



# 2025 - 2026 GRADUATE CATALOG

**2025-2026**

# Table of Contents

## University Catalog:

Disclaimer .....	6
------------------	---

## Academic Calendar

### About American University in the Emirates

History .....	9
Vision Statement .....	9
Mission Statement .....	9
Institutional Goals .....	9
Core Values .....	10
Accreditation .....	10
International Accreditation .....	10
Organizational Chart .....	11
THE CAMPUS .....	12

### Academic Programs:

List of Graduate Programs .....	13
---------------------------------	----

### Admission Policies – Graduate:

Admission Requirements For Master Programs .....	14
English Proficiency Requirements .....	14
Additional Admission Requirements .....	15
Interview/essay .....	15
Other Identification Requirements .....	16
Admission Requirements For Doctorate Programs .....	16
Admission Process .....	17
Admission Timeline and Applications Fees .....	17
Confirmation of Admission .....	17
Admission Status for Master Programs .....	17
Transfer Students .....	18
Transfer of Credits .....	18
Transfer of Credits Procedure .....	18
Visiting Students .....	19
Re-admission .....	19
Forged admission documents .....	19

### Academic Policies and Regulations

Academic Integrity .....	19
Code of Conduct .....	25
Course Registration .....	28
Course Load .....	29
Add and Drop Policy .....	29
Course Withdrawal .....	29
University Withdrawal .....	31

Deferment Regulations .....	32
Recognition of Prior Learning .....	32
Grading System .....	35
Grade Appeal .....	37
Repeating Course .....	38
Examination and Assessment .....	39
Incomplete Exam .....	40
Credit Hour Policy .....	42
Academic Progress .....	43
Transient student .....	43
Student Attendance .....	44
Degree Completion and Graduation Requirements .....	45
Graduation .....	46

## Financial Aid

Financial Support .....	46
Types of Financial Aid .....	47

## Financial Information

Tuition and Fees .....	48
Payments Plan .....	50
Refund Policy .....	51
Adjustments of charges .....	51

## Student Life

On-Campus Services .....	51
Career Services .....	53
Counseling and Disability Services .....	54
Grievance Policy and Procedure .....	55
Student Rights and Responsibilities .....	60
Orientation .....	61
Student Publications and Media .....	62
Student Activities .....	62
Student Privacy and Records .....	62
Information Release .....	64
Advising and Student Success .....	64

## Listing of Faculty Members

College of Business Administration .....	68
College of Security and Global Studies .....	70
College of Engineering and Technology .....	71
College of Law .....	72
College of Design .....	73
College of Education .....	74

## Listing of Senior Administrators

Top Management .....	75
College Deans .....	75

## Listing of Governing Board

### College of Business Administration (COBA)

Programs .....	77
Program Goals .....	77
Degree Requirements .....	78
Study Plan .....	79
Course Description .....	87

### College of Engineering and Technology (CET)

Programs .....	99
Program Goals .....	99
Degree Requirements .....	99
Study Plan .....	99
Course Description .....	101
<b>Remedial Courses:</b> .....	<b>101</b>

## Program:

### Master of Science in Artificial Intelligence and Data Science

Overview .....	106
Program Mission .....	106
Program Goals .....	106
Program Courses .....	107
Course Descriptions .....	108
Recommended Study plan .....	111

### College of Security and Global Studies (CSGS)

Programs .....	112
Program Goals .....	112
Degree Requirements: .....	113
Study Plan .....	113
Course Description .....	119

### College of Law (CLAW)

Programs .....	133
Programs Goals .....	133
Degree Requirements .....	134
Study Plan .....	135
Course Description .....	144

## College of Design (CDES)

Programs .....	161
Programs Goals .....	161

## Study Plans

### 6. Course Descriptions

#### College of Education (CEDU)

Programs .....	169
Programs Goals .....	169
Study Plan .....	169

#### College of Media & Mass Communication (CMMC)

Programs .....	174
Programs Goals .....	174
Projected Schedule of Course Offering .....	175
Course Description .....	177

## Statement on the research policy of the institution

## Student Involvement in Research

### Ethical Research

### Intellectual Property

### Copyright

### Faculty

### University Terminology

## CONTACT INFORMATION AND LOCATION

# University Catalog:

## Disclaimer

The American University in the Emirates aims to adhere to policies and procedures, Admission and Registration, Master, PhD, and DBA 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

## Academic Calendar AY 2025-2026

[Weekday]

### Fall Semester - Weekdays

Date(s)	Event
August 24, 2025	Last Day of Registration
August 25, 2025	Start of Classes (One Week Drop and Add / Late Registration)
September 5, 2025	Prophet Muhammad's Birthday
October 20 -23, 2025	Midterm Exam (Week 8 or 9)
December 1, 2025	Commemoration Day
December 2 -3, 2025	UAE National Day
December 6 -12, 2025	Final Examination
December 13, 2025	Last Day of Semester Grades Publication
December 14 -16, 2025	Grade Appeal/Make-up Exams
December 15, 2025 - January 11, 2026	Students' Winter Break (4 Weeks)
December 22, 2025 - January 4, 2026	Faculty Member Winter Break (2 Weeks)

### Spring Semester - Weekdays

Date(s)	Event
January 9, 2026	Last Day of Registration
January 11, 2026	Late Registration
January 12, 2026	Start of Classes
January 13, 2026	Drop and Add
March 2 -5, 2026	Midterm Exam (Week 8)
March 16 to March 29, 2026	Spring Break (Eid incorporated in Spring Break)
May 9 -15, 2026	Final Examination
May 16, 2026	Last Day of Semester Grades Publication
May 17 -19, 2026	Grade Appeal/Make-up Exams

### Summer Semester - Weekdays

Date(s)	Event
May 22, 2026	Last Day of Registration
May 24, 2026	Late Registration
May 25, 2026	Start of Classes
May 25, 2026	Drop and Add
June 5 - 8, 2026	Arafat Day and Eid Al Adha
June 13 -16, 2026	Midterm Exam (Week 4)
<b>June 25, 2026</b>	Islamic New Year 1448H
<b>July 11-13, 2026</b>	Final Examination
<b>July 14, 2026</b>	Last Day of Semester Grades Publication
<b>July 15-16, 2026</b>	Grade Appeal

### Fall Semester - Weekdays (AY 2026-2027)

Date(s)	Event
<b>August 23, 2026</b>	Last Day of Registration
<b>August 24, 2026</b>	Start of Classes (One Week Drop and Add / Late Registration)
<b>October 17-21, 2026</b>	Midterm Exam (Week 9)
<b>December 5-12, 2026</b>	Final Examination
<b>December 13, 2026</b>	Last Day of Semester Grades Publication
<b>December 14-16, 2026</b>	Grade Appeal/Make-up Exams
<b>December 15, 2026 - January 11, 2027</b>	Students' Winter Break (4 Weeks)
<b>December 22, 2026 - January 4, 2027</b>	Faculty Member Winter Break (2 Weeks)

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

## Academic Calendar AY 2025-2026

[Weekday]

### Fall Semester - Weekdays

Date(s)	Event
August 24, 2025	Last Day of Registration
August 25, 2025	Start of Classes (One Week Drop and Add / Late Registration)
September 5, 2025	Prophet Muhammad's Birthday
October 20 -23, 2025	Midterm Exam (Week 8 or 9)
December 1, 2025	Commemoration Day
December 2 -3, 2025	UAE National Day
December 6 -12, 2025	Final Examination
December 13, 2025	Last Day of Semester Grades Publication
December 14 -16, 2025	Grade Appeal/Make-up Exams
December 15, 2025 - January 11, 2026	Students' Winter Break (4 Weeks)
December 22, 2025 - January 4, 2026	Faculty Member Winter Break (2 Weeks)

### Spring Semester - Weekdays

Date(s)	Event
January 9, 2026	Last Day of Registration
January 11, 2026	Late Registration
January 12, 2026	Start of Classes
January 13, 2026	Drop and Add
March 2 -5, 2026	Midterm Exam (Week 8)
March 16 to March 29, 2026	Spring Break (Eid incorporated in Spring Break)
May 9 -15, 2026	Final Examination
May 16, 2026	Last Day of Semester Grades Publication
May 17 -19, 2026	Grade Appeal/Make-up Exams

### Summer Semester - Weekdays

Date(s)	Event
May 22, 2026	Last Day of Registration
May 24, 2026	Late Registration
May 25, 2026	Start of Classes
May 25, 2026	Drop and Add
June 5 - 8, 2026	Arafat Day and Eid Al Adha
June 13 -16, 2026	Midterm Exam (Week 4)
<b>June 25, 2026</b>	Islamic New Year 1448H
<b>July 11-13, 2026</b>	Final Examination
<b>July 14, 2026</b>	Last Day of Semester Grades Publication
<b>July 15-16, 2026</b>	Grade Appeal

### Fall Semester - Weekdays (AY 2026-2027)

Date(s)	Event
<b>August 23, 2026</b>	Last Day of Registration
<b>August 24, 2026</b>	Start of Classes (One Week Drop and Add / Late Registration)
<b>October 17-21, 2026</b>	Midterm Exam (Week 9)
<b>December 5-12, 2026</b>	Final Examination
<b>December 13, 2026</b>	Last Day of Semester Grades Publication
<b>December 14-16, 2026</b>	Grade Appeal/Make-up Exams
<b>December 15, 2026 - January 11, 2027</b>	Students' Winter Break (4 Weeks)
<b>December 22, 2026 - January 4, 2027</b>	Faculty Member Winter Break (2 Weeks)

(\*) 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: Enhance a Diverse and Inclusive Learning Environment while Enhancing Teaching and Curricula Quality

through the Implementation of Innovative Programs that Meet Industry Demands and Foster Critical Thinking

Goal 2: Develop Future-Ready Graduates and foster students' career readiness and lifelong learning.

Goal 3: Empower and Encourage Research for Advancing Knowledge and Innovation.

Goal 4: Embrace an Innovation ecosystem that supports and nurtures entrepreneurship.

Goal 5: Cultivate a culture of Community Engagement and Collaboration for Social Impact.

Goal 6: Develop a Strong and Distinctive University Brand and establish Outreach Initiatives

Goal 7: Increase advancement efforts to secure additional resources.

Goal 8: Establish a Culture Committed to Sustainable Practices and Responsibility.

## Core Values

- ☐ Improving the Quality of Life
- ☐ Respect and Dignity
- ☐ Equal Opportunities and Recognition
- ☐ Openness, Trust, and Integrity
- ☐ Innovation Creativity and Entrepreneurialism
- ☐ Stewardship
- ☐ Teamwork and Partnership
- ☐ Sustainability
- ☐ National Pride and loyalty to the UAE

## Accreditation

The American University in the Emirates located in the emirate of Dubai is officially licensed from 26th of April 2023 to 04th of September 2027 by the Ministry of Education of the United Arab Emirates to award degrees/ qualifications in higher education.

## International Accreditation

### **Southern Association of Colleges and Schools Commission on Colleges**

The American University in the Emirates (AUE) is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master's and doctorate degrees. AUE also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of AUE may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org))

**College of Business Administration** The College of Business Administration and its degree programs (Bachelor of Business Administration, Master of Business Administration, Master of Sport Management) at the American University in the Emirates

is accreditation from The Association to Advance Collegiate Schools of Business (AACSB) – 2022 and is a member of AACSB.

### College of Engineering and Technology

The Bachelor of Science in Computer Science in the College of Engineering and 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>

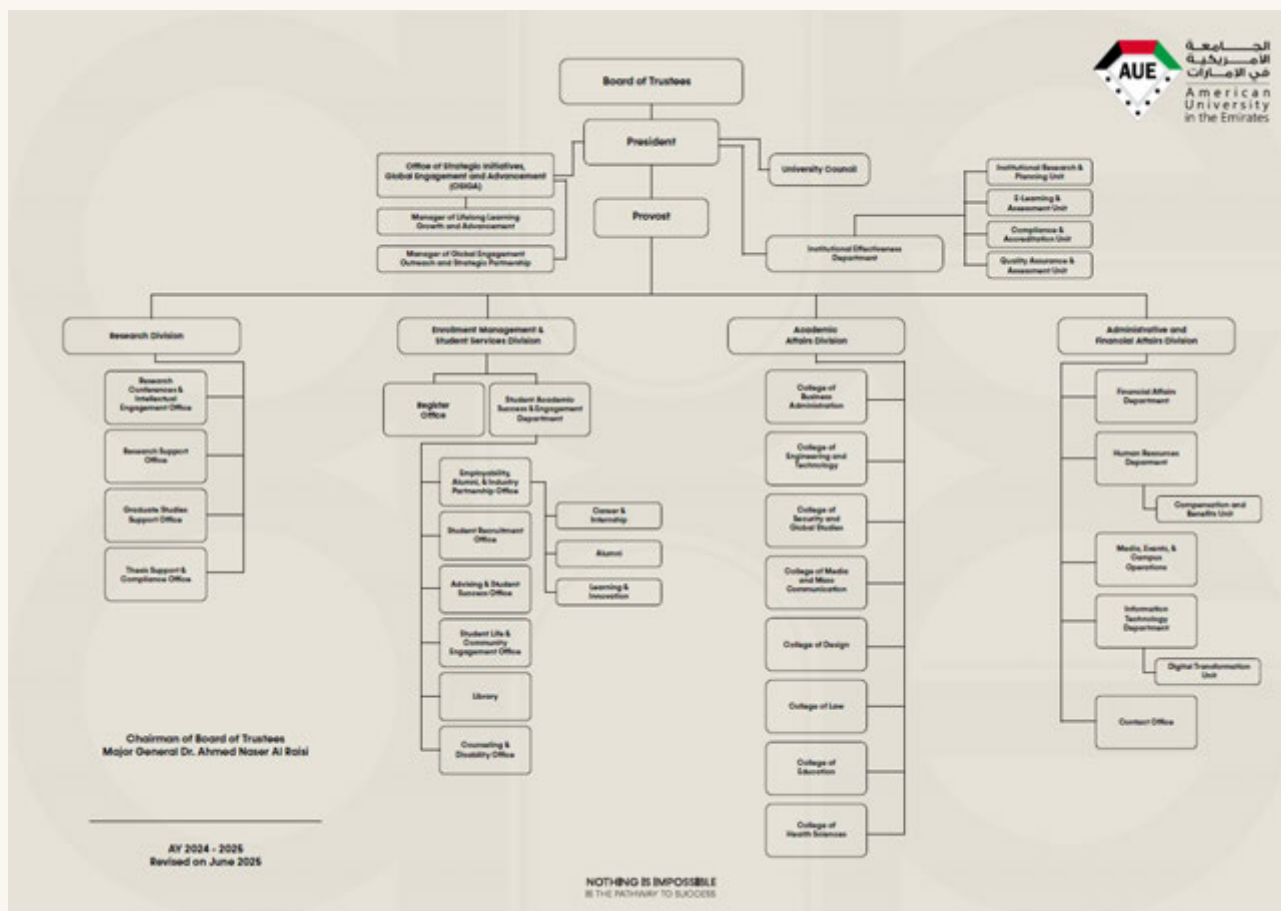
### College of Design

The National Association of Schools of Art and Design (NASAD) has granted AUE’s Bachelor of Science in Fashion Design, Bachelor of Science in Graphic Design, Bachelor of Science in Interior Design, and Bachelor of Science in Animation the designation of Substantial Equivalency with accredited programs in the United States.

### College of Media and Mass Communication

The College of Media and Mass Communication at the American University in the Emirates is proudly accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC), ensuring the highest standards of academic excellence and professional preparation.

## Organizational Chart



## THE CAMPUS

### Location

The University is situated in Dubai International Academic City (DIAC), very accessible to all residential and commercial areas and at a 30-minute drive from the downtown. DIAC is a hub of education, where American University in the Emirates is one of the biggest Universities in the area neighbored with a number of other Universities from around the world.

### Building

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

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

### Area of buildings

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

### Student capacity

The University possesses the capacity to run 210 sessions per day in the available 39 classrooms and 20 labs. Depending on the class duration and credit hours taught. These sessions on a daily basis can accommodate 4,000 students if the classes are fully utilized throughout the day, but the University limits the number of students per session to provide an interactive and better learning environment for the students.

### Description of offices

The University consists of 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

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 Science in Business Intelligent	English
	Doctorate in Business Administration	English
<b>College of Security and Global Studies</b>	Master in Security Studies and Information Analysis	English
	Master of Arts in Diplomacy	English
	Master of Arts in Security and Strategic Studies	English
	Ph.D. in Security and Global Studies	English
<b>College of Engineering and Technology</b>	Master of Knowledge Management	English
	Master of Science in AI and Data Science	English
<b>College of Law</b>	Master in Sports Law	Arabic
	Master in Criminal Sciences	Arabic & English
	Master in Arbitration	Arabic & English
	Master in Intellectual Property	Arabic
<b>College of Design</b>	Master of Architecture	English
<b>College of Education</b>	Master of Education	English
	Postgraduate Diploma in Education	English
<b>College of Media &amp; Mass Communication</b>	Master in Strategic Communication & Public Relations	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 For Master Programs

- » 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's degree programs in criminal sciences, Intellectual property, arbitration, master in sports law, and Master of Strategic Communication and Public Relation) 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
The Pearson test of English Academic (PTE Academic)	50
The Cambridge English: Advanced Test of English	52

For applicants to the Master in Arbitration program, Master in Criminal Sciences, Master in Intellectual property, and 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
The Pearson test of English Academic (PTE Academic)	44
The Cambridge English: Advanced Test of English	41

## Additional Admission Requirements

» Applicants applying for Master of Business Administration program (MBA) should submit a valid GRE® (Graduate Record Examinations) test report upon admission, otherwise, they will be conditionally admitted for one semester where they have to sit for the test before the end of the first semester. Test takers should include the AUE's institution code "2291" in their GRE® application to ensure their scores will be sent to the university"

» Students with the Undergraduate Degrees from an accredited university and specialized in International Relations, Political Science, International Studies, International Politics, and Communication Studies areas will be exempted from the Bridging courses under Master of Arts in Diplomacy.

» Students with the Undergraduate Degrees from an accredited university and specialized in Business Administration areas will be exempted from the Bridging courses under MBA Program and MSM Program.

» Students with the Undergraduate Degrees from an accredited university specialized in Social Science and Humanities Studies or carrying five years' experience in the security and strategic field will be admitted to Master of Arts in Security and Strategic Studies.

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

## Interview/essay

All applicants to Master 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 Master 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 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 Requirements For Doctorate Programs

Applicants to the Doctoral must satisfy all of the following requirements:

#### 1. Academic Qualification

Hold a Master's degree in a relevant discipline from an accredited higher education institution, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale, or its equivalent.

#### 2. English Language Proficiency

Demonstrate proficiency in English by submitting a valid test score meeting one of the following minimum requirements:

- o IELTS: Overall band score of 6.5
- o TOEFL iBT: Minimum score of 91

The English test score must be less than two years old at the time of application.

#### Exceptions to English Language Proficiency

- A native speaker of English who has completed his/her Master's degree in an English-medium institution and in a country where English is the official or de facto national language; or
- An applicant with a Master's degree in an English-medium program who can provide evidence of acquiring a minimum IELTS Academic score of 6.0 or its equivalent, at the time of admission to his/her Master's program.

#### 3. Research Proposal Submission

Submit a research proposal of 1,500–2,000 words clearly outlining the proposed research topic, objectives, preliminary literature context, and intended methodology.

#### 4. Letters of Recommendation

Provide two letters of recommendation from academic and/or professional referees who can attest to the applicant's academic ability and research potential.

#### 5. Admissions Interview

Successfully complete an admissions interview conducted by the Doctoral Admissions Committee. Final recommendation must include a written justification from the Dean for final approval from the Graduate Studies Steering Committee.

#### 6. Professional Experience

Relevant professional experience in the field shall be considered an added merit during the admissions assessment process.

## 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 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 for Master Programs

All applicants admitted by the university must receive a letter of admission specifying their type of admission. There are 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 master 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 (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 courses are 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 for master and 9 credit hours for PhD or DBA

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

The University expects all its students, faculty members and staff to adhere to and maintain high standards of academic honesty and integrity, as well as to respect the work and creativity of others in all of their work. All University stakeholders are expected to understand the definitions of cheating and plagiarism, and other

offences defined in this policy, as well as the consequences of detection and the penalties that will be imposed.  
Academic Integrity Procedure

This procedure must be adhered to, when a student is perceived to be violating the University's Academic Integrity Policy.

## I. **Misconduct Categories**

The following categories of common offenses correspond essentially to the three levels of penalties.

**a. Minor Academic Misconduct:** Applicable to early stages of a student's study. Typical instances would include where there is a very small impact, such as poor referencing, lack or incorrect attribution for copied work inserted in an assignment, paraphrasing without adequate acknowledgement, or minor similarity is detected.

In Minor Academic Misconduct, faculty members and Student support services provide students with supplementary assistance in the form of explanations and examples of acceptable academic writing techniques should always be provided where necessary.

**b. Moderate Academic Misconduct:** The student attempted to achieve or facilitate other students in an unfair advantage, which resulted in misleading faculty members in evaluating or grading the coursework results. Examples of the moderate academic misconduct,

Improperly cited sources with or without significant similarity to one or multiple sources.

Without course faculty permission, providing assistance to students on quizzes, or other assignments.

The use and submission of identical or substantially related content from other students.

Submitting a graded assignment from one course to satisfy a requirement in another course.

**c. Major Academic Misconduct:** This category includes repeated moderate academic misconduct breaches or discovery with proof of severe plagiarism or cheating, as well as obvious evidence of the intent to mislead or gain a substantial advantage. Examples of the major academic misconduct:

Cheating in an examination with physical or recorded evidence (during or after exam session).

Impersonating another student's identity in class attendance, coursework submission, or examinations.

Intentional improper cited sources with or without significant similarity of submitted assignment to one or multiple sources in key assessment (assessment weights greater than or equal to 30/100), such as course final project, capstone, thesis.

Any repeated (second) moderate academic misconduct

## II. **Penalties**

Penalties are associated to the category and severity of the academic misconduct. Penalties are categorized into two levels: Faculty level penalties, Institution level penalties. They vary according to the level of study (undergraduate or graduate degrees), and the weight of the assessment.

### 1. **Faculty Level Penalties**

All faculty-level penalties are coursework assessment violations of academic integrity. Based on the nature of the misconduct, course faculty members can impose one or more penalties defined below.

Penalty Code	Official Record	Penalty Description
Faculty- A1	Not recorded	Educational Penalty: Refer the student to Academic Support Services for mandatory training on referencing and citation in writing
Faculty- A2	Not recorded	Educational Penalty: Refer the student to Academic Support Services complete an orientation on academic integrity.
Faculty- B1	Not recorded	Rewriting the work or assignment and retaking a test or exam without a reduction in grade
Faculty- B2	Not recorded	Rewriting the work or assignment, retaking a test or exam grade deduction

Faculty- C1	Recorded with official written notification	Reduction in the violation-related assessment grade that can reach zero without opportunity of make-up.
Faculty C2	Recorded with official written notification	Course Faculty assigns (F) regardless of the quality of grades received in the course.

Faculty-A1 and Faculty-A2 penalties may be combined with other penalties.

**d. Institution Level Penalties**

Institution-level penalties are imposed by the Disciplinary Committee penalties for repeated moderate or major misconduct. When an institution-level penalty is imposed on a student, The University revokes the student’s scholarships, grants, and financial aid. Also, all institution-level penalties are recorded in student academic integrity record.

Instead of automatically applying XF (Inst-D2) for first-time violations, especially when intent is unclear or evidence is circumstantial, the Disciplinary Committee should consider:

- C1 or C2 for violations with limited impact or first offense under stressful personal conditions.
- D1 for educational correction, especially in early semesters, aligning with the policy’s educational mission.
- Reserve D2 (XF) for:
  - a. Proven intent to deceive (e.g., premeditated cheating).
  - b. Repeat offenders.
  - c. Cases involving impersonation or the use of unauthorized devices

Penalty Code	Penalty Description
--------------	---------------------

Inst-D1	Reflection Penalty: In coordination with Advising and Student Success Office, the offended student deliver presentation to students about academic integrity principles, policy, and procedure.
Inst-D2	The offended student receives an (XF: Academic Integrity Failure) in the transcript in the violated course.  This penalty is permanently recorded on the student’s transcript.
Inst-E1	The offended student completes the current semester but will be suspended from enrolling the next regular semester (excluding summer).
Inst-E2	The offended student is suspended immediately from the current semester but can be enrolled the next regular semester.
Inst-F1	The offended student is suspended immediately from the current semester and the next regular semester.
Inst-X	The offended student is dismissed immediately but may apply for readmission after one year.

1. **Determining Penalty according to Violation**

In addition to the above-mentioned penalties students may be subject to additional Disciplinary Sanctions as deemed appropriate by the Disciplinary Committee.

Misconduct Level	Misconduct Categories	Penalty Code	Additional Remarks
------------------	-----------------------	--------------	--------------------

Faculty level	Minor Academic Misconduct	Faculty- A1	Not Recorded
		Faculty- A2	Not Recorded
		Faculty-B1	Not Recorded
	Moderate Academic Misconduct	Faculty-B2	Not Recorded
		Faculty-C1	Recorded as an official misconduct with a written warning to student.
		Faculty C2	
Institutional Level	Major Academic Misconduct	Inst-D1	These penalties are permanently recorded on the student's transcript.
		Inst-D2	
		Inst-E1	
		Inst-E2	
		Inst-F1	Academic Integrity is Recorded as an official misconduct.
		Inst-X	Academic Integrity Dismissal is recorded in the student's transcript

### Academic Integrity Dismissal

If a student accumulates three courses with (XF: Academic Integrity Failure) in the transcript, this will lead to immediate dismissal from the University. In addition, depending on the severity of the violation, the academic Disciplinary Committee can impose dismissal when appropriate. Academic Integrity dismissed students can apply for readmission after one year from the dismissal semester.

### Academic Integrity Suspension

Immediate suspension of the current semester from university, in which all currently registered courses are dropped with (W: Withdrawal) grade. Suspension of the next semester, in which offended student can complete the current semester but will be suspended from enrolling the next regular semester (excluding summer).

## III. Procedures for Violating Academic Integrity

### a. Handling Academic Integrity Violation for Assessment

Course faculty members are responsible for assessing and grading student coursework, and they are accountable for determining if an academic integrity violation has been committed. They are primarily responsible for assessing the severity of a violation and imposing an appropriate penalty. If a faculty member suspects a student has violating academic integrity, he or she may acquire evidence either directly or through the input of others.

The faculty member presents the student with the available evidence of the suspected violation and requires an explanation. If the student agrees to the faculty member's charges and the faculty member is satisfied with the student's explanation, penalties are imposed according to the penalties categories defined in this procedure.

## b. Referring the Violation to the Disciplinary Committee

In case the student denies the allegations and the situation cannot be settled between the faculty and the student, or in case the violation is deemed major, the faculty member refers the case to the institution-level disciplinary committee. The faculty member submits an Academic Integrity Violation Report through the system, along with any supporting documentation and other evidence. The Academic Integrity Violation Report includes the nature of the allegation or evidence against the student, a brief explanation of the discussion with the student, and the faculty member's recommendation. The institution-level disciplinary committee reviews the Academic Integrity Violation Report submitted by the course faculty member.

## c. Handling Academic Integrity Violation - Cheating in Examination:

### i. During examination:

1. The faculty member, the proctor, or Exam Committee member may confiscate the exam of a student suspected of cheating, investigate the case, and eject the student from the exam hall or end the student's online exam. A student who suspects another student of cheating should report this to a faculty member, proctor, Exam Committee for further action. The faculty member or the proctor who suspends the student's exam must report the case and evidence to the Exam Committee for further investigation.
2. A student's exam attempt should be aborted only in cases of compelling evidence of cheating. In case of suspicion of cheating with no hard evidence, the student should be permitted to complete the exam with precautionary steps as needed (e.g., by moving the student to a new location to complete the exam). The faculty member, proctor or Exam Committee member can still investigate the case during the exam and refer the incident to the Disciplinary Committee.
3. Refusal to Cooperate During Examinations

To uphold the integrity of the examination process, all students are required to comply with lawful and reasonable instructions issued by authorized University personnel during an examination or academic integrity investigation. Reasonable instructions are defined as those that directly relate to ensuring the integrity of the examination environment, do not involve physical contact, and do not infringe upon the personal dignity or privacy of the student. Examples include respectful requests for a student to relocate in the examination room,

display arms or pockets, or surrender unauthorized materials that are or were visible. University personnel are not permitted to conduct physical searches of students or their belongings. Any request must be made respectfully, without coercion, and in line with the University's commitment to cultural sensitivity and legal compliance. A student who refuses to comply with a reasonable instruction may be subject to disciplinary action for obstruction of an academic integrity investigation and a presumption of attempted academic dishonesty. A refusal must be documented by at least two authorized individuals using the Exam Cheating Form and, when available, be supported by surveillance footage or corroborating witness statements. The case will be referred to the Disciplinary Committee, which may pursue disciplinary action. Even in the absence of physical evidence, the Disciplinary Committee may determine that a violation occurred based on the totality of the circumstances, including the student's conduct, circumstantial evidence, surveillance footage, or witness testimony. The student will have the right to present a justification during the hearing.

ii. **After an exam:** After the exam has concluded, if the faculty member, or the proctor discovers proof of cheating (such as by reviewing a recording of an online exam), he or she must promptly notify the Disciplinary Committee.

iv. **Referring to the violation to the Disciplinary Committee:** The proctor or member of the Exam Committee who investigated the student must submit the Exam Cheating Form supported with the appropriate evidence to the Chair of Disciplinary Committee.

