managers in this key area.

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

**Course Name:** Innovation and Entrepreneurship

**Course Code:** MGT 604

**Credits:** 3

**Description:**

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

**Course Name:** Information Architecture

**Course Code: KMI 616****Credits: 3****Description:**

Structuring online content is essential so that people can easily find what they are looking for. This course introduces you to concepts and practices in Information Architecture as well as basic elements of user experience design (UXD). Students will learn the broader context of Enterprise Architecture and develop practical skills to compare, analyze and design information architectures. The focus of Information Architecture is the structure and organization of content in an intranet, knowledge hub, website, mobile app, or other knowledge system with the goal of improved findability. Information Architecture is essential as it provides consistent taxonomies, metadata, search functionality and structured vocabulary with the user in mind. The course will have a group and individual component. For the group component, students will analyze a website from an Information Architecture perspective in a small group as well as conduct user research. For the individual component, you will select a target intranet or website for design, create the Information Architecture design and develop a presentation showing the process and workflows.

**Course Name: Thesis 1****Course Code: KMI 710****Credits: 3****Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name: Thesis 2****Course Code: KMI 720****Credits: 3****Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analysing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defence as part of the assessment and fulfilment of the course.

# College of Security and Global Studies (CSGS)

## Programs

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

## Program Goals

### **Master of Art in Diplomacy**

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

### **Master of Arts in Security Strategic Studies**

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

### **Master in Security Studies and Information Analysis**

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

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

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
1	Coherently synthesize and summarize knowledge of the field of diplomacy through effective analytical inquiry of current and past diplomatic successes and failures.	?	?	?	?	?	?	?	?	?	?	?	?	?
2	Compose and present effective communications in written and oral form demonstrating critical and discriminatory thinking skills across the curriculum	?	?	?	?	?	?	?	?	?	?	?	?	?
3	Formulate innovative complex ideas to generate new solutions to long term diplomatic concerns and present this ability through formal recommendations in policy papers and presentations relative to the field.	?	?	?	?	?	?	?	?	?	?	?	?	?
4	Analyze Diplomatic issues by applying critical thinking to construct problem solving solutions based on limited information.				?	?					?	?		



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

PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
	paradigms and trends in Security and Strategy through advanced research and communication skills													
3	Examine the highly complex, unpredictable and unfamiliar environments in Security and Strategy and provide solutions for real world scenarios	?	?	?	?	?	?	?	?	?	?	?	?	?
4	Manage professional practices in multidimensional environment in the field of Security and Strategy in complex situations.	?				?			?		?			
5	Contribute the advancement of professional knowledge and practices in the field of Security and Strategy to produce original and advanced research abiding by culture and ethical framework.	?	?	?	?	?	?	?	?	?	?	?	?	?

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

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

## Degree Requirements:

### 1- Master of Arts in Diplomacy

#### Study Plan

Requirements	Master of Arts in Diplomacy	
	No. of Courses	Cr. Hrs.
<b>Bridging Courses (*)</b>	2	4
<b>Core Courses</b>	6	18
<b>Free Electives</b>	4	12
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b> <i>(Excluding Bridging Course)</i>		36

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

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

#### Study Plan

Requirements	Master of Arts in Security and Strategic Studies	
	No. of Courses	Cr. Hrs.
<b>Core Courses</b>	6	18
<b>Free Electives Courses</b>	4	12
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b>		36

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

Requirements	Master in Security Studies and Information Science	
	No. of Courses	Cr. Hrs.
<b>Core Courses</b>	7	21
<b>Free Electives Courses</b>	3	9
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	3
<b>Total</b>		36

## Study Plan

### 1- Master of Arts in Diplomacy

#### *Bridging Courses (2 courses/6 CH)*

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

*Bridging courses are required for students who have their Bachelor degree in different field than Media and Communication*

#### *Core Requirements Courses (6courses/18 CH)*

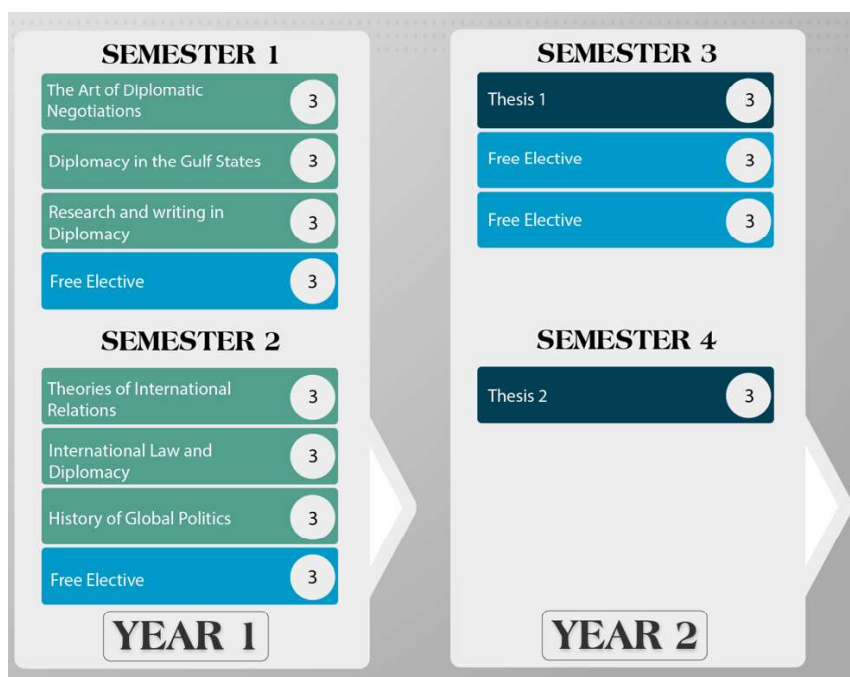
No.	Course Code	Course Title	Cr. Hrs.
1	MAD 600	The Art of Diplomatic Negotiations	3
2	MAD 601	Diplomacy in the Gulf States	3
3	MAD 602	Research and writing in Diplomacy	3
4	MAD 603	Theories of International Relations	3
5	MAD 605	International Law and Diplomacy	3
6	MAD 618	History of Global Politics	3

#### *Free Elective courses (4 courses/12 CH)*

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 606	Diplomacy and Security	3
2	MAD 607	International Political Economy	3
3	MAD 608	Regional and International Organizations	3
4	MAD 609	Diplomatic Services and Practices	3
5	MAD 610	Economic Diplomacy	3
6	MAD 611	Foreign Policy Analysis	3
7	MAD 612	Public Diplomacy	3
8	MAD 613	Politics of Sustainable Energy	3
9	MAD 615	Culture Diplomacy	3

#### *Thesis (2 courses/6 CH)*

No.	Course Code	Course Title	Cr. Hrs.
1	MAD 620	Thesis 1	3
2	MAD 630	Thesis 2	3



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

### Core Requirements Courses (6 courses/18 CH)

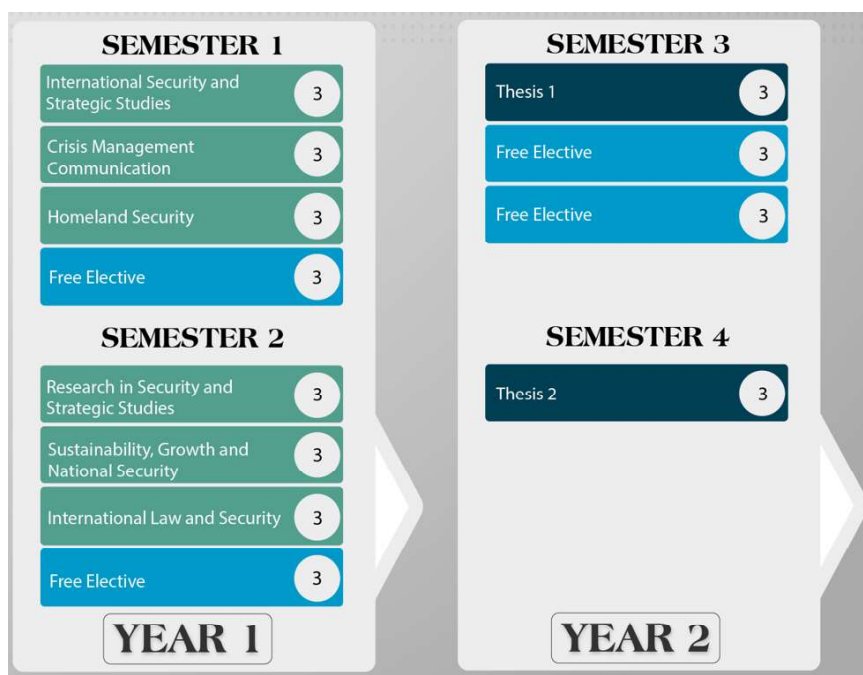
No.	Course Code	Course Title	Cr. Hrs.
1	MSS 600	International Security and Strategic Studies	3
2	MSS 601	Crisis Management Communication	3
3	MSS 602	Homeland Security	3
4	MSS 603	Research in Security and Strategic Studies	3
5	MSS 604	Sustainability, Growth and National Security	3
6	MSS 608	International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

### Free Elective courses (4 courses/12 CH)

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

No.	Course Code	Course Title	Cr. Hrs.
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<b>1</b>	MSS 615	Thesis 1	3
<b>2</b>	MSS 617	Thesis 2	3



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

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

No.	Course Code	Course Title	Cr. Hrs.
<b>1</b>	MASI 600	Intelligence and Security	3
<b>2</b>	MASI 601	Issues in Intelligence	3
<b>3</b>	MASI 602	Intelligence Analysis	3
<b>4</b>	MASI 603	Security, Strategic Works and Intelligence	3
<b>5</b>	MASI 604	Contemporary Conflicts and Security Challenges	3
<b>6</b>	MASI 605	Research Methods in Intelligence and Security Studies	3
<b>7</b>	MASI 606	Homeland Security	3

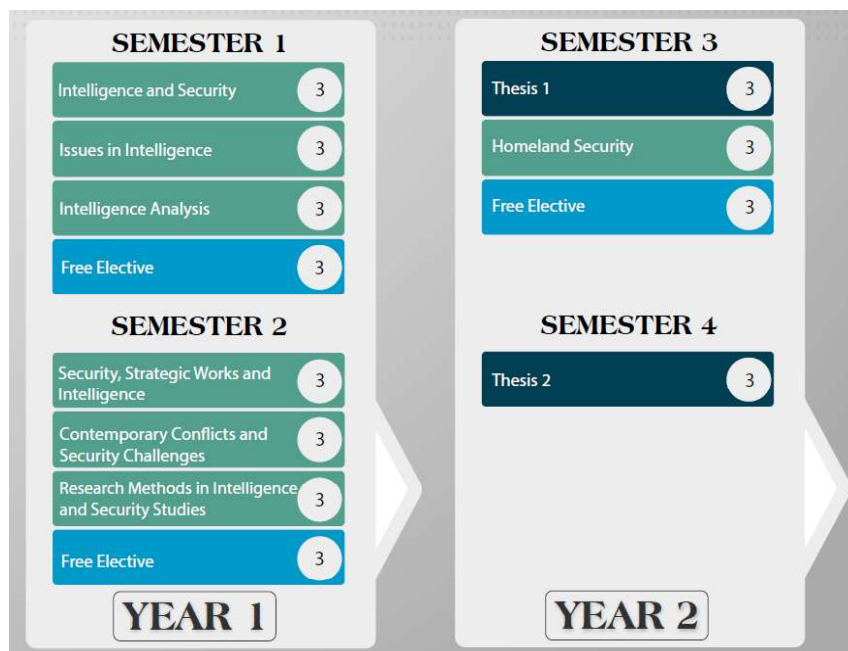


*Free Elective courses (3 courses/9 CH)*

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 610	Critical Infrastructure Protection	3
4	MASI 611	Irregular Warfare: Strategy and Operational Responses	3
5	MASI 612	Dynamics of Terrorism and Counterterrorism	3
6	MASI 613	Environmental Security	3
7	MASI 614	Current Issues in Security and Intelligence	3
8	MASI 615	Leadership and Security, Strategy and Intelligence	3
9	MASI 616	Counterintelligence	3

*Thesis (6 CH)*

No.	Course Code	Course Title	Cr. Hrs.
1	MASI 624	Thesis 1	3
2	MASI 630	Thesis 2	3



## Course Description

### Master of Arts in Diplomacy

#### *Bridging Courses:*

**Course Name:** International Relations since 1945

**Course Code:** MAD 500

**Credit hours:** 2

**Description:**

This course examines the evolution of the international relations since WWII with emphasis on the Middle East. Students will explore the international relations evolved in the Middle East and how the middle east was not immune to the tensions between the world's superpowers. Students will also Learn about various types, evolutions, historical roots and underpinnings of wars. Students will analyze and discuss the international systems since 1945 and their use and applications in understanding foreign policy, global conflict, wars on terrorism, search for peace and so on.

**Course Name:** The World today

**Course Code:** MAD 501

**Credit hours:** 2

**Description:**

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

#### *Core Courses:*

**Course Name:** The Art of Diplomatic Negotiations

**Course Code:** MAD 600

**Credit hours:** 3

**Description:**

This course introduces graduate students to negotiation, mediation, and good offices techniques in a variety of settings. Different negotiation styles, stages of the negotiation process, and the negotiating environment are all discussed in this course. The course also covers conflict resolution theory, as well as peacekeeping and peacebuilding. It focuses on dangers, opportunities, and solutions that address the numerous dimensions of change that have occurred since the Cold War's conclusion. This course also discusses the importance of communication skills, persuasion, and cultural differences.

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

**Course Code:** MAD 601

**Credit hours:** 3

**Description:**

This course focuses on Gulf states (UAE, Bahrain, Saudi Arabia, Oman, Qatar, and Kuwait) with regards to major issues in the world, mainly Energy, conflicts in the Middle East, foreign relations with major regional players and contemporary issues like migration.

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

**Course Code:** MAD 602

**Credit hours:** 3

**Description:**

This course enables students to comprehend and become critically aware of the specific scientific methods, concepts and theories in the field of diplomacy. The 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. Students will be able to identify and implement appropriate methods for addressing and conducting research in their field of study, as well as publishing the results of scientific inquiry in the form of a master level research project or article.

**Course Name:** Theories of International Relations

**Course Code:** MAD 603

**Credit hours:** 3

**Description:**

Students in this course will learn about the numerous sorts, forms, evolutions, historical roots, and underpinnings of various IR theories, allowing them to analyze global political issues and events. The course also illustrates the actual applicability of the major theories utilized in IR through case studies. Students will debate and explore IR theory's methodologies, approaches, and paradigms, as well as their usage and applications in comprehending diplomatic conundrums, foreign policy, and global conflicts, as well as their prospective resolution.

**Course Name:** International Law and Diplomacy

**Course Code:** MAD 605

**Credit hours:** 3

**Description:**

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

**Course Name:** History of Global Politics

**Course Code:** MAD 618

**Credit hours:** 3

**Description:**

This course explores the concepts of global politics, students will master the fundamental concepts related to security, diplomacy, and economy. Furthermore, through historical case studies, students will comprehend the context and evolution of global politics and will be able to analyze and assess the current and historical topics of foreign policy, global political economy, etc.

