

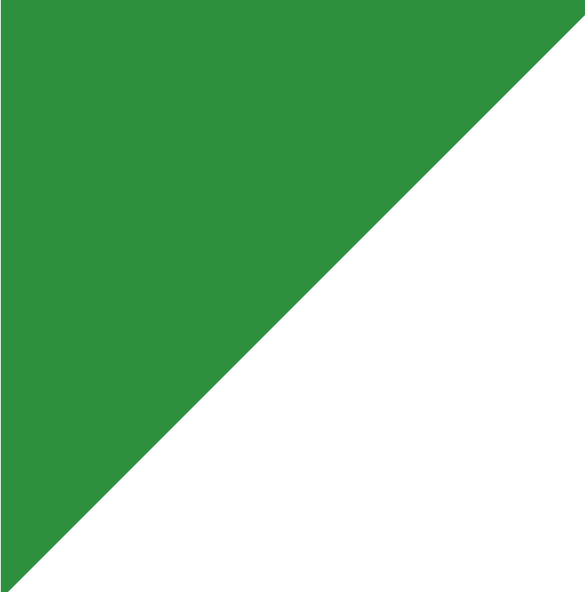
POSTGRADUATE CATALOG | 2015-2016



جامعة أبوظبي
ABU DHABI UNIVERSITY



B.Sc. in Civil Engineering
B.Sc. in Computer Engineering
B.Sc. in Electrical Engineering



POSTGRADUATE CATALOG

2015 - 2016

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Disclaimer

The statements set forth in this catalog are for informational purposes only and should not be construed as the basis of a contract between a student and Abu Dhabi University. While the University expects to operate in keeping with the provisions set out in the catalog, it reserves the right to change any provision listed at any point in time during the year, to best serve the academic interest of the students. Such change may include, but is not limited to, academic requirements for graduation. Every effort will be made to keep students advised of any such changes. Information on changes will be circularized and kept available in the Office of the Registrar and/or each Dean's Office. It is important that each student be aware of his or her individual responsibility to keep apprised of current policies and requirements.



ACCREDITATION:

Abu Dhabi University is licensed by the United Arab Emirates Ministry of Higher Education and Scientific Research, and all of its degree programs have received accreditation by the Ministry. The University is also accredited across the Gulf Cooperation Council (GCC), Jordan, Syria, Turkey and Iran, and all its degree programs are recognized by the various Ministries of Education in these countries.



SKEA:

In 2010, Abu Dhabi University outdid a large number of industrial and developmental institutions in the country and became the first higher education institution to win the prestigious Sheikh Khalifa Excellence Award for pursuing excellence in all of its operations while achieving its primary strategic objectives and goals.

MOHAMMED BIN RASHID AL MAKTOUM BUSINESS AWARDS:

At the conclusion of The World Entrepreneurship Forum 2013, Abu Dhabi University was awarded "Best Supporting University for Entrepreneurship" in the UAE and the Arab World during the Mohammed Bin Rashid Award for Young Business Leaders in its 8th cycle. Organized by the Mohammad Bin Rashid Establishment for Small and Medium Size Enterprises Development, the awards held under the patronage of His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, recognize individuals and organizations who contribute to the development of SME sectors in the country, which earned ADU this significant achievement.



QUACQUARELLI SYMONDS:

For its second year in a row, Abu Dhabi University is the youngest higher education institution to enter the ranks the world's top 650 universities in Quacquarelli Symonds (QS) world university rankings of 2012 -2013 and 2013 -2014. This accolade also makes ADU only one of three universities in the UAE to enter this prominent ranking.



ISO:

Abu Dhabi University has also succeeded in renewing its ISO 9001:2008 certification for its commitment to quality standards in the design, development and delivery of its academic programs and their supported services, according to the international standards set by ISO for organizations around the world.