## 5. Hearing

A hearing session is scheduled with the student, who must attend and present an explanation for the alleged academic integrity violations. The student may bring additional evidence.

If it is concluded that the student is not guilty for the alleged violations, the student may either continue the course without penalty or withdraw from the course. However, if the student is found guilty of violating academic integrity, the student is not permitted to withdraw from the course and will be subject to the penalties imposed by the Disciplinary committee.

The student academic violation documentation of hearing, deliberation, evidence,

pertaining documents are submitted to recording with the Office of Student Life and Community Engagement. The aim of recordkeeping is to track the number of violations and their severity, as repeated violations will result in more severe penalties, moreover, recording violations will prevent students from engaging in academic misconduct.

If the academic semester concludes prior to the resolution of the academic integrity violation, due process must be followed, and the alleged student will be assigned a grade of (IP: In progress) for the relevant course until a decision is made, and final grade is published to replace the (IP) grade.

## 6. **Appeal Procedure**

Within 10 days of the disciplinary committee's decision, the students have the right to file an appeal for a decision made by the Disciplinary Committee. An Appeal Committee is formed by the Provost Office. The appeals committee examines the case and makes a final decision. The student may submit additional evidence in the appeal, and the appeal committee may seek a hearing session with the student. The Appeal Committee presents its findings and recommendations to the provost, who then notifies the student via the university's official email of the outcome of the appeal.

## 5. **Documentation of Academic Integrity Misconduct**

The American University in the Emirates adopts The Family Educational Rights and Privacy Act (FERPA) in prohibiting the unauthorized release of confidential information about individual applicants, students, and alumni.

All student conduct documentation of academic integrity deliberation, evidence, appeal and other pertaining documents are private and protected by the designated personnel of the Office of Student Life and Community Engagement who are the sole authorized custodians of these records in addition to the course faculty member and department chair in which the misconduct was reported. These documents are shared solely with the members of the applicable committees based on the nature and process of the misconduct, such as the Disciplinary Committee, Appeal Committee, and Grievance Committee, in accordance with the University Committees Charter, for the sole purpose of making the necessary decisions regarding the resolution of grievances and/or disciplinary measures in accordance with university policies and procedures.

In cases where the penalty outcomes impact the student transcript or academic standing in the University as in the case of assigning (XF) grade, Academic integrity suspension or dismissal, such penalties are permanently recorded on the student's transcript. The designated personnel of the Office of Student Life and Community Engagement is authorized to share the relevant parts of a student's disciplinary records including but not limited to penalties and sanctions with the Admission and Registration Department, course faculty member, and department chair.

In addition, academic integrity documents and records can be shared externally only upon the formal written request on the part of the UAE's authorities including but not limited to the Police and Armed Forces. These records are retained for a total period of five years. Please see Student Privacy Records Policy.

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

Inappropriate attire includes but not limited to:

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

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

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

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

## 5. **Classroom Conduct**

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

1. Disruptive behavior including repeated, excessive lateness (more than twenty minutes from the start of the class), repeatedly leaving the classroom, eating or drinking inside the

class, sleeping, or any other behavior that is distracting to the instructor and/or peers.

2. The use of electronic devices during the class without the instructor's permission including mobile phones, laptops, ipads, earpods/headphones, smart watches, and recording devices.

3. Refusal to cooperate and/or comply with the instructor's directions during lectures.

4. The use of inappropriate language (including racist and derogatory remarks) or gestures against instructors and/or peers.

5. Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against instructors and/or peers.

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

This includes but is not limited to:

1. The theft or unauthorized use of property including University property or property of a member of the University community (a student, faculty, staff, or visitor) while on campus. This includes both possession and use of the property.

2. The damaging of or vandalizing of any objects or property that belongs to the University that is either purposeful or reckless.

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

This includes but is not limited to:

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

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

This includes but is not limited to:

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

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

1. Smoking is prohibited inside all campus buildings and DIAC facilities. This includes the use of any lighted cigarette, cigar, pipe, midwakh, dokha, electronic cigarette, or any other smoking device in non-designated areas. Smoking is only allowed in designated smoking areas located outside of the campus buildings. The possession of or use of shisha on campus is prohibited.

2. Gambling or other forms of unauthorized games or activities of chance while on campus or at University-sponsored activities or events.

3. The making, attempting to make, sharing, or distribution of a recording of any form, including audio or visual, or the photographing of, any person without the prior knowledge or consent of the person in locations where there is a reasonable expectation of privacy on campus or during a University-sponsored event, and when the action causes or is likely to cause injury, distress, or damage to reputation or violates applicable law.

4. The electronic or physical distribution or sharing of pornographic or inappropriate material.

5. Unauthorized use, distribution, or posting of any printed or electronic material or use of the University's name or logo in any communication or print by any student or student clubs. This includes use of the University's logo or name in any off-campus activities, which may 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, 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 Admission and Registration Department. 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 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. The Academic Advisor logs in to his/her portal and search for his advisee
2. The Academic Advisor selects "Advise Course Registration" to initiate the advising process.
3. The Academic Advisor selects the semester and selects course category as per the student study plan.
4. The Academic Advisor recommends courses based on student academic performance and student current progress. The recommended pool of courses along with additional advisor notes are submitted to the advisee.
5. The student accesses students' portal and navigates to "Register Courses"
6. The student navigates through the pre-advised pool of suggested courses by the academic advisor. Choosing the preferred timing, then registering the courses.
7. Upon saving the registered courses, an auto-generated course registration form is downloaded, the form provides a summary of the courses registration along with the course section timings, along with the due date of fulfilling the financial obligations.
8. The student can proceed to online payment to fulfill any financial obligation via the Finance tab in the

students' portal.

## 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 who decide to cancel a course after the add and drop period are required to initiate the process from their portal and obtain the course instructor and academic advisor approvals:

### Withdrawal before and after the Midterm procedure:

1. Student needs to login to the portal and go to the course withdrawal application.

2. Student needs to select the course which intended to withdraw and the reason why he/she wants to withdraw the course.
3. Sponsored students by the University or from a third-party organization are identified in the system as "sponsored", hence they are requested to secure the approval of the Student Life and Community Engagement Office prior withdrawing the desired course.
4. The course instructor and academic advisor will receive a notification on the student request to withdraw the course.
5. If the reasons why the student needs to withdraw the course may be addressed by the instructor, the course instructor may advise the student to remain in the course and reject the course withdrawal accordingly, otherwise, the course instructor approved the course withdrawal request.
6. The academic advisor will receive the notification for approval, along with the student and course instructor comments.
7. Once all approvals are completed, if the course withdrawal occurs before the midterm, student will receive a grade of "W" in the course(s) registered in the semester and will be recorded in the student transcript accordingly. The refund policy will apply.
8. If the course withdrawal occurs after the midterm, student will receive a grade of "WF" in course(s) registered in the semester and will be recorded in the transcript accordingly, with no tuition fees refund.

#### **Administrative Withdrawal procedure:**

- 1- The Admission and Registration Director will initiate the administrative withdrawal based on the decision of Director of Student Services or College Dean.
- 2- Automatic withdrawal may be resulted on non-compliance with the University requirements such as failure to pay the University tuition fees, violation of code of conduct, disciplinary action.
- 3- A grade of "W" will be recorded for any administrative withdrawal of registered courses at any time of the semester the administrative withdrawal take place.

#### **Medical Withdrawal procedure:**

- 1- Students are encouraged to submit their request to the Admission and Registration Department as soon as possible, along with appropriate documentation to apply for medical or compassionate withdrawal.
- 2- The submitted medical documentation provided with the health authority consist of:
  - i. Date of the commencement of illness
  - ii. Nature of the medical condition and why preventing the student to complete the course
  - iii. Anticipated date to return to University
- 3- Student applying for compassionate withdrawal required to submit an appropriate documentation to the Admission and Registration Department, which may include first degree relative death family, illness or any other critical circumstances.
- 4- The Admission and Registration and Student Services Director review the submitted documentation by students and decide on approving or rejecting the withdrawal request.
- 5- If the withdrawal is approved, the registered courses will be withdrawn and a grade of "W" will be assigned for each registered course.
- 6- The refund of tuition fees will follow the official refund calendar.
- 7- All the refunded tuition fees are credited in the student account and cannot be refunded in cash to the student.

#### **Hardship Withdrawals:**

Students who wish to withdraw from any given semester due to sever health condition or injury or any other significant and critical personnel situation that prevents students from continuing the course(s) needs to follow the below procedure:

- 1- Submit a written request to the college and attach to it valid supporting documents
- 2- Fill up the "course withdrawal form" for all courses registered in that semester and submit it to the college along with the written request and supporting documents
- 3- Once the request is approved by the college, it needs to be sent to the admission and registration department to reflect it on the student's records
- 4- Student will receive a grade of "W" in all courses withdrawn on that semester and it will be reflected on the academic transcript.
- 5- As for the tuitions fees, the refund policy will be applied as stipulated in the calendar.

### **Retention of Student Records**

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

## **University Withdrawal**

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

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

### **Withdrawal before the Midterm**

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

### **Withdrawal after the Midterm**

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

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

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

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

### **Withdrawal of Sponsor students**

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

### **Hardship Withdrawals**

Students may apply for a hardship withdrawal from the University in case of severe health conditions or injury or any other significant and critical personnel situation that prevents students from enrollment in the University. The hardship withdrawal from the University requires students to withdraw from all registered courses. The request for hardship withdrawal may apply at any time during the semester along with the required credible and valid evidence. Students applying for hardship withdrawal are granted a grade of "W" in all registered courses, with the application of the refund policy upon the required approval.

### **Retention of Student Records**

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

## Deferment Regulations

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

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

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

## Recognition of Prior Learning

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 RLP 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).

### 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.

### 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.

### 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.

### 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.

### **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

### **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.

### **Recognition Of Prior Learning Procedure**

Applicants who intend to enroll in Fall semester will be eligible to apply for RPL from 1st of June to 31st August, and who intend to enroll in Spring semester will be eligible to apply for RPL from 1st October to 31st December.

1. RPL application which is provided by the Admission and Registration Department must be filled and submitted by potential students along with the required evidence outlined in this policy to the Admission and Registration Department.
2. Applicants must visit the Financial Affairs Department to pay a non-refundable fee for the RPL Application. Applicant who intends to join undergraduate program shall pay a fee of AED 2,500 for RPL Application, whereas applicant who intends to join graduate program shall pay a fee of AED 3,500 for RPL Application.
3. Admission and Registration Department shall ensure that the submitted RPL application is completed by the potential students along with the needed supporting document.
4. The submitted application and evidence will be forwarded to the concerned Dean who will form an ad-hoc committee for reviewing the submitted application.
5. If the concerned ad-hoc committee requires any further information and/or documentation prior to making any final recommendations, the concerned potential students should submit the requested information/documentations.
6. The ad-hoc committee will interview the concerned potential students to observe their skills and competencies. This ad-hoc committee should also document their recommendation and observation in the submitted RPL application.
7. Upon the initial approval of the ad-hoc committee, the concerned potential students are requested to pay a non-refundable fee of AED 525 per course prior to sitting for the challenge exam.
8. Upon the receipt of payment, the potential students will be notified with the date and time of the challenge exam by the Admission and Registration Department.
9. The potential students' results of the conducted RPL challenge exam will be included to the RPL application and documents for final assessment and decision.
10. The potential students who failed the challenge exam will have the right to appeal the results of the RPL within three (3) days from the results announcement.

### **Challenge Exam Guidelines**

1. Potential students shall sit for the challenge exam for each applied RPL course, after the initial approval of the concerned RPL ad-hoc committee.
2. The challenge exam shall be an authentic assessment that composes of different types of questions involving real-life scenarios and cases to determine and examine the applicant's knowledge, critical thinking, synthesis, and competencies toward meeting and fulfilling the CLOs.
3. The challenge exam paper shall clearly define and demonstrate the linkage of each developed

question with the relevant CLO.

4. Potential students must answer all questions in the examination paper to address all the CLOs.
5. Every question linked to a CLO must possess a predefined rubric reviewed and approved by the concerned RPL ad-hoc committee.
6. Each CLO shall be considered as a rubric criterion that involves the challenge exam.
7. Potential students will be given maximum of three (3) hours to complete the exam.
8. The minimum passing score is 70% for each course challenge exam. Failing in the challenge exam will deny the recognition of the applied course.
9. No second attempt is permitted for the challenge exam for each course; however, the concerned potential student have the right to appeal against the challenge exam result

#### 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 . 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.

#### Appeal Process

1. If the potential students are not accepting the recommendations of the concerned RPL ad-hoc committee, they have the right to appeal against the results of the RPL challenge exam and/or the assessment decision of the RPL application.
2. The appeal request shall be made in writing within three (3) days from receiving the final recommendation or the RPL challenge exam result.
3. Upon receiving the appeal request from the potential students, the concerned Dean shall form an ad-hoc appeal committee to review the appeal forms.
4. The Admission and Registration Department shall provide the necessary documents as per the appeal request to the ad-hoc appeal committee for further review and assessment.
5. The ad-hoc appeal committee shall report the final decision to the concerned Dean within ten (10) working days.
6. The final decision of the appeal shall be notified to student by the Director of Admission and Registration Department prior to enrolment in the program.

#### Documents Needed for RPL Assessment

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

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 including self-employed, must be within the last three (3) years (minimum) for undergraduate, bridging, and preparatory course and last five (5) years (minimum) for graduate program, in the relevant discipline to the applied program.
2. Job description is fully aligned with the learning outcomes of the awarded credit.
3. The training program/courses taken by another provider are within the last three (3)years (minimum) and are relevant to the field of study.
4. Training programs/courses are fully aligned with the learning outcomes of the awarded credit.

## 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
A	Excellent	96.00-100	4.00
A-	Very Good	90.00-95.99	3.75
B+	Good	87.00-89.99	3.25
B	Satisfactory	84.00-86.99	3.00
B-	Average	80.00-83.99	2.75
C+	Below Average	77.00-79.99	2.25
C	Poor	74.00-76.99	2.00
F	Fail	Less than 74	0.00
P	Pass	74 and Above	0.00
WF	Withdrawal with Failure	N/A	0.00

<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:

<b>Grades</b>	<b>Description</b>	<b>Numerical Scale of the Grades</b>	<b>Grade Points Value</b>
<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:

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

### Graduate Academic Standing

<b>CGPA RANGE</b>	<b>ACADEMIC STANDING</b>
<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

**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 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 student's 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 student's 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, because 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 following 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 decides 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

Each course is equipped with a syllabus that defines the course learning outcomes and maps out the course assessments designed to evaluate these outcomes. Faculty members are tasked with implementing course assessments that are appropriately challenging yet achievable, aimed at accurately gauging students' cognitive learning and reflecting the course learning outcomes. These course assessments, constructed to align with the instructional objectives, level, and nature of the course, serve as the primary direct measure of student learning.

### **Course Assessment Rubrics**

All coursework assignments must be associated with grading rubrics. Faculty members must use analytical rubrics to rate the characteristics of student performance or product work against the course learning outcomes. The rubric embodies the actual course learning outcomes as performance criteria that resemble the course syllabus, connecting each graded coursework to specific course learning outcomes and program learning outcomes to obtain reliability and validity of measures.

### **Coursework Submission and Academic Integrity**

Students are required to submit all coursework via the Learning Management System (LMS) and must certify that their submissions are the product of their own work. It is imperative that assignments are free from any generative AI or unacknowledged sources of similarity. Faculty members are responsible for verifying this requirement using the integrated Turnitin tool. In cases where student work is detected with generative AI or plagiarism, please refer to the academic integrity policy and procedure for further details.

### **In-term Examinations**

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

### **Midterm Examinations**

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

### **Lab Examinations**

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

### **Open Book Examinations**

Open book exams are permitted following the process for determining eligibility by the faculty member and subsequently obtaining approval from the Chair/Program Director. Once approved, faculty are to communicate the guidelines to students and ensure promoting academic integrity while requiring students to cite the resources they use. This procedure ensures that open book exams are implemented effectively to encourage critical thinking, align with course objectives, and maintain academic integrity.

### **Assessments for Blended Learning**

AUE faculty create comprehensive assessments covering the major assessments to be conducted in person on campus, such as the midterm and final examinations, and final projects, while non-major assessments are designated for virtual submission. Clear communication with students regarding assessment schedules and virtual platform usage is paramount. Faculty provide timely feedback on assessments, fostering student learning and continuous improvement while adherence to assessment procedures is enforced to maintain academic integrity.

### **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**

All students are required to attend the final examination according to the schedule provided in the student portal. This examination is in addition to any other course assessments conducted during regular class sessions. Students are expected to follow the Examination Guidelines outlined in the Student Portal and Student

Handbook when attending all examinations. All exams, including finals, are proctored and monitored to uphold exam security, academic integrity, and fairness. The following principles guide faculty members when administering final exams:

### **Final Exam Principles**

- 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 Counselling and Disability communicate and coordinate with the exam committee to accommodate special needs students during the examination period. Special needs students are allocated in different examination halls and adhere to the University's Examination Guidelines.
- All faculty members, including part-time faculty, 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 a sufficient number of proctors across all final exam halls and ensures the integrity of the examination process. All faculty members must post the grades 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.

### **Emergency final exam**

Faculty members must submit an emergency final exam that is different from the version given to students. The emergency exam must be sealed and kept with the College Dean.

#### **Internal Assessment and Mark Moderation**

The Institute's assessment and mark moderation process is an integral part of its overall assessment process. The Assessment Moderation is designed to ensure that all assessments are valid (measuring what they are supposed to measure), reliable (consistent in terms of quality), and in line with the students' academic journey. The assessment moderation phase is completed prior to administering the assessment. The following guiding principles shall be considered by faculty members:

Internal moderation of assessment coursework (pre-assessment) is applied to two major assessment coursework of all undergraduate and postgraduate courses, including mid-semester examinations and final examinations. The marking of assessment tasks is subject to post-assessment moderation, which is applied to the two major assessment coursework of all undergraduate and postgraduate courses.

The Assessment Moderation process is a multi-stage, collective effort between faculty members and the Department Chair/Program Director within a degree program. The Department Chair or Program Director must involve the teaching team of the moderate course in this process.

Dean's Office (Dean and Department Chair/Program Director) is responsible for the leadership and oversight of the assessment moderation process. This includes the allocation of moderators and the schedule of review of assessment tasks and marking. Well in advance of the mid-semester, the Program Director/Department Chair provides instructions to the faculty members on the allocated moderators and guidelines to revise assessment tasks for assigned courses. Ideally, moderators are more senior academics than examiners.

### **Assessing Effectiveness of Assessment and Mark Moderation**

The University is dedicated to ensuring the effectiveness and transparency of the Assessment and Mark Moderation process. To uphold this commitment, the Quality Assurance and Assessment Unit annually evaluates the moderation process utilizing a comprehensive rubric to ensure thoroughness and impartiality, free from bias.

### **Incomplete Exam**

Students who miss a final examination due to justifiable and documented reasons are entitled to request for a Incomplete examination. This process is guided by principles of transparency, fairness, and academic integrity.

The following guidelines govern the eligibility and administration of Incomplete examinations:

1. Students who are eligible to take an exam but fail to attend it will not be assigned a grade for that component until their case is reviewed.
2. Upon submission and approval of valid documentation, an Incomplete (I) grade will be temporarily recorded. The student will then be eligible to take a one-time Incomplete exam within one week following the conclusion of the final examination period.
3. It is the student's responsibility to submit all required documentation according to the timeline set by the Admissions and Registration Department (ARD).
4. Courses with an Incomplete (I) grade are temporarily excluded from CGPA calculations until resolved.
5. If the Incomplete (I) grade pertains to a prerequisite course, the student may not register for the subsequent course until a passing grade for the prerequisite is completed and updated.
6. Students cannot graduate with an Incomplete grade on their academic record.
7. If the student misses the exam, no additional grade can be given, and the student will receive (F) grade.
8. No additional Incomplete opportunity will be granted if the student misses the scheduled Incomplete examination.

### **Procedure Description**

#### **A. Accepted Reasons for Missing Examinations**

The following reasons are considered acceptable, provided that proper attested supporting documents are submitted:

1. Attested medical leave, in compliance with MOHAP requirements, covering the exam date.
2. Involvement in a road accident on the way to the exam.
3. Death of a first-degree relative within seven days before the exam date.
4. Death of a second-degree relative within three days before the exam date.
5. Service in a national mission or university-mandated activity on the day of the exam.

#### **B. Incomplete Request Process**

1. Students must submit their request in the student portal within seven (7) days from the missed examination date.
2. The request must include:
  - a. A completed request form at portal.
  - b. Officially attested documents supporting the claim.
3. Requests are reviewed and require approval from:
  - a. The course instructor.
  - b. The Department Chair or Program Director.
  - c. The College Dean.
4. Final decisions must be made within two (2) days of submission.
5. Approved students will be scheduled to take the Incomplete examination accordingly.
6. If the request is rejected, the ARD will assign a grade of zero for the missed component.

### **Incomplete Examination Administration**

#### **A. Schedule**

1. Incomplete examinations are scheduled and administered by the Examination Committee.
2. The ARD will notify students via the portal regarding the date, time, and location of their scheduled exams.
3. Students are responsible for checking their university email for this information.

#### **B. Examination Materials**

1. The Dean and Department Chair/Program Director are responsible for ensuring the availability and completeness of Incomplete exam materials.
2. Faculty must submit at least two versions of the examination papers per course, one to be used for the Incomplete exam.

### **Grading of Incomplete Examinations**

1. An exam grade of zero (0) will be recorded in the following cases:
  - The student fails to attend or complete the scheduled Incomplete exam.
  - The student misses the deadline for submitting the request.
  - The request is rejected or disapproved.
2. For approved and completed Incomplete exams, faculty members must:
  - Record and encode the accurate examination grade.
  - Submit the grades within the published grading timeline.

### **Incomplete Examination Fee**

1. A fee of AED 250 is applied per approved Incomplete final examination.

2. Students must settle the required fee in advance to sit for the Incomplete exam.
3. The colleges must be notified upon the settlement of the fee.

## 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 graduate degrees' requirements within 150% of the credit hours length of their programs, the equivalent of 3 years for master programs and 4 years for PhD and DBA programs.

### Academic Warnings:

On any given semester, if the student at the graduate program achieved a cumulative GPA of less than 3.00, he/she will be placed in academic probation and will be allowed only to repeat courses until he/she achieves a minimum CGPA of 3.00 out of 4.00

Students who are not making Satisfactory Academic Progress 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.

Students on probation/conditional admission who doesn't achieve a minimum CGPA of 3.00 out 4.00 during their first semester at the university will be dismissed from the program immediately.

### 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 maximum transient student credit hours that can be taken outside the AUE cannot exceed 9 credit hours.
- l. The student must provide the official transcript for the course in order to receive credit.

## Student Attendance

The AUE offers credit-bearing academic graduate programs in a traditional, face-to-face on campus course delivery. 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.

Students are expected to attend punctually all their classes, lectures, and lab 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.

Students are required to attend all scheduled class periods, including make-up classes. The university values attendance as an essential component of the learning process, and absences are tallied from the outset of the semester. Timely attendance is emphasized, and students are expected to arrive on time for each class. It is the responsibility of the instructor to outline the attendance policy, including tardiness, and to provide guidelines for evaluating class participation in the course syllabus.

### Student-Athletes Attendance:

At the discretion of the Enrolment Management and Student Services Division, absences resulting from participation in AUE sports tournaments may be exempt from a student's total absence count. The determination of whether a tournament warrants official excused absence status is made by the Vice President of Enrolment Management and Student Services in consultation with the Athletics Coordinator. Typically accepted tournaments include AUE tournaments, overseas competitions, and U.A.E. Federation Tournaments.

Student-athletes are responsible for promptly notifying their instructors when they anticipate missing a class due to an approved athletic competition. Athletes who surpass the maximum allowable class hours per semester may qualify for excused absences on the condition that they attend tutoring sessions provided by the Advising and Student Success Office to compensate for missed hours. This ensures that students can maintain academic progress while participating in official sports tournaments.

### 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.

### Absences Thresholds and Notification

The University determines the number of contact hours per week for each course based on the course's credit hours and the course's structure, which may vary depending on whether the course includes theoretical, practical (lab or studio), or a combination of the two components. Additionally, the weekly contact hours vary according to regular semester (Fall and Spring) and intensive term (Summers). Please refer to the Credit Hour Policy for additional information on course contact hours.

Students should keep in mind that the attendance threshold percent calculation varies per course's weekly contact hours.

**First Attendance Warning:** When a student misses 10% of the total class contact hours, he or she receives the first attendance warning in an enrolled course. A notification is generated and sent to course faculty member on the faculty portal, and to the student on the student portal.

**Second Attendance Warning:** When a student misses 20% of the total class contact hours, he or she receives the second attendance warning in an enrolled course. A notification is generated and sent to course faculty member on the faculty portal, and to the student on the student portal.

**Third Attendance Warning:** When a student misses 25% of the total class contact hours, he or she receives the third attendance warning in an enrolled course. A notification is generated and sent to course faculty member on the faculty portal, and to the student on the student portal.

**Dismissal from the course:** When a student exceeds 25% of absences of the total class contact hours, he or she will be dismissed from the enrolled course. A notification is generated and sent to course faculty member on the faculty portal, and to the student on the student portal. Furthermore, the student receives an "FA" "Failed due to Absence" grade in that course. The grade shall be recorded in the student transcript.

When a student is dismissed from a course, he or she will no longer be able to attend lectures or access course learning materials, assignments, or any coursework assigned by the faculty member.

#### **Authorized Excuses**

Students may submit an authorized excuse for absences up to 5% (in addition to the permissible absence level defined in this procedure) of the course's total class contact hours. Students may submit an authorized excuse for the following circumstances: (1) Emergency Illness supported by Dubai Health Authority sick leave; (2) Road Accident supported by police report. (3) Death of a close relative supported by a death certificate; and (4) Official/Governmental Mission.

After absences, students must submit an authorized excuse (excuse submission shall not exceed one week). Students are advised to keep the course faculty member informed of any anticipated impediments to attendance.

#### **Submission of Authorized Excuses**

a) Through the student portal services, the student should submit an "attendance excuse request" identifying the dates of absences and attaching a copy of the supporting documents.

b) The request will be considered and approved or denied by the course faculty member.

c) If the request is approved, the student will receive an email notification and his attendance records will be adjusted accordingly.

The Admission and Registration Department will also be notified once the request is approved.

## **Degree Completion and Graduation Requirements**

Students are awarded with a graduate 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 (depending whether it is Mater or PhD program). 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.
- » Upon the completion of the degree requirement, the University Registrar initiates the final clearance process.
- » 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
- » 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 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 2024-2025 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 Financial Support Catalogue

Graduate – Master’s Degree				
Starting Fall 2021-2022				
Funding Type	Description	Amount	Min, 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>	20%	3.0+	ADNOC employees and their family members 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>• ADNOC 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>• AUE Alumni - graduated from an AUE undergraduate (Bachelor’s) program</li> </ul>	30%	3.25+	
DEWA Grant (Dubai Electricity and Water Authority)	<ul style="list-style-type: none"> <li>• Graduate students</li> <li>• Current employees</li> </ul>	15%	3.25+	
Dubai Corporation for Ambulance Services	<ul style="list-style-type: none"> <li>• Graduate students</li> <li>• Current employees</li> </ul>	20%	3.25+	

Graduate – Master's Degree				
Starting Fall 2021-2022				
Funding Type	Description	Amount	Min, CGPA	Notes
Dubai Police Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current or retired employees; OR</li> <li>Have a parent or spouse who is a current or retired employee.</li> </ul>	20%	3.0+	Proof of family relation*
Esaad Card Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Valid Esaad card in their name OR Have an eligible family member as listed on the back of a valid Esaad card</li> </ul>	20%	3.25+	Proof of family relation*
Dubai Civil Defense	<ul style="list-style-type: none"> <li>Undergraduate students</li> <li>Current Employee</li> <li></li> </ul>	20%	3.0+	None
Government Employee Grant	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current UAE government employee</li> </ul>	20%	3.25+	
GDRFA Dubai Grant (General Directorate of Residency and Foreigners Affairs, Dubai)	<ul style="list-style-type: none"> <li>Graduate students</li> <li>Current or retired employees; OR</li> <li>Have a mother, father, husband or wife who is a current or retired employee</li> </ul>	20%	3.25+	Proof of family relation*

#### Additional Notes – Graduate

- All types of financial aid, including grants and scholarships applies exclusively on regular semesters (Fall and Spring) only. Summer semesters are excluded.