#### *Elective Courses:*

**Course Name:** Diplomacy and Security

**Course Code:** MAD 606

**Course Pre-requisites:** NA

**Credit hours:** 3

**Description:**

This course provides adequate knowledge about the relationship between military force, international security, military organizations, and mainly diplomacy. It also focuses on international relations which shape modern diplomacy such as: nuclear politics, war, secret intelligence, economic integration, and political

fragmentation. The course also discusses the political development which has been accompanied by civil war, terrorism, use of force, instability, and occupation as well as the security variables that play an important role in contemporary diplomacy. Students in this course will also deal with statecraft emphasizing economic, demographic, and environmental issues.

**Course Name:** **International Political Economy**

**Course Code:** **MAD 607**

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

**Description:**

This course focus on assessing the 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 discuss and analyze important topics such 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. Students in this course 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 discussed and analyzed in the class.

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

**Course Code:** **MAD 608**

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

**Description:**

This is course will introduce students with laws, principles, philosophies and ideologies of the creations of multiple organizations worldwide and their broader roles and impacts in world politics. This course will explore and critically analyze international and regional organizations, their process of formations, goals, objectives and activities from liberal institutionalist perspectives. Students in this course will analyze the roles and places of regional and international organizations in resolving global and regional conflicts. The course will deal with all types and levels of organizations, global, regional, economic, political, security, environmental.

**Course Name:** **Diplomatic Services and Practices**

**Course Code:** **MAD 609**

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

**Description:**

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

and will be familiar with diplomatic culture, values and traditions of different peoples and nations. The trends of future directions in diplomacy and diplomatic services will also be discussed and debated in the class.

**Course Name:** **Economic Diplomacy**

**Course Code:** **MAD 610**

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

**Description:**

In this course 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 explores the historical, philosophical, and practical roots and causes of the field's emergence, with a particular focus on the NICs and other Southeast Asian countries that pioneered these changes and revolutions, which were later adopted by other countries to varying degrees and intensities. The course also discusses some major powerful organizations and Blocks, like the G-7, G-20, EU, BRICS, ASEAN, AU and other, shifting from political, security to economy, trade and investments.

**Course Name:** **Foreign Policy Analysis**

**Course Code:** **MAD 611**

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

**Description:**

This course is an exploration of foreign policy processes, actors, theories and cases. The primary purpose of this course is to introduce students to the skills associated with foreign policy analysis and evaluation, which can be used in intelligence, security and diplomacy. Students in this course will practice and analyze the major concepts and models in foreign policy with focus on governments, nations and international bodies as well as exploring the factors that influence contemporary foreign policy and behavior associated with different states.

**Course Name:** **Public Diplomacy**

**Course Code:** **MAD 612**

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

**Description:**

This course is designed to introduce students to the major issues and approaches to Public Diplomacy, to explore its main tools, important contemporary questions, and debates in this field, and to help students to think critically about these relevant aspects in the context of an increasingly complex international environment. It also addresses important regional affairs in international relations to learn the role of Public Diplomacy, by analyzing critical issues and current events. The course also looks at contemporary issues including digital communications and media strategies, which are paramount to Public Diplomacy.

**Course Name:** **Politics of Sustainable Energy**

**Course Code:** **MAD 613**

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

**Description:**

This course provides students with a comprehensive understanding of the crucial role of energy in modern societies and more specifically, how energy policies are shaped on international or domestic level. The course focuses on the contrasting benefits and drawbacks of

mainstream energy sources, it analyses the environmental, social and economic aspects of energy use, along with an in-depth discussion of energy policies and diplomatic efforts. The course will enable students to gain experience in the research and analysis of specific cases they select for more detailed study. The course analyzes the current main energy and sustainability concepts and ideas through theoretical and methodological tools and aims at developing an ability to understand and practically handle them in real life situations. Students in this course will be 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.

**Course Name:** Culture Diplomacy

**Course Code:** MAD 615

**Credit hours:** 3

**Description:**

This course focuses on cultural diplomacy and soft power. Education, religion, food, film, music, and other areas of cultural diplomacy will be analyzed and applied through case studies of countries such as the United States, Russia, China, Japan, and India, as well as organizations such as the European Union.

**Course Name:** Thesis 1

**Course Code:** MAD 620

**Credit hours:** 3

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. It is meant to stimulate students in acquiring and in-depth knowledge and insight in a specific subject of interest to the students which should contribute to the discipline areas of diplomacy. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the subject, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen subject.

**Course Name:** Thesis 2

**Course Code:** MAD 630

**Credit hours:** 3

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

## Master of Arts in Security and Strategic Studies

### Core Courses:

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

**Course Code:** MSS 600

**Credit hours:** 3

**Description:**

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

**Course Name:** Crisis Management Communications

**Course Code:** MSS 601

**Credit hours:** 3

**Description:**

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

**Course Name:** Homeland Security

**Course Code:** MSS 602

**Credit hours:** 3

**Description:**

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

**Course Name:** Research in Security and Strategic Studies

**Course Code:** MSS 603

**Credit hours:** 3

**Description:**

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

**Course Name:** Sustainability, Growth and National Security

**Course Code:** MSS 604

**Credit hours:** 3

**Description:**

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

**Course Name:** International Law and Security

**Course Code:** MSS 608

**Credit hours:** 3

**Description:**

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

### Elective Courses:

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

**Course Code:** MSS 605

**Credit hours:** 3

**Description:**

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

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

**Course Code:** MSS 606

**Credit hours:** 3

**Description:**

This course examines the intricate relationship between diplomacy and the use of force in a critical and practical way. In particular, this course will demonstrate (through lectures and specialized assignments) that diplomacy is an integral element of strategy in both war and peace and, in



addition, examine how diplomacy can end a war / crisis or even avert one. In other words, this course aspires to offer the students both the knowledge about the interplay of diplomacy and military force and the practical tools to interpret, assess and implement in policy-making the various processes for the resolution of crises and conflicts through diplomacy.

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

**Course Code:** MSS 607

**Credit hours:** 3

**Description:**

This course is designed to introduce the students to the diverse and complex world order of the 21st century. Therefore, this course intends to determine the utility of foreign policy in security or strategic affairs and, in particular, evaluate the utility of the two instruments of foreign policy (negotiation and mitigation) for security or strategic issues. Similarly, the course interprets the objectives and prospects of contemporary foreign policy and examines the causes of war and peace, the security threats and challenges and the various manifestations of foreign policy (from military alliances to external armed interventions).

**Course Name:** Intelligence and Security

**Course Code:** MASI 600

**Credit hours:** 3

**Description:**

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

**Course Name:** Management of Critical Infrastructures

**Course Code:** MSS 610

**Credit hours:** 3

**Description:**

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

**Course Name:** Terrorism and Organized Crime

**Course Code:** MSS 611

**Credit hours:** 3

**Description:**

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

**Course Name:** Internship

**Course Code:** MSS 620

**Credit hours:** 6

**Description:**

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

**Course Name:** Thesis 1

**Course Code:** MSS 615

**Credit hours:** 3

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. It is meant to stimulate students in acquiring and in-depth knowledge and insight in a specific subject of interest to the students which should contribute to the discipline areas of security and strategic studies. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the subject, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen subject.

**Course Name:** Thesis 2

**Course Code:** MSS 617

**Credit hours:** 3

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analysing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

## 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, concepts, 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 as well as global security.

**Course Name:** *Issues in Intelligence*

**Course Code:** MASI 601

**Credit hours:** 3

**Description**

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

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

**Course Name:** *Intelligence Analysis*

**Course Code:** MASI 602

**Credit hours:** 3

**Description:**

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

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

**Course Code:** MASI 603

**Credit hours:** 3

**Description:**

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

**Course Name:** *Contemporary Conflicts and Security Challenges*

**Course Cde:** MASI 604

**Credit hours:** 3

**Description:**

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

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

**Course Code:** MASI 605

**Credit hours:** 3

**Description**

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

**Course Name:** *Homeland Security*

**Course Code:** MASI 606

**Credit hours:** 3

**Description:**

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

*Elective Courses:*

**Course Name:** *Intelligence and Strategic Intelligence: The*

*Role of Internal Security Organizations*

**Course Code:** MASI 607

**Credit hours:** 3

**Description:**

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

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

**Course Code:** MASI 608

**Credit hours:** 3

**Description:**

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

**Course Name:** *Critical Infrastructure Protection*

**Course Code:** MASI 610

**Credit hours:** 3



**Description:**

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

**Course Name: Irregular Warfare: Strategy and Operational Responses****Course Code: MASI 611****Credit hours: 3****Description:**

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

**Course Name: Dynamics of Terrorism and Counterterrorism****Course Code: MASI 612****Credit hours: 3****Description:**

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

**Course Name: Environmental Security****Course Code: MASI 613****Credit hours: 3****Description:**

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

**Course Name: Current Issues in Security and Intelligence****Course Code: MASI 614****Credit hours: 3****Description:**

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

**Course Name: Leadership and Security, Strategy and Intelligence****Course Code: MASI 615****Credit hours: 3****Description:**

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

**Course Name: Counterintelligence****Course Code: MASI 616****Credit hours: 3****Description:**

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

**Course Name: Thesis 1****Course Code: MASI 624****Credit hours: 3****Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. It is meant to stimulate students in acquiring and in-depth knowledge and insight in a specific subject of interest to the students which should contribute to the discipline areas of security studies and information analysis. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the subject, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen subject.

**Course Name: Thesis 2****Course Code: MASI 630****Credit hours: 3****Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

## 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

PL O #	PLO Text	9A 5	9A 6	9A 7	9K 6	9K 7	9K 8	9K 9	9R 5	9R 6	9S 4	9S 5	9S 6	9S 7
1	Explain the knowledge of arbitration in an in-depth and comprehensive manner.				?		?	?						
2	Analyze contemporary knowledge and understand the recent developments in arbitration, professional practice and knowledge production to find new concepts and innovative solutions to emerging challenges.				?	?	?				?			
3	Write scientific research in the field of arbitration in line with legal research methods and the requirements of scientific integrity				?			?			?	?	?	
4	Apply the acquired skills in the field of adjudicating disputes through arbitration, by developing the student's research and practical skills which demonstrate their ability to think and analyze with a high degree of independence.			?			?					?		
5	Present the ability to carry out legal duties objectively, impartially and independently through self-learning and interactive applications										?		?	?
6	Compare the various doctrinal and legislative trends in arbitration issues		?	?										
7	Lead the work team to solve relevant legal problems in the field of arbitration, dispute resolution and taking responsibility		?									?	?	

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

PL O #	PLO Text	9A 5	9A 6	9A 7	9K 6	9K 7	9K 8	9K 9	9R 5	9R 6	9S 4	9S 5	9S 6	9S 7
1	Explain the regulations and knowledge of criminal sciences in depth.				?		?	?			?	?		
2	Evaluate contemporary knowledge in a critical and constructive manner in accordance with recent developments in Criminal sciences			?			?	?				?		
3	Analyze issues related to practical reality to propose solutions that are practically applicable according to the skills acquired in the field of Criminal sciences.	?	?				?	?			?	?	?	
4	Apply creative and critical thinking methods through independent self-learning skills.	?			?						?	?	?	
5	Deduce legal solutions in cases with a legislative void in the academic and professional fields through a comparison between national and international legal texts in the field of criminal sciences.	?	?						?		?	?	?	
6	Organize leadership of the work team to solve relevant legal problems in the field of Criminal sciences to propose appropriate solutions.	?											?	
7	Prepare scientific research according to legal research methods in the fields of criminal sciences	?	?	?										

## 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	Explain the knowledge in the field of intellectual property in an in-depth and comprehensive manner.				?	?	?	?						
2	Analyze the contemporary knowledge of scientific research to be a basis for constructive critical thinking and familiarity with the latest developments in intellectual property, professional practice and knowledge production to find new concepts and solutions to emerging challenges										?		?	
3	Prepare scientific research in the field of intellectual property in line with legal research methods and the requirements of scientific integrity	?									?	?	?	?
4	Present the ability to carry out legal duties objectively, impartially, and independently through interactive and self-learning applications	?	?									?		?
5	Create legal solutions in cases and modern methods in order to take appropriate measures and decisions in accordance with the texts, rulings and judicial principles.	?	?				?				?	?	?	?

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

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



PLO #	PLO Text	9A5	9A6	9A7	9K6	9K7	9K8	9K9	9R5	9R6	9S4	9S5	9S6	9S7
	developments in the framework of sports laws and regulations.													
6	Use the basic skills related to the field of sports law in terms of his/her ability to analyze and interpret, which represents a complete ability to use them within the field of specialization.	?				?					?		?	

## Degree Requirements

### 1- Master in Arbitration

Requirements	Master in Arbitration	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	7	19
<b>Core Courses</b>	6	18
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	6
<b>Total</b> (excluding bridging courses)		33

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

### 2- Master in Criminal Science

Requirements	Master in Criminal Science	
	No. of Courses	Cr. Hrs.
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	6
<b>Total</b>		36

### 3- Master in Intellectual Property

Requirements	Master in Intellectual Property	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	9	22
<b>Core Courses</b>	7	21
<b>Free Electives</b>	2	6
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	6
<b>Total</b> (excluding bridging courses)		36

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

### 4- Professional Master in Sports Law

#### Study Plan:

Requirements	Professional Master in Sports Law	
	No. of Courses	Cr. Hrs.
<b>Bridging courses (*)</b>	8	16
<b>Core Courses</b>	7	18
<b>Electives</b>	3	9
<b>Thesis 1</b>	1	3
<b>Thesis 2</b>	1	6
<b>Total</b> (excluding bridging courses)		36

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

## Study Plan

### Master in Arbitration

*Bridging courses (19 credit hours)*

S.R	Course Code	Course Title	Credit hours
1	LAW 510	Introduction to Legal Studies	3
2	LAW 511	Sources of Obligations I	3
3	LAW 515	Principles of Commercial Law	3
4	LAW 517	Private International Law (Conflict of Laws)	2
5	LAW 519	Bankruptcy and Commercial Companies	3
6	LAW 514	Civil Procedures Code	3
7	LAW 518	Introduction to Research	2

*Bridging courses are required for students who have their Bachelor degree in different field than law.*

*Core Courses (18 credit hours):*

One-third of the instructional hours in each course is devoted to practical applications.

S.R	Course Code	Course Title	Credit hours
1	LAR 600	Arbitration Agreement	3
2	LAR 601	Arbitration Procedures	3
3	LAR 602	Applicable Law in Arbitration	3
4	LAR 603	Role of Judiciary in Arbitration	3
5	LAR606	International Conventions and Arbitration Institutions and Centers	3
6	RMT 600L	Comparative Legal Research Methods	3

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

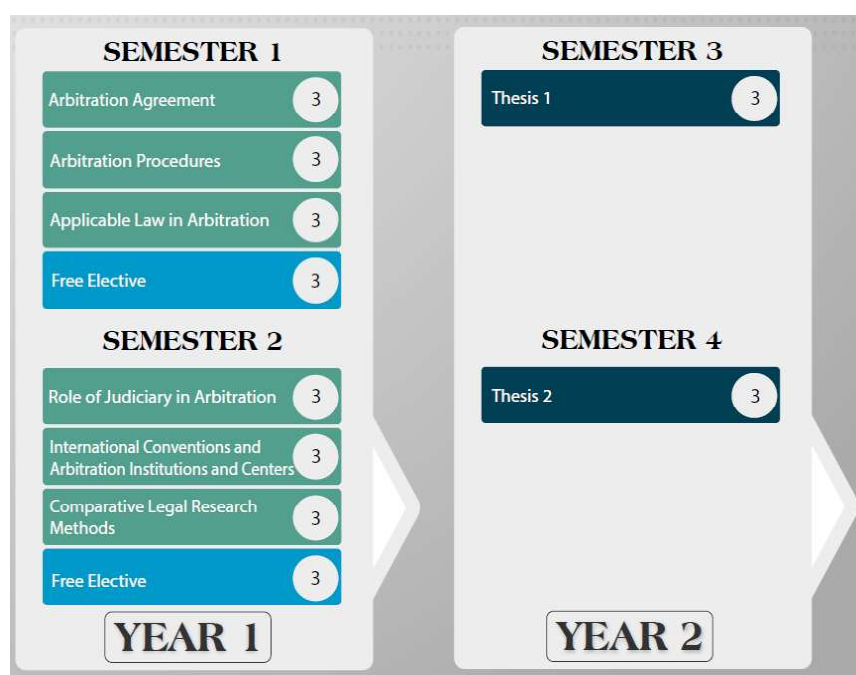
One-third of the instructional hours in each course is devoted to practical applications.