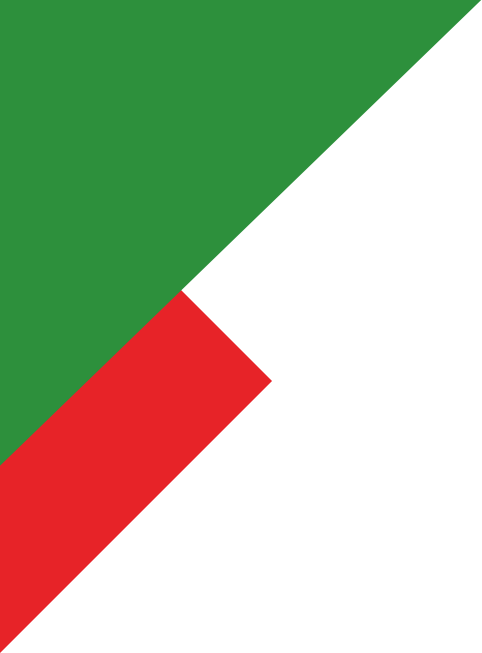


THE BIZZ AWARDS:

Organized by the World Confederation of Businesses (WORLDCOB), the prestigious Bizz award recognizes companies and organizations for innovation, business excellence and outstanding management performance, making Abu Dhabi University one of the first higher education institutions to ever receive the Bizz award in the Middle East region for three years running, including the recognition of the "Inspirational Company" in the Bizz Awards 2012.

ABU DHABI UNIVERSITY BOARD OF REGENTS MEMBERS

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MESSAGE FROM THE CHAIRMAN

Abu Dhabi University's journey began 12 short years ago in 2003, out of a desire to build the first national, private university in Abu Dhabi. Today, our young University embarks on its second decade under the guidance and direction of the President of the Abu Dhabi University Board of Regents, H.H Sheikh Hamdan Bin Zayed Al Nahyan, and has several significant and remarkable achievements to its name, setting it apart from its local competition and ultimately elevating it to international standards.

Throughout its relatively young history, Abu Dhabi University has forged its path of excellence through implementing innovative initiatives and international standards in teaching, research and community service, thereby, delivering it to the forefront of the UAE's educational institutions. Some of Abu Dhabi University's significant achievements include being the first university to receive the Sheikh Khalifa Excellence Award in 2010, as well as an ISO certification for its commitment to quality standards in the design, development and delivery of its academic programs and their supported services. Moreover, Abu Dhabi University is the youngest in the world to enter the ranks of the world's top 650 universities in Quacquarelli Symonds (QS) world university rankings, and only one of 3 universities in the UAE to make the cut. ADU is also actively pursuing international accreditation from the Western Association of Schools and Colleges (WASC).

As the capital's most prestigious national private university, Abu Dhabi University is also committed to supporting the government's policy agenda and its Economic Vision 2030. We continuously strive to ensure that our programs are aligned with the market requirements as well as the forecasted manpower needs as defined by the Government's strategy. Furthermore, while we take pride in the fact that we offer an American curriculum driven by best international practices, we remain firmly committed to the traditions and culture of the UAE. Therefore, our students are competitively prepared to face the global work environment, yet they remain in touch with their national identity and cultural heritage. With an employment rate of 90%, our cohorts of graduates stand as testimony to our successful philosophy and we are very proud to have been a part of their preparation for the road ahead.

Our great country has been blessed with its wise leadership, and it is only natural that in their honor, Abu Dhabi University continues to actively mentor the next generation, participating in building a specialized national human capital that are equipped with the skills they need to be successful leaders in their fields. Therefore, as you take your first steps towards your journey of development and intellectual challenge, Abu Dhabi University is proud to be your University of choice and your partner in future successes.

After all, at Abu Dhabi University... today we create tomorrow's success.