## Financial Information

### Tuition and Fees

College	Program	Estimated Fees (AED)
---------	---------	----------------------

<b>College of Business Administration</b>	Master of Business Administration	116,550
	Master of Sports Management	127,941
	Master of Science in Business Intelligent	-
	Doctorate in Business Administration	-
<b>College of Security and Global Studies</b>	Master in Security Studies and Information Analysis	137,358
	Master of Arts in Diplomacy	139,323
	Master of Arts in Security and Strategic Studies	137,358
	Ph.D. in Security and Global Studies	-
<b>College of Engineering and Technology</b>	Master of Knowledge Management	-
	Master of Science in AI and Data Science	-
<b>College of Law</b>	Master in Sports Law	137,414
	Master in Criminal Sciences	143,379
	Master in Arbitration	142,628
	Master in Intellectual Property	142,628
<b>College of Design</b>	Master of Architecture	-
<b>College of Education</b>	Master of Education	-
	Postgraduate Diploma in Education	-
<b>College of Media &amp; Mass Communication</b>	Master of Strategic Communication & Public Relation	

Students Services Fees (Non-Refundable)		
Services	Fees	
	AED	USD
Admission Fees - Graduate Degrees (Including ID & Application Fees)	3,150	858
Admission Fees - Graduate Degrees (Visiting Students)	1,050	286
Late Registration Fees	1,575	429
Graduation Fee (To be paid upon final clearance application)	2,100	572
Internet & Lab Fees (Per Regular Semester)	525	143
Internet & Lab Fees (In Summer Semester)	197	54
Replacement ID Fees	210	58
External Transfer Fee (Per Course)	525	143
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

Students Services Fees (Non-Refundable)		
Services	Fees	
Visa Processing Fee (Inside UAE)	4,200	1144
Visa Processing Fee (Outside UAE)	3,675	1001
Health Insurance	TBD	TBD
Emirates I.D.	189	52
Visa Processing - Medical Test	420	115
Passport Deposit / Security Fee	5,500	1,498
Visa Renewal Fee	1,050	286
Visa Cancellation Fee - Inside UAE	525	143
Visa Cancellation Fee - Outside UAE	788	215
Penalty for bouncing cheque	525	143
Cheque Postponement Fees	263	72
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

## 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 occurs 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. 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 Student Life and Community Engagement Office 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**

The University shall not be liable for any unattended personal belonging on University premises, and any loss, including theft or damage, under any circumstances. The Facilities Management Department has a dedicated office to handle and preserve the lost items for a specific period and retrieve it to the rightful owner. The University shall announce to the University community of the lost and found items.

**Valuable Items:** Items found such as cash, jewelries, keys, appliances, and others are identified valuable items and are subject to disposal according to the outline guidelines.

**Identification and Bank Documents:** Items found such as emirates ID, passport, debit card, credit card and other vital documentations are subject to disposal according to the outline guidelines.

**Non-Valuable Items:** Items found such as papers, notebooks, clothes, and other items are subject to disposal according to the lost and found procedure.

### **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 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. Students are encouraged to have hands on experience through practicing the course assets in 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 located close 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 to ensure a healthy and secure environment that strictly adheres 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 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 Facility Management Department.

### **AUE clinic and Medical Care**

AUE clinic shall be equipped with first aid kit and applicable facilities necessary for medical emergencies. Students, staffs or visitors that needs medical attention in the university shall at all times given assistance. The AUE Clinic is attended by a qualified first aider and Dubai ambulance services are contacted whenever required in the university.

AUE provides all employee with medical care coverage up to the standard determined by the Ministry of Labor in consultation with the Ministry of Health through the best available third-party administrator and insurance company in the UAE.

i. **Hazardous Material:** At the University, specifically at the College of Fine Arts and Design, all painting materials are acrylic paints. Acrylic paints are not toxic when they are used for typical acrylic painting purposes, because they are water-based.

ii. **Insurance:** All the University facilities are covered in policy insurance that involved the main structure of the campus blocks. If buildings were to subside, burn, or be damaged by extreme weather, buildings insurance policy covers the costs of rebuilding or repair. Also, staff and students are covered in the accident insurance policy.

iii. **Information Technology:** Information Technology Department conducts frequent inspection of electricity circuit in the laboratories, classes, faculty and administrative staff offices and ensures the safety of IT equipment from the electric socket. Further securing all IT equipment, cables and electrical devices in indoor

and outdoor for the safety of all employees, visitors and students.

### **Substances Hazardous to Health**

AUE ensures the safe use and control of all substances hazardous to health in compliance with UAE environmental and occupational safety regulations.

**Scope:** Applies to all chemicals and biological agents used for teaching, research, maintenance, and operations (e.g., fumes, vapors, gases, dusts, mists).

### **Requirements:**

- 1. Safety Data Sheet (SDS):** Must be submitted for every hazardous substance before use.
- 2. Risk Assessment:** A COSHH-style assessment must identify hazards, exposure routes, control measures (engineering, administrative, and PPE), and emergency procedures.
- 3. Approval:** All hazardous substances and assessments must be reviewed and approved by the AUE Environmental Health & Safety (EHS) Office.
- 4. Storage & Handling:** Must follow UAE safety standards—use ventilation, restrict access to trained personnel, and ensure proper PPE.
- 5. Disposal:** Follow AUE waste management procedures and UAE environmental regulations.
- 6. Documentation:** Maintain all safety and training records; reassess if materials or processes change.

AUE allows the use of certain controlled chemicals for educational or maintenance purposes only when safety and health risks are fully managed.

### **AUE Laboratory HSE Rules**

1. All students are required to take HSE induction before use of laboratory equipment, computers, 3D printers and machines.
2. Unauthorized experiments are not allowed in the laboratory.
3. Students are not allowed to use the laboratory in absence of the Laboratory supervisor/instructor.
4. Always follow the manufacturer's operating manual for usage of Laboratory equipment.
5. Food and Drinks are prohibited in all laboratories, all spillages must be cleaned immediately to avoid slip and fall accident. Cleanliness is a must.
6. All students must wear covered footwear during practical classes.
7. Long hair should be covered or tied to avoid entanglement with the machine.
8. Defective equipment, sharp edged material and broken glassware must be reported immediately. "Defective electrical equipment is a fire waiting to happen".
9. Faulty electrical wirings and damaged electrical cords must not be used and reported immediately.
  1. Do not overload electrical outlets and never neglect mobile phones or devices while charging.
  2. Be aware of strange smell like burning plastic or wiring, which might be an early warning of a fire.
  3. Be aware of the safety facilities of the laboratory, i.e. fire extinguishers, first aid kits, hand wash station and emergency exit.
  4. Wear the required and approved Personal Protective Equipment (PPE) like apron, hand gloves, mask and goggles while using laboratory equipment.
  5. Never remove warning labels from any equipment.
  6. Never operate the equipment if not trained to do so
  7. Never leave work in progress and do not remove any equipment from the laboratory.
  8. Trailing electrical cords or cables must be reported immediately as this may lead to trip and fall accident.
  9. Obey and follow all safety signages.
  10. Keep all Store coats, bags, and other personal items in designated areas.
  11. If in any doubts, seek guidance from the laboratory tutor/instructor and/or University security officers.

## **Career Services**

The Career and Internship Office Service contribute to AUE Mission by collaborating with students, alumni, faculty, and employers to facilitate a seamless transition from academia to the professional world, and to create a supportive and inclusive environment that promotes career exploration, skill development, and networking opportunities.

The University provides internship support, career guidance, and career placement services for students and Alumni via the Office of Careers and Internship which caters to students from the first year of enrolment. Services offered to Students and Alumni are the following:

**Career Guidance:** Provide personalized guidance to students and at every stage of their academic journey and after graduation through one-on-one sessions, assist in identifying career goals, explore potential career paths, and develop strategies for success mapped with their specialization and industry standards.

- **Job Placement:** The University works with the students and Alumni to secure adequate Internship and employment opportunities that are aligned with their field of study on an individual basis as well as via annual career events that bring potential employers from the public and private sectors. The office is actively engaging with a diverse network of employers to create internship and job opportunities for AUE students.

- **Professional Development Workshops:** The University ensures job preparedness by offering a series of workshops and seminars to enhance students' professional skills. These may include and not limited to resume writing, online professional profile building and maintenance, interview preparation, networking strategies, essential job-search skills, business etiquette, and psychometric tests in addition to guest speakers and specialized workshops related to employment in specific fields.

- **Career Fairs and Networking Events:** Regularly host and invite AUE students and Alumni to career fairs and networking events that provide students and Alumni with the chance to interact with industry professionals, learn about job opportunities, and build valuable connections within their chosen fields. Develop a plan for building and maintaining strong relationships with local, national, and international employers.

Facilitate networking events, job fairs, and employer presentations.

**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.

#### **Stakeholder Impact and Scope**

All Academic Programs Administrators need to be aware of this policy and advise accordingly. The VPAA shall ensure compliance with this and related policies.

#### **Policy Implementation**

The UC will issue the implementation procedure and/or guidelines for this policy based on the recommendation of the ACC.

## **Counseling and Disability Services**

AUE supports the principle of inclusion and provides access to all students, including students with disabilities, to its services and facilities. The Office of Counseling and Disability at AUE promotes and fosters a positive environment that encourages informed and unprejudiced attitudes toward students with psychological disorders and intellectual or physical disabilities. It implements procedures for any reasonable adjustments, sets plans for accommodation, and encourages faculty members to employ all reasonable and appropriate instructional strategies and methods to help students demonstrate knowledge and competencies. AUE commits to the provision of an educational environment that caters to students and employees of different needs.

The policy applies to all university students: undergraduates and graduates and students with any type of the 13 categories of disability or who suffer from emotional, psychological, or psychosocial disorder, as well as students who are gifted and talented.

The 13 categories of disability as defined by the Individuals with Disabilities Education Act (IDEA) are:

- Autism Spectrum Disorder
- Deaf-Blindness
- Deafness
- Emotional Disturbance
- Hearing Impairment
- Intellectual Disability
- Multiple Disabilities
- Orthopaedic Impairment
- Other Health Impairment
- Specific Learning Disability
- Speech or Language Impairment
- Traumatic Brain Injury
- Visual Impairment

#### **Policy Implementation**

The UC will issue the implementation procedure and/or guidelines for this policy based on the recommendation of the ACC.

#### **Procedure Description**

1. **Disclosure of the disability:** A student who has any type of the 13 categories of disability defined by the Individuals with Disabilities Education Act (IDEA) or who suffers from any psychological disorder and wishes

- to be provided with reasonable adjustment must disclose the nature and extent of his/her illness or disability.
2. Upon enrolment, 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 aids that would be used to support the student's 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. The counseling and disability office will assess the student based on the medical documentation provided and an interview with the student.
  4. A plan is then developed by the specialist and a notification is generated to inform about accommodation and adjustments required.
  5. Accommodation and adjustments must be reasonable. The adjustment might be an aid, a facility, or a service. Any adjustment will be provided in consultation with the students and must meet the academic requirements of the program studied.
  6. The individual plan is communicated immediately to course instructors, so adjustments can be provided.
  7. Information collected on the student's case is treated with high confidentiality. No information will be disclosed unless a consent form is signed by the student himself/herself.
  8. Examinations will be adjusted for students with disabilities to provide them with an equitable opportunity to demonstrate their knowledge and competencies.
  9. After the counseling office assessment, if a student was refused a reasonable adjustment, he/she has the right to disagree with the decision and request a review of it.
  10. All individual and group sessions are documented and saved on the system and students are provided with recommendations to work on by the end of each session.
  11. The counselor must follow up on the recommendations given and track students' progress toward meeting the counseling goals or recommendations given.
  12. Students must report any type of harassment or discrimination they get exposed to, to the counselor who will treat it as a top priority.
  13. Students have the right to be provided with alternate arrangements during examinations such as:
    - a. Time extension
    - b. Assistive technology
    - c. Separate Room
    - d. Reader, scribe, or computer
    - e. Personal Reader or scribe.

## 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. 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. i. The Chair shall report the decision to the Chair of the Grievance Committee (Student Services Director)

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

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

## Grievance Appeal

1. **Submit Student Appeal:** A Respondent may appeal the decision by filing a Student Appeal through the Student Portal. A Respondent who submits an Appeal is called an "Appellant."

a. An Appellant must submit the Appeal within five (5) working days from the date of receiving the formal letter via the Student Portal.

b. No appeal shall be allowed unless the appellant cites specifically to the grievance/conduct record and states with specificity the grounds under which the appeal shall be allowed.

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:**

1- The Student Services Director forms a Student Appeal Committee

2- The Student Services Director shall present all relevant information on the case to the Student Appeal Committee.

3- The Student Appeal Committee will not include live hearings or interviews, unless the Student Appeal Committee deems it necessary.

4- 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.

5- 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.

## Student Activities

The Student Life & Community Engagement Office is responsible for developing, overseeing, and coordinating all activities related to student life and development that are aligned with the Institutional mission; including but not limited to clubs, societies, events, trips, workshops and competitions that imbue the principles and practices conducive to sustainability. Students have the right to pursue extracurricular interests and personal and professional growth by forming and participating in University clubs, societies, and events. Faculty may also propose and/or supervise student clubs, societies, and events in collaboration with the Student Life & Community Engagement Office.

## Student Privacy and Records

The University maintains records for its students and graduates that includes the history and status of the entire educational journey. The University retains the students' documents to use, analyze, and report information for decision making. Personal records comprise information such as emergency contacts, addresses, tracking of the educational performance reviews, disciplinary, qualifications, credentials, admission, mental and fitness medical information. Accrediting bodies and legal authorities require regular reports on student information, therefore maintaining accurate, up to date students' files is a significant function to the University compliance with relevant authorities. This policy provides guidance and direction on the management of students' records and information at the University to ensure these records are complete, accurate and safe.

### The Family Educational Rights and Privacy Act (FERPA)

The American University in the Emirates adopts FERPA in prohibiting the unauthorized release of confidential information about individual applicants, students, and alumni.

The University defines and maintains various student records and outlines the level of disclosure of the records and ensure their security and confidentiality including provision of secure fireproof storage and off-site electronic backup.

### University Officials

The University officials comprise University full-time, visiting, and part-time employees: faculty members; administrators; academic advisors, counselors, health staff, attorneys; clerical staff, board of trustees' members; members of University standing committees, ad hoc disciplinary, grievance committees (including students serving in these committees), and other parties to whom the University has outsourced institutional services or functions. The University Officials have a legitimate educational interest if he or she needs to review an education record in order to fulfill his or her professional responsibility.

### Student Directory Information

In line with FERPA exception that permits the University to non-consensually disclose personally identifiable information from a student's education records. AUE defines the Student Directory Information as information contained in the education records of a student that would not generally be considered harmful or an invasion of privacy if disclosed. Directory information includes:

Field	Description
Student ID	Internal ID issued by the AUE

Al Ethbara (File No.) For UAE Nationals Only	Ethbara is the file number of UAE national family book.
Emirates ID	All UAE nationals and residents have Emirates ID card, each individual with identifier number.
Passport Number	The passport number of the student
Family Book Number For UAE Nationals Only	Family book serial number as issued on the family book issued for UAE nationals.
Family Number For UAE Nationals Only	Family number as issued on the family book issued for UAE nationals.
City Number For UAE Nationals Only	City number as it appears on the family book, only for UAE nationals.
Student Name (English)	The full name of the student in English (as per the passport)
Student Name (Arabic)	The name of the student in Arabic (as per the passport for Arabs)
Student Email Address	The email address of the student
Student Mobile Number	The mobile number of the student

### **Definition, Collection and Maintenance of Student Records**

Student records defined as those documents submitted and related directory to a student and maintained by the University. The University Registrar, document controller and the admission and registration officers are in charge of updating the student's records and accessing the electronic and physical student's official documents.

### **Records of Admission Applicants**

Physical Records of the applicants who have applied to the University but were rejected or were accepted but have not been accepted the admission offer will be disposed by the end of the registration period for that particular semester. The electronic copies of records of those applicants will be kept for potential applications for a specific number of years articulated in the procedure of this policy. However, the institutional research shall use the admission applicants' information for analysis and reporting.

### **Financial Aid Supporting Information:**

The awarding of financial support in the form of partial grants and/or financial aid is a competitive process that necessitates that students present various forms of documentation to support their application for financial support. The information that students provide in this process along with all supporting documentation is private and protected by the designated personnel of the Office of Student Life and Community Engagement who are the sole authorized custodians of this information. Student's information and supporting documents in relation to financial support applications are shared solely with the members of the Financial Support Committee as per the AUE Committees Charter solely for the purpose of making the necessary decisions pertaining to the awarding of financial support and it is not shared internally or externally for any other purpose. These records are retained for a period of 5 years from the date of submission.

### **Student Conduct Records:**

All documents pertaining to student conduct is private and protected by the designated personnel of the Office of Student Life and Community Engagement who are the sole authorized custodians of these records. These documents are shared solely with the members of the Grievance Committee as per the University Committees Charter solely for the purpose of making the necessary decisions pertaining to the resolution of grievances and/or disciplinary measures as per University pertinent policies and Procedures. Additionally, in cases where the outcomes impact the student standing in the University as in the case of Probation, Suspension or Expulsion the designated personnel of the Office of Student Life and Community Engagement is authorized to share the relevant parts of a student's disciplinary records including but not limited to penalties and sanctions. These records can be shared externally only upon the formal written request on the part of the UAE's authorities including but not limited to the Police and Armed Forces. These records are retained for a total period of five years.

### **Counselling records of Mental and Fitness Medical Records**

The official mental and fitness medical records serve as a reference to the counselor to help exploring the psychological ability of the student and to diagnose his/her mental and medical condition. It also allows the counselor to understand deeply the case of the student to arrange an appropriate accommodation. Official medical documents and certifications are also very important to understand the pathology of the student, in order to determine the psychological consequences and identify exactly the type of mental condition to organize the required counseling sessions. All students mental and fitness records are stored safely and confidentially in the Counseling and

Disability Office. To ensure the student's privacy, the Director of Counseling and Disability Office is the only authorized person in the University who can access the mental and fitness medical official records of students, however, the counselor can describe the student mental and physical status to student's instructor without revealing any confidential information.

The office of Counseling and Disability may disclose the student's record to a third party (including Ministry of Education, External auditors, valid subpoena or a court order) only after getting a written authorization letter duly signed by the student, allowing the third party accessing their official records. All the official mental and fitness medical records are kept five years after the student's graduation or drop from the University, unless the student submit a written request to the office of Counseling and Disability to discard his/her records immediately after graduating or leaving the University.

#### **Student Coursework**

All student's coursework such as midterm exams, quizzes, assignments, projects, and final exams are maintained electronically in the associated college and department institutional effectiveness in course files, as articulated in the Course File Policy.

#### **Students photographs in University publications**

The University may invite students to take part in photo sessions in order to use them in university publications such as brochures, flyers, websites and any other printed or electronic material. Students wishing to have their photos published in such materials will need to fill out a consent form to allow the University to use their photos unconditionally. In addition, graduate student photos for the yearbook will be included in the yearbook, which will be distributed to the public without the need for any prior consent from the students.

#### **Student Records Storage, Disposal and Retention**

All Student Records are stored in fireproof cabinets and located in a storeroom with limited access under the Admission and Registration Department and under the supervision of the document controller who ensure access security. The student records are also stored electronically in the system on each student's profile. Student electronic records and data are protected in case of any disaster and failure of server system. The Information Technology Department is responsible for the backup of data held in datacenter systems and related database. The Information Technology Department keeps fully recoverable backups in the form of Data Tape on weekly basis schedule.

Student physical records are kept for five years after the date of graduation, withdrawal, or dismissal from the University; however, academic qualifications, transcripts and degrees are maintained electronically and accessible for a period of not less than fifty years.

#### **Student Records Confidentiality and Security**

AUE student records and information are confidential and therefore only accessible to AUE authorized Personnel, they are not disclosed to any third party without the consent of the students in writing. Exception to governmental entities and accreditation bodies reviewing AUE programs.

## **Information Release**

The University safeguards students' rights to individual privacy and confidentiality of information and records in a way that serves the best interest of the students and the institution. AUE student records are defined as files, documents, and materials, electronic or in print, that include educational, personal, medical and any other information pertaining directly to a student. Access to these records is restricted to specific departments and personnel within the University.

Unless explicitly prohibited in writing the University can share the students' Directory Information (including Name, Date of birth, Nationality, Specialization, Enrollment Date, Graduation Date, Employment Status) to a third party as well as use it in its publications.

No information including but not limited to grades, attendance, financial history, disciplinary records, counseling reports, can be released to a third-party including parents, guardians, or any other individuals or entities without the explicit written consent of the student. However, should a student violate a Student Code of Conduct, the Manager of the Office of Student Life and Community Engagement may communicate with the parent or guardian without the student's written consent.

## **Advising and Student Success**

The Advising and Student Success Office is dedicated to supporting students as they achieve their academic goals and fulfill their degree requirements. The goals of the Advising and Student Success Office are as follows:

- To provide comprehensive advising support services that supplement college-level advising while guiding students in making informed and effective academic decisions to achieve their academic goals.
- To provide targeted academic support that assists students achieve course-specific objectives and enhance the skills necessary in achieving the learning outcomes of their academic programs.

The office provides students support in two essential areas:

**Advising services:** These services are designed to provide students with the support needed as they make fundamental decisions about their academic goals, course registration in line with their study plans, understanding their academic standing, and developing strategies that enable students stay on track and confidently move towards their educational goals. Advisors work closely with students to empower them for informed educational choices.

**Success support services:** These services focus on assisting students who might be facing academic challenges. Academically at-risk students receive the support needed in four forms: peer-tutoring, writing lab, English language courses, and workshops. Students are given the opportunity to develop their own leadership/mentorship skills, gain practical experience, and develop their soft skills to improve their performance. This student-centric learning process provides a unique learning experience for the students and enables them to actively engage in the learning process.

The Advising and Student Success Office offer a variety of services including:

1. First Year Advising
2. Advising CGPA and attendance at-risk students
3. English language institute
4. Preparatory Program
5. Peer-tutoring
6. Writing lab
7. 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. The graph below maps the student’s journey in their first year:

<b>Selecting</b>	Selecting courses and registering
<b>Understanding</b>	Understanding University Policies and procedures
<b>Developing</b>	Developing academic, personal, and career goals
<b>Identifying</b>	Identifying values, abilities, responsibilities, and interests
<b>Developing</b>	Developing decision making skills
<b>Utilizing</b>	Utilizing campus resources.
<b>Committing</b>	Committing to continuous personal and academic growth
<b>Understanding</b>	Understanding mission, vision, and core values of the university
<b>Developing</b>	Developing self-advocacy skills

### Advising CGPA and Attendance at-risk Students

Advising and Student Success Office is committed to supporting all students in achieving academic success and maintaining satisfactory progress toward graduation. To ensure early intervention and continuous support, the office provides targeted advising services for students identified as at risk due to low Cumulative Grade Point Average (CGPA) or poor attendance.

The Advising and Student Success Office regularly review student academic data to identify emerging risks early in the semester. Through proactive communication, personalized advising, and campus resource referrals, the office aims to empower students to overcome academic and personal challenges, achieve satisfactory academic standing, and progress successfully toward graduation.

#### 1. CGPA-at-Risk Students

Students whose CGPA is 2.0 or below are classified as CGPA-at-risk. These students are required to meet with the Advising and Student Success Office manager to:

- Review their academic progress and identify challenges affecting performance.
- Develop an individualized academic success plan and strategies for improvement.
- Receive guidance on time management, study skills, and course load adjustments.
- Be referred to appropriate academic support services such as tutoring, writing centers, or workshops.

Advisors monitor the progress of at-risk students throughout the semester and conduct follow-up meetings to evaluate their improvement and provide ongoing guidance.

#### 2. Attendance-at-Risk Students

Students whose class attendance falls below the required threshold, as defined in AUE’s attendance policy and procedures, are identified as attendance-at-risk. The Advising and Student Success Office collaborate with

faculty to:

- Notify students promptly through various communication channels about their attendance status.
- Conduct a one-on-one advising session to address the causes of absenteeism.
- Support the student in developing strategies to improve attendance and engagement.
- Coordinate with relevant university units (such as the Counseling Center or Student Life) if additional support is needed.
- 

### **English Language Institute**

The English Language Institute at 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 intensive English foundation program for conditionally admitted students, general English language courses for all levels, TOEFL ITP preparation course, and IELTS preparation course.

The communicative language teaching methods, a collection of well-designed activities and highly qualified teachers help students gain confidence in speaking, writing, reading, and listening skills. All students who join the English program must take an English placement test to be placed in the correct level.

### **English Program Details**

1. Develop English language skills and acquire competence in listening, reading, speaking, and writing by engaging the students in a range of communicative tasks and activities.
2. Effectively use strategies to comprehend written and spoken language such as use of previewing, skimming and scanning techniques, contextualizing vocabulary and knowledge of text organization and purpose.
3. Expand students' use of grammatically correct and accurate language in speaking and writing for effective communication in a variety of academic settings and interpersonal situations.
4. Enhance students' academic vocabulary by keeping a vocabulary journal.
5. Develop critical thinking by integrating all language skills.
6. Effectively use test-taking techniques and strategies to pass English proficiency tests such as IELTS and TOEFL ITP.

### **Teaching Methods**

The instructor's role is to facilitate student learning (Learner-centered approach) and maximize the growth of all students by implementing differentiated instruction strategies. Students' critical thinking skills will be developed through integrated skills and content-based curriculum. They will be engaged in individual, pair and group work, discussions, debates, and regular activities. Student learning will be measured through on-going summative and formative assessments.

### **English Foundation Program**

AUE's English foundation program is an educational program that plays an essential role in the growth and development of conditionally admitted students in their communities. It cultivates the culture and networks needed for better students' outcomes. This program focuses on diverse learning dimensions including languages, assessments, and other skill development. The program forges a solid foundation for transformational changes to bolster AUE's role in preparing successful global citizens and leaders through four language courses (CEFR): Level 1 (beginners), level 2 (low intermediate), level 3 (upper intermediate), and level 4 (advanced). Our Courses Duration: 8 weeks per level.

### **TOEFL ITP Preparatory Course**

Course Description: This course is intended to prepare advanced level learners to take the TOEFL ITP test. It combines skills (reading, writing, speaking, and listening) with language input (vocabulary, grammar, and mechanics). Learners will practice skills and strategies necessary to take the TOEFL ITP test and achieve the desired score. They will build reading and listening strategies with a range of texts and enhance their comprehension skills. By the end of this course, learners will have extended knowledge of grammatical and vocabulary structures.

### **IELTS Preparatory Course**

Course Description: This course is intended to prepare advanced level learners for the IELTS test. It combines skills (reading, writing, speaking, and listening) with language input (vocabulary, grammar, structure). Learners will practice skills and strategies necessary to take the IELTS test and achieve the desired score. They will produce a wide range of written and spoken output in response to a variety of prompts, as well as build reading and listening strategies with a range of texts. By the end of this course, learners will have extended their knowledge of grammatical and vocabulary structures.

### **BEGINNER English Course**

Course Description: This course is designed to help Beginner Level learners develop their English language

skills. It combines language skills (reading, listening, speaking, and writing) with language input (vocabulary, grammar, functions). The course will strengthen learners' English language skills while they familiarize themselves with the type of content, questions, and tasks on English proficiency tests. Practice and mastery of these skills will help the learners build confidence to communicate successfully in an academic environment.

### **INTERMEDIATE English Course**

Course Description: This course is designed to help Intermediate Level learners develop their English language skills. It combines language skills (reading, listening, speaking, and writing) with language input (vocabulary, grammar, functions). The course will strengthen learners' English language skills while they familiarize themselves with the type of content, questions, and tasks on English proficiency tests. Practice and mastery of these skills will help the learners build confidence to communicate successfully in an academic and professional environment.