S.R	Course Code	Course Title	Credit hours
1	LAR 607	Arbitration of Investment Disputes*	3
2	LAR 608	Arbitration in the Financial Markets and Banks Operations*	3
3	LAR 609	Maritime Arbitration*	3
4	LAR 610	Public International Arbitration*	3
5	LAR 611	Arbitration of Intellectual Property*	3
6	LAR 605	Arbitration in Constructions Contracts*	3
7	LAR 612	Internship	3

*\*Courses fully taught in English*

*Thesis 9 credit hours*

No.	Course Title	Course Code	Cr. Hrs.
1	LAR 620	Thesis 1	3
2	LAR 625	Thesis 2	6



## Master in Criminal Science

### Core Courses (21 credit hours):

No.	Course Code	Course Title	Credit hours
1	LCS 600	Penal Law	3
2	LCS 601	Criminal Procedural Law	3
3	LCS 604	International Criminal Law*	3
4	LCS 614	Criminology and Punishment*	3
5	LCS 611	Special Criminal Legislations	3
6	LCS 607	Alternatives to Criminal Proceedings	3
7	RMT 600L	Research Methods	3

\*Courses taught 50% in English

### Elective Courses (6 credit hours)

Group 1 (The student chooses one 3 Credit Hours course from the following courses)

S.R	Course Code	Course Title	Credit hours
1	LCS 602	Islamic Criminal Legislation	3
2	LCS 603	Human Rights in Criminal Law*	3
3	LCS 608	Economic Criminal Law	3

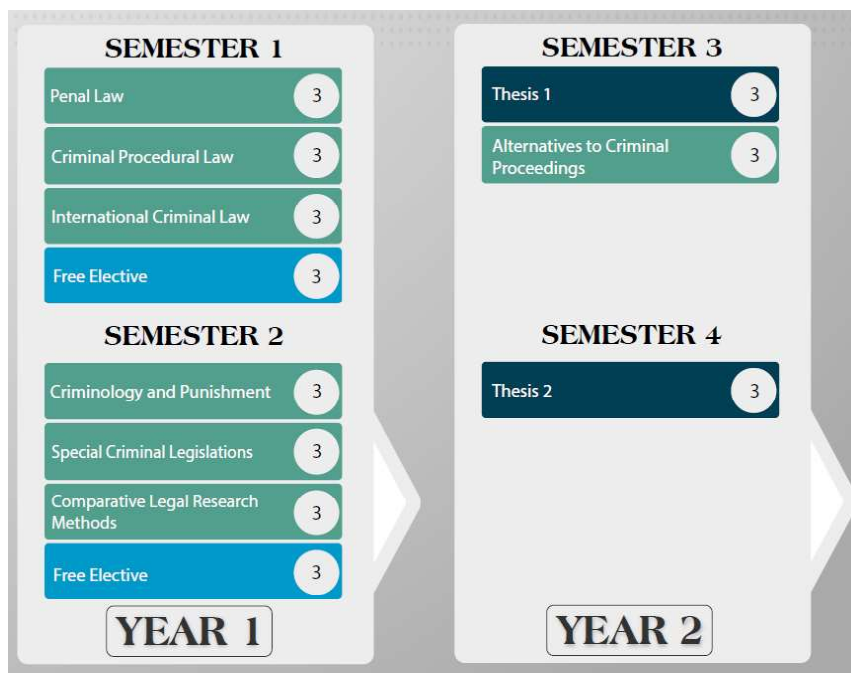
\*Courses taught 50% in English

Group 2 (The student chooses one 3 Credit Hours course from the following courses)

S.R	Course Code	Course Title	Credit hours
1	LCS 612	Criminal Proof	3
2	LCS 610	Criminal Investigation	3
3	LCS 613	The Role of the Victim in Criminal Proceedings	3

*Thesis (9 credit hours)*

No.	Course Title	Course Code	Cr. Hrs.
1	LCS 620	Thesis 1	3
2	LCS 625	Thesis 2	6



## Master in Intellectual Property

*Bridging courses (22 credit hours):*

S.R	Course Code	Course Title	Credit hours
1	LIP 500	Introduction to Legal Studies	3
2	LIP 502	Sources of Obligations I	3
3	LIP 505	Sources of Obligations II	2
4	LIP 508	Penal Code General Section I	3
5	LIP 504	Principles of Commercial Law	2
6	LIP 503	Provisions of Evidence	2
7	LIP 506	Civil Procedures Code	3

<b>8</b>	LIP 507	Private International Law (Conflict of Laws)	2
<b>9</b>	LIP 501	Introduction to Research	2

*Bridging courses are required for students who have their Bachelor degree in different field than law.*

*Core Courses (21 credit hours):*

S.R	Course Code	Course Title	Credit Hours
<b>1</b>	LIP 601	Trademarks and Geographical Indications*	3
<b>2</b>	LIP 605	Enforcement and Settlement of Intellectual Property Disputes*	3
<b>3</b>	LIP 612	Copyrights	3
<b>4</b>	LIP 613	Related Rights	3
<b>5</b>	LIP 614	Patents	3
<b>6</b>	LIP 615	Industrial Drawings and Designs	3
<b>7</b>	RMT 600L	Comparative Legal Research Methods	3

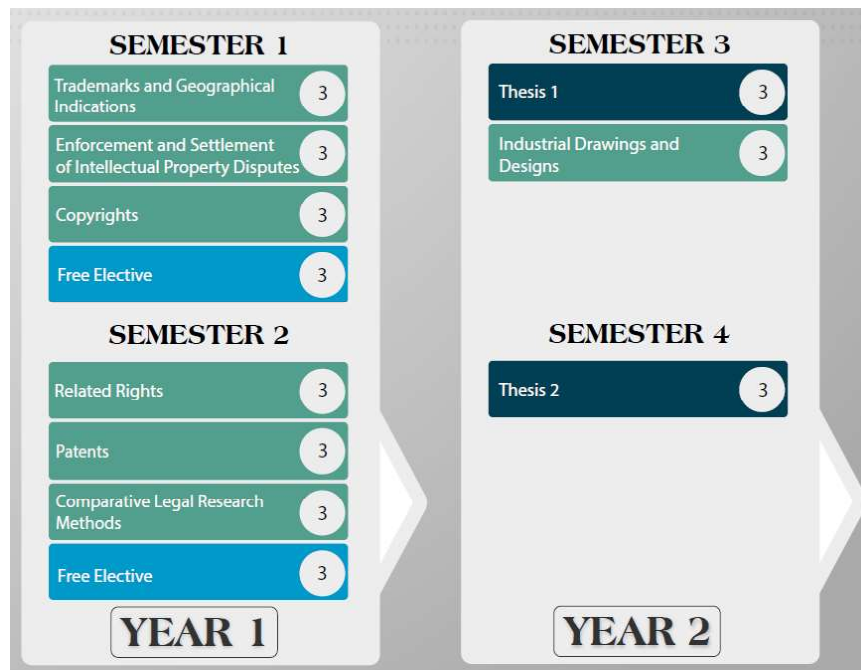
*\*Courses taught 25% in English*

*Elective Courses (6 credit hours)*

S.R	Course Code	Course Title	Credit hours
<b>1</b>	LIP 603	Protection of Intellectual Property Rights via Digital Media	3
<b>2</b>	LIP 606	Intellectual Property in the Medical and Pharmaceutical Fields	3
<b>3</b>	LIP 607	Protection of Intellectual Property and Economic Development	3
<b>4</b>	LIP 608	Legal Protection of Plant Varieties	3
<b>5</b>	LIP 610	Protection of Undisclosed Information and Trade Secrets	3

*Thesis (9 credit hours)*

No.	Course Title	Course Code	Cr. Hrs.
<b>1</b>	LIP 620	Thesis 1	3
<b>2</b>	LIP 625	Thesis 2	6



## Professional Master in Sports Law

*Bridging courses (16 credit hours):*

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

*Bridging courses are required for students who have their Bachelor degree in different field than law.*

*Core Courses (18) credit hours:*

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



*\*Course taught 50% in English*

*Elective Courses (9) Credit Hours:*

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

*Thesis (9) Credit Hours:*

SR	Course Code	Course Title	Credit Hours
1	LAW 620	Thesis 1	3
2	LAW 625	Thesis 2	6



## Course Description

### Master in Arbitration

#### *Bridging Courses:*

**Course Name:** Private International Law (Conflict of Laws)

**Course Code:** LAW 517

**Credit hours:** 2

#### **Description**

This course includes a study of the international foreign private relationships, the issue of legal and international jurisdiction conflicts, the adaptation of disputes, and methods for resolving them using the Federal Civil Transactions Law's attribution principles. The course also covers determining the boundaries of international jurisdiction for federal courts.

**Course Name:** Bankruptcy and Commercial Companies

**Course Code:** LAW 519

**Credit hours:** 3

#### **Description**

This course covers the history of companies in commercial law, including their establishment, management, classification, and expiration, as well as the specifics of their provisions regarding limited partnerships, general partnerships, limited shares, public and private shareholding companies, and the explanation of their provisions under commercial banking law.

**Course Name:** Sources of Obligation - 1

**Course Code:** LAW 511

**Credit hours:** 3

#### **Description**

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

**Course Name:** Civil Procedure Code/ Law

**Course Code:** LAW 514

**Credit hours:** 3

#### **Description**

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

**Course Name:** Introduction to Legal Studies

**Course Code:** LAW 510

**Credit hours:** 3

#### **Description**

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

**Course Name:** Introduction to Research

**Course Code:** LAW 518

**Credit hours:** 2

#### **Description**

This course aims to provide an introductory of the scientific research in the context of legal and economic science courses taught at the college of Law. The course will cover what is required to prepare research literature, and reports in the legal field, by outlining the steps of scientific research, including how to select the research's title, highlight and crystallize the research problem, prepare a research plan, identify and compile the references required for the research, classify references and sources, and how to citing references, writing the preliminary and final drafts, citing sources, writing the research conclusion, and finally writing the introduction.

**Course Name:** Principles of Commercial

**Course Code:** LAW 515

**Credit hours:** 3

#### **Description**

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

#### *Core Courses:*

**Course Name:** Arbitration Agreement

**Course Code:** LAR 600

**Credit hours:** 3

#### **Description:**

The course introduces the students to everything related to the arbitration agreement, such as the definition of the arbitration agreement, arbitration and the principle of authority of will, the persons of the arbitration agreement and the conditions that must be met by them, the forms of the arbitration agreement,

the features of the arbitration agreement, the principle of independence of the arbitration clause and its effect, the scope of the arbitration agreement, and the elements of the arbitration agreement and the conditions for its validity, determining the law applicable to the arbitration agreement, the effects of the arbitration agreement, and defenses related to the arbitration agreement.

**Course Name:** **Arbitration Procedures**

**Course Code:** **LAR 601**

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

**Description:**

The students study the procedures that are taken by the arbitral tribunal to proceed with the course of the dispute from the moment of its jurisdiction, notifying the parties, submitting the arbitration case and plea to the convening of the first session, examination of the litigants' defenses, the hearing of witnesses, requesting the competent court to issue decisions in urgent matters, closure of pleading and deliberation and sentencing.

**Course Name:** **Applicable Law in Arbitration**

**Course Code:** **LAR 602**

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

**Description:**

The course introduces the students to the law applicable to the arbitration agreement, arbitration procedures and the dispute. It also helps the students understand the role of the parties' will in determining the law applicable to arbitration.

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

**Course Code:** **LAR 603**

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

**Description:**

The course aims to provide the students with an in-depth knowledge about the judiciary and arbitration, as well as introducing them to the nature of the relationship between the judiciary and arbitration and the difference between the judiciary as a general mean and arbitration as a parallel mean for settling disputes.

The course also helps the students understand the extent to which the arbitration depends on the judiciary in arbitration agreements, arbitration procedures, implementation of arbitral award, and formation of arbitral tribunal.

**Course Name:** **Arbitration in Constructions Contracts**

**Course Code:** **LAR 605**

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

**Description:**

This course deals with rules that were in red and green book that issued by International FIDIC Engineering Union, the applied procedures in order to solve the dispute through Arbitration between contractors and employee, the rules of arbitration and how it is significant to resolve any related disputes.

This course deals also with solving disputes of extractive contracts by arbitration, which are long-term contracts and fundamental changes depend on their implementation. These changes may cause problems between contracting parties.

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

**Course Code:** **LAR 606**

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

**Description:**

The course introduces the students to national and international agreements related to arbitration, including the Geneva Convention on the Execution of Foreign Arbitral Awards, the Washington Convention that led to the establishment of the International Centre for Settlement of Investment Disputes, the Oman Convention on International Commercial Arbitration and the Arab Convention on Commercial Arbitration.

Also, the students will learn about the most important arbitration centers that make decisions on various disputes and their rules, including the Washington Center for Settlement of Investment Disputes, International Chamber of Commerce, the Cairo Regional Centre for International Commercial Arbitration, the Dubai International Arbitration Centre, and the G.C.C Commercial Arbitration Centre.

**Course Name:** **Arbitration of Investment Disputes**

**Course Code:** **LAR 607**

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

**Description:**

This course analyses the role of arbitration in settling investment contract disputes, as arbitration is an essential guarantee for the foreign investor to avoid the control of the national judiciary, It also balances the independence of arbitration and arbitration as a condition of the investment contract, classifies its forms and cases of international arbitration, and clarifies the procedural rules for the formation of the arbitral tribunal and the procedures of arbitration sessions, ending with the arbitration award report and its implementation and classification of cases of nullity.

**Course Name: Arbitration in the Financial Markets and Banks Operations****Course Code: LAR 608****Credit hours: 3****Description:**

This course aims to evaluate arbitration and its role in settling disputes arising from stock market transactions and banking operations, and to analyse the position of UAE and comparative legislation, jurisprudence, and the judiciary regarding the application of arbitration rules in disputes arising from stock markets and banking operations.

**Course Name: Maritime Arbitration****Course Code: LAR 609****Credit hours: 3****Description:**

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

**Course Name: Public International Arbitration****Course Code: LAR 610****Credit hours: 3****Description:**

This course includes the study of international judicial jurisdiction, the disputes between States, the peaceful means to settle international disputes, the agreement to arbitrate, the Permanent Court of Arbitration in The Hague, the dispute arbitration procedures, the problem of State immunity and the idea of sovereignty, the structure of the tribunal, the evidence before the international arbitration, the issuance of the arbitration decision and its implementation.