Ali Saeed Bin Harmal Aldhaheri
Chairman of the Board of Directors



UNIVERSITY ADMINISTRATORS

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Dr. Terrence Motiuk

Dr. Ali Azad

Dr. Jacob Chacko

Dr. Aly Sadek Nazmy

Dr. Sreethi Nair

Mr. Bassam Mura

Chancellor

Provost

Vice Chancellor for Financial and Administrative Affairs

Campus Director, Al Ain

Dean, College of Business Administration/

Acting Dean, College of Arts and Sciences

Dean, College of Engineering

Dean, University College

Registrar



CHANCELLOR'S WELCOME

Dear Students,

Thank you for your interest in Abu Dhabi University.

Ever since its inception in 2003, Abu Dhabi University has dedicated its mission to the intellectual development of individuals who will graduate to be global leaders making a positive contribution to national and global prosperity. This mission, however, is not limited to educating students but is extended to the University's proactive participation in the national development process that will transform the UAE into a knowledge-based economy, thereby enhancing its status as a prosperous and strong nation.

At Abu Dhabi University, we are committed to building national capacity, and fueling the economic engine with talented graduates and excellent faculty. In twelve short years, the University has become a force for socio-economic progress, and cultural enrichment of our region. Our student enrollment has now approached 7000 students in undergraduate and postgraduate programs, our alums have reached almost 7100 and in the last 3 consecutive years the employment rate of Abu Dhabi University graduates has averaged an impressive 92%.

Through continuously updating our curriculum and attracting internationally renowned faculty our Colleges of Business and Engineering have achieved International Accreditations through the prestigious AACSB and ABET Accreditations. In the meantime, the University is seeking international institutional accreditation from Western Commission of Schools and Colleges (WASC). Today, our young University is closer than ever at achieving international stature and becoming a force to be reckoned with in the international circuit of higher education.

Abu Dhabi University's success stems from clarity of vision, and focus on quality. My goal as the Chancellor is to lead Abu Dhabi University to a new height of institutional prominence; igniting people's collective energy to make a difference, and creating an environment conducive to intellectual, professional, and personal growth for faculty and students.

As an ambitious student looking for an exciting career, leadership opportunity and professional growth, Abu Dhabi University is the right choice for you. I trust you will enjoy Abu Dhabi University experience and find this catalog a useful guide to your career choice.

DR. NABIL IBRAHIM

Abu Dhabi University Chancellor



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ABOUT ABU DHABI UNIVERSITY

Abu Dhabi University (ADU) was chartered as a private institution of higher learning in the year 2000 under the patronage of H.H Sheikh Hamdan Bin Zayed Al Nahyan, Deputy Prime Minister and President of Abu Dhabi University's Abu Dhabi University Board of Regents Members. Abu Dhabi University currently serves over 4300 students from over 55 different nationalities at two campuses, one in Khalifa City, Abu Dhabi and the other in Al Ain. Abu Dhabi University has four Colleges and a Language Institute: the College of Arts and Sciences (CAS), the College of Business Administration (COBA), the College of Engineering (COE); the Office of Research and Sponsored Programs (ORSP) and the English Language Institute (ELI) – all of which are open to students from all nationalities and use the American model of higher education.

Abu Dhabi University Philosophy

The Founders and Abu Dhabi University Board of Regents Members of Abu Dhabi University believe that there exists a place in UAE society for a first class private university that will help advance the social, educational, cultural and economic interests of the nation. As such, Abu Dhabi University functions to promote the well being of the country through the education of its citizens and others who wish to take advantage of the offerings available at the University.

Abu Dhabi University is not a business, but a private institution of higher education that is run in a business-like manner. It is an Arab institution utilizing the best of the American, British and Arab models of higher education while operating in a multicultural Arab country. Abu Dhabi University is primarily a teaching institution, where scholarship and applied research are valued, and where great emphasis is placed upon active student learning.

Admission is open to all who are qualified based upon their demonstrated academic ability and their interest in learning in the context of the philosophy, vision, core values, mission, strategic goals, and annual objectives of this institution.

The Board of Abu Dhabi University understands and appreciates the role of the English language in the contemporary world economy and, as such, utilizes English as the official language of the University.