### **ADVANCED English Course**

Course Description: This course is designed to help Advanced Level learners develop their English language skills. It combines language skills (reading, listening, speaking, and writing) with language input (vocabulary, grammar, functions). The course will strengthen learners' English language skills while they familiarize themselves with the type of content, questions, and tasks on English proficiency tests. Practice and mastery of these skills will help the learners build confidence to communicate successfully in an academic and professional environment.

### **Preparatory Program**

The Preparatory Program is an academic support initiative designed for students who have not achieved the required minimum score in the admission placement tests. The program aims to strengthen students' foundational skills and knowledge in specific subject areas before they begin their degree-level coursework. The Preparatory Program ensures that all admitted students are adequately prepared for university study. It provides essential academic reinforcement to help students meet the required standards for success in their academic programs.

### **Peer Tutoring**

The Peer Tutoring Program at the American University in the Emirates (AUE) is overseen by the Advising and Student Success Office. It is one of the most effective academic support services which are designed to enhance the academic success of all undergraduate students by providing peer-led academic support. The program fosters collaborative learning, builds leadership skills among tutors, and empowers them to achieve their academic goals. It mainly focuses on any general or core courses that might need further clarification in the understanding of the content.

The tutoring program is a completely free of charge service that the Office of Advising and Student Success provide to all undergraduate students at AUE.

### **Sign up for a tutor:**

1. Request a tutor through the student portal.
2. The Advising and Students Success Office will assign you an eligible tutor and arrange a suitable time for both the tutor and tutor to meet.
3. The tutor and tutee meet either virtually via MS Teams or on campus.

### **The Writing Lab**

Location: Lab 7211, second Floor, block 7, American University in the Emirates (AUE), Dubai. Opening Hours: Monday- Friday (9:00 am- 5:00 pm)

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

### **Purpose of the Writing Lab:**

1. Provide comprehensive editing services to help students refine their assignments, projects, and/or written research.
2. Provide 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.
3. Provide Workshops on various aspects of academic writing and research Writing.

## Workshops

All academic units in the university offer workshops to students and faculty members, but in the office of Advising and Students Success the workshops mainly focus on student life, challenges they might face, language development, and academic writing.

## Listing of Faculty Members

### College of Business Administration

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Muthanna Ghani Abdul Razzaq Anber	Ph.D. in Management Accounting	The Victoria University of Manchester	Iraq
2	Prof. Abhilasha Singh	Ph.D. in Applied Psychology	Banaras Hindu University	India
3	Prof. Asma Salman	Ph.D. in Finance & Economics	Harbin institute of technology	Pakistan
4	Dr. Ilija Stojanovic	Ph.D. in Science in Economics	University of Banja Luka	Bosnia and Herzegovina
5	Dr. Ahmad Salman	Ph.D. in Computer Science	The University of Manchester	Pakistan
6	Dr. Riad Mohamed Al Chami	Ph.D. in Marketing	Jinan University	Lebanon
7	Dr. Abdulkarim Ali Dahan Al-Jaefi	Ph.D. in Mineral Economics	The University of Arizona	Yemen
8	Dr. Yasser Ahmed Abdelfattah Eltayeb	Ph.D. in Business Management	University of Twente	Egypt
9	Dr. Rami Mhanna	Ph.D. in Sport and Events Management	Bournemouth University	United Kingdom
10	Dr. Mohammed Mousa Salem Eldahamsheh	Ph.D. in Business Administration	Saint Mary's University of Minnesota	Jordan
11	Dr. Mohammad Rustom Yasin Al Nasar	Ph.D. in Information Science	Universiti Kebangsaan Malaysia	Jordan
12	Dr. Mohamed Yacine Haddoud	Ph.D. in Business with Management	University of Plymouth	United Kingdom
13	Dr. Edyta Jadwiga Skibinska	Ph.D. in Medicine	Medical University of Łódź	Poland
14	Dr. Mona Salah Ahmed Hammad	Ph.D. in Insurance	Cairo University	Egypt
15	Dr. Monia Antar Ep Limem	Ph.D. in Management Science	University of Tunis El Manar	Tunisia
16	Dr. Sharafat Hussain	Ph.D. in Management Studies	Maulana Azad National Ardu University	India
17	Dr. Mariem Aloulou Ep Ayadi	Ph.D. in Economics	University of Sfax	Tunisia

<b>18</b>	Dr. Esraa Osama Hassan Gohary Zayed	Ph.D. in Management (Operations)	German University in Cairo	Egypt
<b>19</b>	Dr. Saloome Showkat Shah	Ph.D. in Management Studies	Kashmir University	India
<b>20</b>	Dr. Sanela Mrdakovic	Ph.D. in Economics	University of Nis	Serbia

## College of Security and Global Studies

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Eldar Saljic	Ph.D. in Political Science	University of Novi Pazar	Serbia
2	Prof. Dusko Tomic	Ph.D. in Political Sciences	University of Belgrade	Serbia
1	Prof. Faruq Abdallah	Ph.D. in Computer Engineering	University of Texas at Arlington	Jordan
3	Rasheed Al-Omari	Ph.D. in International Relations/ Public Administration	University of the Aegean	Greece
2	Dr. Abedallah Zaid	Ph.D. in Software Engineering	University Putra Malaysia	Jordan
4	Ahmad Abualkishik	Ph.D. in Government and Inter-national Relations	The University of Sydney	Australia
3	Prof. Sameh Hussein	Ph.D. in Computer Science and Engineering	Liverpool John Moores University	Jordan
5	Sahar M. Ghazwanieh	Ph.D. in Political Science	Wayne State University	United States of America
4	Yessine Hamdan	Ph.D. in Electrical and Electronic Systems Engineering	Kyushu University	United States of America
7	Mahmoud Dousky Ibrahim	Ph.D. in Comparative Government and Politics	University of North Texas	Egypt
5	Dr. Abduliah Abbas Abdelrahman Al-Khadash	Ph.D. in Business Management	University of Kelantan	Jordan
8	Abdallah Alshwayyat	Ph.D. in Computer Science	Universiti Kebangsaan Malaysia	Jordan
6	Dr. Gerassimos Rodothetos	Ph.D. in Law	Panteion University	Greece
9	Dr. Ibrahim Ali	Ph.D. in Computer Science/Digital Forensic Cyber Crime Investigation	Universiti Utara Malaysia	Jordan
10	Mohammed Katef Simjari	Ph.D. in International Studies	Queen's University of Belfast	United Kingdom
7	Dr. Benny Rueda Castañeda	Ph.D. in Economics and Political Science	University of Hamburg, Germany	Colombia
11	Mohamed Abdelfattah Amer	Ph.D. in Computer Science - International Relations and Mathematics from	University of Lincoln	Egypt
8	Dr. Soliman	Ph.D. in International Security and Diplomacy	University of Sarajevo	Bosnia and Herzegovina
12	Abdulkarim AlKhatib	Ph.D. in International Security and Diplomacy	University of Nice Sophia-Antipolis	Syria
13	Dr. Rania Abdallah Al-Abdallah	Ph.D. in Politics and International Studies	Université Pierre Mendès France	France
14	Mr. Charles Duncan Pearson	Masters in Human Rights Law	University of Khartoum	Palestine
15	Dr. Matar Helal Ali Ghaseib Alzahmi	Ph.D. in Disaster Management	Queen's University of Belfast	Ireland
			University of Salford	United Arab Emirates



## College of Law

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. Tarek Mahmoud Abdel-salam Mohamed Prof. Tarek Dar	Ph.D. in Architecture (History, Theory and Criticism)	University of Pennsylvania Helwan University	United States of America Egypt
2	Prof. Ousay Salman Hilal Dr. Toufic Elias Hajdamous Alfalahi	Ph.D. in Design Ph.D. in Private Law	Instituto Universitario Academico Baghdad University di Venezia	Lebanon Iraq
3	Prof. Ehab Mohammad Ah Mr. Wameedh Abd Ali Jameel Al-Tameemi	Ph.D. in Private Law MFA in Painting & Drawing	University of Tunis El Manar Baghdad University	Jordan Iraq
4	Prof. Majir Idris Albaraa Dr. Arafat Tahir Abdelaziz Abdhis	Ph.D. in International Law Ph.D. in International Law	University of Nice So- phia-Antipolis National Academy of Arts	France Jordan
5	Prof. Amer Hassan Sleeman Al-Fakhoury	Ph.D. in International Public Law	University of Reims	Jordan
5	Dr. Luca Donner	Ph.D. in Architecture	Lusitana University of Lisbon	Italy
6	Prof. Ayman Nawwaf Sharif Ai-Hawawsheh	Ph.D. in Criminal Law	Institute of Arab Research & Studies	Jordan
6	Ms. Ferwa Ibrahim	MFA in Kinetic Imaging	Virginia Commonwealth University	Pakistan
7	Dr. Raed S. A. Faqir	(Animation, Video, Sound)	University of Delhi	Jordan
8	Dr. Nasser Mohammad Abed Abdelazeez Al-Taher Mrs. Mai Magdi	Masters in Graphic Design - Print Making (MFA) Ph.D. in Commercial Law	Helwan University Cairo University	Jordan Egypt
8	Dr. Juma Ali Faraj Al-daheri Mr. Darren Heiber	Ph.D. in Constitutional Law Masters in Musicology	Lebanese University Falmouth University	Lebanon United Kingdom
19	Dr. Abdul Hamed Zafarui Hasan Ahmadullah Ms. Laura London Victoria	MFA in Interactive Design and Game Development Ph.D. in Jurisprudence	University of Sharjah Savannah College of Art & Design	India Colombia
11	Dr. Zubaidah Abdulwahab Mohammed Al Dabbagh Mr. Gaurav Jain	Ph.D. in Sports Education Masters in Architectural Lighting Design	Baghdad University Hochschule Wismar University of Technology	Iraq India
11	Dr. Ahmad Nizam Bin Othman	Ph.D. in Visual Art & Design (Animation)	Institut Teknologi Bandung	Malaysia
12	Mr. Neven Mihic	Masters in Costume Design	University of Zagreb	Croatia
13	Mrs. Shlagha Agarwal	Masters in Textile & Clothing	University of Delhi	India

## College of Design

NO.	NAME	EDUCATIONAL QUALIFICATION	UNIVERSITY	COUNTRY
1	Prof. William Davis Cornwell III	Ph.D. in Philosophy	University OF Connecticut	United States of America
2	Dr. Michael Lorenzo McIntosh	Ph.D. in Educational Leadership and Cultural Foundations	University of North Carolina at Greensboro	United States of America
3	Dr. Soulafa Al Khatib	Ph.D. in Educational Management, leadership, & Policies	The British University in Dubai	Lebanon
4	Dr. Hala Abdullah H. Albukhari	Ph.D. in Education	The British University in Dubai	Kingdom of Saudi Arabia
5	Dr. Wael Fadhel Ali	Ph.D. in Psychology Science	Al-Mustansiriya University	Sweden
6	Dr. Ahmed Hussein Mahmood Al-Jumaili	Ph.D. in Islamic sciences	Minia University	Iraq
7	Dr. Mirna Saad	Ph.D. in Geography	Lebanese University	Lebanon
8	Mr. Umer Ibrahim Sarhan Khrtati	Masters in Literary and Critical Studies	World Islamic Sciences & Education University	Iraq
9	Mr. Sobhi Khalid Sobhi Yassein	Masters in Diplomacy	American University in the Emirates	Palestine
10	Mr. Michael Patrick Doyle	Masters in Literature	National University of Ireland	Ireland
11	Mr. Tariq Saali	Masters in Mathematics & Computer Science	University Saint-Boniface	Canada
12	Ms. Layal Ghanim Mahmoud Hmaidid	Masters in Psychology	American University of Beirut	Jordan
13	Ms. Karoleen Molaeab	Masters in International Affairs	Lebanese American University	Belarus
14	Ms. Sana Darine Hamdan	Masters in Management - Entrepreneurial Leadership	Babson College	United States of America
15	Ms. Vanazir Hazar Youssef	Masters in Social Science	Damascus University	Syria
16	Mrs. Vin Jivan Ali Aldoski	Masters in Molecular Biotechnology	University of Birmingham	Iraq
17	Mrs. Zahra Mohamed Ibrahim Abdallah	Masters in Botany	University of Khartoum	Sudan
18	Ms. Israa Shaker Ahmed Al-Mukhtar	Masters in Psychology	Baghdad University	Iraq
19	Dr. Iman Merdas	Ph.D. in History	Beirut Arab University	Lebanon
20	Dr. Rabab Benayache	Ph.D. in Fundamentals of Jurisprudence	Al-Kharouba University	Algeria
21	Dr. Seema Jaiswal	Ph.D. in Social History	Panjab Univesity	India
22	Mr. Muhammad Javid	Masters in Philosophy	University Of Punjab	Pakistan



## Listing of Senior Administrators

### Top Management

- **Prof. Muthanna AbdulRazzaq – President**
- **Prof. William Cornwell – Provost**
- **Prof. Sameh Ghawnmeh – Vice President for Academic Affairs**
- **Prof. Asma Salman – Vice President for Research**
- **Dr. Soulafa Al Khatib – Vice President for Enrollment Management and Student Services**
- **Ms. Haneen Anbar – Vice President for Administrative and Financial Affairs**

### College Deans

- **Prof. Abhilasha Singh** – Dean for the College of Business Administration
- Prof. Faruq Al-Omari – Dean for the College of Engineering and Technology
- **Prof. Eldar Saljic** - Dean for the College of Security and Global Studies
- Prof. William Davis Cornwell III – Acting Dean for the College of Education
- Prof. Taha Duri – Dean for the College of Design
- Prof. Tarek Abdelsalam Mohamed - Dean for the College of Law

## 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	The President of Interpol, leading UAE law enforcement officer, General Inspector of the Ministry of Interior, UAE
<b>H.E Mirza Al-Sayegh</b>	Deputy Chair of the Board of Trustees	Borad member 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 and CEO of American University in the Emirates, UAE
<b>Dr. Amin Hussain Al Amiri</b>	Board Member	Asst. Undersecretary for Medical Practice and License Sector in UAE Ministry of Health, and the Chairman of the UAE Supreme National Blood Transfusion Committee.
<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 and professor of marketing, 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>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>Mr. Abdulla Ahmed Mohammed Al Saleh</b>	Board Member	Undersecretary of the Ministry of Economy

# College of Business Administration (COBA)

## Programs

- 1- Master of Business Administration
- 2- Master of Sports Management
- 3- Master of Science in Business Intelligent
- 4- Doctorate in Business Administration

## 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 Science in Business Intelligent

- 1- Develop advanced analytical proficiency in graduates, enabling them to navigate complex datasets, employ statistical methods, and utilize cutting-edge tools for insightful decision-making in business intelligence.
- 2- Enable graduates to master predictive modeling techniques, foresight methodologies, and data-driven analysis to accurately anticipate challenges in business environments.
- 3- Foster an environment that encourages innovation in creating and implementing business intelligence solutions, empowering graduates to devise and deploy novel approaches for addressing evolving business challenges.
- 4- Cultivate graduates' ability to provide strategic decision support by integrating business intelligence methodologies into organizational processes, ensuring graduates contribute to informed and effective decision-making at various levels.

## Doctorate in Business Administration

1. Develop expertise in conducting high-quality, impactful research in business and management.
2. Equip graduates with advanced knowledge and skills to address complex business problems and drive innovation.
3. Prepare graduates to become thought leaders and contributors to academic and professional fields.
4. Support the UAE's strategic goals of fostering a knowledge-based, innovative economy and achieving global competitiveness.
5. Facilitate international collaboration to expose candidates to diverse academic and research environments.

## 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> <i>(Excluding Bridging Course)</i>		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> <i>(Excluding Bridging Course)</i>		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
<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

#### Remedial Courses (3 courses/9 CH)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 505	Managing and Leading People	3
2	MGT 506	Organization Theory and Design	3
3	MKT 507	Statistical Tools and Techniques	3

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

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to successfully complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

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

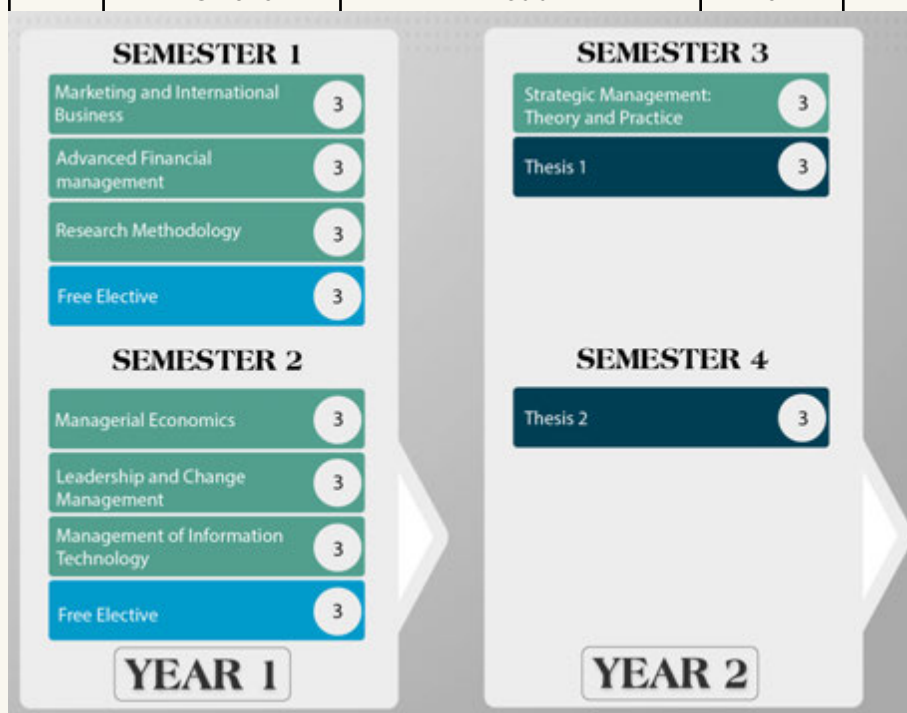
Core Requirements Courses (7courses/21 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	MKT 600	Marketing and International Business	3
2	FIN 600	Advanced Financial management	3
3	RMT 600	Research Methodology	3
4	HRM 600	Managing Human Resources	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

### Remedial Courses(3 courses/9CH)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 505	Managing and Leading People	3
2	MGT 506	Organization Theory and Design	3
3	MKT 507	Statistical Tools and Techniques	3

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

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

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

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

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

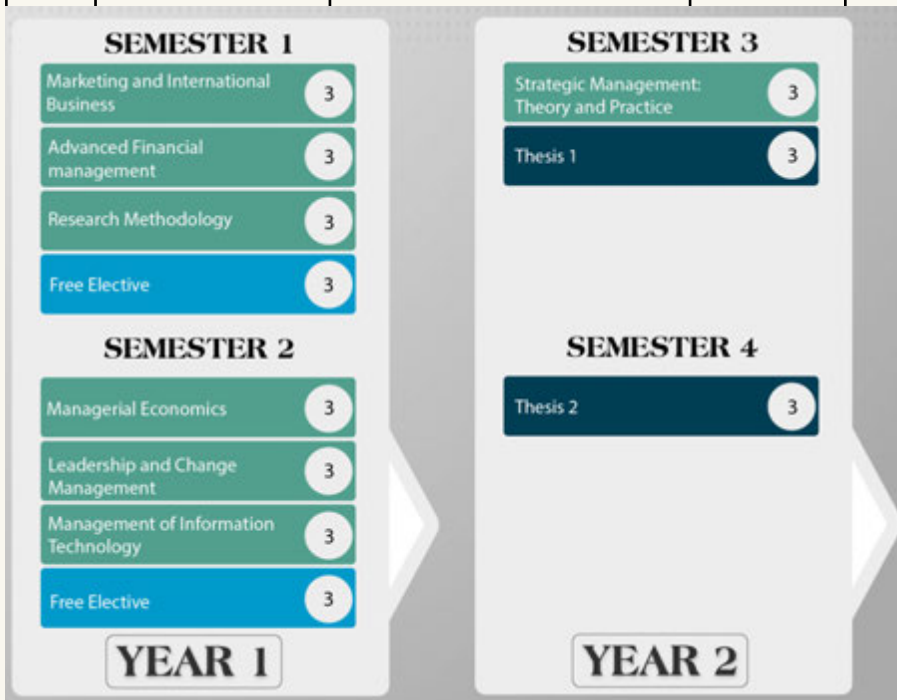
### Free Elective courses (2 courses/6 CH)

No.	Course Code	Course Title	Cr. Hrs.
1	FIN 600		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
8	MGT 601		3
9	MGT 608		3

*Thesis (6 Credits)*

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

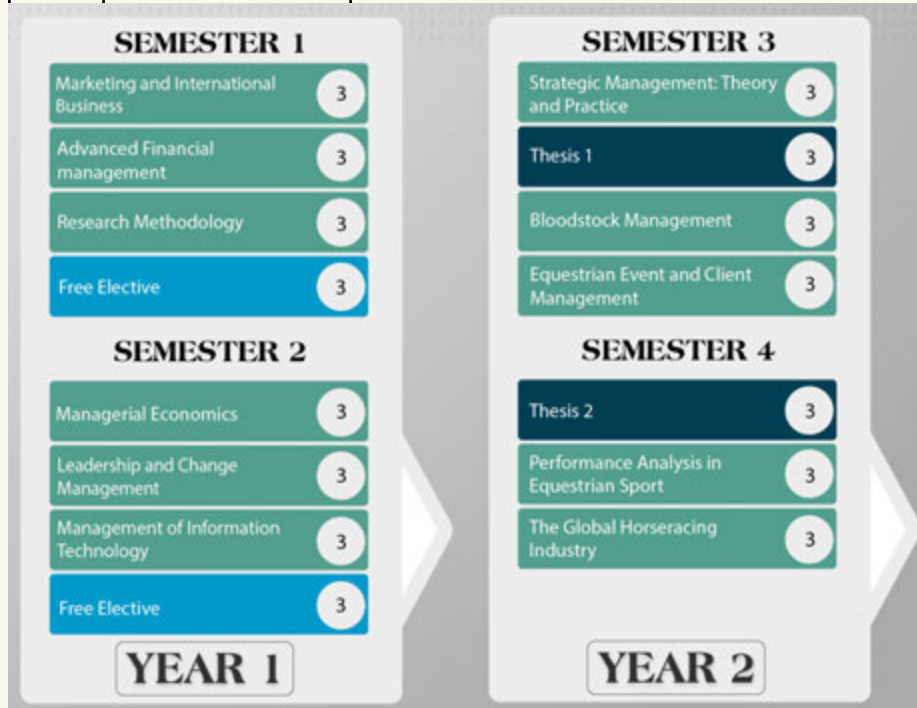


### 3- Master of Sports Management – Equine Management Concentration

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



#### 4. Master of Science in Business Intelligent

##### MSBI Program Structure

REQUIREMENTS	TYPE		
		NO. OF COURSES	CR. HRS.
Core Requirements	Compulsory	6	18
Elective Requirements	Compulsory	2	6
Thesis 1	Compulsory	1	3
Thesis 2	Compulsory	1	3
<b>Total</b>		<b>10</b>	<b>30</b>

**Table A9**

Core Courses (6 Courses = 18 Credit Hours)

#	Course Code	Course Name	Credit Hours
1	MBI 600	Business Intelligence Fundamentals	3
2	MBI 601	Predictive Analytics	3
3	MBI 602	Big Data Analytics	3
4	MBI 603	Strategic Intelligence and Decision Making	3
5	MBI 604	Applied Projects- Business Intelligence	3
6	MBI 605	Research Methods	3

**Table A10**

Elective Courses (2 Courses = 6 Credit Hours)

#	Course Code	Course Name	Credit Hours
1	MBI 606	Data-Driven Marketing Strategies	3
2	MBI 607	Stock Market Analytics	3
3	MBI 608	Social Media Analytics	3
4	MBI 609	Effective Data Presentation and Storytelling	3
5	MBI 610	Special Topics in BI	3

**Table A11**

Thesis (6 credit hours)

#	Course Code	Course Name	Credit Hours
1	MBI 630	Thesis I	3
2	MBI 631	Thesis II	3

##### MSBI Study Plan

**Table A12**

Year 1 - Fall Semester

Course Name	C.H
MBI 600- Business Intelligence Fundamentals	3
MBI 601 - Predictive Analytics	3
MBI 603 - Strategic Intelligence and Decision Making	3
<b>Total Credit Hours</b>	<b>9</b>

**Table A13**

Year 1 - Spring Semester

Course Name	C.H.
MBI 602 - Big Data Analytics	3
MBI 604 - Applied Projects- Business Intelligence	3

MBI 605 - Research Methods	3
<b>Total Credit Hours</b>	<b>9</b>

**Table A14**

*Year 2 - Fall Semester*

<b>Course Name</b>	<b>C.H.</b>
MBI 630 - Thesis I	3
Elective	3
<b>Total Credit Hours</b>	<b>6</b>

**Table A15**

*Year 2 - Spring Semester*

<b>Course Name</b>	<b>C.H.</b>
MBI 631 - Thesis II	3
Elective	3
<b>Total Credit Hours</b>	<b>6</b>

5. **Doctorate in Business Administration**

**Program Structure**

Requirements	Type	No. Of Courses	Cr. Hrs.
Core Courses	Compulsory	08	27
Elective Courses	Compulsory	02	06
Comprehensive Exam	Compulsory	01	00
Dissertation/Applied Research Project	Compulsory	01	30
<b>Total</b>			<b>63</b>

**Core Courses (09 Courses \ 27 Credit Hours)**

#	Course Code	Course Name	Credit Hours
1	DBA 700	Advanced Research Methods in Business	6
2	DBA 701	Theoretical Foundations of Business Administration	3
3	DBA 702	Leadership and Strategic Decision-Making	3
4	DBA 703	Advanced Topics in Business Strategy	3
5	DBA 704	Global Perspectives in Business and Innovation	3
6	DBA 705	Sustainability and Corporate Social Responsibility	3
7	DBA 706	Strategic Planning, Budgeting, Cost Control and Public Finance Leadership	3
8	DBA 707	Financial Decision-Making and Resource Allocation in Fiscal Stress	3

**Elective Courses (2 Courses \ 6 Credit Hours)**

Candidates select two elective courses

#	Course Code	Course Name	Credit Hours
1	DBA 709	Emerging Trends in FinTech	3
2	DBA 710	Behavioral Insights in Marketing	3
3	DBA 711	Entrepreneurial Leadership	3
4	DBA 712	Sustainable Supply Chain Strategies	3
5	DBA 713	Advanced Operations Research	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.

#### Remedial Courses:

**Course Name:** Managing and Leading People

**Course Code:** MGT 505

**Credits: 0**

**Description:**

This course provides essential concepts of management and leadership to the professionals for managing and leading the organizations effectively. Key topics include an introduction to management, the evolution of management, modern management theories, planning, organizing, leading, and controlling, The tasks of leadership, organizational communication, organizational behavior, managing conflicts functions of human resource management, power attributes, groups, and teams, motivation, leadership theories, attributes, and change management. The course builds students from historical and modern perspectives of management with its functions, and leadership with its styles which are important to make organizations successful. Furthermore, leadership theories and concepts will strengthen the capabilities of students to implement the management and leadership concepts together for better results of different organizational functions.

**Course Name: Organization Theory and Design**

**Course Code: MGT 506**

**Credits: 0**

**Description:**

Organization Theory and Design course strengthen the students' journey of understanding the mechanisms of organization business processes and the fundamentals of building organizational capabilities. This course enables students to explore the essentials concepts of organizational structure and design, its impact on an organization's internal and external capabilities, organizational culture, power, and politics, and how these are utilized for effective change management and strategic planning. Students are also exposed to the multilayered relationship between these elements and an organization's ability to navigate the challenges of operating regionally and in a global context.

**Course Name: Statistical Tools and Techniques**

**Course Code: MGT 507**

**Credits: 0**

**Description:**

This course aims to acquire a sound education in those statistical tools and techniques followed by their applications in different fields of business. This course begins from basic and reaches to advanced level of statistical analysis. The important topics covered in the course include; the statistical concepts, Frequency Tables, Distributions and Graphic presentation, Numerical Measures, Displaying and Exporting Data, A Survey of Probability concepts, One-Sample Test of Hypothesis, One-Sample Test of Hypothesis, Correlation and Linear regression, Multiple Regression analysis, Nonparametric Methods: Analysis of Ordinal Data, Index Numbers, Forecasting with Time Series Analysis, Forecasting with Time Series Analysis, Statistical Process Control and Quality management. The course will be run using excel, and SPSS tools for statistical basic and advanced analysis.