**Course Name: Arbitration of Intellectual Property****Course Code: LAR 611****Credit hours: 3****Description:**

This course includes the arbitration in Intellectual Property Disputes such as Patent, Trademarks, Geographical indications, Industrial Models and Designs, trade secret. Furthermore, this course deals with the relevant legal framework and the confidentiality of the arbitration procedure concerning IP disputes as well as the enforcement of arbitration laws in the field of intellectual property.

**Course Name: Comparative Legal Research Methods****Course Code: RMT 600L****Credit hours: 3****Description:**

The course introduces the students to the foundations and methods of research and helps them how to choose a topic for research by addressing an existing legal problem and solving it.

Also, the course teaches the students how to develop solutions for legal problems through research and help them understand sources and tools for collecting scientific data, principles of legal writing, how to document the information and attribute it to its source and the rules of comparison between the current legal systems (Islamic law, Latin system and Anglo-American system).

Moreover, the students will learn how to discuss jurisprudential opinions and legal theories and weigh between them, as well as introducing a new opinion that enriches the researcher's legal library. The course also covers the ethics of scientific research and oral expression skills related to the presentation of the research and its findings.

The student is assigned to prepare a legal research using the approved research methods and then present it to his colleagues.

**Course Name: Internship****Course Code: LAR 612****Credit hours: 3****Description:**

The Internship course offered by the Master's Program in Arbitration is an integral part of the program curriculum, as the student is committed to practical training on local and international arbitration cases in order to acquire practical skills that enable the student to deal with the real cases of free and institutional arbitration in the United Arab Emirates.

**Course Name: Thesis 1****Course Code: LAR 620****Credit hours: 3****Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply

qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name:** Thesis 2

**Course Code:** LAR 625

**Credit hours:** 6

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the

## Master in Criminal Science

**Course Name:** Penal Law

**Course Code:** LCS 600

**Credit hours:** 3

**Description:**

The course introduces the students to the general theory of crime in UAE law and comparative laws, as well as the general theory of criminal sanction and the philosophy of criminal policy.

The course also covers the general principles of crime, as well as types, elements and penalties of crimes.

Students will study in depth of one or more topics of the penal law, including Incomplete crime , criminal intention, legitimate defense, criminal contribution, contraindications to criminal responsibility, causes of non- responsibility, individualization of punishment in legislation and the judiciary and the most important amendments and problems in the UAE and comparative laws.

**Course Name:** Criminal Procedure Law

**Course Code:** LCS 601

**Credit hours:** 3

**Description:**

The course introduces the students to the provisions relating to the conduct of the criminal case, the cases arising from the crime, and the stages of the criminal case.

The course also covers the definition of criminal defenses based on the criminal procedural law, defenses related to public order, defenses related to lack of jurisdiction, defenses related to crime, preemptory defenses, substantive defenses, and practical applications from the reality of judicial rulings in the UAE and comparative judiciary.

**Course Name:** Islamic Criminal Legislation

**Course Code:** LCS 602

**Credit hours:** 3

**Description:**

complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

The course provides an in-depth study of Islamic law on the subject of retribution from the books of Islamic jurisprudence. It also helps them understand the definition of retribution, as well as its conditions, contraindications, and consequences.

**Course Name:** Human Rights in Criminal Law

**Course Code:** LCS 603

**Credit hours:** 3

**Description:**

The course helps the students understand the relationship between human rights and national and international criminal law, as well as the rights and guarantees of both the accused and the victim at the level of objective penal rules in terms of determining the policy of criminalization and punishment and its relationship to human rights.

Also, the course covers the relationship between human rights and criminal procedural rules, such as the guarantees of the accused in all stages of criminal procedures, such as evidence, investigation, and trial, whether before national or international courts.

**Course Name:** International Criminal Law

**Course Code:** LCS 604

**Credit hours:** 3

**Description:**

The course introduces the students to international criminal law, specifically international crimes, whether genocides, crimes against humanity, war crimes, or aggression.

This course also covers the role of the international criminal courts, whether the permanent or special international criminal court, with a focus on the rulings issued by those courts or cases that are currently before them.

The students will understand the role of the UN Security Council in moving the criminal case before the Permanent International Criminal Court.



**Course Name: Alternatives of Criminal Proceedings****Course Code: LCS 607****Credit hours: 3****Description:**

The course enables the students to understand the causes of the penal justice crisis represented by the legislative inflation, a large number of penal laws and cases before the courts, and ways to solve them through the means through which the penal dispute can be resolved outside courts. These alternatives include penal order, penal conciliation, penal settlement, mediation, prior confession of the offense, and the position of the UAE legislator on these alternatives with other criminal laws or legislation.

**Course Name: Economic Criminal Law****Course Code: LCS 608****Credit hours: 3****Description:**

This course introduces the students to 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.

The course enables the students to understand the elements of economic crimes, the historical development of the intervention of punitive laws in the field of economy, the content of the economic law, and the extent to which criminalization and punishment are linked to the philosophy followed by the state in the economic field, and economic crime.

The course also includes an explanation and analysis of the elements of economic crime, and the criminal responsibility that can arise within an economic project, whether for a natural person or for a Juridical person.

**Course Name: Criminal Investigation****Course Code: LCS 610****Credit hours: 3****Description:**

The course introduces the students to the stages of preliminary and investigations and provides them with an in-depth study of contemporary legal systems by addressing a number of related topics such as the scientific and practical concept of criminal investigation, technical aspects of the preliminary investigation, evidence obtained from criminal investigation, the specific nature of criminal investigation in emerging crimes problems of obtaining evidence in crimes of an artistic nature, crime scene, and emerging evidence in the criminal investigation.

**Course Name: Special Criminal Legislations****Course Code: LCS 611****Credit hours: 3****Description:**

The course covers several topics that enable the student to understand the definition of the new private criminal legislations, its legal identity, and the difference between it and the traditional criminal laws through knowledge of its provisions.

The course also covers the legislative applications of these laws by addressing some forms of these legislations as information technology crimes in the UAE legislation and judiciary and comparing them with the legislation and the rulings of the comparative judiciary.

**Course Name: Criminal Proof****Course Code: LCS 612****Credit hours: 3****Description:**

The course covers the general theory of proof in the UAE law and an in-depth comparative study with contemporary legal systems. It also includes a number of related topics such as:

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

**Course Name: The Role of the Victim in Criminal Proceedings****Course Code: LCS 613****Credit hours: 3****Description:**

This course focuses on the role of the victim in the criminal proceedings, and the management of the criminal case at all stages of the criminal proceedings. This appears in the statement of the role and rights of the victim when carrying out some investigation procedures, in addition to his role in initiating the criminal case, whether by direct claim or through a complaint, as well as the victim's role in the expiration of the criminal case.

The course also covers the role of the victim at the trial stage, and his right to request

compensation for the damages of the crime before criminal or civil courts.

**Course Name:** **Criminology and Punishment**

**Course Code:** **LCS 614**

**Credit hours:** 3

**Description:**

The course provides an in-depth study of criminology and punishment, through which the scientific theories of criminology are compared with contemporary criminal systems with a focus on the UAE Penal Code through an in-depth study of topics in both the concepts of crime and the criminal and its impact on the process of criminalization, criminal seriousness, identification of criminal factors and methods of prevention. Including, the relation between human persons and their criminology, the interpretation of the criminal phenomenon, and the scientific theories that explain criminal behavior.

This course also deals with the study of the science of punishment with in-depth scientific theories of the science of punishment and their impact on contemporary penal systems, in addition to the rules of the general theory of criminal punishment in UAE law and its comparison with contemporary criminal systems.

Studying contemporary problems of criminal sanctions according to their purposes and means of implementation, punitive treatment of convicts, alternative penalties in UAE law, and comparative laws and their role in Reducing the criminal phenomenon and individualizing the punishment.

**Course Name:** **Comparative Legal Research Methods**

**Course Code:** **RMT 600L**

**Credit hours:** 3

**Description:**

The course introduces the students to the foundations and methods of research and help

them understand sources and tools for collecting scientific data, principles of legal writing, and the rules of comparison between the current legal systems (Islamic law, Latin system and Anglo-American system).

The students are assigned to prepare a legal research using the approved research methods and then present it to his colleagues.

**Course Name:** **Thesis 1**

**Course Code:** **LCS 620**

**Credit hours:** 3

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name:** **Thesis 2**

**Course Code:** **LCS 625**

**Credit hours:** 6

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

(physical and moral), as well as an explanation of the criminal law's applicability in terms of time, place, persons, and the declaration of criminal involvement and its provisions, barriers to criminal responsibility, and justifications for its legality.

## Master in Intellectual Property

### *Bridging Courses:*

**Course Name:** **Penal Code General Section I**

**Course Code:** **LIP 508**

**Credit hours:** 3

**Description**

This course covers a detailed and analytical study of the general theory of crime, including its definition, types, and study of its two aspects

**Course Name:** **Provisions of Evidence Law**

**Course Code:** **LIP 503**

**Credit hours:** 2



**Description**

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

**Course Name: Sources of Obligation I****Course Code: LIP 502****Credit hours: 3****Description**

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

**Course Name: Civil Procedure Code/ Law****Course Code: LIP 506****Credit hours: 3****Description**

This course covers the definition of the Code of Civil Procedure, and the study of the judicial organization in terms of the formation of courts, degrees of litigation, judges and their assistants, rules of jurisdiction, case theory, types of judgments, and appeals against them.

**Course Name: Introduction to Legal Studies****Course Code: LIP 500****Credit hours: 3****Description**

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

**Course Name: Sources of Obligation II****Course Code: LIP 505****Credit hours: 2****Description**

This course addresses the definition of tort liability and the distinction between tort and contractual liability, as well as the combining and selecting between the two liabilities. Also, the elements of tort liability (harmful act, damage and causation relationship), harmful acts are explained in terms of individual mistakes and liability for someone

else's work as well as liability for objects. The course also deals with damage and its two categories physical and moral, the causation relationship between the harmful act and damage, and the study of the tort and compensatory liability lawsuits, the study of the beneficial act and the law, considering them as involuntary sources of obligation.

**Course Name: Principles of Commercial Code/ Law****Course Code: LIP 504****Credit hours: 2****Description**

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

**Course Name: Private International Law (Conflict of Laws)****Course Code: LIP 507****Credit hours: 2****Description**

This course includes a study of the international foreign private relationships, the issue of legal and international jurisdiction conflicts, the adaptation of disputes, and methods for resolving them using the Federal Civil Transactions Law's attribution principles. The course also covers determining the boundaries of international jurisdiction for federal courts.

**Course Name: Introduction to Research****Course Code: LIP 501****Credit hours: 2****Description**

This course aims to provide an introductory of the scientific research in the context of legal and economic science courses taught at the college of Law. The course will cover what is required to prepare research literature, and reports in the legal field, by outlining the steps of scientific research, including how to select the research's title, highlight and crystallize the research problem, prepare a research plan, identify and compile the references required for the research, classify references and sources, and how to citing references, writing the preliminary and final drafts, citing sources, writing the research conclusion, and finally writing the introduction.

**Course Name: Trademarks and Geographical Indications****Course Code: LIP 601****Credit hours: 3****Description**

The curriculum of this course comprises two parts, the first of which includes a preface to the concept of protection for trademarks and trade names, in addition to geographical indications and their legal framework, functions, methods of acquisition, benefits, types, methods of registration and cancellation, legal protection, importance and the role they play in safeguarding the rights of their owners.

The second part of the curriculum includes a detailed and in-depth study of one of the topics of the first part, such as the international registration of trademarks, licensing for utilization of trademarks, geographical indications registration methods, international conventions related to trade names and trademarks. It also includes presentation and analysis of samples of decisions by national and international courts regarding trademarks and trade secrets.

**Course Name: Protection of Intellectual Property Rights via Digital Media****Course Code: LIP 603****Credit hours: 3****Description**

The curriculum of this course introduces the students to the protection of intellectual property in the digital environment, as well as its legal framework, importance and the role it plays in safeguarding digital copyrights. The course also helps the students understand concept of digital works, their characteristics - conditions of their protection, works covered by protection in the digital environment.

The curriculum also provides experiences of some countries in this field and the results they have achieved, in addition to a detailed and in-depth study in several topics including digital works and methods to protect them legally and technologically, the most prominent international bodies working in the protection of copyright and related rights in the digital environment, the role of international agreements in the protection of digital works -Berne Convention for the Protection of Literary and Artistic Works and TRIPS Agreement- and technological measures to protect digital works.

**Course Name: Enforcement and Settlement of Intellectual Property Disputes****Course Code: LIP 605****Credit hours: 3****Description**

The curriculum of this course introduces the students to the mechanisms for enforcing trademarks, patents and copyrights inside and outside the national country and their role in safeguarding the rights of creators.

The curriculum also provides experiences of some countries in this field and the results they have achieved, as well as several topics including international standards for the implementation and enforcement of intellectual property rights, practices in national jurisdictions, international litigation and arbitration procedures for trademarks, copyrights, patents, civil procedures in national laws and international agreements, border procedures, penal procedures in national laws and international agreements, and applicable law on copyright and related rights, computer software, and conflict of laws in the field of international publishing contracts for literary and artistic works and other works.

**Course Name: Intellectual Property in the Medical and Pharmaceutical Fields****Course Code: LIP 606****Credit hours: 3****Description**

The curriculum of this course introduces the students to the intellectual property rights in the medical and pharmaceutical fields, their importance and the role they play in safeguarding the rights of inventors.

The curriculum also provides experiences of some countries in this field and the results they have achieved, as well as a detailed and in-depth study in several topics including the emergence of patents and trademarks in the pharmaceutical sector, the legal regulation of the licensing contract for the exploitation of patents, data protection, recent developments in international privacy regulation, personal data or anonymous information, transfer or sale of personal data, liabilities and compensation, regulatory limitations, quality assurance restrictions necessary for medical product development and drug manufacturing, clinical investigations, the United States Food and Drug Administration, European Medicines Agency and UAE Ministry of Health and Prevention.

**Course Name: Protection of Intellectual Property and Economic Development****Course Code: LIP 607****Credit hours: 3****Description**

The curriculum of this course enables the students to understand the definition of economic

development, as well as its legal framework, importance and the role it plays in safeguarding property rights.

The curriculum also provides experiences of some countries in this field and the results they have achieved, in addition to a detailed and in-depth study in several topics including unfair competition, legal regulation in national legislation, international agreements, Intellectual property agreements in force in the context of economic development, intellectual property and theories of justice, examples of the negative economic effects of infringements of intellectual property rights and unfair competition.

**Course Name:** Legal Protection of Plant Varieties

**Course Code:** LIP 608

**Credit hours:** 3

**Description**

The curriculum of this course introduces the students to the concept of plant variety protection, as well as its legal framework, importance and the role it plays in safeguarding farmers' rights and benefit-sharing,

Also, the curriculum covers a detailed and in-depth study several topics including the mechanism of work of the entities responsible for the protection of plant varieties, the role of the International Union for the Protection of New Varieties of Plants (UPOV), procedures for registering new plant varieties, the effect of registration, duration of protection and identifying technical aspects including Distinctness, Uniformity and Stability (DUS) Testing, UPOV Guidelines, field testing, biochemical and molecular techniques statistics, data analysis, reporting and exploitation of plant breeders' rights, breeders' rights versus farmers' rights, researcher rights, farmers' rights and communities' rights.