The University was licensed by the Ministry of Higher Education and Scientific Research (MOHESR), and all of its degree programs have received accreditation-eligible status. The University will activate its accredited degree programs, and seek to have them internationally accredited over the first decade of its operation, this will be based upon demonstrated student demand in the locations where Abu Dhabi University has campuses. The University values and supports practical, career-oriented education, which has a foundation of coursework in the liberal arts and sciences, such that all of our students become lifelong learners who have the capacity to acquire the skills necessary to excel and advance in their careers.

Within the first five years of its establishment, Abu Dhabi University, aspired to become one of the premier universities in the UAE. In order to achieve such lofty status, the University will be required to make advances in the effectiveness of its faculty and staff, the quality of its facilities, and the development of its curriculum. Abu Dhabi University will nurture an environment in which its students can achieve their academic and career goals, and the faculty and staff can fulfill their professional goals, within the context of the philosophy, vision, core values, mission, strategic goals, and annual objectives of the University.



Abu Dhabi University does not follow the philosophy of any other particular institution, but rather seeks to create a philosophy of its own making. First and foremost, Abu Dhabi University is an institution where teaching and learning are paramount. Faculty are hired primarily because of their ability to enhance the active learning of Abu Dhabi University students. Staff are hired primarily because they are interested in helping Abu Dhabi University students to achieve their academic goals. Relevant scholarship and other creative activities are valued not as an end in themselves, but because they have an applied value to the institution and the degree programs in which students are studying. Service to the University and the community are part of the responsibility of all faculty in support of the overall mission of the University, especially community service to the nation and the people of the United Arab Emirates. Faculty and staff are therefore strongly encouraged to remain current in pedagogy and their fields of study for purposes of enhancing their classroom teaching.

Licensure and Program Accreditation

The authority to license institutions of higher education to grant degrees and other academic awards and to accredit programs rests with the UAE Ministry of Higher Education and Scientific Research (MOHESR). Any institution located in the UAE that provides regular, theoretical, practical, or applied curricula of one academic year or longer beyond the UAE Secondary School Certification (or the equivalent) and that leads to an academic degree, certificate, or diploma, must be licensed and have its programs accredited in order to be officially recognized by the MOHESR (CAA Standards, 2011).

Therefore, MOHESR, and in particular its Commission for Academic Accreditation (CAA), ensures that universities in the UAE meet the specified standard to be licensed and that their programs fulfill necessary requirements to be accredited.

Abu Dhabi University and Licensure

Abu Dhabi University obtained its initial license in the year 2003. This license was renewed twice for both Abu Dhabi and Al-Ain campuses, and each renewal was for the maximum period of 5 years.

Abu Dhabi University and Program Accreditation

Only after obtaining initial licensure, can an institution seek initial accreditation for each of the academic degree programs it offers. Once conferred, initial accreditation applies to the program until it has graduated students. Only after the first cohort of students graduate from an initially accredited program will the institution apply for full accreditation of that program. Program accreditation is awarded for a period of five years.

Both the process for initial accreditation and the process for full accreditation require the review of the program by a visiting committee of experts in the discipline. This committee is normally drawn from outside the country in order to ensure that international standards of quality are met.

All the programs offered at Abu Dhabi University have received CAA accreditation. In addition, Abu Dhabi University is committed to obtaining, where relevant, international accreditation by international accrediting bodies.

In February of 2015, all programs in the College of Business Administration received AACSB accreditation. AACSB-International is the premier international accrediting body for business programs established in 1916 by the top the business schools in the United States. So far less than 5% of business schools in the world have been successful in achieving the prestigious AACSB accreditation.



Current Abu Dhabi University Postgraduate Programs

The following list includes the postgraduate academic programs that have been initially accredited by the CAA.