**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: Managing Human Resources**

**Course Code: HRM 600**

**Credits: 3**

**Description:**

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

**Course Code: MGT 600**

**Credits: 3**

**Description:**

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

**Course Name: Leadership and Change Management**

**Course Code: MGT 601**

**Credits: 3**

**Description:**

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

**Course Name: Management of Information Technology**

**Course Code: MGT 602**

**Credits: 3**

**Description:**

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

## Elective Courses:

Course Name: **Strategic Cost and Managerial Accounting**

Course Code: **ACC 600**

Credits: **3**

Description:

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

Course Name: **Project Management**

Course Code: **MGT 606**

Credits: **3**

Description:

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

Course Name: **Innovation and Entrepreneurship**

Course Code: **MGT 604**

Credits: **3**

Description:

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

Course Name: **Total Quality Management**

Course Code: **MGT 615**

Credits: **3**

Description:

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

Course Name: **Digital Marketing and Social Media**

Course Code: **MKT 604**

Credits: **3**

Description:

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

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

Course Code: **MGT 608**

Credits: **3**

Description:

The primary objective of this course is to acquaint students with some of the most recent business practices, trends and challenges within various business disciplines. Specific contemporary/ emerging topics from different areas of

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

**Course Name: Organizational Development**

**Course Code: MGT 616**

**Credit hours: 3**

**Description:**

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

**Course Name: Islamic Economics and Finance**

**Course Code: FIN 601**

**Credit hours: 3**

**Description:**

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

**Course Name: Thesis 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.

# Master of Sports Management

## Bridging Courses:

Course Name: **Management and Organizational Behavior**

Course Code: **MGT 500**

Credits: **2**

### Description:

The course examines management functions and theories and analysis the implications of organizational behavior on

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

Course Name: **Accounting for Managers**

Course Code: **ACC 500**

Credits: **2**

### Description:

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

Course Name: **Production and Operations Management**

Course Code: **MGT 501**

Credits: **2**

### Description:

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

Course Name: **Marketing Concepts**

Course Code: **MKT 500**

Credits: **2**

### Description:

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

Course Name: **Statistics and Quantitative Analysis**

Code: **SQA 500**

Credits: **2**

### Description:

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

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

## Core Courses:

Course Name: **Sport Governance and Policy**

Course Code: **MSM 600**

Credit hours: **3**

### Description

The course explains the sport governing and policymaking bodies in detail including recreational sport, amateur athletics, Olympic and professional sport. The course highlights the sport governance and policymaking processes in GOC 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: Business Research Methods**

**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.

Course Name:

Course Code: **MGT 601**

Credit hours: **3**

Course Name:

Course Code: **MGT 608**

Credit hours: **3**

### **Elective Courses:**

Course Name:

Course Code: **FIN 600**

Credit hours: **3**

Description

Course Name: **Sports Development and Policy**

Course Code: **MSM 607**

Credit hours: **3**

Description

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

Course Name: **Sports Consumer Behavior**

Course Code: **MSM 608**

Credit hours: **3**

Description

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

Course Name: **Sport Globalization**

Course Code: **MSM 609**

Credit hours: **3**

Description

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

Course Name: **Sport Tourism**

Course Code: **MSM 611**

Credit hours: **3 Course**

Description

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

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

Course Code: **MSM 614**

Credit hours: **3**

Description

The course content will reflect the interest of the faculty members and current issues in the sport industry such

as global challenges, contemporary issues, ethical issues confronting management, management in changing environment and management under crises. Topics will vary annually.

**Course Name:** Sport Media and Communication

**Course Code:** MSM 615

**Credit hours:** 3

**Description**

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

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

**Course Name:** Thesis 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 axillary businesses which have developed around it including the breeding, event administration, transportation, client and owner management, hospitality, International Equestrian Federation (FEI) and national governance and regulation. The course will evaluate sports horse management, performance, veterinary, health and welfare issues relevant to equestrianism, and will critically analyze their impact on business models used in different areas of the global sports horse industry. Students will be encouraged to apply theory into practice, utilizing scientific research and industry practices to critically evaluate insightful solutions to challenges that occur within the sports horse industry and wider equestrianism. The skills developed will support future employment as an effective manager and prospective leader in this sector.

**Table 2: Course Description**

Course Code	Course Name	Credit Hours	Syllabi
DBA 700	<p><b>Advanced Research Methods in Business</b></p> <p>Develops expertise in designing and conducting business research using advanced qualitative, quantitative, and mixed-methods approaches.</p> <p><b>Quantitative Analysis for Business Research</b> – Focuses on statistical techniques, econometrics, and data-driven decision-making in business research.</p> <p><b>Qualitative Analysis and Mixed Methods Research</b> – Explores case study research, ethnography, and integrating qualitative insights with quantitative analysis.</p>	6	 DBA 700 - Advanced Research Methods in
DBA 701	<p><b>Theoretical Foundations of Business Administration</b></p> <p>Examines foundational and emerging theories in business administration, providing a conceptual framework for research and practice.</p>	3	 DBA 701 - Theoretical Foundatio
DBA 702	<p><b>Leadership and Strategic Decision-Making</b></p> <p>Analyzes leadership theories and strategic decision-making models to drive organizational success in complex business environments.</p>	3	 DBA 702 - Leadership and Strate
DBA 703	<p><b>Advanced Topics in Business Strategy</b></p> <p>Explores contemporary strategic management frameworks, competitive analysis, and innovation strategies for business growth.</p>	3	 DBA 703 Advanced Topics in Business Str
DBA 704	<p><b>Global Perspectives in Business and Innovation</b></p> <p>Investigates international business trends, market dynamics, and innovation strategies in a globalized economy.</p>	3	 DBA 704 Global Perspectives in Busine
DBA 705	<p><b>Sustainability and Corporate Social Responsibility</b></p> <p>Examines sustainable business practices, ethical decision-making, and corporate social responsibility in business leadership.</p>	3	 DBA 705 Sustainability and Cor
DBA 706	<p><b>Strategic Planning, Budgeting, Cost Control, and Public Finance Leadership</b></p> <p>Focuses on financial strategy, budgeting techniques, and cost control methods essential for public and private sector leadership.</p>	3	 DBA 706 Strategic Planning, Budgeting, (
DBA 707	<p><b>Financial Decision-Making and Resource Allocation in Fiscal Stress</b></p> <p>Develops financial resilience strategies, resource optimization techniques, and risk assessment models in times of fiscal uncertainty.</p>	3	 DBA 707 Financial Decision-Making and

**Table 3: Elective Courses (6 Credit Hours - Students will Choose Two Courses)**

Course Code	Course Name	Credit Hours	Syllabi
DBA 709	<p><b>Emerging Trends in FinTech</b></p> <p>Explores cutting-edge financial technologies, including blockchain, digital payments, AI-driven finance, and their impact on global markets.</p>	3	 DBA 709 Emerging Trends in FinT edh (Ele
DBA 710	<p><b>Behavioral Insights in Marketing</b></p> <p>Examines psychological and behavioral principles that influence consumer decision-making and marketing strategies.</p>	3	 DBA 710 Behavioral Insights in Marketing

DBA 711	<b>Entrepreneurial Leadership</b> Develops leadership skills for fostering innovation, managing uncertainty, and scaling entrepreneurial ventures.	3	 DBA 711 Entrepreneurial Leade
DBA 712	<b>Sustainable Supply Chain Strategies</b> Analyzes eco-friendly supply chain models, circular economy principles, and sustainability-driven logistics innovations.	3	 DBA 712 Sustainable Supply Chain Strategi
DBA 713	<b>Advanced Operations Research</b> Apply mathematical modeling, optimization techniques, and data analytics to improve business decision-making and operational efficiency.	3	 DBA 713 Advanced Operations Research

**Table 4: Comprehensive Examination (0 Credit Hours)**

Course Code	Course Name	Credit Hours
DBA 720	<b>Comprehensive Exam</b> Students will complete written and oral examinations to demonstrate their mastery of core and elective coursework, as well as their readiness for dissertation research.	0

**Table 5: Dissertation Component (30 Credit Hours)**

Course Code	Course Name	Credit Hours	Syllabi
DBA 800	Research Seminar and Doctoral Dissertation	30	 DBA Doctoral Dissertation.docx

Students must pass a written and oral examination covering core and elective coursework. A failed attempt allows for one re-examination after one month. Additionally, students are required to publish at least two research papers in Scopus high-quality peer-reviewed journals. One paper must be published before the dissertation proposal defense, and a second paper must be published or accepted before the final dissertation defense.

# College of Engineering and Technology (CET)

## 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

## 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

### Remedial Courses(3 courses/9 CH)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

No.	Course Code	Course Title	Cr. Hrs.
1	MGT 505	Managing and Leading People	3
2	MGT 506	Organization Theory and Design	3
3	MKT 507	Statistical Tools and Techniques	3

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

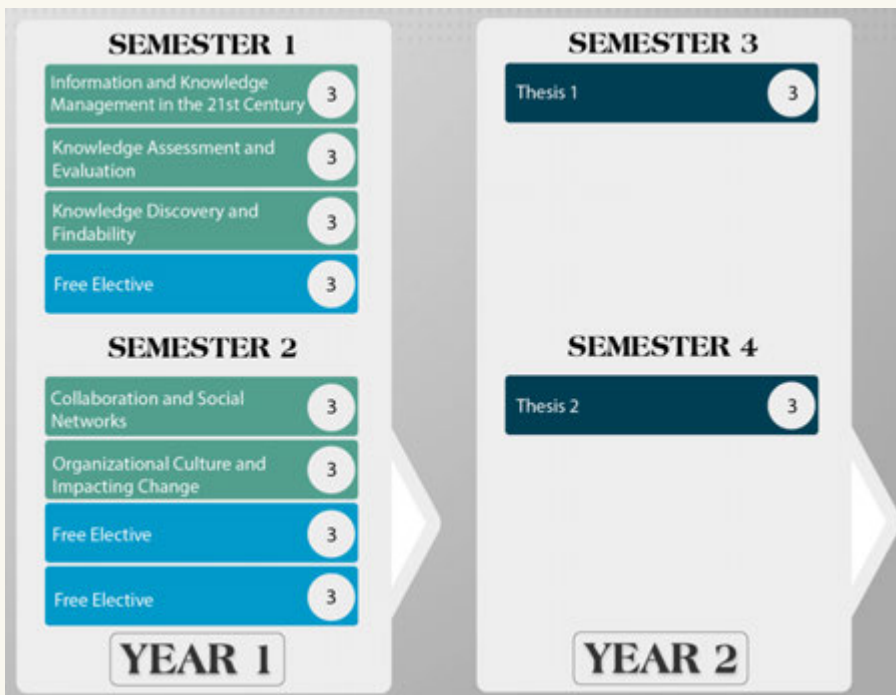
No.	Course Code	Course Title	Cr. Hrs.
1	KMI 600	Information and Knowledge Management in the 21st Century	3
2	KMI 601	Knowledge Assessment and Evaluation	3
3	KMI 602	Knowledge Discovery and Findability	3
4	KMI 603	Collaboration and Social Networks	3
5	KMI 605	Organizational Culture and Impacting Change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

### Remedial Courses:

**Course Name:** Managing and Leading People

**Course Code:** MGT 505

**Credits:** 0

**Description:**

This course provides essential concepts of management and leadership to the professionals for managing and leading the organizations effectively. Key topics include an introduction to management, the evolution of management, modern management theories, planning, organizing, leading, and controlling, The tasks of leadership, organizational communication, organizational behavior, managing conflicts functions of human resource management, power attributes, groups, and teams, motivation, leadership theories, attributes, and change management. The course builds students from historical and modern perspectives of management with its functions, and leadership with its styles which are important to make organizations successful. Furthermore, leadership theories and concepts will strengthen the capabilities of students to implement the management and leadership concepts together for better results of different organizational functions.

**Course Name:** Organization Theory and Design

**Course Code:** MGT 506

**Credits:** 0

**Description:**

Organization Theory and Design course strengthen the students' journey of understanding the mechanisms of organization business processes and the fundamentals of building organizational capabilities. This course enables students to explore the essentials concepts of organizational structure and design, its impact on an organization's internal and external capabilities, organizational culture, power, and politics, and how these are utilized for effective change management and strategic planning. Students are also exposed to the multilayered relationship between these elements and an organization's ability to navigate the challenges of operating regionally and in a global context.

**Course Name:** Statistical Tools and Techniques

**Course Code:** MGT 507

**Credits:** 0

**Description:**

This course aims to acquire a sound education in those statistical tools and techniques followed by their applications in different fields of business. This course begins from basic and reaches to advanced level of statistical analysis. The important topics covered in the course include; the statistical concepts, Frequency Tables, Distributions and Graphic presentation, Numerical Measures, Displaying and Exporting Data, A Survey of Probability concepts, One-Sample Test of Hypothesis, One-Sample Test of Hypothesis, Correlation and Linear regression, Multiple Regression analysis, Nonparametric Methods: Analysis of Ordinal Data, Index Numbers, Forecasting with Time Series Analysis, Forecasting with Time Series Analysis, Statistical Process Control and Quality management. The course will be run using excel, and SPSS tools for statistical basic and advanced analysis.

### 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, will you explore how to turn data into information and then into knowledge, which in turn translate into actionable insights. You will learn to identify and evaluate business analytic opportunities that can create strategic value for your organization. Additionally, you will learn basic analytic methods and analyze case studies on organizations and institutions

that have successfully developed these techniques. Finally, you will review challenges that arise in implementing analytical capabilities and gain practical skills to help drive knowledge initiatives that enable organizations to be more data driven and impacting effectiveness.

**Course Name:** Building Effective KM Strategy and Services

**Code:** KMI 606

**Credits:** 3

**Description:**

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

**Course Name:** Research Methodology

**Course Code:** RMT 600

**Credits:** 3

**Description:**

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

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

**Course Code:** KMI 610

**Credits:** 3

**Description:**

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

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

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

**Course Code:** KMI 612

**Credits:** 3

**Description:**

Today's complex systems often produce complex information needs that require new technical communication methods and tools. This course surveys Knowledge Management systems that enable the access of knowledge assets. There are several categories of Knowledge Management systems semantic networks, content management, groupware systems and KM 2.0, intranets, extranets, document management system, data warehousing systems. You will also look at implementation of a Knowledge Management system. The business and system issues associated with the analysis, design, construction, deployment, management and evaluation of Knowledge Management systems are addressed. A Knowledge Management system can enable your business to make better decisions. A Knowledge Management system focuses on both explicit and tacit knowledge. Many publishers use content management systems (CMS) to constantly update web pages and

properties with fresh content to engage web visitors. In your role as a knowledge professional, it is quite likely that you will be involved in the implementation of a new tool and it is important to think strategically about this tool and the enterprise architecture. There is a growing need in the labor market for experts who with the ability to recognize and understand the needs of a Knowledge Management system and skills to implementation and organize content in such a system. You will use Knowledge Management technologies, review case studies and analyze knowledge processes and systems. Additionally, you will learn the implementation planning process of a knowledge system for an organization and the role of the Knowledge Management.

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

**Course Code: KMI 613**

**Credits: 3**

**Description:**

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

**Course Name: Innovation and Entrepreneurship**

**Course Code: MGT 604**

**Credits: 3**

**Description:**

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

**Course Name: Information Architecture**

**Course Code: KMI 616**

**Credits: 3**

**Description:**

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

**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.

## Program: Master of Science in Artificial Intelligence and Data Science

### Overview

In an era defined by rapid digital transformation, the ability to harness the power of intelligent machines and vast amounts of data has become one of the most valuable skillsets of the 21st century. The Master of Science in Artificial Intelligence and Data Science (MSAIDS) at AUE is not just a postgraduate degree, it's a launchpad for visionary thinkers, problem-solvers, and change-makers who are ready to lead the next wave of technological evolution.

Artificial Intelligence and Data Science are at the core of today's most groundbreaking advancements—from predictive healthcare and autonomous vehicles to smart cities, financial forecasting, and intelligent robotics. Our MSAIDS program is designed to prepare students for the profound impact these technologies are having—and will continue to have—on society, industries, and human potential.

This program offers more than technical mastery. It is a transformative academic journey that combines rigorous scientific foundations, hands-on experience, and ethical foresight. Students will engage with complex datasets, develop intelligent systems, master machine learning and deep learning techniques, and explore the legal, societal, and ethical dimensions of AI in a globalized world. Whether your goal is to lead cutting-edge R&D, revolutionize industry practices, or contribute to AI policy and governance, this program provides the tools, mindset, and credentials to get you there.

### Program Mission

To develop highly skilled AI and data science professionals capable of designing intelligent systems, analyzing complex datasets, and making ethical, data-driven decisions that transform industries, drive innovation, and serve society.

### Program Goals

- Goal 1.** Equip students with specialized knowledge and skills to solve real-world challenges.
- Goal 2.** Instill ethical practices and promote responsible AI.
- Goal 3.** Foster lifelong learning and adaptability to evolving technologies.
- Goal 4.** Develop leadership and interdisciplinary collaboration skills.
- Goal 5.** Promote innovation and research for impactful solutions.

## Program Courses

Course Code	Course Name	Credit Hours	Prerequisite
Core Courses			18 Credit Hours
MAI 601	Data Preparation and Statistical Analysis	3	N/A
MAI 602	Big Data Analytics and Mining	3	MAI 601
MAI 611	Ethics and Governance in Artificial Intelligence	3	N/A
MAI 612	Research Methods	3	MAI 601
MAI 621	Machine Learning Foundations and Applications	3	N/A
MAI 622	Advanced Deep Learning Techniques	3	MAI 621
Elective Courses			6 Credit Hours
MAI 641	Digital Image Processing	3	MAI 621
MAI 642	Advanced Natural Language Processing and Transformers	3	MAI 621
MAI 650	Cloud Computing for Data-Driven AI Applications	3	MAI 602, MAI 621
MAI 651	Intelligent Decision Support Systems	3	MAI 602, MAI 621
MAI 652	Intelligent and Autonomous Agents	3	MAI 622
MAI 653	Cognitive and Autonomous Robotics	3	MAI 622
MAI 680	Special Topics in AI and Data Science		Determined by Dept.
Thesis Courses			6 Credit Hours
MAI 690	Thesis I	3	Completion of 18 CHs
MAI 691	Thesis II	3	MAI 690, Completion of 27 CHs

## Course Descriptions

Course Code	Course Name	Course Description
MAI 601	Data Preparation and Statistical Analysis	This course provides essential skills in data wrangling, data engineering, and statistical analysis to prepare students for data science and AI applications. Students will learn techniques for cleaning, transforming, and organizing data from various sources, as well as foundational methods for exploratory data analysis and statistical inference. The course emphasizes practical skills in Python (or R) and introduces tools and methods used in modern data engineering, preparing students to work effectively with large datasets.
MAI 602	Big Data Analytics and Mining	This course provides a comprehensive exploration of Big Data and Data Mining concepts, techniques, and applications. Students will learn the essential elements of Big Data infrastructure, including distributed computing frameworks, NoSQL databases, and cloud storage systems. Emphasis will be placed on processing and managing large datasets using tools such as Hadoop and Apache frameworks. Students will explore key techniques in data mining such as association rule mining, clustering, and classification to extract meaningful patterns from Big Data. Additionally, students will engage in advanced topics such as data warehousing, stream mining, and visualization using tools like Tableau. The course will culminate in understanding the latest trends and innovations in Big Data and Data Mining. Through hands-on projects, practical exercises, and collaborative assignments, students will gain the skills necessary to apply these concepts to real-world scenarios, ensuring effective team-based problem-solving and communication.
MAI 611	Ethics and Governance in Artificial Intelligence	This course explores the foundational theories and ethical principles guiding the governance of Artificial Intelligence (AI) systems. Students will examine key issues such as privacy, fairness, accountability, and transparency within the context of AI. The course covers regulatory frameworks, legal elements, and the evolving role of governance in the public and private sectors. Emphasizing a multidisciplinary approach, students will critically analyze case studies, explore global regulations, and engage with practical challenges in responsible AI development. The course culminates in collaborative projects where students work in teams to design ethically sound and transparent AI systems, addressing real-world governance challenges.
MAI 612	Research Methods	This course provides a comprehensive foundation in research design and methodology, covering qualitative, quantitative, and mixed methods approaches. Students will learn to conduct systematic literature reviews, apply theoretical frameworks, formulate research questions, and develop purpose statements to guide meaningful inquiries. Emphasis is placed on effective writing strategies, ethical considerations, data collection, and analysis procedures. Through a blend of theoretical and practical activities, students will develop the skills needed to design, conduct, and present rigorous research projects. This course prepares students to undertake high-quality research applicable across a variety of fields, equipping them with essential skills for both academic and professional research environments.

Course Code	Course Name	Course Description
MAI 621	Machine Learning Foundations and Applications	This course provides a comprehensive introduction to machine learning, covering both fundamental principles and practical applications. Students will explore key supervised and unsupervised learning techniques, including classification, clustering, and dimensionality reduction, along with advanced topics in neural networks and deep learning. Emphasis is placed on model evaluation, feature extraction, and algorithmic implementation. Through hands-on projects and collaborative work, students will apply machine learning and deep learning models to real-world datasets, preparing them for further specialization in AI and data-driven fields.
MAI 622	Advanced Deep Learning Technologies	This course covers essential and advanced topics in deep learning technologies and algorithms, including foundational architectures, training techniques, and practical applications. Students will explore Convolutional and Recurrent Neural Networks, Autoencoders, and Generative Adversarial Networks (GANs), with an introduction to reinforcement learning and Transformers. Through hands-on projects, students will gain experience designing, implementing, and evaluating deep learning models using tools like TensorFlow or PyTorch, with a focus on collaborative problem-solving and real-world applications.
MAI 641	Digital Image Processing	This course offers an in-depth exploration of digital image processing, focusing on the fundamental theories and advanced techniques essential for analyzing, enhancing, and interpreting images. Students will gain expertise in image formation, sampling, and quantization, along with advanced methods for spatial and frequency-domain filtering, noise reduction, and color image processing. The course covers essential topics such as wavelet transformations, image compression, and morphological operations, enabling students to perform effective feature extraction, segmentation, and shape analysis. Practical applications and projects allow students to apply these concepts to real-world image processing challenges, equipping them with the skills to develop innovative solutions for fields like medical imaging, remote sensing, and automated inspection.
MAI 642	Advanced Natural Language Processing and Transformers	This course offers an in-depth exploration of advanced Natural Language Processing (NLP) with a focus on transformer models. Students will learn the architecture, functionality, and applications of transformers in key NLP tasks such as text classification, named entity recognition, summarization, and question answering. The course emphasizes practical skills in fine-tuning and training transformers, understanding attention mechanisms, and leveraging pre-trained models using the Hugging Face library. Additionally, students will work collaboratively to develop projects, explore emerging trends, and tackle challenges such as zero-shot learning and multilingual NLP.
MAI 650	Cloud Computing for Data-Driven AI Applications	This course provides an in-depth understanding of cloud computing technologies and their applications in AI and Data Science. It covers the architecture, deployment models, and services of cloud platforms, such as AWS, Google Cloud, and Microsoft Azure, that enable scalable data processing, machine learning, and big data analytics. Through a blend of theoretical knowledge and hands-on experience, students will learn how to leverage cloud infrastructures to develop and deploy AI-driven applications and data-intensive systems. Key topics include cloud service models (IaaS, PaaS, SaaS), machine learning in the cloud, cloud storage, data security, and the ethical considerations of using cloud resources for AI. By the end of the course, students will be equipped to design and implement data-driven AI applications in a cloud environment, addressing real-world challenges in scalability, performance, and resource management.

<b>Course Code</b>	<b>Course Name</b>	<b>Course Description</b>
MAI 651	Intelligent Decision Support Systems	This course provides an in-depth exploration of Business Intelligence (BI), Analytics, and Decision Support Systems (DSS). It covers essential concepts, frameworks, and technologies for strategic and operational decision-making. Students will learn about the architecture and applications of BI systems, data warehousing, descriptive and predictive analytics, and advanced modeling techniques. Emphasis is placed on real-world case studies, hands-on projects, and collaborative exercises. The course also addresses emerging trends such as AI, Big Data, and the Internet of Things (IoT), preparing students to effectively leverage analytics for business success.
MAI 652	Intelligent and Autonomous Agents	This course provides an in-depth exploration of intelligent agents and multi-agent systems, focusing on the principles, design, and application of autonomous agents that interact, communicate, and cooperate in dynamic environments. Students will examine foundational concepts such as agent architecture, reasoning mechanisms, communication protocols, and coordination strategies. Through practical exercises, students will implement various agent-based models, explore game theory and negotiation in multi-agent interactions, and apply agent-based methodologies to real-world scenarios. The course emphasizes collaborative learning, where students work in teams to develop, analyze, and present multi-agent solutions for complex, real-world problems, preparing them for advanced roles in autonomous systems and AI-driven applications.
MAI 653	Cognitive and Autonomous Robotics	This course provides an in-depth exploration of AI robotics, covering the essential principles, architectures, and algorithms used in the development of intelligent autonomous systems. Students will study foundational concepts, including levels of autonomy, decision-making, perception, and sensor integration. Emphasis is placed on software architectures, reactive and deliberative behavior systems, and the practical application of algorithms for navigation, path planning, localization, and mapping. Through hands-on projects and collaborative activities, students will develop and implement robotic solutions, gaining experience in team-based design and problem-solving within the context of AI-driven robotics.
MAI 680	Special Topics in AI and Data Science	This course is designed to provide flexibility within the AI and Data Science curriculum, allowing exploration of emerging and high-demand topics in the field. When offered, the department council will choose a specialized topic based on current industry trends, recent technological advancements, and student interests. Topics may include areas such as Large Language Models (LLMs), Generative AI, Edge AI, Advanced Data Analytics for real-world applications, or any emerging topic in AI and Data science. The course will enable students to engage with cutting-edge challenges and develop innovative solutions, ensuring their skills align with modern industry needs. Students will gain specialized knowledge in the chosen topic, with an emphasis on hands-on projects and collaborative learning to foster critical thinking, adaptability, and problem-solving skills in AI and Data Science.

Course Code	Course Name	Course Description
MAI 690	Thesis I	This course serves as the foundational phase of the thesis process in the Master's program for AI and Data Science. This course guides students through the initial stages of their thesis research, focusing on developing a comprehensive research proposal, conducting an in-depth literature review, and formulating clear research questions and hypotheses. Students will engage with qualitative, quantitative and mixed research methodologies, emphasizing the application of these approaches to complex problems in AI and Data Science. Ethical considerations and data management practices will also be integrated, ensuring that students are prepared to handle diverse and sophisticated datasets responsibly. The course culminates in an oral defense of the thesis proposal, where students will present and justify their research design and methodology.
MAI 691	Thesis II	This course is a continuation of Thesis I and is designed to guide students through the later stages of their thesis journey, focusing on advancing their research from data collection through to the final oral defense. Students will refine their research methodology and techniques as needed, analyze their findings in depth, and ensure that their thesis reflects a comprehensive understanding of their research problem. This course culminates in a formal public defense of the completed thesis, where students will articulate their research contributions and respond to questions from faculty and peers.

## Recommended Study plan

Course Code	Course Name	Course Code	Course Name
Semester I		Semester II	
MAI 601	Data Preparation and Statistical Analysis	MAI 602	Big Data Analytics and Mining
MAI 611	Ethics and Governance in Artificial Intelligence	MAI 612	Research Methods
MAI 621	Machine Learning Foundations and Applications	MAI 622	Advanced Deep Learning Techniques
Semester III		Semester IV	
	Elective 1	MAI 691	Thesis II
	Elective 2		
MAI 690	Thesis I		

# 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
- 4- Ph.D. in Security and Global Studies

## 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.

### Ph.D. in Security and Global Studies

1. Develop critical and analytical skills to address complex security and geopolitical challenges.
2. Train students to conduct rigorous research in global studies and security.
3. Equip graduates with leadership and decision-making skills to influence national and international policy.
4. Encourage ethical and sustainable approaches to global security.
5. Enhance understanding of regional issues, such as conflict resolution, migration, terrorism, and resource management.