**Course Name:** Protection of Undisclosed Information and Trade Secrets

**Course Code:** LIP 610

**Credit hours:** 3

**Description**

The curriculum of this course introduces the students to the definition of trade secrets, as well as their legal framework, importance, the role they play in safeguarding intellectual property rights, conditions for protection of trade secrets, confidentiality, added value and measures to maintain the confidentiality of trade secrets, transfer of ownership, licensing the right to use trade secrets.

The curriculum also provides experiences of some countries in this field and the results they have achieved, in addition to a detailed and in-depth study in several topics including legal means to protect trade secrets in UAE legislation such as civil protection and penal protection resulting from the protection of trade secrets, precautionary measures, compensation for damages, penalties.

**Course Name:** Copyrights

**Course Code:** LIP 612

**Credit hours:** 3

**Description**

The curriculum of this course enables the students to understand the definition of copyrights, the conditions for granting legal protection of author right, works covered by copyright and the duration of their protection, moral and economic rights to the author of work, international agreements such as the Berne Convention for the Protection of Literary and Artistic Works, and the WIPO's role in this field.

The course also includes a detailed and analytical study of several topics including exceptions to copyrights, licensing the use of copyright in the digital environment and how to protect it from hacking and what has been settled by the local and international judiciary in this field. The course also enables the students to understand the collective management of rights and what has settled in WIPO and international agreements for copyright protection in the digital environment.

**Course Name:** Related Rights

**Course Code:** LIP 613

**Credit hours:**

**Description**

The curriculum of this course introduces the students to the definition of related rights, their types, the duration of their protection and the relevant international agreements such as the WIPO Performances and Phonograms Treaty (WPPT), the international organizations concerned with them, and the role played by the World Intellectual Property Organization (WIPO) in this field.

The curriculum also covers a detailed and analytical study of some topics, including exceptions to related rights, licensing in the digital environment, protection of related rights in the digital environment and methods of protection such as civil protection of related rights, compensation lawsuit and procedures, methods of compensation and penal protection for neighbouring rights, infringement of rights holders, established penalties and international treaties on

the protection of neighbouring rights holders and the Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations (1961).

**Course Name:** **Patents**

**Course Code:** **LIP 614**

**Credit hours:**

**Description**

The curriculum of this course introduces the students to the concept of patent protection and its legal framework. It also enables the students to distinguish between patents and industrial drawings and designs, trademarks, copyrights, trade names, commercial address, commercial statement and the role that patents play in protecting the rights of inventors.

The curriculum also provides experiences of some countries in this field and the results they have achieved, as well as several topics including procedures for applying for a patent, the implications of granting a patent, the compulsory license to exploit the patent, and the international agreements in this regard.

**Course Name:** **Industrial Drawings and Designs**

**Course Code:** **LIP 615**

**Credit hours:** 3

**Description**

The curriculum of this course introduces the students to the concept of the industrial drawings and designs protection, as well as its legal framework, importance and the role it plays in safeguarding the rights of creators. It also enables the students to distinguish between industrial drawings and designs and patents, trademarks, copyrights, trade names, commercial address, commercial statement and civil and penal protection for industrial drawings and designs.

The curriculum also provides experiences of some countries in this field and the results they have achieved, as well as several topics including Rights granted to owners of industrial designs and designs, international protection for industrial designs and designs, and international treaties on industrial designs and designs such as the Paris Convention for the Protection of Industrial Property (1883) and the Hague Agreement Concerning the International Registration of Industrial Designs (1925).

**Course Name:** **Comparative Legal Research Methods**

**Course Code:** **RMT 600L**

**Credit hours:** 3

**Description**

The course introduces the students to the principles and methods of legal research, as well as the meaning and types of legal research. The students will also learn scientific tools used to collect data, fundamental principles of legal writing, rules of comparison between the current legal systems (Islamic law, Latin system and Anglo-American system), ethics of scientific research and oral expression skills related to the research presentation and findings.

The students are assigned to prepare legal research using the approved research methods, and then present it orally to his colleagues

**Course Name:** **Thesis 1**

**Course Code:** **LIP 620**

**Credit hours:** 3

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name:** **Thesis 2**

**Course Code:** **LIP 625**

**Credit hours:** 6

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analysing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defence as part of the assessment and fulfilment of the course.

## Professional Master in Sports Law

### *Bridging Courses:*

#### **Course Name: Penal Code/ Law**

**Course Code: LAW 513**

##### **Description**

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

#### **Course Name: Provisions of Evidence Law**

**Course Code: LAW 516**

##### **Description**

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

#### **Course Name: Sources of Obligation - 1**

**Course Code: LAW 521**

##### **Description**

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

#### **Course Name: Civil Procedure Code/ Law**

**Course Code: LAW 526**

##### **Description**

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

#### **Course Name: Introduction to Legal Studies**

**Course Code: LAW 540**

##### **Credit hours:**

##### **Description**

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

#### **Course Name: Sources of Obligation - 2**

**Course Code: LAW 541**

##### **Description**

This course addresses the definition of tort liability and the distinction between tort and contractual liability, as well as the combining and selecting between the two liabilities. Also, the elements of tort liability (harmful act, damage and

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

#### **Course Name: Principles of Commercial Code/ Law**

**Course Code: LAW 542**

##### **Description**

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

#### **Course Name: Labor code/ law**

**Course Code: LAW 543**

##### **Credit hours:**

##### **Description**

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

#### **Course Name: Introduction to Sports Law**

**Course Code: LAW 601:** This course includes a study of the origins of sports law, in terms of the concept of sports language and terminology, as well as the definition of sports law, its nature and characteristics of this law, what distinguishes it from other laws and its relationship to other laws such as civil law, criminal law, commercial law, labor law, administrative law and other various laws. While also learning about the sports legal rule, and its concept and the characteristics of this legal rule, and how mandatory it is, as well as the origin behind how it acquired its mandatory status, despite how most of it was not issued by the national legislator or individuals working on drafting the sports law. The course also covers the sources of sports law, its types and sections, which include international and national legislations such as international agreements in the matters of sports, national laws and legislations issued by the national legislator, as well as international and national non-governmental



legislations such as international sports charters - the Olympic Charter - and sports laws issued by international sports' federations as well as national non-governmental sports legislation issued by national sports federations serving as the statutes of those federations, regulations, instructions and other conditions issued for organizing sports activities and many other topics that are required to be studied by students of the program upon joining the program.

**Course Title: Sports Dispute Resolution Mechanisms**

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

**Course Title: Legal System of Sports Professionalism**

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

**Course Title: Sports Law Terms and Definitions**

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

**Course Title: Legal Responsibility in Sports**

**Course Code: Law 607:** This course covers the study of the legal responsibility of athletes – sportsmanship responsibility, criminal responsibility, and civil responsibility - as well as the study of crimes committed due to sports, such as crimes related to referees expressing bias to or against one of the teams with the intention of the team winning or losing. Or the sports administrations' involvement with the intention of changing the course of a game's outcome, or that which relates to gambling manipulation with the intent of illegitimate gain, also acts of violence committed during the practice of sports are originally considered to be crimes unless legislator allows for the practice of such acts within the games thus it's necessary to become aware of reasons behind allowing for acts of violence within sports' games, as a player's assault against his peers; by word or deed by beating or with an insulting act are all considered as their criminal or civil responsibility as well as their sportsmanship responsibility which all fall under sports regulations. The course also covers many other crimes that may be committed on the occasion of holding sports activities, these acts are crimes that entail responsibility leading to penalty for the perpetrator.

**Course Title: Commercial Sports Contracts**

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

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

**Research Methodology RMT 600L:** This course provides an introduction to the use of quantitative and qualitative methods in research as well as applied statistical methods. Students will learn the

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

### **Elective courses:**

#### **Course Title: Internship**

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

#### **Course Title: Legal System of Doping in sport**

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

#### **Course Title: Contemporary Legal Topics on Sports**

**Course Code: Law 610:** This Course discusses one of the contemporary legal topics on sports such as financing sports organizations, changing clubs into joint stock companies, security of stadiums and sports arbitration.

The Course aims to keep students updated with the latest developments and help them create legal

beliefs that enable them to deal with the requirements of the labor market.

#### **Course Title: Sports Insurance**

##### **Course Code: Law 611**

This Course is concerned with studying the various provisions of sports insurance, as well as its definition, parties and the insured person. Sports insurance covers injuries that happen during a sporting event, professional civil liability, casualties of riots.

Moreover, the beneficiary of sports insurance may be the player himself. The club may provide its players insurance against injuries, where this is deemed insurable interest. Given that the athletes constitute a national asset that must be preserved, the Course shall weigh considering sports insurance mandatory, to secure the best interest for beneficiaries.

#### **Course Title: Sports Management**

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

#### **Course Title: Legal System of Sports Organizations**

**Course Code: Law 621:** This Course discusses some sports organizations such as the Fédération Internationale de Football Association (FIFA), which is one of the most important sports organizations in terms of its objectives, membership, membership application procedures, obligations and rights of the members, and the terms of suspension, expulsion and resignation. FIFA is the governing body of the continental confederations.

Moreover, the Course includes the FIFA's four general bodies: the congress, the executive committee, the general secretariat, and standing and ad hoc committees.

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

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

Additionally, the Course focuses on studying sports industry and the transactions that take place upon them, as the UAE LAW considers sports as a business. The prevalence of professionalism has turned sports into a business.

#### **Course Title: Sports Charters and Laws**



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

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

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

A football referee is not responsible for any losses incurred by others as a result of his decisions, and is authorized to show red cards to players in certain cases, including serious offenses such as violent conduct or an illegal and purposeful obstruction of a goal scoring.

**Course Name: Thesis 1**

**Course Code: Law 620**

**Credit hours: 3**

**Description:**

Students in this course will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal is for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Course Name: Thesis 2**

**Course Code: Law 625**

**Credit hours: 6**

**Description:**

In this course, students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal defense as part of the assessment and fulfilment of the course.

## Statement on the research policy of the institution

The University strives innovation in its teaching, learning, research, and service functions and aims to provide ongoing opportunities to develop its faculty members' and Graduate students research and scholarly capabilities. Hence, The University supports its faculty and Graduate students as researcher to accelerate and make a meaningful contribution to the quality of research. Research support services are offered to faculty members as well as students under the supervision of faculty members in order to foster the knowledge creativity and to increase the number of publications of the faculty members in relevant research topics to the academic main disciplines.

## Student Involvement in Research

The University provides an opportunity for 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 students are encouraged to participate in research activities organized by the University. Such activities are in line with the learning outcomes of graduate courses. Students are required to participate in the workshops to enhance their research capabilities.

### **Classroom Research**

Involving research in the classroom allows the students to practice numerous research methods such as observation, interview, survey techniques, and data analysis. These research projects usually will not lead to generalizable knowledge and do not require an institutional review board (IRB) unless it falls under the human subject policy. Furthermore, the results and findings attained from such research practices shall not be shared outside the classroom context.

### **Research Projects**

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

### **Student Research Guidelines**

- » Students who are interested in working on a research project should have approval from their concerned department or faculty member.
- » All students involved in the research project must have a faculty supervisor for the project.
- » Students' applications to the IRB committee for research projects must be pre-approved by the faculty supervisor before submitting to the IRB.

- » Graduate students must follow the guidelines for the responsible conduct of research in preparing the research proposal and writing up the dissertation.
- » Each graduate student is required to register for an open researcher and contributor ID (ORCID) with AUE affiliation during the study period and update their research work to the profile to increase the research visibility.

### **Faculty Members Role**

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

- » Ensure that the student's research practices comply with the ethical standards of the related discipline as well as the Institution's policy on Research Ethics.
- » Guide students throughout the process of development, submission, review, in addition to the implementation of the research project.
- » Ensure that students are aware of their responsibilities when they are involved in any research activities.
- » Ensure that the content, quality, and timing of submitted research abided by the requirements of IRB.
- » Immediately notify the research office to inform the IRB in case of research-related, unanticipated incidents or findings during the research study that may affect the benefits of participation to decide on the continuation of the related research activity.

## **Thesis Supervision and Examination**

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 graduate students 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 an unintentional falsification, plagiarism, conflict of interest or any form of misconduct and meet the research institutional board guidelines.

### **Thesis Supervision**

The University provides appropriately full-time faculty qualified and experienced in the field for supervising and evaluating student's thesis. To complete and conduct the defense, the thesis must meet the level that represents an original contribution to knowledge in the relevant field.

**Thesis 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 to the thesis project, the student shall collaborate with the thesis advisor to develop and refine the proposal as appropriate. Once the thesis advisor determines the proposal to be of a level that meets the approval, the student will schedule the thesis proposal presentation to committee members. The proposal presentation involves students explaining the idea, answering questions, and seeking input from the committee.

**Thesis Supervision and Examination Procedure**

Students opting for the thesis are required to submit original work that would contribute towards the advancement of knowledge in their areas of study. The thesis should stem from their original research that involves field study, laboratory work, or library research, and is to be conducted under the supervision of a thesis supervisor. In addition, the submitted thesis should be both contextually and linguistically acceptable and should follow format which is specific to the discipline of study, while also adhering to, the thesis formatting guidelines explained in AUE Thesis Manual.

The Thesis is divided into two courses, as described below:

**Thesis 1**

In Thesis I course, students will work with their thesis supervisor to develop a thesis proposal and begin their distinctive, applied research project. The primary goal will be for the student to practice the mechanisms of transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study questions, conduct a literature review, develop a methodological approach, and begin preliminary research. Students are expected to apply qualitative, quantitative, and comparative research approaches to the chosen topic.

**Thesis II**

Students will continue developing their thesis project, revising techniques (if required), addressing challenges, analyzing findings, and eventually articulating the complete experience. Students will build on work from the previous semester and put all of the pieces together to complete the final thesis project, following the required research process and procedures. Students will be required to provide a verbal public defense as part of the assessment and completion of the thesis to fulfill the degree graduation requirements.

## Thesis Semester Timeframe and Stages

**Thesis I** – Students should cover stages 1-6 in the first academic semester.

**Thesis II** – Students should cover stages 7-11 in the subsequent semester.

1. Thesis Supervisor
2. Thesis Topic
3. Thesis Proposal
4. Proposal Evaluation
5. Research Methodology
6. Literature review
7. Design and implementation of data collection methods
8. Data analysis
9. Illustrate findings, Conclusion and Future Recommendations
10. Final proof-reading
11. Submission and Review
12. Thesis defense

### Thesis Supervisor

A student conducting the thesis must choose a thesis supervisor in consultation with the Graduate Program Director. The student will work under the supervision of a faculty member specialized in the research subject. The students must therefore choose a research subject that suits the area of knowledge of the faculty supervisor. The thesis supervisor guides the student to conduct reports in the form of a thesis in their area of specialization. The supervisor ensures that the student demonstrates an adequate understanding of the concepts and approaches in the relevant research area. The supervisor directs the student to apply techniques of the relevant research methods at an appropriately high level to suffice and merit the awarding of the graduate degree. The College Council should appoint the thesis supervisor. The role of the thesis supervisor entails different tasks to help the student earn the graduate degree. These include assisting the student in:

- Identifying research objectives.
- Choosing an appropriate research topic.
- Developing a suitable research question(s).

### Thesis Topic

Student selecting a thesis topic should keep in mind the long-term benefits of selecting relevant fields. Research Methods and analytic frameworks can positively affect the student's future role, service, promotion, and recognition as a subject matter expert with specific skills and competencies.

The second important element is the research question(s) which the thesis is trying to answer. The research question, hypotheses, review of the literature and research methodology utilized, are the most critical element of the project carried out by the student.

### Thesis Proposal

The Thesis Proposal should be submitted to the Program Director which should form a committee to review and request the students to present their thesis proposal. A final recommendation of the committee will be submitted to the College Research Committee for review and nominate at least two full time faculty members qualified to supervise the thesis as

well as the co-supervisor (if required). Research Committee Report should be submitted to the concerned college council for review and endorsement.

The Office of Vice President for Research shall publicly announce the title of the thesis, name of the supervisor and the name of the student, which is then included in the "Research Bulletin Board" of the College.

### **Proposal Evaluation**

The thesis proposal shall be evaluated by the college council for approval, rejection, revision and re-submission. The evaluation includes: clarity, precision, achievability, focus, relevancy and utility for the University Research Strategy and the UAE national agenda. The proposal shall contain the following necessary items:

- a. Thesis proposal presented within academic framework
- b. Title represents the main objective and follows the standards
- c. Research question is identified and summarized.
- d. Research objectives and hypotheses are clear.
- e. Topic clearly contextualized among sources and materials cited.
- f. The content of the review is drawn from acceptable peer-reviewed references.
- g. Methodology is clear and appropriate.
- h. Data is well described, and collection methods are clear. Sample instruments are attached and pre-tested (if applicable).
- i. Language clearly and effectively communicates ideas.
- j. Writing style is expressive.

### **Research Methodology**

The methodology adopted to conduct the research includes population of the study, sampling procedure, data collection, statistical techniques, research hypotheses and analysis that students should consider carefully in their analysis. The methods used must be appropriate for student discipline and the research issues intended to address.

### **Literature Review**

The literature review discusses any related research to the study. It is the framework that puts the study in its context of research. Students should carefully consider scholarly studies and the literature of practitioners, adversaries (critical evaluation), local perspectives (the human domain), and diverse typologies of scholarly works: historical, situational, comparative, and theoretical. Creating diverse and quality information streams that synergize outcomes is imperative for scope and comprehensiveness. Selecting critical, relevant, comprehensive, and corroborated information is essential for quality research.

### **Design and implementation of data collection methods**

Data selection methods include the explanation and the implementation of the data collection in the work, the description of the qualitative/quantitative information that gathered in relation to how it was carried out, where, and by whom, and presenting them graphically or by tabulation or any other suitable method. In addition, the used techniques to analyze the data and finally the analysis of the collected data.

### **Data Analysis**

Data analysis is the main use of statistical and/or logical procedures for the purpose of describing and illustrating, summarizing and compiling, and evaluating data.

**Illustrate findings, Conclusion and Future Recommendations**

Findings contains a comprehensive debate of the results. The results are discussed from the research questions perspective. The implications of the results for the wider research field should be reported too.

In this section, the student demonstrates the conclusion of the study and recommends how this study can be useful to both academics and practitioners. Furthermore, student should additionally recommend how this study can be extended for further research.

**Final Proof-Reading**

After preparing the final version of the thesis, the student must read the document again in order to remove any mistakes. The student must check spelling and grammatical mistakes, pagination inaccuracy, headings, table of content, list of figures, illustrations and their captions, etc. Even if the professional proofreading has been sought, the student is held responsible for proofreading of the final version of the manuscript to confirm that the thesis is error free. Details of the thesis formatting and structure are articulated in the Thesis Manual.

**Submission and Review**

As a first step, the Student should submit his/her thesis to the Supervisor. The Supervisor will review the thesis to make sure that the thesis is as per the guidelines with appropriate formatting in place, and the work has not been plagiarized. The supervisor should provide the validity letter and the nominations of a viva committee to the program director. Once the program director approved, the thesis and the viva committee nominations should be submitted to the college committee. The college committee should provide the following to the Vice President of Research Office through the program director:

1. The college council approval for the proposal,
2. The college council approval for the current supervisor(s),
3. The final copy according to the university standards,
4. The similarity report, (No more than 10% similarity)
5. The proofreading report,
6. The supervisor report stating that the thesis is ready for defense,
7. The college council and/or the college committee minutes of meeting stating that the thesis is ready for defense,
8. The examiners nomination and CVs,
9. The suggested time for defense.
10. The contribution to the college's research priorities, if available.

The VPR should then send the approved documents to the research council for final approval. Only then can the student proceed to defend his/her thesis. Once the Supervisor has reviewed the final submission, the student should submit five loose copies in a box file to be circulated to the Defense Committee members, Supervisors.

**Thesis defense**

The thesis should be defended orally in front of a "Thesis Defense Committee". The Committee consist of 2 internal examiners including the Chair plus the external examiner. The existing Thesis Internal Review Committee in each participating college, reviews the thesis draft which is submitted by the thesis supervisor. Details of the thesis defense are articulated in the Thesis Manual.



## Ethical Research

All faculty members, students, and academic visitors must imperatively abide by the responsible conduct of research while carrying out research activities to ensure the practice of all aspects of the moral and integrity of doing research and performing in a responsible, honest, and impartial manner. Researchers must avoid any intentional and unintentional falsification, plagiarism, conflict of interest or any form of misconduct, as outlined below:

### **Falsification**

Falsification is the practice of disregarding or changing research data, outcomes, equipment or processes of research results that are no longer reflected precisely in the research study in order to improve the research outcomes or failed to answer the research hypothesis properly.

### **Fabrication**

Falsify or makeup research data or study results 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 feel strongly about a subject has the possibility to bias the result in favor of personal belief or influence or funding entity. Researchers are encouraged to collaborate and do their utmost to exclude any influence from their investigation. Ensuring data integrity is a primary concern in research and using transparent and reliable data analysis that is adequately prepared to be demonstrable.

### **Conflict of Responsibility**

Collaborative research project between the University with a government, private business and local or international academic institutions should be driven by responsible conduct of research, A conflict of commitment may occur when researchers devote more time and effort to other organization activities than fulfilling their expected commitment and role at the University.

### **Inappropriate Data Collection**

Serious deviations from accepted standards in the conduct of research may have serious consequences and inappropriate data collection methods can yield invalid results. While honest errors are not research misconduct, Researchers must also be mindful of their collecting, documenting, and data analysis methods. Data collection must not be conducted without adequate approvals from the institutional review board and must comply with all research guidelines and institutional policies.

### **Data collection from vulnerable persons**

When collecting data from children or participants considered to be vulnerable, the researcher shall:

- » Obtain consent from a parent, guardian, or responsible adult after providing them with enough information about the research process.
- » Exercise due care during the data collection process, including the child's or vulnerable person's agreement to participate.

### **Declaring research support**

The researchers must declare any external funding to their research. Complete information about such funding should be shared with the Research Office to obtain prior approval for ethical review.

### **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 participants' privacy is a must.

### **Responsibility**

The University shall seriously investigate any reported breach of responsible conduct of research in research activities by faculty members, students, professional staff, and academic visitors. The Vice-President of Research shall be responsible for forming a qualified committee to perform such investigation.

## **Intellectual Property**

Intellectual Property denotes the development of original thought, including as but is not limited to publications, artwork, software documentation and applications. All rights in the academic activities research performed by faculty members and students during their tenure in the University are recognized as the University Intellectual Property assets, this includes, but is not limited to research outcomes, projects, thesis, working documents, reports, academic programs, and software design, documentation and applications and/or modified. The inventor is defined as but is not limited any University student, academic or administrative employee full-time and part-time who works at or under the auspices of the University.

This policy applies to all University members including, full-time faculty (including visiting faculty), part-time faculty, staff, undergraduate and graduate students who may participate in research projects at the American University in The Emirates.

### **Definitions**

- » Intellectual Property: Any University work\product by either faculty, staff or students that shall be protected by copyrights and\or patents. Intellectual Property (IP) falls into two groups, work covered by patent law and work covered by copyright law.
- » Inventor\Author: The creator of any work\product that produces Intellectual Property.

- » **University Work:** It is defined as any research work, teaching activity, student coursework or any other activity performed by an individual during which that individual makes use of the University facilities and operations to produce that work.
- » **Invention:** Any creation or discovery encountered during a research project or a University activity by any individual(s) of the University Community.

The intellectual property gained in the course instructions, student coursework, research project utilizing the facilities, equipment or resources of the University is considered the University property. The University has the right to license or transfer any intellectual property it owns.

Individuals of the University community including faculty, students and staff shall not be allowed before or after their tenure with the University to sell, lease and/or share any of the documents with an external group. The University shall legally prohibit any member of the University community from infringing copyright, see the Copyright policy for more information.

### **Intellectual Property Ownership**

All intellectual property resulting from a University work including but not limited to, patentable inventions are owned by the University if the University resources were used or if it is created pursuant to a research project or any activity administered by the University. The 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 the University's decision to waive its rights of ownership to the Invention. Terms for a Release Agreement shall be negotiated by the Vice President of Research and the Inventor.

### **Exceptions**

The inventor\creator shall retain ownership of the following:

Any works of art, literature, literary work such as textbooks, articles and other publications are owned by their creators even with the use of University resources as long as such works are not created under the direction or control of the University or developed in the as part of a sponsored research.

All copyright in papers, theses and dissertations written as a student to earn credit in University courses or to fulfill University degree requirements have shared ownership between the student and the University.

Inventions that are not a result of University work and does not involve University resources.

Inventions that are a result of an externally funded research project.

The University shall waive any claim to an invention that is according to the judgement of the Vice President of Research not a result of University Work or as outlined in the Commercialization of Intellectual Property policy (Please see the policy for more details). In such instances, the inventor will have the ownership of the Invention and may pursue intellectual property protection, marketing, and licensing activities without involving the University.

## Responsibilities

### Inventor\Creator Responsibilities

The creators of the Intellectual Property are required to abide by this policy and shall promptly disclose to the University any Invention or discovery that the University may own under the terms described in this policy. Furth more, they shall submit to the University any assignments or other documents necessary to protect the University's rights in the intellectual property.

### Administrative Responsibilities

The Vice President of Research is responsible for the implementation and administration of this Policy. The Vice President of Research shall:

- Establish guidelines addressing the implementation of this Policy.
- Govern the intellectual property protection on behalf of the University.
- On behalf of the University, take appropriate actions for patenting and/or marketing Inventions owned by the University.
- Notify the Inventor whenever the University choose not to claim ownership of an Invention that has been disclosed to the University.

## Copyright

This policy applies to all members of the University community including but are not limited to, faculty, staff, students, and alumni. The policy covers University instructions, research, services and any academic activity on-campus or off-campus affecting any faculty, student, or any member of the University community. 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.

### Definitions

#### Copyrighted Material (Intellectual Work)

According to UAE Federal Law No. 7 of 2002 on Copyrights and related rights, intellectual work is any original work in the areas of literature, arts, or science, whatever its description, form of expression, significance or purpose. The following intellectual works are protected under copyrights law:

- Books, booklets, articles and other literature
- Computer software and applications, databases and similar works are defined in a decision to be issued by the UAE Minister of Economy
- Lectures, speeches, sermons, and other works of similar nature
- Plays, musicals and pantomimes
- Musicals accompanied by dialogues and musicals which are not accompanied by dialogue
- Audio and video works or audio-visual works
- Architectural work and architectural plans and drawings
- Drawings, paintings, sculptures, etchings, lithography, screen printing, reliefs and intaglio prints and other similar works of fine art
- Photographic work and the likes

- Works of applied art and plastic art
- Charts, maps, plans, 3-D modelling for geographical and topographical applications and architectural designs etc.

### **Fair Use**

Fair use is a legal principle that endorses freedom of expression by permitting under certain circumstances such as criticism, comment, news reporting, teaching, scholarship, and research the unlicensed use of copyright-protected works.

### **Policy Statement**

The University establishes guidelines regarding the Fair Use of copyrighted material, multimedia, and copyrighted works in the classroom. The Institution's copyright policy is developed based upon United Arab Emirates Copyright Law and United States of America Copyright Law.

### **Responsibilities**

The University community members, including but not limited to faculty, staff and students, must make demonstrable legitimate efforts to understand the principles of copyright law and the reasonable application of fair use. The University community members must examine the details of their use within the context of the law prior to using a copyrighted work in their teaching or research to determine whether they should obtain permission for the use or depend upon the fair use exemption. Compliance with the federal copyright law and with this policy is the responsibility of every member of the University community. All members are expected to take a personal interest in becoming aware and informed about how copyright law affects the Institution's work.

### **University Copyright Guidelines**

1. Copyright grants the author the privilege to solely and exclusively create multiple copies of productions and publish and sell them.
2. Any use of copyrighted materials that do not qualify for Fair Use requires permission and/or fees to the copyright holder unless the use is lawfully approved and falls within an exemption in the law, such as the fair use exemption.
3. A photocopy or reproduction should not be used for any purposes other than academic research or personal study. Photocopies or reproduction made for other purposes beyond "Fair Use" may be liable for copyright infringement
4. Photocopying a textbook chapter or a workbook page is considered a reason for depriving the copyright owner's profit than copying one page from the daily paper.
5. Instructors may distribute photocopied materials to students in class without prior permission from the copyright owner under the following conditions:
  - » The materials include a copyright notice on the first page of the portion of photocopied material.
  - » No fees are claimed from the students other than the actual cost of the photocopying.
  - » The amount of photocopied material should be reasonable in relation to the total amount of material assigned for one term of a course.
6. The use of copyrighted material is unlikely to be found a fair use if the use will affect the copyrighted work's market and If the reproduction of a copyrighted work may reduce the potential market and sales and accordingly the profits of the copyright owner.

7. When using electronic materials, the University must implement technological measures to ensure compliance with the copyright policies beyond merely assigning a password. Ensuring compliance through technological means may include user and location authentication through Internet Protocol (IP) checking, content timeouts, print-disabling, cut, and paste disabling, etc.
8. Distributing, publicly displaying, reproducing, performing, transmitting, or preparing derivative works based upon a copyrighted work without the copyright owner's permission is an act of violation of the AUE Copyright Policy and International Copyright law.
9. All AUE staff, including academic and administrative staff may print, reproduce and use the information and retrieve files only from those documents where AUE expressly grants permission or license to use if:
  - a. It is for non-commercial, personal, or educational purposes only.
  - b. There is no modification of any information or image.
  - c. It is to include any copyright notice originally provided in the materials.
10. The Office takes the issue of plagiarism with utmost seriousness and considers citing the work of others without due acknowledgment as a breach of academic integrity.
11. Any plagiarism or falsifying of information observed shall lead to legal action and/or expulsion.