## Degree Requirements:

### 1- Master of Arts in Diplomacy

#### Study Plan

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

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

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

#### Study Plan

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

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

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

## Study Plan

### 1- Master of Arts in Diplomacy

Remedial Courses (2 courses/6 CH)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a

minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 505	Terrorism and Organized Crim	3
2	MAD 506	Foreign Policy Analysis	3

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

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to successfully complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

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

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

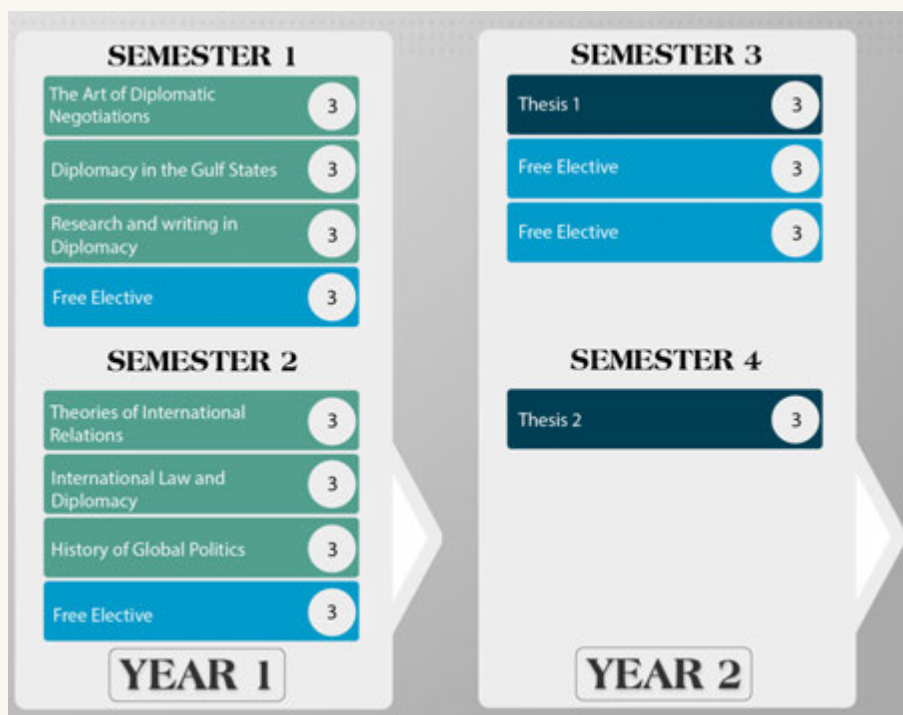
No.	Course Code	Course Title	Cr. Hrs.
1	MAD 600	The Art of Diplomatic Negotiations	3
2	MAD 601	Diplomacy in the Gulf States	3
3	MAD 602	Research and writing in Diplomacy	3
4	MAD 603	Theories of International Relations	3
5	MAD 605	International Law and Diplomacy	3
6	MAD 618	History of Global Politics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

*Remedial Courses (2 courses/6 CH)*

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 505	Terrorism and Organized Crime	3
2	MAD 506	Foreign Policy Analysis	3

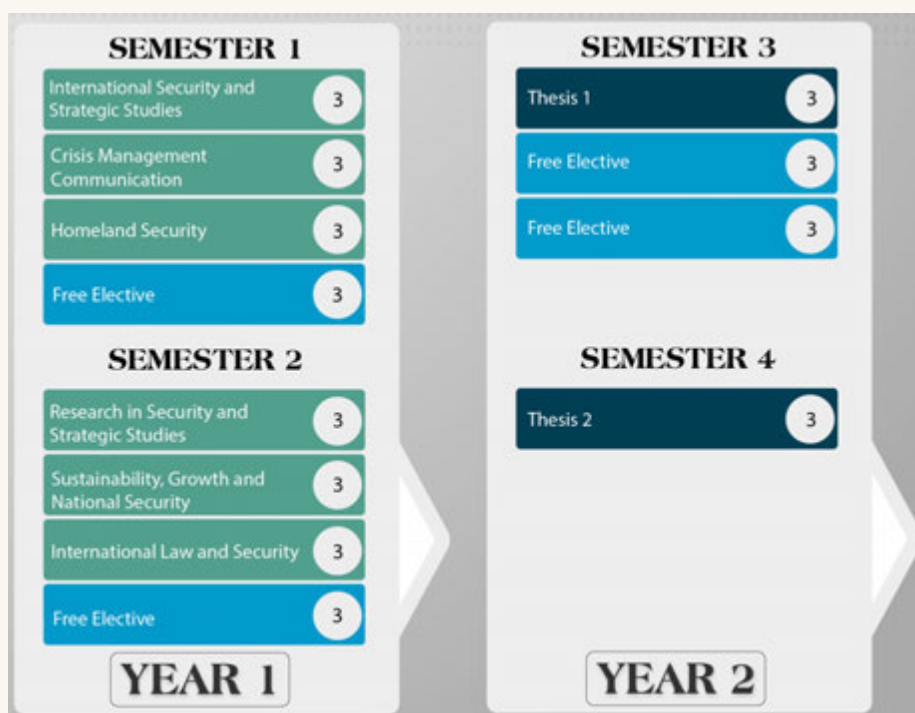
*Core Requirements Courses (6 courses/18 CH)*

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

Free Elective courses (4 courses/12 CH)

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

No.	Course Code	Course Title	Cr. Hrs.
1	MSS 615	Thesis 1	3
2	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.
1	MASI 600	Intelligence and Security	3
2	MASI 601	Issues in Intelligence	3
3	MASI 602	Intelligence Analysis	3
4	MASI 603	Security, Strategic Works and Intelligence	3
5	MASI 604	Contemporary Conflicts and Security Challenges	3
6	MASI 605	Research Methods in Intelligence and Security Studies	3

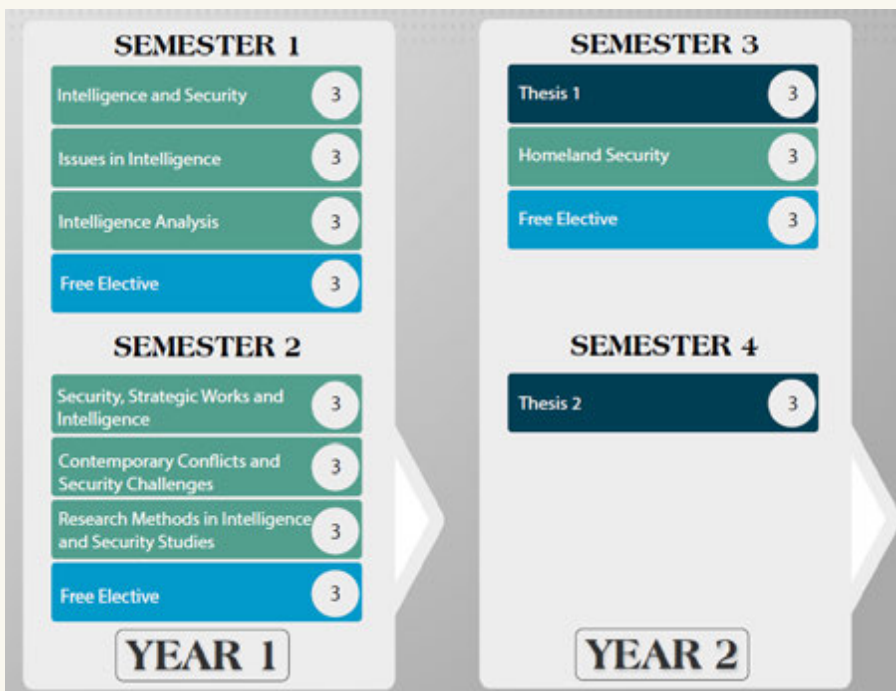
7	MASI 606	Homeland Security	3
---	----------	-------------------	---

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



#### 4- Ph.D. in Security and Global Studies

##### First Year – Fall Semester

Course Code	Course Name	Credit Hours
DSGS 708	Theories of International Relations and Security	3
ARM 700	Advanced Research Methodology	6
Total		9

##### First Year – Spring Semester

Course Code	Course Name	Credit Hours
DSGS 702	Global Security Trends and Challenges	3
DSGS 705	Leadership Roles in Peace and Conflict Resolution	3
	Elective Course	3
Total		9

##### Second Year – Fall Semester

Course Code	Course Name	Credit Hours
DSGS 703	Ethics and Governance in Leadership and Security	3
DSGS 704	Leadership Roles in Human Security and Development in Middle East	3
	Elective Course	3
Total		9

##### Second Year – Spring Semester

Course Code	Course Name	Credit Hours
DSGS 702	Geopolitics in the Middle East	3
DSGS 706	Terrorism and Counterterrorism Strategies	3
Total		6

##### Third Year – Fall Semester

Course Code	Course Name	Credit Hours
DSGS 707	Artificial Intelligence and Emerging Technologies in Security and Leadership	3
DSGS 720	Comprehensive Exam	3
Total		6

##### Third Year (Spring Semester) and Fourth Year (Fall & Spring)

Course Code	Course Name	Credit Hours
DSGS 800	Dissertation	30
Total		30

## Course Description

### Master of Arts in Diplomacy

#### *Remedial Courses:*

**Course Name:** **Terrorism and Organized Crim**

**Course Code:** **MSS 505**

**Credit hours:** **0**

#### **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:** **Foreign Policy Analysis**

**Course Code:** **MAD 506**

**Credit hours:** **0**

#### **Description**

This course is an exploration of foreign policy processes, actors, theories and cases. In doing so, the primary purpose of this course is to introduce students to the skills associated with foreign policy analysis and evaluation, which can be used in intelligence, security and 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 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 Cde:** 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.

# Ph.D. in Security and Global Studies

## Course Descriptions

Course Code	Course Name
ARM 700	<p>Advance Research Methodology</p> <p>This course provides an advanced foundation in research methodology, preparing doctoral students to design, conduct, and evaluate rigorous scholarly research. It explores philosophical paradigms, research design logic, data collection, analysis techniques, and ethical frameworks across qualitative, quantitative, and mixed methods. Students develop skills to conceptualize and implement research projects, critically appraise existing studies, and communicate findings in academic and policy contexts. The course emphasizes methodological pluralism, reflexivity, and practical application to real-world issues across diverse fields.</p>
DSGS 701	<p>Geopolitics of the Middle East</p> <p>Examination of the geopolitical dynamics shaping the Middle East, including resource politics, conflicts, and alliances. This doctoral-level course offers an in-depth exploration of the geopolitical structures, discourses, and power configurations that shape the Middle East and its position in the global system. Situated within the Doctor of Philosophy in Security and Global Studies program, it serves as a core theoretical foundation for students seeking to critically analyze how space, identity, and power intersect in regional and international politics. The course begins by unpacking the historical legacies of empire, colonial boundary-making, and state formation, situating these within broader debates on sovereignty, modernity, and political order. It then investigates the strategic significance of the Middle East in global energy markets, trade networks, and military alliances, focusing on how resource politics, ideological rivalries, and external interventions continue to shape patterns of conflict and cooperation.</p>
DSGS 702	<p>Global Security Trends and Challenges</p> <p>Analysis of contemporary security issues such as cyber threats, terrorism, and nuclear proliferation.</p>
DSGS 703	<p>Ethics and Governance in Leadership and Security</p> <p>Study of ethical considerations and governance structures in security decision-making. This advanced doctoral course provides students with a rigorous theoretical and practical foundation in the ethical dimensions and governance structures that shape leadership and decision-making in security contexts. It prepares PhD candidates for both dissertation research and leadership-oriented professional roles in governmental, international, and private security institutions. The course focuses on major ethical theories and virtue ethics, and examines how these frameworks interact with governance structures to shape security decisions in areas such as law enforcement, intelligence, crisis management, and cybersecurity. A strong emphasis is placed on understanding accountability mechanisms, transparency, and the balance between national security imperatives and international human rights obligations.</p>
DSGS 704	<p>Leadership Roles in Human Security and Development in the Middle East</p> <p>Examination of the intersection of security and human development in the context of migration, poverty, and education. It also explores the intersection of human security and sustainable development, focusing on issues such as poverty, healthcare, and education.</p>
DSGS 705	<p>Leadership Roles in Peace and Conflict Resolution</p> <p>Study of strategies and frameworks for resolving conflicts and building sustainable peace. It explores the pivotal role of leadership in peacebuilding and conflict resolution, focusing on advanced theories, strategies, and practices for resolving disputes. It emphasizes the development of critical leadership skills, such as negotiation, mediation, and diplomacy, with practical applications in regional and global contexts.</p>

DSGS 706	<p><b>Terrorism and Counterterrorism Strategies</b></p> <p>Analysis of terrorist networks and strategies to counter extremism. It also examines maritime security challenges, including piracy and smuggling, with a focus on the Gulf region.</p>
DSGS 707	<p><b>Artificial Intelligence and Emerging Technologies in Security and Leadership</b></p> <p>Examines the role of AI and emerging technologies in global and regional security. This course examines the transformative impact of artificial intelligence (AI) and emerging technologies on security and leadership. It explores how AI-driven tools, cybersecurity advancements, autonomous systems, and digital surveillance technologies are reshaping decision-making in defense, intelligence, and governance. The course analyzes the ethical, legal, and strategic challenges of integrating these technologies into security frameworks. Students will engage with real-world case studies, debates on AI ethics, and simulations of AI-driven security operations to develop a comprehensive understanding of the evolving landscape of security leadership.</p>
DSGS 708	<p><b>Theories of International Relations and Security</b></p> <p>Theories of International Relations and Security explain how states and other actors interact in the global system. Realism focuses on power and competition, while liberalism highlights cooperation and institutions. Constructivism and critical approaches explore how ideas, identities, and inequalities shape global security and peace.</p>

**Elective Courses (6 Credit Hours - Choose Two courses)**

Course Code	Course Name
DSGS 709	<p>Post-Conflict Reconstruction and Peacebuilding</p> <p>Focus on theories and practices of rebuilding societies after conflict, with examples from the Middle East.</p>
DSGS 710	<p>Energy Security and Sustainability</p> <p>Explores the critical role of energy resources in regional security, focusing on oil, gas, and renewable energy. Topics include global energy markets, pipeline politics, and the transition to clean energy in the GCC.</p>
DSGS 711	<p>Cybersecurity and Digital Information Warfare</p> <p>Exploration of digital threats and strategies to ensure cybersecurity. It covers the growing threat of cyberattacks in the Middle East, including the role of state and non-state actors in cyber conflicts. Topics include information warfare, critical infrastructure protection, and data sovereignty.</p>
DSGS 712	<p>Conflict Resolution and Mediation</p> <p>Examine advanced theories and practices in resolving conflicts, with emphasis on mediation strategies in the Middle East. Case studies include the Gulf Cooperation Council’s role and the UAE’s peacemaking efforts.</p>
DSGS 713	<p>Food Security and Sustainability in the Middle East</p> <p>Explores the critical challenges and opportunities surrounding food security in the Middle East, emphasizing sustainable agricultural practices, water resource management, and climate change adaptation.</p>

## Dissertation Component (30 Credit Hours)

Course Code	Course Name
DSGS 800	<p data-bbox="300 232 869 264">Research Seminar and Doctoral Dissertation</p> <p data-bbox="300 344 1477 667">The Dissertation course represents the culmination of the Ph.D. in Security and Global Studies program, where doctoral candidates demonstrate their ability to conduct original, independent, and methodologically rigorous research that contributes to the advancement of knowledge in the field of security and global affairs. Under the supervision of a designated dissertation committee, students identify a significant research problem, conduct a comprehensive literature review, design and implement appropriate research methods, analyze data, and present findings that address theoretical, empirical, and policy dimensions of security studies. The dissertation must reflect scholarly depth, ethical research practices, and academic integrity consistent with international standards of doctoral research. Successful completion requires a public defense and the approval of the dissertation committee.</p>

## Programs

- 1- Master in Arbitration
- 2- Master in Criminal Science
- 3- Master in Intellectual Property
- 4- 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.

## 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.

## Degree Requirements

### 1- Master in Arbitration

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

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

### 2- Master in Criminal Science

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

### 3- Master in Intellectual Property

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

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

## 4- Master in Sports Law

### Study Plan:

Requirements	Professional Master in Sports Law	
	No. of Courses	Cr. Hrs.
Bridging courses (*)	8	16
Core Courses	7	18
Electives	3	9
Thesis 1	1	3
Thesis 2	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

Remedial Courses (9 credit hours)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

S.R	Course Code	Course Title	Credit hours
1	LAW 550	Introduction to Legal Studies (English)	3
2	LAW 551	Sources of Obligations I	3
3	LAW 552	Principles of Commercial Law	3

Bridging courses (19 credit hours)

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to successfully complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

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

*Core Courses (18 credit hours):*

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

<b>S.R</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit hours</b>
1	LAR 600	Arbitration Agreement	3
2	LAR 601	Arbitration Procedures	3
3	LAR 602	Applicable Law in Arbitration	3
4	LAR 604	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)*

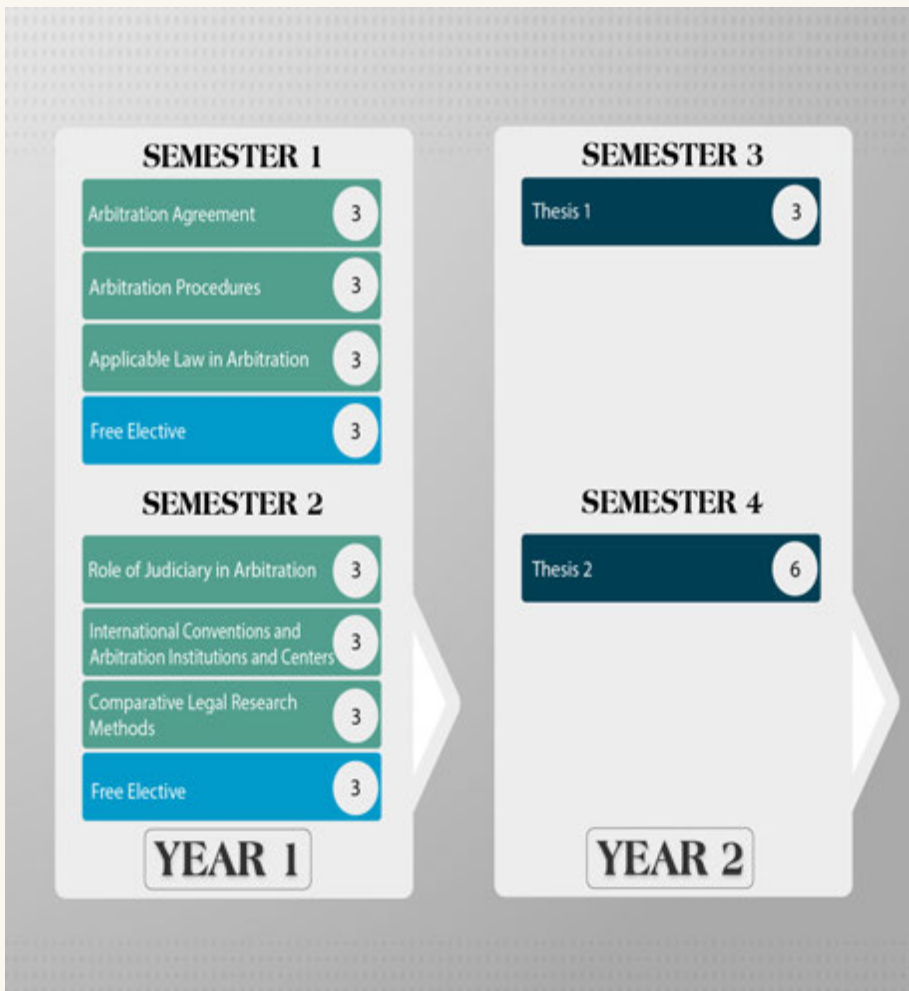
One-third of the instructional hours in each course is devoted to practical applications.

<b>S.R</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit hours</b>
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*

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



## Master in Criminal Science

### *Remedial Courses (9 credit hours)*

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

S.R	Course Code	Course Title	Credit hours
1	LAW 550	Introduction to Legal Studies (English)	3
2	LAW 551	Sources of Obligations I	3
3	LAW 552	Principles of Commercial Law	3

Core Courses (21 credit hours):

<b>No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credit hours</b>
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

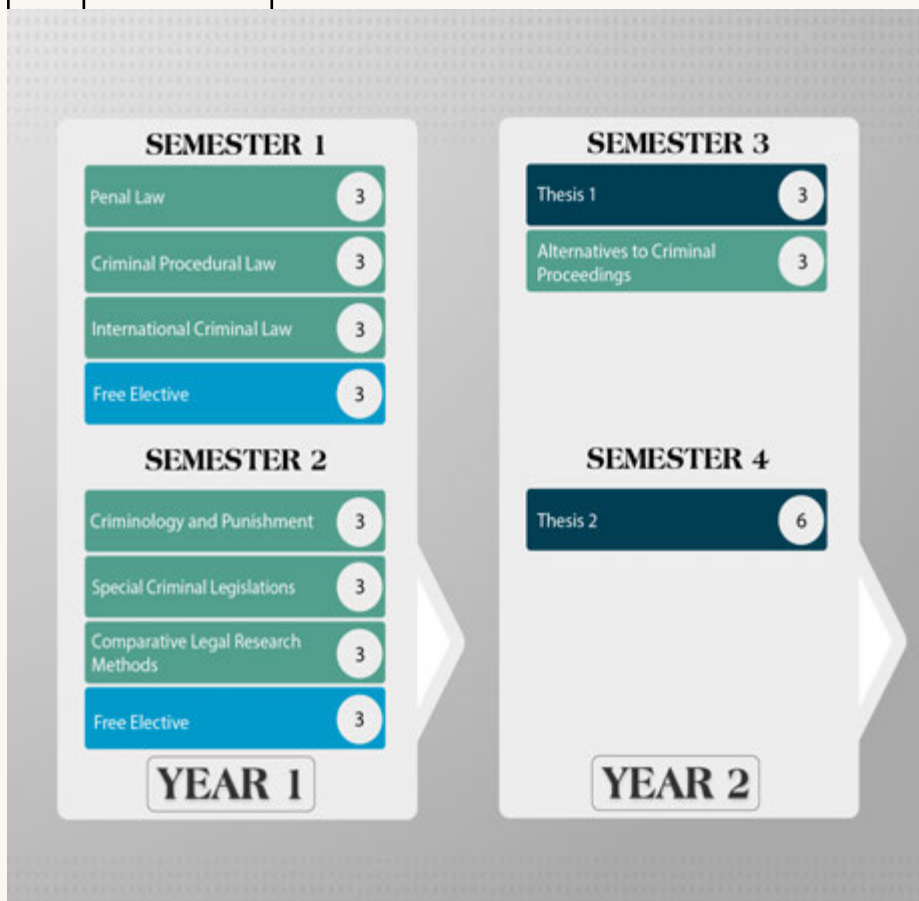
*\*Courses taught 50% in English*

**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

Remedial Courses (9 credit hours)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 /4.0) in the remedial preparation courses in order to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

S.R	Course Code	Course Title	Credit hours
1	LAW 550	Introduction to Legal Studies (English)	3
2	LAW 551	Sources of Obligations I	3
3	LAW 552	Principles of Commercial Law	3

### Bridging courses (22 credit hours):

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to successfully complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

S.R	Course Code	Course Title	Credit hours
1	LIP 500	Introduction to Legal Studies	3
2	LIP 501	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
8	LIP 507	Private International Law (Conflict of Laws)	2
9	LIP 501	Introduction to Research	2

### Core Courses (21 credit hours):

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

\*Courses taught 25% in English

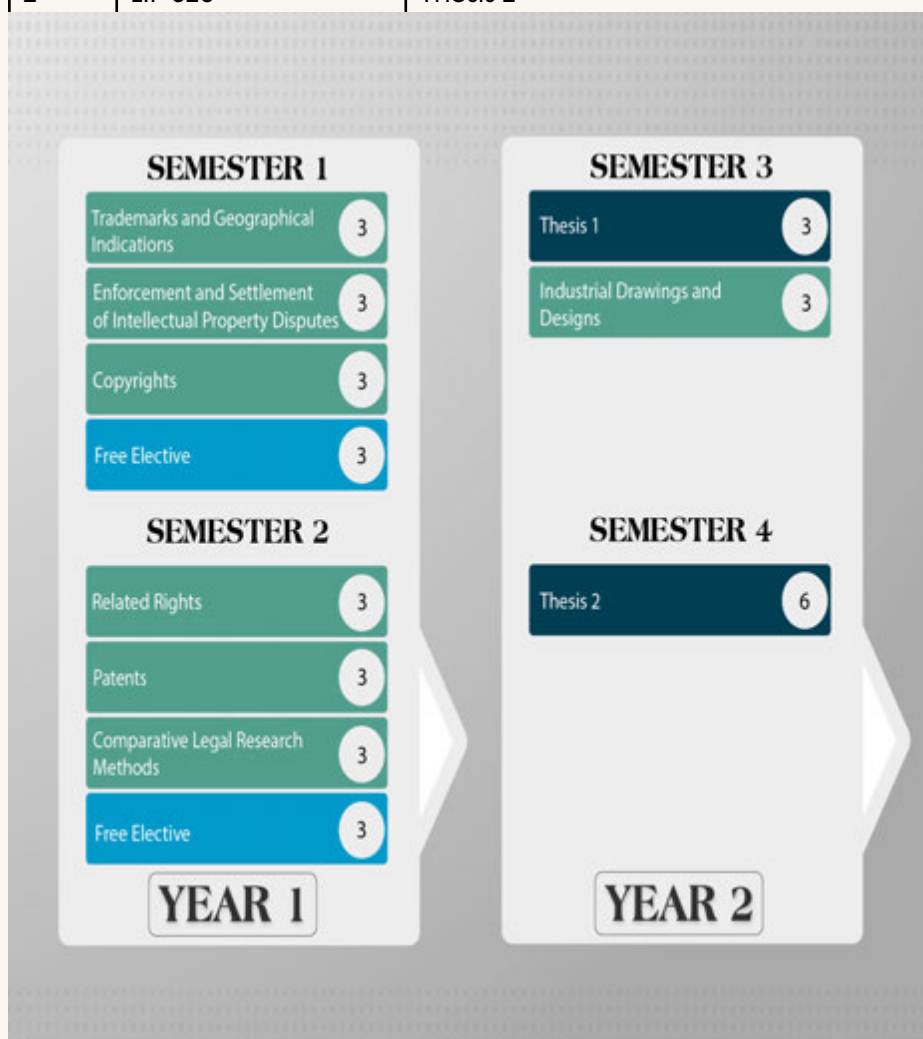
### Elective Courses (6 credit hours)

S.R	Course Code	Course Title	Credit hours
1	LIP 603	Protection of Intellectual Property Rights via Digital Media	3

2	LIP 606	Intellectual Property in the Medical and Pharmaceutical Fields	3
3	LIP 607	Protection of Intellectual Property and Economic Development	3
4	LIP 608	Legal Protection of Plant Varieties	3
5	LIP 610	Protection of Undisclosed Information and Trade Secrets	3

*Thesis (9 credit hours)*

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



## Master in Sports Law

### Remedial Courses (9 credit hours)

For graduate applicants with a bachelor's degree of a CGPA of (2.0 to 2.49 / 4.0) scale or its established equivalent, are required to complete the remedial courses (non-credit courses). Students must achieve a minimum CGPA (3.0 / 4.0) in the remedial preparation courses to progress in the graduate program. The remedial courses are graded and recorded in the student transcript but do not impact the overall graduate program CGPA nor the overall credit hours of the graduate program. The remedial courses are listed below:

S.R	Course Code	Course Title	Credit hours
1	LAW 550	Introduction to Legal Studies (English)	3
2	LAW 551	Sources of Obligations I	3
3	LAW 552	Principles of Commercial Law	3

### Bridging courses (16 credit hours):

For graduate applicants with a bachelor's degree in a field other than the area of study of the graduate program, are required to successfully complete bridging courses (Pass/Fail) in order to progress in the graduate program. The objective of bridging courses is to equip students with the knowledge and competencies needed to meet program requirements. Bridging courses are recorded on the student's transcript but do not affect the CGPA for the graduate program. Below is the list of bridging courses:

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

### Core Courses (18) credit hours:

SR	Course Code	Course Title	Credit Hours
1	Law 601	Introduction to Sports Law	3
2	Law 602	Sports Dispute Resolution Mechanisms*	3
3	Law 603	Legal System of Sports Professionalism	3
4	Law 606	Sports Law Terms and Definitions 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

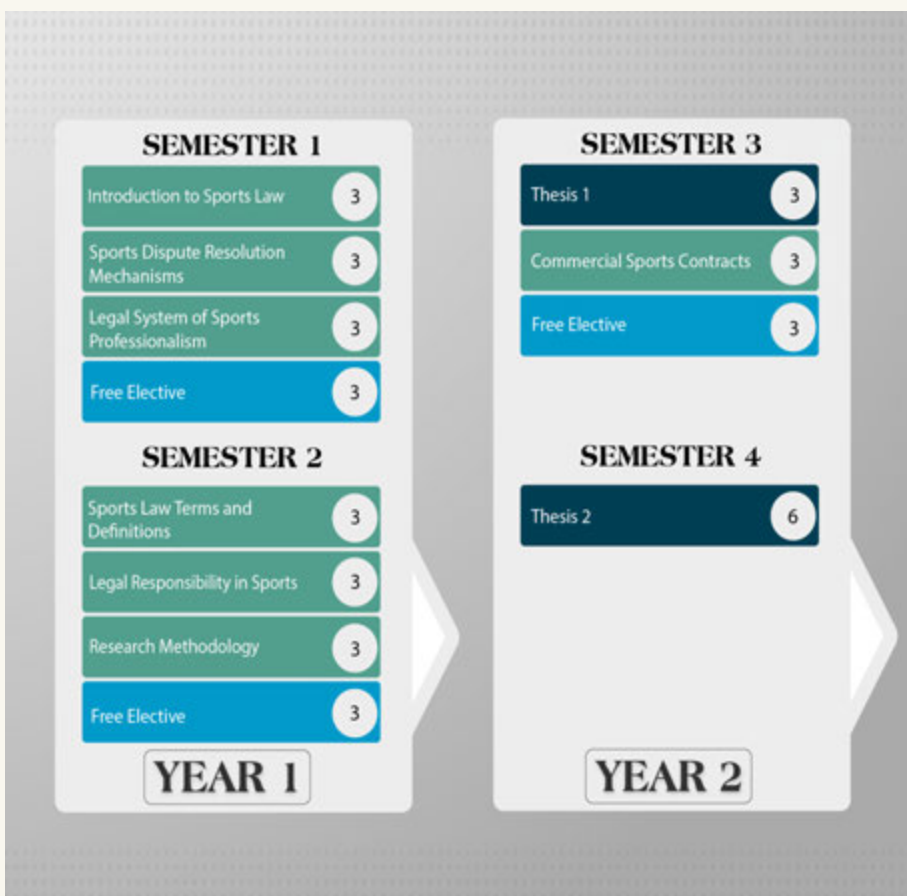
### Elective Courses (9) Credit Hours:

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

#### *Remedial Courses:*

Course Name: **International Organization**

Course Code: **LAW 550**

Credit hours: **0**

#### Description

This course analyzes the international organizations in the modern global system. It examines the structures and functions of major international governmental and nongovernmental organizations in the performance of their collective tasks. The course evaluates the activities of global institutions such as the United Nations Organization, its main organs, and specialized agencies, in a variety of issue. Regional organizations such as the European Union and the Arab League will be considered.