## Faculty

### Full-Time Professors

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Abhilasha Singh</b>	<b>Professor</b>	Ph.D., Psychology (1993), Banaras Hindu University, India Masters, Applied Psychology (1990), Devi Ahilya Vishwavidyalaya, Indore , India	2021	Journal	Impact of Artificial Intelligence on HR practices in the UAE
			2021	Journal	Building generation Z competencies through innovative approaches to quality assurance and recognition of qualifications
			2021	Journal	Complex Dynamics of Higher Education Governance

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2020	Journal	Association between organizational norms and employee productivity in higher education
			2020	Journal	Effect of culture on managing knowledge: A case study
			2019	Journal	Degendered leadership in the UAE: breaking the glass ceiling
			2017	Journal	A journey into the heart of workaholism from cross-cultural perspective
			2016	Journal	Job characteristics model (JCM): utility and impact on working professionals in the UAE
			2015	Journal	Strategies for talent management: A study of select organizations in the UAE
			2010	Journal	Managing service quality: The managers' orientations and their consequences - case study evidence of current practice
			2010	Journal	Knowledge management practices in indian



Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					information technology companies
			2010	Journal	The rhetoric and reality of 'process control' in organizational environments with a TQM orientation: The managers' view
			2008	Journal	Status of women in Saudi Arabia: A paradigm shift
			2008	Journal	Neuro linguistic programming: A key to business excellence
<b>Assem Tharwat</b>	<b>Professor</b>	Ph.D., Operations Research (1998), Charles University, Czech Republic Masters, Mathematical Statistics (1989), Cairo University, Egypt	2022	Journal	Emergency Service Location Problem with Ring Roads
			2021	Journal	Solving Max-Min Separable Problem Using Hybrid Particle Swarm Optimization
			2021	Journal	Appraising healthcare systems' efficiency in facing covid-19 through data envelopment analysis
			2021	Journal	An optimization model for exploring the Egyptian royal pyramid's locations
			2021	Journal	A Unified Mathematical

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					Model for Stochastic Data Envelopment Analysis
			2020	Conference Proceeding	A unified uncertainty mathematical model for input oriented data envelopment analysis
			2020	Journal	Mixed stochastic input oriented data envelopment analysis model
			2019	Journal	Mixed stochastic input oriented data envelopment analysis model
			2019	Conference Proceeding	A hybrid bat algorithm to solve the capacitated vehicle routing problem
			2019	Journal	How changes in exports, remittances and fdi and their impacts on reserves after currency floating. (research on: Turkey)
			2019	Journal	Investigate how changes in exports, remittances and FDI and their impacts on reserves after currency floating. (Case study: Turkey)

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2019	Book Series	An Optimization Model for Solving Stochastic Cooperative Games
			2019	Book Series	Challenges of Business Schools to Implement Accreditation Standards: Case Study
			2019	Book Series	Developing an Input Oriented Data Envelopment Analysis Model with Fuzzy Uncertainty in Variables
			2019	Journal	Monte Carlo simulation-based Bat algorithm for solving stochastic multi-objective optimization problems
			2016	Conference Proceeding	Performance evaluation of European football teams using data envelopment analysis
			2015	Conference Proceeding	Particle swarm optimization algorithm for the continuous p-median location problems
			2012	Conference Proceeding	A comparative study on the performance of genetic algorithm, artificial immune system and

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					hybrid intelligent approach to multiple-choice multidimensional knapsack problem
			2010	Journal	One class of separable optimization problems: Solution method, application
			2010	Journal	Support vector machine for diagnosis cancer disease: A comparative study
			2008	Conference Proceeding	Exploring input selection for time series forecasting
			2008	Journal	A quantitative model to predict the Egyptian ERP implementation success index
			2006	Journal	A comprehensive numerical algorithm for solving service points location problems
			2005	Conference Proceeding	Enterprise Resource Planning (ERP) implementation in the Egyptian organizational context
			1991	Journal	Factorial study of a certain parametric distribution

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Asma Salman</b>	<b>Professor</b>	Ph.D., Finance & Economics (2010), Harbin institute of technology, China Masters, Finance and Accounting (2002), PIMSAT, Pakistan	2022	Journal	Exchange Rate Effect on the Household Consumption in BRICST Countries: Evidence from MATNARDL Model
			2022	Journal	Does Renewable Energy Matter to Achieve Sustainable Development Goals? The Impact of Renewable Energy Strategies on Sustainable Economic Growth
			2022	Journal	The role of Financial Development and Technological Innovation towards Sustainable Development in Pakistan: Fresh insights from consumption and territory-based emissions
			2021	Journal	The impact of renewable energy sources on financial development, and economic growth: The empirical evidence from an

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					emerging economy
			2021	Journal	The role of financial development indicators in sustainable development-environmental degradation nexus
			2021	Journal	Covid-19 and its impact on the stock market in GCC
			2021	Journal	The role of carbon accounting in carbon management system: Empirical evidence from the coastal areas of the world
			2020	Journal	The impact of foreign direct investment inflows on nonperforming loans: The case of UAE
			2020	Journal	Green Behavior and Financial Performance: Impact on the Malaysian Fashion Industry
			2020	Journal	Does big data analytics enhance sustainability and financial performance? The case of ASEAN banks

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2020	Journal	The asymmetric effects of oil price on sectoral Islamic stocks: New evidence from quantile-on-quantile regression approach
			2020	Book Series	Blockchain Technology, Sustainability and Business: A Literature Review and the Case of Dubai and UAE
			2020	Journal	Dynamic interaction of tourism, finance, and institutions in explaining growth in Asia's little dragon economies
			2019	Journal	Determinants of dividend policy
			2019	Book Series	Digital Currencies and the Power Shift in the Economy
			2019	Journal	Financial cost and social influence: Factors affecting the adoption of Halal cosmetics in Malaysia
			2019	Journal	effect of capital structure on corporate liquidity and growth: Evidence from tobacco industry in Pakistan
			2018	Journal	Growth analysis of Islamic



Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Nikolina Ljepava</b>	<b>Assistant Professor</b>	Ph.D., Marketing, University of Belgrade, Serbia (2016) Masters, Social Data Analysis, University Of Windsor , (2012) Canada Masters, E-business, University of Belgrade, Serbia (2008)			banking in Pakistan: A qualitative approach
			2017	Journal	Entrepreneurial finance and its impact on e-business
			2022	Journal	The Assessment of the Key Competences for Lifelong Learning—The Fuzzy Model Approach for Sustainable Education
			2022	Journal	ENHANCING PRODUCTION AND SALE BASED ON MATHEMATICAL STATISTICS AND THE GENETIC ALGORITHM
			2020	Journal	Implications of the paracrises on the companies' stock prices
			2019	Book Series	Citizen-Centric Approach in Delivery of Smart Government Services

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Robert Karaszewski</b>	<b>Professor</b>	Ph.D. in Economics and Management from Nicolaus Copernicus University, Poland (1998) Masters in Economic Sciences from Nicolaus Copernicus University, Poland (1996)	2019	Book Series	Smart City Transportation Services, Customer Satisfaction and Impact on the Quality of Life
			2018	Journal	Stakeholder management in reverse supply chains - The ranking of reverse supply chains entities upon requirements' fulfillment
			2017	Journal	Model for Selection of the Best Location Based on Fuzzy AHP and Hurwitz Methods
			2013	Journal	Personality and social characteristics of Facebook non-users and frequent users
			2021	Journal	Blockchain technology in life cycle assessment— New research trends
			2021	Journal	The leading traits of the modern corporate leader: Comparing survey results

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					from 2008 and 2018
			2021	Journal	The use of blockchain technology in public sector entities management: An example of security and energy efficiency in cloud computing data processing
			2020	Journal	Diffusion of knowledge in strategic alliance: empirical evidence
			2020	Conference Proceeding	The impact of relationships on companies' product innovations
			2019	Conference Proceeding	Knowledge management and internal relational capital versus development of relations with environment
			2019	Journal	Cognitive analytical tools for cost management of innovation activity
			2016	Journal	Brand management in a situation of an economic crisis: Methods of strengthening the brand value in the scope of

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					emerging markets
			2016	Conference Proceeding	Situation-dependent leadership model and leadership styles expected by employees: The Polish case
			2010	Journal	Leadership in global business environment through a vision creation process
			2008	Journal	The influence of KM on global corporations' competitiveness
			2004	Journal	Evaluation of the external transfer of quality management systems of the world's largest corporations
			2004	Journal	Quality challenges in global companies
			2003	Journal	Quality Management and the World's Largest Corporations
			2002	Journal	Quality improvement activities in companies with foreign capital operating in Poland
<b>Hatem Ahmed Ali Adileh</b>	<b>Associate Professor</b>	Ph.D. in Digital Systems from Cranfield University, United Kingdom (1981)	2019	Book Series	The Role of the Roads and Transport Authority (RTA) in the Transformation

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
		Masters in Digital Systems from Cranfield University, United Kingdom (1978)			of Dubai into a Smart City
<b>Nasser Fathi Hassan Easa</b>	<b>Associate Professor</b>	Ph.D. in Knowledge Management and Innovation in Banking Industry, University of Stirling United Kingdom 2012 Masters in OB from Suez Canal University Egypt 2004	2020	Journal	The influence of employer branding on employer attractiveness and employee engagement and retention: Ten years of literature
			2019	Journal	Knowledge management at banking industry: A review of the literature and further guidelines
			2019	Journal	Transformational leadership and innovation at the Lebanese banking industry
			2019	Journal	Social media strategies and students' satisfaction at Egyptian Universities
			2016	Journal	Knowledge management and business performance: global experts' views on future research needs
2012	Journal	The Application of the Socialisation, Externalisation, Combination and Internalisation			

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Dusko Tomic</b>	<b>Professor</b>	Ph.D. Political Sciences University of Belgrade 2017 Masters Civil Defense University of Belgrade (2005)			Model in Cross-cultural Contexts: Theoretical Analysis
			2011	Conference Proceeding	The application of the SECI model in cross-cultural contexts
			2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2020	Book Series	Corruption-specific security challenge
			2019	Book Series	The Social Significance of Corporate Security
			2018	Book	Cyber-security policies of East European Countries
			2018	Book	Protective function of digital forensics
<b>Renny Rueda Castaneda</b>	<b>Assistant Professor</b>	Ph.D., Economics and Political Science (2016), University of Hamburg, Germany Masters, International Law and International Relations (2005), University of Madrid, Spain	2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2016	Journal	Political Asymmetry and Systems of Information and Social Organization: A Characterization

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2014	Book	Land acquisition and the semantic context of land within the normative construction of "modern development"
<b>Nahla Abdulkarim Yassine-Hamdan</b>	<b>Assistant Professor</b>	Ph.D. in Political Science from Wayne State University, United States of America (1999) Masters in Political Science from American University of Beirut, Lebanon (1988)	2021	Journal	Patterns of Mediation in Conflict Resolution in the Arab World
			2020	Journal	Gender inequality in the arab world a comparative perspective
			2014	Book	Arab approaches to conflict resolution: Mediation, negotiation and settlement of political disputes
<b>Eldar Saljic</b>	<b>Associate Professor</b>	Ph.D., Security, University of Novi Pazar, Serbia (2010) Masters, Security, University of Novi Pazar, Serbia (2008)	2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2020	Book Series	Corruption-specific security challenge
			2019	Book Series	The Social Significance of Corporate Security
			2018	Book	Cyber-security policies of East European Countries
			2018	Book	Protective function of digital forensics



Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Kleanthis Kyriakidis</b>	<b>Assistant Professor</b>	Ph.D., International Relations/ Public Administration, University of the Aegean, Greece (2018) Masters, Public Administration (2011), Harvard Kennedy School, United States of America Masters, National Security affairs, Naval Postgraduate School, United States of America (2005) Masters, Physical Oceanography, Naval Postgraduate School, United States of America (2005)	2021	Conference Proceeding	Quest for quality teachers as an indispensable factor for student success: Case study united arab emirates
<b>Shishir Upadhyaya</b>	<b>Assistant Professor</b>	Ph.D. in International Relations and Security Studies from University of Wollongong, Australia (2018) Masters in science in defense and strategic studies from University of Madras, India (2005)	2021	Journal	Indo-Pacific Ocean Initiative - an opportunity to create new institutions for maritime governance
			2019	Journal	India's maritime security relations with the gulf cooperation council countries – prospects amid rising Chinese influence
			2019	Book	India's Maritime Strategy: Balancing Regional Ambitions and China

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2017	Journal	A case for a pan-Indian Ocean information grid for improved maritime domain awareness
			2017	Journal	Expansion of Chinese maritime power in the Indian Ocean: implications for India
			2016	Journal	Multilateral maritime security cooperation in the Indian Ocean region: status and prospects
<b>Marko Begovic</b>	<b>Assistant Professor</b>	Ph.D. in Sports Management, German Sport University Cologne, Germany (2019) MFA in Olympic Studies from German Sport University Cologne, Germany (2015)	2022	Journal	Effects of COVID-19 on society and sport a national response
			2022	Journal	Corruption in sports: Lessons from Montenegro
			2021	Journal	Sport Diplomacy in Hybrid Regimes: The Cases of Hungary and Montenegro
			2021	Journal	Athletes in Socialist Yugoslavia, 1945-1992

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
			2021	Journal	Athletes in Montenegro—silent voices
			2021	Journal	The impact of political pressures on sport and athletes in Montenegro
			2021	Journal	Star athlete ambassadors of sport for development and peace
			2020	Journal	The development of sport policy in Montenegro
			2020	Journal	Effects of COVID-19 on society and sport a national response
			2018	Book	Gender and sport participation in Montenegro
			2016	Journal	Gender and sport participation in Montenegro
<b>Naser Al Sherman</b>	<b>Associate Professor</b>	Ph.D., Commercial Law (2011), Cairo University, Egypt Masters, Commercial Law (2007), Arab Research Studies Institute, Egypt	2019	Article	Al-Shrman, N. (2019), Publishing 2019 research in the Journal of the College of Law, University of Applied Sciences, Kingdom of Bahrain, on the subject of air transport. The journal is a scientific refereed journal with a classification of

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					B according to the classification of the college
			2018	Article	Al-Shrman, N. (2018), Mediation in civil and commercial disputes
			2018	Article	Al-Shrman, N. (2018), The Contract for Air Transport of Passengers in International Aviation Agreements
			2018	Article	Al-Shrman, N. (2018), Legality of Exemption from Contractual Liability
<b>Mohammed Al-Awjar</b>	<b>Assistant Professor</b>	Ph.D. in Private Law from University of Mosul, Iraq (2015) Masters in Private Law from University of Mosul, Iraq (2002)	2016	Article	Al-Awjar, M. (2016), Obligations of the Sports Activity Organizer
			2015	Article	Al-Awjar, M. (2015), The legal basis for responsibility for dangerous things toward the Iraqi judiciary
			2015	Article	Al-Awjar, M. (2015), Civil Liability for Mistakes Committed by Sports Referees During Arbitration

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Abdelawal Bassiouny</b>	<b>Assistant Professor</b>	Ph.D., Comparative Islamic Jurisprudence (2007), Al Azhar University, Egypt Masters, Comparative Islamic Jurisprudence (2003), Al Azhar University, Egypt	2019	Article	Bassiouny, A. (2019), Patent Between Financial Right and Compulsory Licensing (Comparative study) "
			2018	Article	Bassiouny, A. (2018), Arbitration and Public Order in the Light of Egyptian and Emirati Laws According to the New UAE Federal Arbitration Law No. 6 of 2018 (Comparative Study)
			2017	Article	Bassiouny, A. (2017), Fraud in documentary credits and methods of protection from it (Comparative study)"
<b>Ehab Alrousan</b>	<b>Associate Professor</b>	Ph.D., Special Law (2008), University of Tunis El Manar, Tunisia  Masters, Criminal Science (1998), University of Tunis El Manar, Tunisia	2019	Article	Alrousan, E. (2019), - Penal Order Procedures in UAE Law According to Decree-Law No. 17 of 2018
			2018	Article	Alrousan, E. (2018), Alternatives to Criminal Action
			2017	Article	Alrousan, E. (2017), Economic Crime

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
<b>Qusay Alfalahi</b>	<b>Associate Professor</b>	Ph.D. in Private Law from Baghdad University, Iraq (2000) Masters in Private Law from Baghdad University, Iraq (1996)	2021	Article	Alfalahi, Q. (2021), The abuse of social media use and the problems of its related civil lawsuit
			2018	Article	Alfalahi, Q. (2018), The commitment to masscommunication in the contracts of tourism trips
			2017	Article	Alfalahi, Q. (2017), Misleading commercial advertising from a civil law perspective
			2016	Article	Alfalahi, Q. (2016), Comparing the author's special legislative protection with the rules of enforced implementation of the obligation (a comparative study)
			2013	Article	Alfalahi, Q. (2013), Infringement of property in English law - a comparative study with Iraqi Civil Law
			2013	Article	Alfalahi, Q. (2013), Transfer of Ownership in the Contract of Sale of Prefabricated

Faculty	Rank	Conferring Institution	Year	Research Type	Research Title
					Residential Real Estate
			2009	Article	Alfalahi, Q. (2009), Civil Liability in the Field of Information Network
			2006	Article	Alfalahi, Q. (2006), Contractual responsibility for things
			2005	Article	Alfalahi, Q. (2005), Returning to the Endowment (a comparative study)



## University Terminology

### **University**

A large, diverse institution of higher education and research that offers both undergraduate and graduate degrees. Universities are typically composed of a number of colleges or schools devoted to the study of closely related disciplines or a single discipline, such as the College of Engineering or the School of Public Health.