Course Name: **Commercial Law**

Course Code: **LAW 551**

Credit hours: **0**

#### Description

This course delves into the intricacies of commercial law, including its origins and foundational principles. It examines the legal standing and responsibilities of merchants, as well as the various theories and practices surrounding commercial businesses. In addition, the course explores the intricacies of commercial contracts, mortgages, and agency relationships, as well as the importance of proper record-keeping in the commercial sphere.

Course Name: **Constitutional Law**

Course Code: **LAW 552**

Credit hours: **0**

#### Description

This course examines the fundamental concepts and principles of constitutional law, including the definition of a constitution, the hierarchy of constitutional rules, and the principle of constitutional supremacy. It also explores the various types of constitutions and the methods by which they are established and upheld. Additionally, the course delves into the study of the state, including its various components and forms, such as the federal system, and the distribution of powers between different levels of government. Furthermore, the course specifically examines the constitutional system of the United Arab Emirates, including the competencies of federal and local authorities and the mechanisms for oversight and accountability as outlined in the Constitution. And the study of the functioning of the Federal National Council.

#### *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 604**

**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 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 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:

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.

# 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 (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.

**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.

# 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 :Law611**

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.

# College of Design (CDES)

## Programs

Master of Architecture

## Programs Goals

**Goal 1: Advance professional knowledge and expertise in architectural design and practice**

**Goal 2: Foster innovation and leadership in sustainable and technological architecture.**

**Goal 3: Integrate industry-based training to ensure readiness for high-level professional roles.**

**Goal 4: Promote interdisciplinary collaboration and global architectural perspectives.**

**Goal 5: Encourage lifelong learning and contributions to architectural scholarship.**

## Credit Hour Distribution

Requirements	Type	No. Of Courses	CH
Core Courses	Compulsory	11	39
Elective Courses	Compulsory	4	12
Thesis	Compulsory	1	9
<b>Total</b>		<b>16</b>	<b>60</b>

### Core Courses (11 Courses / 39 CH)

#	Course Code	Course Name	CH
1	ARCH 600	Advanced Design Studio I	6
2	ARCH 601	Advanced Design Studio II	6
3	ARCH 602	Architecture history and theory	3
4	ARCH 603	Sustainability and Environmental Design	3
5	ARCH 604	Professional Practice in Architecture	3
6	ARCH 605	Research Methodology and Seminar in Architecture	3
7	ARCH 606	AI and Computational Design	3
8	ARCH 607	Urban and Regional Planning	3
9	ARCH 608	Contemporary Issues in Architecture	3
10	ARCH 609	Building Codes and Legislation	3
11	ARCH 610	Building Information Modelling	3

### Elective Courses (Student Select 4 Courses / 12 CH)

#	Course Code	Course Name	CH
1	ARCH 611	Philosophy of Design	3
2	ARCH 612	Life Cycle Assessment in Architecture	3
3	ARCH 613	Ethical and Inclusive Urban Design	3
4	ARCH 614	Urban Contexts of Heritage	3
5	ARCH 615	Experiential Branding in Architecture	3
6	ARCH 616	Sustainable Site Planning	3
7	ARCH 617	Infection Control in Design	3

### Thesis (1 Course / 9 CH)

#	Course Code	Course Name	CH
1	ARCH 620	Thesis	9

## Study Plans

### Study Plan for Full-Time Students

#### Year 1 - Semester 1

Course Code	Course Name	CH
ARCH 600	Advanced Design Studio I	6
ARCH 602	Architecture history and theory	3
ARCH 603	Sustainability and Environmental Design	3

Total		12
-------	--	----

### Year 1 - Semester 2

Course Code	Course Name	CH
ARCH 601	Advanced Design Studio II	6
ARCH 604	Professional Practice in Architecture	3
ARCH 605	Research Methodology and Seminar in Architecture	3
Total		12

### Year 1 - Summer

Course Code	Course Name	Credit Hours
ARCH 606	AI and Computational Design	3
ARCH 608	Contemporary Issues in Architecture	3
		6

### Year 2 - Semester 3

Course Code	Course Name	Credit Hours
ARCH 607	Urban and Regional Planning	3
ARCH 609	Building Codes and Legislation	3
ARCH 610		3
ARCH 620	Building Information Modelling Thesis	3
Total		12

### Year 2 - Semester 4

Course Code	Course Name	Credit Hours
ARCH 620 *	Thesis	3
	Elective	3
	Elective	3
	Elective	3
<b>Total</b>		<b>12</b>

\*Thesis is carried out from the previous semester

### Year 2 - Summer

Course Code	Course Name	Credit Hours
ARCH 620*	Thesis	3
	Elective	3
<b>Total</b>		<b>6</b>

\*Thesis is carried over from the previous semester

## Study Plan for Part-Time Study Mode

### Year 1 - Semester 1

Course Code	Course Name	Credit Hours
ARCH 600	Advanced Design Studio I	6
<b>Total</b>		<b>6</b>

### Year 1 - Semester 2

Course Code	Course Name	Credit Hours
ARCH 602	Architecture History and Theory	3
ARCH 603		3
	Sustainability and Environmental Design	
<b>Total</b>		<b>6</b>

### Year 1 - Summer

Course Code	Course Name	Credit Hours
ARCH 601	Advanced Design Studio II	6
<b>Total</b>		<b>6</b>

### Year 2 - Semester 3

Course Code	Course Name	Credit Hours
ARCH 604	Professional Practice in Architecture	3
ARCH 605		3
	Research Methodology and Seminar in Architecture	
<b>Total</b>		<b>6</b>

### Year 2 - Semester 4

Course Code	Course Name	Credit Hours
ARCH 606	AI and Computational Design	3
ARCH 607	Urban and Regional Planning	3
ARCH 608		3
	Contemporary Issues in Architecture	
<b>Total</b>		<b>9</b>

**Year 2 - Summer**

Course Code	Course Name	Credit Hours
ARCH 609	Building Codes and Legislation	3
	Elective	3
<b>Total</b>		<b>6</b>

**Year 3 – Semester 5**

Course Code	Course Name	Credit Hours
ARCH 620	Thesis	3
ARCH 610	Building Information Modelling	3
<b>Total</b>		<b>6</b>

**Year 3 - Semester 6**

Course Code	Course Name	Credit Hours
ARCH 620 *	Thesis	3
	Elective	3
		3
<b>Elective Total</b>		<b>9</b>

*\*Thesis is carried over from the previous semester*

Year 2 - Summer

Course Code	Course Name	Credit Hours
ARCH 620*	Thesis	3
	Elective	3
Total		6

*\*Thesis is carried out from the previous semester*

## 6. Course Descriptions

### Course Descriptions

Course Code	Course Name	Credit Hours	Course Description
ARCH 600	Advanced Design Studio I	6	This course focuses on developing advanced architectural design skills through complex projects that address contemporary challenges. Students will integrate theoretical frameworks, innovative technologies, and sustainable practices to create solutions for real-world architectural problems. Emphasis is placed on concept generation, iterative design processes, and effective presentation techniques.
ARCH 601	Advanced Design Studio II	6	A continuation of Advanced Design Studio I, this course challenges students to engage in multidisciplinary design approaches and tackle large-scale projects. It emphasizes urban context, user experience, and advanced structural systems. Students will refine their design portfolios through detailed technical drawings, 3D modeling, and professional critiques. Prerequisite: ARCH 600.
ARCH 602	Architecture History and Theory	3	This course explores significant historical movements and theoretical frameworks in architecture, focusing on their relevance to contemporary design practice. Topics include critical analysis of architectural paradigms, cultural influences, and the evolution of design philosophies. Students will engage in research and discussions to develop a comprehensive understanding of architectural heritage and innovation.
ARCH 603	Sustainability and Environmental Design	3	This course examines sustainable design principles and environmental strategies for architecture. Topics include energy-efficient design, climate-responsive architecture, and green building certifications. Students will analyze case studies and develop projects that incorporate renewable energy systems, resource management, and ecological balance.
ARCH 604	Professional Practice in Architecture	3	This course prepares students for the professional practice of architecture, covering topics such as project management, ethical considerations, and client relationships. Emphasis is placed on contract administration, financial planning, and leadership skills essential for successful practice. Real-world scenarios and case studies provide practical insights.
ARCH 605	Research Methodology and Seminar in Architecture	3	This course offers instruction on research principles and methodologies, organized into lectures and seminar sessions, to apply and interpret the content learned to architecture. Students will learn to formulate research questions, conduct literature reviews, and develop proposals. The course encourages critical thinking and innovation, culminating in a research project proposal aligned with their academic and professional interests.
ARCH 606	AI and Computational Design	3	This course explores the integration of AI and computational tools in architectural design. Students will learn about parametric modeling, generative design, and machine learning applications in architecture. Practical assignments involve the use of advanced software to create innovative and efficient design solutions.
ARCH 607	Urban and Regional Planning	3	This course delves into the principles and practices of urban and regional planning. Topics include land use, transportation systems, and community development. Students will analyze urban challenges, propose planning solutions, and evaluate their social, economic, and environmental impacts through case studies and projects.
ARCH 608	Contemporary Issues in Architecture	3	This course examines the latest trends, challenges, and innovations in the architectural field. Topics include digital fabrication, adaptive reuse, and global architectural practices. Students will critically analyze case studies and propose strategies to address emerging issues, fostering a forward-thinking approach to the design environment that addresses real-world challenges in scalability, performance, and resource management.
ARCH 609	Building Codes and Legislation	3	This course provides an in-depth understanding of building codes, zoning regulations, and legal frameworks in architecture. Students will learn to interpret and apply codes to ensure compliance in design and construction processes. Practical exercises and real-world scenarios will enhance their regulatory knowledge and problem-solving skills.

ARCH 610	Building Information Modeling	3	This course introduces Building Information Modeling (BIM) as a comprehensive tool for design, construction, and facility management. Students will learn to create and manage digital representations of a building's physical and functional characteristics. The course emphasizes collaboration, data integration, and visualization techniques to improve project outcomes.
ARCH 611	Philosophy of Design	3	This course examines the philosophical foundations of architectural design, concentrating on how cultural, ethical, and aesthetic considerations influence design decisions. Students will engage in critical discussions about the role of design in society, the human experience, and the built environment, fostering a deeper understanding of design's impact.
ARCH 612	Life Cycle Assessment in Architecture	3	This course introduces the principles and methodologies of Life Cycle Assessment (LCA) in architecture. Students will evaluate the environmental impacts of materials, construction processes, and building operations from a cradle-to-grave perspective. Practical assignments include analyzing case studies to optimize sustainability in design and construction.
ARCH 613	Ethical and Inclusive Urban Design	3	This course focuses on ethical considerations and inclusive practices in urban design. Topics include accessibility, equity, and participatory planning. Students will explore strategies to create urban spaces that promote social cohesion, environmental justice, and cultural inclusivity through case studies and design exercises.
ARCH 614	Urban Contexts of Heritage	3	This course examines the integration of heritage conservation within urban contexts. Students will explore the challenges and opportunities of preserving cultural and historical sites while accommodating modern urban growth. Case studies and projects will focus on balancing authenticity, functionality, and sustainability in heritage settings.
ARCH 615	Experiential Branding in Architecture	3	This course explores the concept of experiential branding and its application in architectural design. Students will learn how architectural elements can create immersive and memorable experiences aligned with branding strategies. Topics include sensory design, spatial storytelling, and user-centered design practices.
ARCH 616	Sustainable Site Planning	3	This course emphasizes environmentally responsible site planning and development. Topics include site analysis, stormwater management, and landscape ecology. Students will develop projects that integrate sustainable practices, such as low-impact development (LID) and green infrastructure, to enhance ecological resilience and site functionality.
ARCH 617	Infection Control in Design	3	This course addresses the role of architectural design in infection prevention and control. Students will explore strategies for designing healthcare facilities, public spaces, and other environments to minimize the spread of pathogens. Topics include air quality, material selection, and spatial organization, with an emphasis on evidence-based design.
ARCH 620	Thesis	9	This Thesis course builds on ARCH 605 Research Methodology and Seminar in Architecture, promoting creativity, critical thinking, and academic writing in architecture. The course is divided into three parts, undertaken over the last three semesters. It involves major milestones such as research proposal development, literature search, data collection, and thesis and paper write-up. Prerequisite: ARCH 605.

# College of Education (CEDU)

## Programs

1. **Master of Education**
2. **Post Graduate Diploma in Education Programs**

## Programs Goals

Goal 1: Instill in students a thorough awareness of and comprehension of international trends in education to help them develop the critical thinking and international system comparison skills necessary for success.

Goal 2: Empower students to practice inclusive teaching strategies that honor cultural diversity and guarantee fair educational opportunities for every student.

Goal 3: Inspire students to create innovative curricula by including multicultural content, international viewpoints, and a knowledge of various teaching methodologies.

Goal 4: Equip students with the tools they need to use data wisely in order to make decisions in the classroom, encouraging ongoing development and evidence-based approaches.

Goal 5: Develop leadership abilities that will empower graduates to drive change, encourage teamwork, and overcome obstacles in multicultural learning contexts.

## Study Plan

REQUIREMENTS	M.Ed. Credit hours	PGDE Credit hours
Core Requirements	18 Credit hours	18 Credit hours
Elective Requirements	6 credit hours	6 credit hours
Thesis 1	3 credit hours	Not applicable
Thesis 2	3 credit hours	Not applicable
Total	30 Credit hours	24 credit hours

*Core Courses (6 Courses = 18 Credit Hours)*

#	Course Code	Course Name	Credit Hours
1	MED 600	Educational Research Methods	3
2	MED 601	Educational Philosophy and Theory	3
3	MED 602	Teaching, Learning, & Assessment in Global Context	3
4	MED 603	Comparative and International Educational	3
5	MED 604	Innovative Curriculum Development for Global Competence	3
6	MED 605	Cultural Diversity and Inclusion in Education	3

*Elective Courses (2 Courses = 6 Credit Hours)*

#	Course Code	Course Name	Credit Hours
1	MED 606	International Education Policy	3
2	MED 607	Leadership and Change Management in Global Context	3
3	MED 608	Learning Organizations & Leadership Role	3
4	MED 609	Artificial Intelligence Applications in Educational Contexts	3
5	MED 610	Practicum	3

*Thesis (6 credit hours)*

#	Course Code	Course Name	Credit Hours
1	MED 630	Thesis I	3
2	MED 631	Thesis II	3

### Educational Research Methods - MED 600

#### Course Description:

This course is designed to provide an in-depth understanding of research methodologies in education and equip master students with the skills needed to engage in research for dissertation. It covers qualitative, quantitative, and mixed-method approaches. Students will learn how to design research studies, analyze data, and critically evaluate research in educational contexts. The course prepares students to develop their own research proposals, emphasizing ethical considerations and practical applications.

### Educational Philosophy and Theory - MED 601

#### Course Description:

This course explores key theories and philosophies that have shaped education throughout history and continue to influence educational practices today. Through the course, students will engage with classical and contemporary philosophical ideas and examine their impact on curriculum design, teaching methods, and educational policy. The course aims to deepen students' understanding of the philosophical foundations of education and develop their ability to critically analyze and apply these ideas in their own educational contexts.

### Teaching, Learning, and Assessment in Global Context - MED 602

#### Course Description:

This course is designed to explore a variety of teaching methodologies and their application in diverse and international educational environments and discover the principles and practices of assessment and evaluation in various K-12 educational contexts. It focuses on adapting and implementing teaching methods to meet the unique needs of learners from various backgrounds. The course places a significant emphasis on developing innovative and inclusive instructional practices that are effective in global K-12 classrooms. It also emphasizes the importance of creating fair and differentiated assessment techniques taking into consideration diverse educational settings and learners' backgrounds and needs. Key areas of focus include the integration of technology in teaching to enhance learning experiences, the development of cross-cultural communication skills, both of which are crucial in today's interconnected world, and effective strategies and practices in evaluating K-12 students' attainment and performance and their impacts on educational policies and decision-making.

### Comparative and International Education- MED 603

#### Course Description:

This course provides an in-depth exploration of the principles and practices of assessment and evaluation in various educational contexts around the world. It emphasizes the importance of creating fair and effective assessment techniques that are adaptable to diverse educational settings and sensitive to different cultural backgrounds. Throughout the course, students will delve into a variety of assessment models, understanding their role in driving educational improvement and learning outcomes. A key focus of the course is on strategies to ensure equity in assessment practices, ensuring that all learners, regardless of their background, are assessed in a manner that is both fair and comprehensive. This includes an exploration of best practices in evaluating student learning and performance, as well as understanding the impact of these practices on educational policies and decisions.

### Innovative Curriculum Development for Global Competence - MED 604

#### Course Description:

This course focuses on equipping educators with the skills and knowledge necessary to design curricula that foster global competence. Students will explore the principles of curriculum development with an emphasis on intercultural understanding, global awareness, and the capacity to engage with people from diverse backgrounds. The course includes strategies for integrating international perspectives and standards into curriculum planning and evaluation. Emphasis will be placed on creating learning experiences that prepare students for a globalized world, encouraging critical thinking, cross-cultural communication skills, and global citizenship.

### Cultural Diversity and Inclusion in Education - MED 605

#### Course Description:

The course dedicated to the exploration and implementation of strategies to create and maintain inclusive educational environments that value and celebrate cultural diversity. The course delves into the concepts of multicultural education, equity, and inclusion, providing educators with a comprehensive understanding of these crucial areas. The course is designed to equip educators with the practical tools and theoretical knowledge necessary to foster an

inclusive classroom atmosphere. This inclusive atmosphere is not only conducive to learning but also promotes respect and appreciation for cultural diversity among students. The ultimate goal of this course is to prepare educators to effectively address and embrace the challenges and opportunities presented by cultural diversity in educational settings.

#### International Education Policy - MED 606

##### Course Description:

This course offers an extensive exploration of international education policies and how they are created and put into action globally. Students will explore how international organizations along with governments and non-governmental organizations play a part in shaping policies. The focus of the class is on comparing and analysing educational policies, discussing the challenges faced in transferring policies from one context to another and understanding how global trends in education impact national education systems.

#### Leadership and Change Management in a Global Context - MED 607

##### Course Description :

This course navigates into leadership theories and change management strategies within the context of global education. It aims to develop leadership skills that are effective in diverse cultural settings. The course thoroughly examines strategies for leading and managing change in educational institutions, addressing global leadership challenges, effective communication across cultures, and practical techniques for implementing change. This course is pivotal for educational leaders aiming to navigate and influence the evolving global educational landscape effectively.

#### Learning Organizations and Leadership Role - MED 608

##### Course Description :

This course navigates into leadership theories and changes management strategies within the context of global education. It aims to develop leadership skills that are effective in diverse cultural settings. The course thoroughly examines strategies for leading and managing change in educational institutions, addressing global leadership challenges, effective communication across cultures, and practical techniques for implementing change. This course is pivotal for educational leaders aiming to navigate and influence the evolving global educational landscape effectively.

#### Artificial Intelligence Applications in Educational Contexts - MED 609

##### Course Description :

The course explores the fundamentals of Artificial Intelligence (AI) and its diverse applications in enhancing teaching, learning, and educational management. The course offers an understanding of the theoretical foundation of AI in education, current applications of AI in education, advanced teaching, learning, and assessment AI tools, and the management of educational systems. Students will critically analyze ethical considerations, navigate the challenges of AI integration in education, and predict AI's future potential and its impact on the educational landscape.

#### Practicum - MED 610

##### Course Description :

The Practicum course is designed to cater to students who lack prior teaching experience. While the program primarily targets current teachers and school administrators, it acknowledges the importance of accommodating individuals aspiring to enter the educational field. As a result, the course is offered as an elective option for these individuals. This course provides a unique and practical hands-on experience, offering participants a valuable opportunity to acquire real-world teaching and administrative skills within an educational setting. Tailored for those new to the field, the Practicum serves as an ideal platform for building competencies and boosting confidence in a supportive and structured environment. By engaging in this course, students ensure they are well-prepared for a successful and fulfilling career in education.

#### Thesis I - MED 630

##### Course 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 10 mechanisms of

transitioning from concept to active inquiry. Depending on the nature of the topic, the student will develop a study of 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. Students will be required to provide the oral defense of Thesis Proposal as part of the assessment and fulfillment of the Thesis 1 course.

Thesis II - MED 631

**Course 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 the pieces together to complete the final thesis project, following the required research process and procedures. The thesis is a work of original scholarship, designed with guidance from a thesis supervisor and thesis committee. Students will be required to provide the oral public defense as part of the assessment and fulfillment of the Thesis course.

# College of Media & Mass Communication (CMMC)

## Programs

### 1. **Master of Strategic Communication & Public Relations**

#### Programs Goals

Goal 1: Provide students with a strong theoretical foundation and research skills in strategic communication and public relations.

Goal 2: Develop students' ability to apply models and theories to contribute to sustainable development.

Goal 3: Prepare effective leaders in the field of strategic communication and public relations.

Goal 4: Enhance students' critical analysis and creative thinking skills to address contemporary communication challenges.

Goal 5: Achieve academic excellence through the application of global quality standards.

Goal 6: Conduct specialized research and rigorous academic studies.

Goal 6: Equip students with the academic and professional expertise needed for future research and careers in public relations across various organizations.

## MSCPR Program Structure

Requirements	Type	No. of Courses	Credit Hours
		Core Requirements	Compulsory
Elective Requirements	Compulsory	2	6
Thesis 1	Compulsory	1	3
Thesis 2	Compulsory	1	6
Total		10	33

### Core Courses (6 Courses = 18 Credit Hours)

#	Course Code	Course Name	Credit Hours
1	SPR 600	Research Methods in Public Relations	3
2	SPR 601	Theories of Strategic Communication and Public Relations	3
3	SPR 602	Seminar in Corporate Reputation Management	3
4	SPR 603	Seminar in Artificial Intelligence and Public Relations	3
5	SPR 604	Strategic Planning in Communication and Public Relations	3
6	SPR 605	Seminar in Public Relations and Crisis Management	3

### Elective Courses (2 Courses = 6 Credit Hours)

#	Course Code	Course Name	Credit Hours
1	SPR 606	Digital Public Relations	3
2	SPR 607	Government Communication	3
3	SPR 608	Seminar in Public Relations in Non-Profit Organizations	3
4	SPR 609	Seminar in Public Relations Ethics	3
5	SPR 610	Seminar in Integrated Marketing Communication	3

### Thesis (9 credit hours)

#	Course Code	Course Name	Credit Hours
1	SPR 620	Thesis I	3
2	SPR 630	Thesis II	6

## Projected Schedule of Course Offering

demonstrate the study plan of the MSCPR Program.

### Semester I

Course Name	Credit Hours
SPR 600 - Research Methods in Public Relations	3
SPR 601 - Theories of Strategic Communication and Public Relations	3
SPR 602 - Seminar in Corporate Reputation Management	3
Elective I	3
	12

### Semester 2

Course Name	Credit Hours
SPR 603 - Seminar in Artificial Intelligence and Public Relations	3
SPR 604 - Strategic Planning in Communication and Public Relations	3
Elective II	3
	9

### Semester 3

Course Name	Credit Hours
SPR 605 - Seminar in Public Relations and Crisis Management	3
SPR 620 - Thesis I	3
	6

### Semester 4

Course Name	Credit Hours
SPR 630 - Thesis II	6
	6

## Course Description

### Program Course Descriptions

Course Code	Course Name	Course Description
SPR 600	Research Methods in Public Relations	This course is designed to equip students with the advanced tools and methodologies necessary for conducting rigorous research in strategic communication and public relations. Students will critically explore both quantitative and qualitative research paradigms, engaging in practical, field-based studies that encompass descriptive and analytical techniques, as well as content analysis. Special emphasis is placed on analyzing public opinion and conducting comprehensive case studies. Throughout the course, students will progress from identifying research topics and articulating research problems to applying theoretical frameworks and practical procedures, managing references systematically, and synthesizing their findings into a final research report. By the end of the course, students will be able to independently design, implement, and evaluate research projects that meet the professional standards of the discipline.
SPR 601	Theories of Strategic Communication and Public Relations	This course provides students with a comprehensive conceptual framework for understanding strategic communication within the realm of public relations. It examines a range of foundational theories and models, along with their practical applications, to evaluate how they inform real-world case studies. Students will learn to critically analyze these theories to devise innovative and sustainable solutions in response to contemporary communication challenges, particularly within the context of sustainable development.
SPR 602 (in English)	Seminar in Corporate Reputation Management	This course investigates advanced reputation management strategies within the context of strategic communication and public relations. It examines the processes of developing, monitoring, measuring, and protecting a robust corporate reputation, with an emphasis on business ethics and corporate governance. Employing a blend of lectures, readings, multimedia presentations, case studies, and interactive discussions, students will critically analyze how ethical business practices and effective governance structures shape public perception and sustain long-term organizational credibility.
SPR 603	Seminar in Artificial Intelligence (AI) and Public Relations	This seminar examines the transformative impact of artificial intelligence on public relations practices. Students will investigate how AI technologies can enhance the efficiency and effectiveness of PR campaigns and strategies by integrating them into every facet of practice, from research and strategic planning to content creation, media relations, stakeholder engagement, and performance measurement. The course provides an in-depth analysis of cutting-edge AI tools and techniques, including natural language processing, machine learning, and automated image and video generation, through practical case studies and interactive sessions. Moreover, it critically explores the ethical implications of AI adoption in the public relations field, preparing students to anticipate and address the evolving challenges and opportunities within the industry.
SPR 604	Strategic Planning in Communication and Public Relations	This course is designed to develop advanced strategic planning skills and evaluation techniques within public relations. Students will explore the concept and classifications of strategic planning, along with the scientific principles behind crafting a comprehensive public relations plan. The curriculum covers critical elements including research, strategy formulation, tactical planning, and evaluation. Emphasis is placed on practical implementation through situational, organizational, and audience analyses, as well as the formulation of clear objectives and goals. Additionally, students will examine strategic communication methods in institutional settings, master stakeholder relationship management, and apply systematic approaches to measuring the effectiveness of PR initiatives across various projects, programs, and campaigns. Through case studies and model analyses, participants will be equipped to design, implement, and critically assess strategic communication interventions that meet contemporary industry standards.