### **Baccalaureate or Bachelor's degree**

In the UAE, a Bachelor's degree normally requires at least four but no more than five years of full-time study, with a minimum of 120 semester credits (or equivalent). The maximum number of hours may vary, but many Bachelor's degrees in professional fields, such as engineering or dentistry, require five years of study and at least 150 semester credits (or equivalent)

### **Master's degree**

A Master's degree typically requires at least one year of full-time study, or a minimum of 30 semester credits of course work (or equivalent) beyond the Bachelor's degree. The minimum credits are not inclusive of any non-credit bridge courses which may be required. (See "Bridge Program", below). A Master's degree requires a substantial thesis or dissertation of at least six and no more than nine credit hours. As is the case for the baccalaureate, the Master of Arts (MA) and Master of Science (MS or MSc) are the basic degrees awarded in the subject, such as an MA in English (not Master of English or Master of English Literature), or an MS in Chemistry (not Master of Chemistry).

### **Joint Qualification**

A single degree awarded by two institutions, where students study a curriculum that is agreed between the two institutions.

### **Dual Qualifications**

Two degrees awarded by two institutions, to students who have met the requirements for completion of both degrees

### **Part-time faculty**

A part-time faculty member is one whose major commitment is not to the institution concerned. Although part-time faculty members are subject to the same requirements for employment as full-time faculty, their teaching assignment is limited to a maximum of six credit hours per semester (or equivalent). The term "adjunct faculty" is often used as a synonym for "part-time faculty."

### **Full-time faculty**

A full-time faculty member is one whose primary employment is with the institution concerned, and who receives a contract as a full-time employee with a primary assignment in teaching and/or research.

### **Professor**

An appointment requiring an earned doctorate or terminal degree, or equivalent, and demonstrated, sustained high quality teaching, wide recognition for scholarly activities, and substantial service to the university and appropriate outside communities. Appointment at the rank of Professor is usually made only after extended service as an Associate Professor.

**Associate Professor**

An appointment requiring an earned doctorate or terminal degree, or equivalent, and demonstrated high quality teaching, recognition for scholarly activities, and service to the university and community. Appointment at the rank of Associate Professor is usually made only after extended service as an Assistant Professor.

**Assistant Professor**

An appointment requiring an earned doctorate or terminal degree, or equivalent, and potential for excellence in teaching and research. This is typically the entry-level appointment for an individual who holds a terminal degree in his/her field.

**Instructor**

An appointment requiring a Master's degree, or a Bachelor's degree and equivalent professional qualifications.

**Advanced Standing**

The granting of credits (for a program/course/module) indicating that the learner is deemed to have satisfied the requirements for which the credits have been awarded. It may include exemption where applicable.

**Articulation**

The documented relationship between qualifications and programs, agreed through a process of comparison between qualifications and their respective outcomes, often with a view to facilitating learner progression.

**Assessment**

The processes used to evaluate achievement of the expected learning outcomes (knowledge, skills and competences), leading to certification of a qualification or part of a qualification.

**Benchmarking**

The process of measuring and comparing performance, services or practices with comparable systems or institutions both inside and outside the UAE, for the purpose of continuous improvement.

**Blended Learning**

A method of educating that uses e-learning techniques, such as online delivery through the web, discussion boards and e-mail, combined with traditional face-to-face lectures, seminars and tutorials.

**Bridge Program**

A program intended to "bridge the gap" between a student's prior work and the background required for the program he/she is entering. Typically, such a program would be needed, for instance, by students entering graduate business education where the student's undergraduate major was in an area other than business, or graduate engineering programs where the student's major was in a different engineering specialty. The courses in a bridge program typically do not carry degree credit. Institutions may choose to require enrolment in bridge programs as a condition of admission. The term "bridge program" is also used in nursing to refer to a Bachelor's degree "top-up" program whose entry level is a Diploma in Nursing.

**Cohort Analysis**

An analytical tool for tracking students from a common starting entry point through to graduation, often presented as a visual chart representing progression and attrition at various milestones between admission and graduation. Used for identification of obstacles and challenges in the progression of students, through the institution as a whole or in relation to specific programs of study.

**Competency**

The proven ability to use knowledge, skills and other abilities, within a context of a system of values, to perform a function against a given standard in work or study situations, and in professional and/or personal development. In the QFEmirates, 'competence' is described in terms of autonomy and responsibility, self-development, and role in context.

**Concentration**

A concentration is best thought of as a grouping of courses which represent a subspecialization taken within the major field of study. For example, a student majoring in 129 biology might have a concentration in genetics, or a student in electrical engineering may have a concentration in telecommunications or instrumentation and control. A concentration may be specified on the student's academic record (transcript) but not on the degree certificate. The CAA requires a concentration to include at least 15 credits of study, or equivalent, in the specialized field in order to be recognized by the MoE. In graduate programs this must include the thesis and at least 9 credits of other courses.

**Conditional Admission**

Conditional admission of a student to a college or university is dependent upon the individual successfully completing coursework, or meeting other specified criteria, in order to progress into the full set of courses within the academic program.

**Course or Module**

A course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits, and expected learning outcomes in the institution's Catalog. A module sometimes refers to a sub-division within a course covering a topic or part of a topic. In the British system, the term module is synonymous with course. In systems based on American higher education, the term module typically refers to a course which is offered in a more concentrated framework, such as an "8 week module." Note that in the UK and in other systems adopting terminology used in the UK, the word course is often used to refer to what the Standards term a program.

**Credits and the Credit System**

The academic credit provides a basis to measure the amount of engaged learning time expected of a typical student. A credit, or credit hour, is a unit of measurement defining the student's overall effort towards attaining a qualification. In the US system, which is adopted by most UAE institutions, 1 semester credit equals approximately 1 hour of time in class per week over a semester of 15 weeks or longer. (See "Semester" below). It is assumed that a student spends two hours outside of class in independent learning or specific course assignments for every hour in class. This implies that one academic credit equates to a 45-hour commitment to learning over a semester. For laboratory or studio-based courses, the allocation of credit differs; 1 semester credit normally is given for two hours of laboratory or studio time per week over a 15-week semester. The UK system considers a single credit to be equal to 10 "learning hours", of which approximately one-third may be class contact time, and the remainder divided

between directed and independent learning. On this basis the normal full load for a semester is 60 credits. Resulting from the Bologna Process in Europe, and aimed at facilitating student mobility in higher education, the ECTS (European Credit Transfer and Accumulation System) represents another alternative credit definition. In the ECTS system, 60 credits are allocated to the workload of a full-time academic year, 30 credits are normally allocated to a semester and 20 credits to a trimester. Qualifications that have formal programs lasting three full-time academic years in Europe are allocated 180 ECTS credits.

**Credit Transfer**

A system whereby successfully completed units of study contributing towards a degree or diploma can be transferred from one program to another.

**Curriculum**

The term refers both to the range of courses offered by an institution, and to a set of related courses constituting an area of specialization, such as the computer science curriculum or the civil engineering curriculum.

**E-learning**

E-learning is a term applied to any form of learning which is electronically based. The requirements for a course delivered through e-learning are the same as those that apply to any credit-bearing course. Electronically delivered courses must have learning outcomes, a syllabus or outline of study, regular and systematic assessments and an opportunity for students to interact with the faculty member teaching the course. The student-instructor and student-student interaction may be entirely electronically based, or it may include bringing students together physically from time to time. The latter is often referred to as a hybrid course or blended course, in that it combines electronic learning with traditional classroom learning.

**Electives**

Courses which are not compulsory for students. Electives may be free—selected by the student from any course offerings, or restricted—chosen from a pre-determined list of options.

**Experiential Learning**

This term applies to those learning experiences which involve the application of learning typically outside of the classroom. Experiential learning encompasses such experiences as internships, practicums, field study, or clinical learning.

**Foundation Program**

A developmental or remedial program specifically intended to enable UAE secondary school graduates to qualify for admission to higher education.

**General Education**

General education is that aspect of an undergraduate curriculum intended to provide students with critical thinking skills; a broad understanding of the approaches to knowledge such as the humanities, the arts, the social sciences or the sciences; a common core of understanding among students (such as in Islamic studies or other cultural studies); and a level of skill appropriate to higher education in mathematics, information literacy, the application of technology and communications (oral and written).

**Independent Study**

A course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable. Independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment. The 131 SPA limit the amount of such credit that can be applied to an undergraduate qualification.

**Internship**

The term applies to an experience in which a student has a program-related assignment involving attachment to a recognized business, agency or organization. The internship must be appropriate to the major or program of study of the student. The term “practicum” is usually synonymous with internship. See Annex 12: Guidelines for Good Practice in Internships or Practicums.

**Learning Outcomes**

In the context of QFEmirates, this refers to knowledge, skills, and aspects of competence that a learner is expected to know and be able to do at each level of a qualification (see <https://www.nqa.gov.ae/en>).

**Major**

The major is the field of study in which a student specializes at the baccalaureate level. The term is not typically used in qualifications below the baccalaureate and is only occasionally used in graduate programs. The major usually requires that a student complete a minimum of 30 semester credits (or equivalent) that are specified for the major and distinctive to that subject area. To earn a double major, a student must meet the subject-area requirements of each of the two majors. Typically a student receiving a degree with a major will be issued a degree certificate that includes the name of the major: for instance, Bachelor of Arts in History or Bachelor of Science in Biology.

**Minor**

A minor is a separate field of study outside the major or concentration in which a student has a secondary area of specialization, requiring less course work than the major. Minors usually require that students earn 12-18 semester credits in subject area courses.

**Program**

The set of courses and other formally established learning experiences which together lead to a qualification (see Curriculum, above). Program may also refer to a specific aspect of the curriculum, such as the General Education program or a study abroad program.

**Qualifications Framework for the UAE (QFEmirates)**

The instrument for the classification of qualifications according to a set of criteria for specified levels of learning outcomes that need to be achieved, enabling qualifications to be described and compared. The framework of qualifications aims to integrate and coordinate certification subsystems within the UAE, and improve the transparency, access, progression, transferability and quality of such qualifications in relation to the employment sectors and other structures in civil society. A framework of qualifications has particular relevance as an aid in the recognition of foreign qualifications (see <https://www.nqa.gov.ae/en>).

**Remedial Courses or Programs**

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

**Research**

The systematic investigation into and study of materials and sources, in order to establish facts and reach new conclusions.

**Research Support**

The provision of supervision, technical facilities and advice, and appropriate library resources/reference materials that enable postgraduate research students to study effectively.

**Scholarly Activity**

Creative work that is peer reviewed and publicly disseminated. There are several basic forms of scholarship, including discovery of new knowledge; development of new technologies, methods, materials or uses; and integration of knowledge leading to new understanding.

**Semester and Term**

A semester is a period of time, typically a minimum of 15 weeks, during which an institution offers courses. Some courses may be offered in a time-shortened period, often called a term, such as a summer term or January term, which nonetheless offers class contact time and out-of-class assignments equivalent to a semester course. Some institutions use a calendar that divides the academic year into quarters (10-week instructional periods) rather than semesters.

**Transcript**

A record, normally printed, detailing, for a given qualification/award, formally recognized 'parcels' of learning outcomes achieved against the standards/requirements set by the relevant accreditation/awarding body

**Academic Advisor**

Faculty member assigned to guide the student in choosing courses by providing information about the university study requirements and all academic policies and procedures.

**Academic Calendar**

Where all the official dates and deadlines of the academic year are listed

**Academic Standing**

Is determined by the number of credit hours attended and the number of grade points earned by the student (Good standing, Academic warning, Academic dismissal)

**Academic Year**

The period of the year during which students attend classes; usually starting from the beginning of the Fall semester and ending in the Summer semester

**Add/Drop**

The process when students need to change a schedule (courses/sections) for which they have already registered; this process usually occurs in the beginning of each semester

**Admission**

The process of being granted acceptance as student.

**Alumni**

Students who graduated and earned a degree from a university

**CGPA**

Cumulative Grade Point Average of the grades earned on all courses attended at a university

**Class Standing**

Referred as academic level determined by the number of credit hours completed (Freshman, Sophomore, Junior, Senior)

**College Dean**

Head of the college within the university.

**Commencement**

Graduation ceremony.

**Co-requisite**

Two or more courses which must be taken simultaneously in the same semester.

**Course Load**

The number of credit hours carried by a student during a given semester.

**Course withdrawal**

The act of cancelling a course after the drop period but before the final exam. The Withdrawn course is recorded on the student transcript by "W" or "WF".

**Deferred**

When a student decides to postpone his registration until a future semester.

**Dismissal**

When the student is involuntary separated from the university due to unacceptable academic achievement or misconduct.

**Enrollment**

The process by which a student who has been admitted to a university program, formally registers to undertake courses within their program as either a new or continuing student.

**GPA**

Grade Point Average of the grades earned in the course

**Prerequisite**

A course that students must take prior to attending another course.

**Registration**

The process of enrolling in classes for an upcoming semester. Registration may be accomplished by accessing student's portal, "eduGate"



**Schedule**

A list of offered courses during a semester's specified days, hours, locations and name of instructors.

**Student**

A person who was admitted at the University within one of the colleges/specializations, holding a University Identity number and paid the non-refundable admission fees.

**Specialization**

An approved area of study, having a specific curriculum, within a particular graduate degree.

**Syllabus**

The document that an instructor provides as a course outline. A syllabus usually includes assignments, due dates, grading procedures and attendance policies.

**Transfer student**

A student who attended another institute and receives acceptance at AUE. Courses completed at the student's previous institute might be considered for transfer after satisfying the transfer policies.

**Transient student**

AUE student who would like to attend courses at a different university, upon approval of the University.

**University withdrawal**

The process of officially leaving the AUE for reasons other than graduation.

**Visiting student**

A student who has enrolled in an accredited university and is granted permission from his University to register for specific courses (for two semesters) at AUE and earn transferable grades.

## Contact Information and Location



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