Course Code	Course Name	Course Description
SPR 605	Seminar in Public Relations and Crisis Management	This seminar provides an in-depth exploration of the multifaceted nature of crises and related phenomena (including risks, disasters, and complex problems) and examines their various classifications. The course covers comprehensive pre-crisis communication planning, the formation and role of crisis communication teams, and the development of tailored messaging during emergencies. Students will learn to identify and leverage appropriate communication channels, effectively manage relationships with target audiences, and execute crisis communication strategies on social media platforms. Additionally, the seminar reviews key public relations models and strategic communication frameworks for crisis management, drawing on case studies from local, regional, and international contexts to illustrate best practices and innovative solutions.
SPR 606	Digital Public Relations	This course examines the transformative role of digital media in reshaping public relations practices. It introduces students to the strategic integration of digital platforms with traditional public relations frameworks, emphasizing the development of innovative digital communication campaigns. Through a combination of theoretical insights and practical applications, participants will analyze digital trends, leverage social media and influencer strategies, and utilize analytics to measure campaign success. The curriculum covers content creation, search engine optimization, and on-line reputation management, along with digital crisis management and ethical considerations in the digital sphere. By engaging with real-world case studies and hands-on projects, students will be equipped to design, implement, and evaluate digital public relations strategies that effectively engage stakeholders and drive organizational objectives in a rapidly evolving digital landscape.
SPR 607	Government Communication	This course explores the unique challenges and strategies involved in communicating within the public sector. Students will investigate theoretical frameworks and practical approaches for designing and executing government communication initiatives that promote transparency, accountability, and public engagement. Topics include message formulation, media relations, crisis communication, and stakeholder management, with a special emphasis on the ethical dimensions of public messaging. Through case studies and applied projects, participants will develop the skills necessary to create and implement strategic communication campaigns that effectively convey government policies and public services while fostering trust and civic participation.
SPR 608	Seminar in Public Relations in Non-Profit Organizations	This seminar explores the distinctive challenges and opportunities in public relations within the non-profit sector. Students will engage with advanced theories and practical frameworks that address the nuances of communicating mission-driven messages, managing stakeholder relationships, and enhancing organizational reputation. Emphasis is placed on strategic approaches to advocacy, community engagement, and crisis communication, with a focus on digital and social media integration. Through the analysis of real-world case studies and collaborative projects, participants will learn to design and implement effective communication strategies tailored to non-profit organizations, ensuring alignment with ethical standards and maximizing social impact.
SPR 609	Seminar in Public Relations Ethics	This course examines the intricate interplay of ethics within public relations and public communication. It emphasizes understanding ethics as a core set of values and guiding principles that shape individual and organizational behavior in the public sphere and explores their practical application within the PR context. The seminar equips students with advanced theoretical knowledge and critical analytical skills to address ethical challenges in organizational settings. Participants will engage with sophisticated theories, strategies, and practices in public relations, critically assessing ethical dilemmas in both traditional and digital environments, with a special focus on corporate social responsibility and professional ethical standards.

Course Code	Course Name	Course Description
SPR 610 (in English)	Seminar in Integrated Marketing Communication	This course explores the strategic design, coordination, and management of marketing communications within an integrated framework. Emphasizing the critical role of integrated marketing communication (IMC) in the marketing process (particularly in branding), students will examine the dynamic interplay between public relations and marketing. Topics include the evolution of advertising and public relations, the influence of public opinion on IMC planning, media relations, and the research methodologies underpinning campaign design. In addition, the course addresses global communication strategies and crisis management, while highlighting contemporary practices across various channels: broadcast, print, outdoor, point-of-purchase, direct mail, and digital platforms.
SPR 620	Thesis I	This course serves as the foundational phase of the thesis process in the MSCPR program. This course guides students through the initial stages of their thesis research, focusing on developing a comprehensive research proposal, conducting an in-depth literature review, and formulating clear research questions and hypotheses. Students will engage with qualitative, quantitative and mixed research methodologies, emphasizing the application of these approaches to complex problems in Strategic Communication and Public Relations. The course culminates in an oral defense of the thesis proposal, where students will present and justify their research design and methodology.
SPR 630	Thesis II	This course is a continuation of Thesis I and is designed to guide students through the later stages of their thesis journey, focusing on advancing their research from data collection through to the final oral defense. Students will refine their research methodology and techniques as needed, analyze their findings in depth, and ensure that their thesis reflects a comprehensive understanding of their research problem. This course culminates in a formal public defense of the completed thesis, where students will articulate their research contributions and respond to questions from faculty and peers.

## 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
1. Thesis Topic
2. Thesis Proposal
3. Proposal Evaluation
4. Research Methodology
5. Literature review
6. Design and implementation of data collection methods
7. Data analysis
8. Illustrate findings, Conclusion and Future Recommendations
9. Final proof-reading
10. Submission and Review
11. 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	Rank	Conferring Institution	Year	Research Type	Research Title
Abhilasha Singh	Professor	Ph.D., Psychology (1993), Banaras Hindu University, India Masters, Applied Psychology (1990), Devi Ahilya Vishwavidyalaya, Indore., India	2022	Article	Outcomes-Based Assessment and Lessons Learned in ABET CAC Accreditation: A Case Study of the American University in the Emirates
			2021	Article	Impact of Artificial Intelligence on HR practices in the UAE
			2022	Article	Quality assurance and recognition of higher education in the UAE
			2021	Article	Complex Dynamics of Higher Education Governance
			2020	Article	"Effect of culture on managing knowledge: A case study"
			2020	Article	"Complex Dynamics of Higher Education Governance"
			2020	Article	Building Generation Z Competencies through Innovative Approaches to Quality Assurance and Recognition of Qualifications .'
			2020	Article	Effect of culture on managing knowledge: A case study
			2019	Article	Degendered Leadership in the UAE: Breaking the Glass Ceiling
			2018	Article	Association between organizational norms and employee performance in higher education institutions in the UAE
			2018	Other Publications	KP Middle East: Struggling to Mature
			2016	Other Publications	Quantitative evidence from higher education institutions in the UAE
			2016	Other Publications	KP Middle East: Struggling to Mature
			2018	Other Publications	The Dilemma of Reward
			2017	Article	Emergency Service Location Problem with Ring Roads
			2021	Article	Solving Max-Min Separable Problem Using Hybrid Particle Swarm Optimization
			2021	Article	Applying health care systems efficiency in facing covid 19 through data envelopment analysis
			2021	Article	An optimization model for exploring the egyptian royal pyramids locations
			2021	Article	A Unified Mathematical Model for Stochastic Data Envelopment Analysis
			2020	Article	Mixed stochastic input oriented data envelopment analysis
			2019	Article	Monte Carlo Simulation-Based Bat Algorithm for Solving Stochastic Multi-Objective Optimization Problems
			2019	Article	The Interrelationship between Economic and Controlled factors Affecting the Percentage of Value Added of Wheat to Flour
			2019	Article	Mixed Stochastic Input Oriented Data Envelope Analysis Model: International
			2020	Article	Application of Particle Swarm Optimization in the Control of Tumor Growth: HSPC
			2019	Article	China's Balance of Payments Evolution From Deficit to Sustainability Surplus
			2019	Article	How changes in exports, remittances and fdi and their impacts on reserves after currency floating. (research on: Turkey)

# Faculty

## Full-Time Professors

			2019	Article	Investigate how changes in exports, remittances and FDI and their impacts on reserves after currency floating. (Case study: Turkey)
			2019	Article	Monte Carlo simulation-based Bat algorithm for solving stochastic multi-objective optimization problems
			2018	Article	Investigate How Changes in Exports, Remittances and FDI and their Impacts on Reserves after Currency Floating (Case Study: Turkey)
Asma Salman	Professor	Ph.D., Finance & Economics (2010), Harbin institute of technology, China Masters, Finance and Accounting (2002), PIMSAT, Pakistan	2023	Article	The dynamic relationship between green tax incentives and environmental protection
			2023	Article	Towards the dream of go green: An empirical importance of green innovation and financial depth for environmental neutrality in world's top 10 greenest economies
			2023	Article	Eco-innovation in Small and Medium Enterprises (SMEs): a Systematic Literature Review
			2022	Article	Does US infectious disease equity market volatility index predict G7 stock returns? Evidence beyond symmetry
			2022	Article	The role of carbon accounting in carbon management system: Empirical evidence from the coastal areas of the world
			2022	Article	Does us infectious disease equity market volatility index predict g7 stock returns- evidence beyond symmetry
			2022	Article	The role of technological innovation, strategy, firms performance, and firms size and their aggregate impact on organizational structure
			2022	Article	The Asymmetric Effect of the Extreme Changes in the Economic Policy Uncertainty on the Exchange Rates: Evidence from Emerging Seven Countries
			2022	Article	Evaluating the effects of environmental management practices on environmental and financial performance of firms in Malaysia: the mediating role of ESG disclosure
			2022	Article	Can money supply endogeneity influence bank stock returns? A case study of South Asian economies
			2021	Article	Exchange Rate Effect on the Household Consumption in BRICST Countries: Evidence from MATNARDL Model
			2021	Chapter	Measures of Variability in the Application of Cyclical Capitalization (Normal Form) to London Office Market
			2021	Article	Does Renewable Energy Matter to Achieve Sustainable Development Goals? The Impact of Renewable Energy Strategies on Sustainable Economic Growth
			2021	Article	Determining Financial Uncertainty through the Dynamics of Sukuk Bonds and Prices in Emerging Market Indices
			2021	Article	The role of Financial Development and Technological Innovation towards Sustainable Development in Pakistan: Fresh insights from consumption and territorybased emissions
			2021	Article	Blockchain Technology and the Contemporary Business Models; Connecting Nano Energy Storage Devices with Trade for Investors
			2021	Article	The Impact of Renewable Energy Sources on Financial Development, and Economic Growth: The Empirical Evidence from an Emerging Economy
			2021	Article	The role of financial development indicators in sustainable development-environmental degradation nexus

			2020	Article	Covid-19 and its Impact on the Stock Market in the GCC
			2020	Article	The role of Carbon Accounting in Carbon Management System; Empirical Evidence from the World
			2020	Article	The impact of Foreign Direct Investment Inflows on Non Performing Loans: The case of UAE
			2020	Article	Green Behavior and Financial Performance: Impact on the Malaysian Fashion Industry.
Nikolina Ljepava	Assistant Professor	Ph.D., Marketing, University of Belgrade, Serbia (2016) Masters, Social Data Analysis, University Of Windsor , (2012) Canada Masters, E-business, University of Belgrade, Serbia (2008)	2022	Article	AI-Enabled Marketing Solutions in Marketing Decision Making: AI Application in Different Stages of Marketing Process
			2022	Conference Paper	Mediated Scandals as Show Trials: The Case Study of The Covid-19 Controversy with Serbian Tennis Player Novak Djokovic
			2022	Article	Emojis to conversion on social media
			2021	Conference Paper	Digital Transformation of the Marketing Research Industry in the Post-COVID19 Era: Current Trends and Future Foresights
			2021	Article	Enhancing Production and Sale Based on Mathematical Statistics and the Genetic Algorithm
			2021	Conference Paper	Going Digital: Transformation of Fake News in the Digital Era
			2021	Article	The Assessment of the Key Competences for Lifelong Learning—The Fuzzy Model Approach for Sustainable Education
			2021	Conference Paper	Managing Digital Transformation in the Healthcare Sector Big Data Influencing Patient Outcomes, Costs, and Efficiency Improvement
			2020	Conference Paper	The Impact of COVID-19 on Compulsive Buying Behavior: A Pilot Study of UAE Residents.
			2020	Article	The Newspaper, the Mirror, and the Kaleidoscope-Three Assets in Teaching and Writing
			2020	Conference Paper	Covid-19 Vaccine Effectiveness: Regional Differences In Online Reporting Of Media Outlets From VaccineManufacturing Countries.
			2019	Article	A Cross-Cultural Comparison of Conflict Management Styles in Multinational Organizations
			2019	Conference Paper	Blockchain Technology: Sustainability and Business in UAE. A Literature Review and the Case of Dubai and UAE
			2019	Conference Paper	Application of a Fuzzy Delphi method in Marketing: A review
			2018	Chapter	Automation of reporting in business organizations: the Information technology role
			2018	Book	Marketing Research 2.0 : Marketing research practices in the digital era
Robert Karaszewski	Professor	Ph.D. in Economics and Management from Nicolaus Copernicus University, Poland (1998) Masters in Economic Sciences from Nicolaus Copernicus University, Poland (1996)	2022	Article	Blockchain Technology in Life Cycle Assessment- New Research Trends
			2022	Article	The Institutionalization of Implicit and Explicit CSR in a Developing Country Context: The Case of Lebanon

			2022	Article	Urban Energy Management—A Systematic Literature Review
			2022	Article	Strategic Planning and Management in Energy
			2021	Article	Rozwiązania zarządcze poprawiające jakość obsługi w Jednostkach Samorządu Terytorialnego. (A survey for management solutions improving quality of service in Territorial Self-Government Units)
			2021	Article	Building Relations between the Company and Employees: The Moderating Role of Leadership
			2021	Article	The Leading Traits of the Modern Corporate Leader: Comparing Survey Results from 2008 and 2018
			2020	Article	The use of blockchain technology in public sector entities management : an example of security and energy efficiency in cloud computing data processing
			2020	Article	The assessment of the features of inter-organisational relationships : benefits, duration, repeatability and maturity of the relationship with the company's stakeholders
			2020	Article	Improving the internal relations versus shaping the external relations of the enterprise
			2020	Article	The attitudes and actions of the superior and the participative management style
			2019	Article	Diffusion of knowledge in strategic alliance : empirical evidence
			2018	Article	Cognitive analytical tools for cost management of innovation activity
			2018	Book	Ewolucja stylów przywództwa (Evolution of leadership styles)
			2018	Book	Perspektywy rozwoju przywództwa w biznesie korporacyjnym (Perspectives of leadership development in corporate business)
Hatem Ahmed Ali Adileh	Associate Professor	Ph.D. in Digital Systems from Cranfield University, United Kingdom (1981) Masters in Digital Systems from Cranfield University, United Kingdom (1978)	2021	Article	The Impact of Sukuk Issuance on Economic Growth: Evidence from Malaysia
			2019	Article	The Role of the Roads and Transport Authority (RTA) in the Transformation of Dubai into a Smart City
			2018	Article	أثر تطبيق ضريبة القيمة المضافة على الاقتصاد في دولة الإمارات العربية المتحدة
			2018	Article	The Role of the Roads and Transport Authority in the transformation of Dubai into a smart city
Nasser Fathi Hassan Easa	Associate Professor	Ph.D. in Knowledge Management and Innovation in Banking Industry, University of Stirling United Kingdom 2012 Masters in OB from Suez Canal University Egypt 2004	2022	Conference Paper	Innovation for Banking in the Covid19 Era: The Role of Transformational Leadership and Knowledge Sharing
			2022	Article	Islamic Religiosity and CSR Attitudes—The Case of Egyptian Managers
			2020	Article	HRM practices and innovation: an empirical systematic review
			2020	Article	The Influence of Employer Branding on Employer Attractiveness and Employee Engagement and Retention: Ten Years of Literature
			2020	Article	Does transformational leadership matter for innovation in banks? The mediating role of knowledge sharing
			2019	Article	Transformational Leadership and Innovation at the Lebanese Banking Industry

			2019	Article	Knowledge management at banking industry: A review of the literature and further guidelines
			2019	Article	Social media strategies and students' satisfaction at Egyptian Universities
			2018	Article	Social Media Strategies and Students' Satisfaction at Egyptian Universities
Dusko Tomic	Professor	Ph.D. Political Sciences University of Belgrade 2017 Masters Civil Defense University of Belgrade (2005)	2022	Article	Challenges for Morocco's Economy after Covid19, between Necessary Reforms and Maintaining Political Stability
			2022	Article	SPECIFIC PROJECTION OF CHINA'S SOFT POWER IN AFRICA: A NEW SECURITY PARADIGM
			2020	Journal	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2020	Book Series	Corruption-specific security challenge
			2019	Book Series	The Social Significance of Corporate Security
			2018	Book	Cyber-security policies of East European Countries
			2018	Book	Protective function of digital forensics
Renny Rueda Castaneda	Assistant Professor	Ph.D., Economics and Political Science (2016), University of Hamburg, Germany Masters, International Law and International Relations (2005), University of Madrid, Spain	2020	Article	The institutional landscape of blockchain governance. A taxonomy for incorporation at the Nation State
			2019	Article	Political Asymmetry and Systems of Information and Social Organization: A Characterization
Eldar Saljic	Associate Professor	Ph.D., Security, University of Novi Pazar, Serbia (2010) Masters, Security, University of Novi Pazar, Serbia (2008)	2022	Article	Challenges for Morocco's Economy after Covid19, between Necessary Reforms and Maintaining Political Stability
			2022	Article	SPECIFIC PROJECTION OF CHINA'S SOFT POWER IN AFRICA: A NEW SECURITY PARADIGM
			2022	Article	Challenges for Morocco's Economy after Covid19, between Necessary Reforms and Maintaining Political Stability
			2019	Article	Corruption-Specific Security Challenge
			2019	Conference Paper	THE ROLE OF INTELLIGENCE IN THE CONFRONTATION OF ISIS 3.0 AND RECOMMENDATIONS FOR THE UAE
			2019	Article	The Institutional Landscape of Blockchain Governance. A Taxonomy for Incorporation at the Nation State
			2018	Conference Paper	Lone Wolf Terrorism as a Security Threats
			2018	Chapter	Security Implication of Russia's Foreign Energy Policy
			2018	Article	Skills Engineering in Sustainable Counter Defense Against Cyber Extremism
			2018	Chapter	International Energy Security and Its Impact on the Global Political Economy
			2018	Article	Seismological Hazards and the possibility of responses Case Study of the Humanitarian Catastrophe in Nepal
			2018	Conference Paper	Special Topics of Ecological Security- Case Study of Pakistan

Kleanthis Kyriakidis	Assistant Professor	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)	2022	Article	Digital-era Propaganda: A Credible Threat to National and Global Security
			2022	Conference Paper	Using Multimodal Discourse Analysis (MDA) to analyze Politics and Media Strategy: "V for Vendetta" as Case Study
			2021	Article	Reflections on U.S. Sanctions on Iran, the 2015 Iranian Nuclear Program Agreement (JCPOA) and the Current State of U.S./Iran Bilateral Relations
			2020	Conference Paper	Fragmentation as a Challenge: Tribal and Sectarian Identities in the Gulf
			2020	Chapter	The Future of Democracy in a CyberSecurity Framework
			2020	Conference Paper	Quest for quality teachers as an indispensable factor for student success: Case study UAE
			2020	Chapter	Revolutionizing Terrorism: Al Qaeda's Transformation from a Centralised Group to a Franchise and from a Militant Ideology to 'Armies of One'
			2018	Other Publications	A "delayed Arab Spring" in Algeria will not take place, but how dangerous the future might be?
Shishir Upadhyaya	Assistant Professor	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)	2023	Article	Naval humanitarian assistance and disaster relief (HA/DR) operations in the Indo-Pacific region: need for fresh thinking
			2022	Article	Harmonizing maritime governance in the Indo-Pacific region
			2022	Article	Do the AUKUS and Quad deter Chinese aggression against India?
			2021	Article	Indo-Pacific Ocean Initiative - an opportunity to create new institutions for maritime governance
			2019	Article	India's maritime security relations with the gulf cooperation council countries- prospects amid rising Chinese influence
			2019	Article	India's Maritime Strategy: Balancing Regional Ambitions and China
Jehad Saleh Qwaider Banyiniss	Assistant Professor	Ph.D. in Private law from Amman Arab University For Graduate Studies  Masters in Private Law from Amman Arab University For Graduate Studies	2021	Intellectual Property	Legal responsibility arising from intellectual property in the age of artificial Intelligence
			2021	Intellectual Property	legislative direction to protect artwork in digital environment
			2020	Intellectual Property	"LEGAL STATUS OF PHARMACEUTICAL SECRECY IN THE UAE LEGAL SYSTEM
			2020	Intellectual Property	THE LEGAL FRAMEWORK FOR PROTECTING TECHNICAL MEASURES IN THE DIGITAL ENVIRONMENT
			2020	Intellectual Property	دور القضاء العربي في حماية الملكية الفكرية -- العلامة التجارية - دراسة فقهيّة مقارنه
			2020	Intellectual Property	The role of intellectual property in universities and public research institutions
			2020	Intellectual Property	"INNOVATION AND MANIFESTATION (EXISTENCE): THE SUBJECT MATTERS OF LEGAL PROTECTION OF INTELLECTUAL PROPERTY"
			2020	Intellectual Property	Arbitration in intellectual property disput

			2019	Intellectual Property	INOVATION AND MANIFESTATION (EXISTENCE): THE SUBJECT MATTERS OF LEGAL PROTECTION OF INTELLECTUAL PROPERTY CONCEPTUALIZING INTELLECTUAL PROPERTY IN THE CONTEXT OF LEGAL PROTECTION THE CONCEPT OF INTELLECTUAL PROPERTY AS A SUBJECT OF LEGAL PROTECTION   Pa...
Firas Mohammad Khalaf Alkhalidi	Professor	Ph.D. in Business Information System from University of Huddersfield Masters in Applied Economics from Western Michigan University	2021	Article	Enterprise Systems in the Post-Implementation Phase: An Emergent Organizational Perspective
			2020	Article	Enterprise Systems in the Post-Implementation Phase: An Emergent Organizational Perspective
Ibrahim Abualsondos	Associate Professor	Ph.D. in MIS Knowledge Management from Universiti Utara Malaysia (2021) Masters in Management Information System from The Arab Academy for Banking & Financial Sciences (2021)	2022	Conference Paper	The Role of Industry 4.0 Technologies in Enabling Knowledge Management Practices: United Arab Emirates Perspective
			2022	Article	Customer attitudes towards online shopping: A systematic review of the influencing factors
			2022	Conference Paper	Digital Transformation and its Impact on Operational Efficiency and Competitive Advantage in Islamic Banks
			2022	Conference Paper	Impact of Blockchain Technology and Fintech on Sustainable Performance
			2022	Article	Towards an Understanding of FinTech Users' Adoption: Intention and e-Loyalty Post-COVID-19 from a Developing Country Perspective
			2022	Article	Digital Transformation and Competitive Advantage in the Service Sector: A Moderated-Mediation Model
			2021	Article	An Empirical Study on the Effect of Organizational Factors on Tacit Knowledge Sharing in the ICT Sector
			2021	Article	Visitor Management System Design And Implementation During The Covid-19 Pandemic
			2021	Article	Business Intelligence in and Data Mining: Opportunities and Future
			2020	Article	Proposed Internship Information System (IIS) for Private Universities in Bahrain, Case Study: Applied Science University Bahrain
			2019	Article	The Power of Antecedent Factors of Service, System, and Information Quality and Their Effects on M-Commerce Consumer Perceiving Quality
			2019	Article	Operational Efficiency and The Adoption of Accounting Information System (AIS): A Comprehensive Review of The Banking Sectors
			2018	Article	The reality of the application of knowledge sharing practices and its impact on the development of employees' performance





# 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.

## College

A smaller institution of higher education typically focused on undergraduate or vocational education, although some colleges offer a limited range of graduate programs. College is also a term for a unit within a university, synonymous with a Faculty, such as the College of Business Administration or the Faculty of Business Administration.

## School

The term school may refer to a unit within a university, as noted above, or it may refer to an educational establishment that offers education at a secondary or lower level, such as the British School or the Indian School.

## Institute

An institute is an organization created for a specified purpose, usually research or the promotion of a cause. An educational institute tends to be usually devoted to defined technical fields.

## Academy

In higher education the term academy is used for a post-secondary educational institution devoted to a single field of study, such as an academy of arts, military academy, or police academy. The term also may refer to an establishment offering education at the secondary or high school level.

## University College

The term university college has many different meanings in different countries and in different contexts. In the US, a university college provides continuing or adult education, or serves as the academic home for lower division undergraduate students. In Canada, the UK, and elsewhere the term university college may be applied to a constituent college of a university or to an independent institution of higher education.

## Associate Degree/Diploma

“Associate Degree” and “Diploma” are synonymous in the UAE, although the title of Diploma is often used for strongly vocational qualifications. An Associate Degree/Diploma usually requires a minimum of two years of full-time study, with a minimum of 60 semester credits (or equivalent) and a maximum of 72 semester credits (or equivalent). In the UAE, a common degree title is “Associate Degree in ...” or “Diploma in ...”, where the name of the relevant academic field is inserted. Elsewhere, typical degrees include the AA, Associate of Arts; AS, Associate of Science; AOS, Associate of Occupational Studies; ABA, Associate of Business Administration; and AGS, Associate of General Studies.

## Higher Diploma

A Higher Diploma usually indicates a vocational program of study of three years in a specialized field. While credit requirements may vary, most Higher Diploma programs will require a minimum of 90 semester credits (or equivalent).

## 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)

## Postgraduate Diploma

A Postgraduate Diploma typically includes one year of full-time study, and at least 24 semester credits (or equivalent) of course work beyond the Bachelor’s degree.

## 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).

### **Doctorates**

A Doctorate degree typically requires at least three years of full-time study, with at least 54 semester credits (or equivalent) beyond the Master's level. There are several recognized distinctions among those degrees which are generally labeled "doctorate."

### **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 126 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.

### **Rolling Contract**

In a "rolling contract", a faculty member's favorable annual evaluation is followed by an extension of the contract, so that it remains valid for the same period as the original contract. In this fashion, an individual has reasonable job security as the contract does not expire. "Rolling contracts" assume that other conditions of employment, including residency requirements of the UAE, are met.

### **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.

### **Principal Lecturer**

An appointment requiring an earned doctorate or terminal degree, or equivalent, and an established record of excellence in teaching, research and scholarship. The rank of Principal Lecturer is substantially equivalent to Professor or an experienced Associate Professor. Appointment to the rank typically assumes extended service at the rank of Senior Lecturer.

### **Senior Lecturer**

An appointment requiring an earned doctorate or terminal degree, or equivalent, and demonstrated high quality teaching, research and scholarship. The rank of Senior Lecturer is substantially equivalent to an either an Associate Professor or an experienced Assistant Professor. Appointment at the rank typically assumes extended service at the rank of Lecturer.

**Lecturer**

In the US system, "Lecturer" refers to an appointment below the Assistant Professor level, and is sometimes synonymous with "Instructor". A Lecturer appointment normally requires at least a Master's degree or equivalent professional qualifications. In the UK system and in some Arab countries, a Lecturer appointment normally requires a terminal degree and is equivalent to Assistant Professor.

**Instructor**

An appointment requiring a Master's degree, or a Bachelor's degree and equivalent professional qualifications.

**Visiting**

A guest appointment normally offered to a faculty member from another institution for a limited time period, for example one academic year, and appointed at the rank held at that institution. Responsibilities are normally similar to those of full-time faculty in the department to which the appointment is made.

**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.

**Clinical Training**

A program of learning established by cooperation between appropriate departments of an institution and hospitals or other allied health providers serving as the institution's partners. Clinical training is structured with an appropriate learning plan, expected outcomes, and ongoing assessment and evaluation.

**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.

**Composite Award**

An award for formal recognition of learners who achieve a cohesive set of learning outcomes, but not the full combination of learning outcomes required for a Principal Qualification.

### **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>).

### **Level**

An indication of the relative complexity and/or depth of achievement, and the autonomy required to demonstrate that achievement by the learner. There are ten [10] levels in the QFEmirates; they differ from one level to another with the greatest complexity at Level 10 (see <https://www.nqa.gov.ae/en>).

### **Level Descriptors**

Generic statements which specify the learning outcomes and the purpose of a qualification at a given level, defined in terms of knowledge, skills and competence. The descriptors can be used for describing and comparing qualifications (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.

**Practice Teaching**

A supervised part of an education curriculum involving a student's placement in an educational institution, designed to prepare teachers for work in primary and secondary schools. In some institutions the term "student teaching" is used. Practice teaching is typically a full-time experience in the semester in which the student is engaged in it.

**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.

**Teaching and Learning Methodologies**

The principles and methods used for instruction, to be implemented by teachers to achieve the desired learning by students. These strategies are determined partly by the subject matter to be taught, partly by the nature of the learner, and partly by the intended learning outcomes to be achieved. For a particular teaching method to be appropriate and efficient, it must relate to the characteristics of the learner and the type of learning it is supposed to bring about.

**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"

## CONTACT INFORMATION AND LOCATION



**NOTHING IS IMPOSSIBLE  
IS THE PATHWAY TO SUCCESS**

YOUR JOURNEY AWAITS...



Toll free 800AUE (283)



info@ae.ae



American University in the Emirates,  
Dubai International Academic City, Block 6 and 7

[www.aue.ae](http://www.aue.ae)

GET TO KNOW US MORE  
SCAN HERE!