College of Arts and Sciences

- Professional Post-Graduate Diploma in Teaching

College of Engineering

- Master of Engineering Management
- Master of Project Management
- Master of Science in Civil Engineering
- Master of Science in Information Technology
- Master of Science in Sustainable Architecture
- Master of Science in Electrical and Computer Engineering

College of Business Administration

- Master of Business Administration
- Master of Human Resources Management
- Doctor of Business Administration



Vision

Abu Dhabi University is an internationally recognized university for quality education and applied research that drives economic and social development in the region and beyond.

Mission

The mission of Abu Dhabi University is to produce highly qualified career-oriented graduates in alignment with regional and global needs through excellence in teaching, student learning, faculty scholarship and engagement in community development.

Values

Abu Dhabi University prides itself on being a multicultural, student-centered community, committed to the ongoing development of its faculty, staff and facilities. Our values are deeply instilled and reflected in all our practices and embody elements of:

- Quality
- Integrity
- Respect
- Equity
- Innovation

Strategic Goals

The goals are to:

1. Create a student-centered learning environment conducive to intellectual and professional student growth;
2. Meet the needs of our stakeholders and be a responsive contributor to our community;
3. Achieve academic excellence at every level;
4. Deliver operational excellence across the institution;
5. Support a collegial and innovative work environment;
6. Maintain a sustainable financial position with the ongoing capacity to invest in growth and the pursuit of excellence.

Two Campuses: One Great University

At Abu Dhabi University, students have the option to study in Abu Dhabi, the bustling capital of the UAE, or the scenic garden city of Al Ain, the cultural heartland of the Emirates. Abu Dhabi University guarantees the highest academic standards on both state-of-the-art campuses as its dedicated faculty members travel between campuses or deliver simultaneous, multi-campus or deliver simultaneous, multi-location lectures by means of video-conferencing.

Abu Dhabi Campus

Abu Dhabi University offers you an unparalleled learning experience in a state-of-the-art educational environment. Abu Dhabi University prides itself for its dedicated faculty members and guarantees relevant content that is geared to an ever-changing and demanding globalized business world. In addition, Abu Dhabi University campuses offer students an unrivalled learning environment. Harvard-style lecture rooms equipped with the latest educational technology ensure that lectures are interactive and stimulate team discussion and sharing of experience. Wireless internet connection and computer labs throughout the campus complex provide students with convenient access to the latest technology and the internet. In Abu Dhabi University, you will find a comprehensive library and easy access to databases with financial data of hundreds of companies in the UAE, GCC and many other different countries. Abu Dhabi University also offers students the opportunity to stay on campus in newly constructed apartment-style dormitories with eight different food outlets in the cafeteria area that cater to all tastes. At Abu Dhabi University you will find the perfect combination of academic excellence and world-class facilities.

Al Ain Campus

Located in the city of Al Ain, also known as the OASIS of the UAE, Abu Dhabi University's Al Ain Campus enjoys all the modern facilities to cater for the higher educational needs of the community. Since its opening in 2003, the campus has grown substantially - both in faculty and students. Today, the campus is home to more than 60 faculty and staff and over 1,000 registered students, representing more than 20 nationalities. The campus is housed in a modern building that contains libraries, a Learning Support Center, modern classrooms, six computer labs, fully equipped audio/visual rooms, specially designed graduate programs classrooms, students' lounges, recreational facilities, a cafeteria, and



an outdoor courtyard. Our students have all the key facilities to their disposal that will provide them with all the educational necessities that make for an effective teaching and an enjoyable learning environment.

Campus Locations

Abu Dhabi, the capital of the UAE, is the largest city in the country and boasts some of the finest parks in the Middle East.

The city cultivates vibrant commercial and government sectors and is located on the island of Abu Dhabi just off the mainland of the Abu Dhabi Emirate.

Al Ain, the home city of the first UAE President, H.H. Sheikh Zayed Bin Sultan Al Nahyan, God Bless His Soul, is an oasis in the high desert of the Abu Dhabi, Emirate.

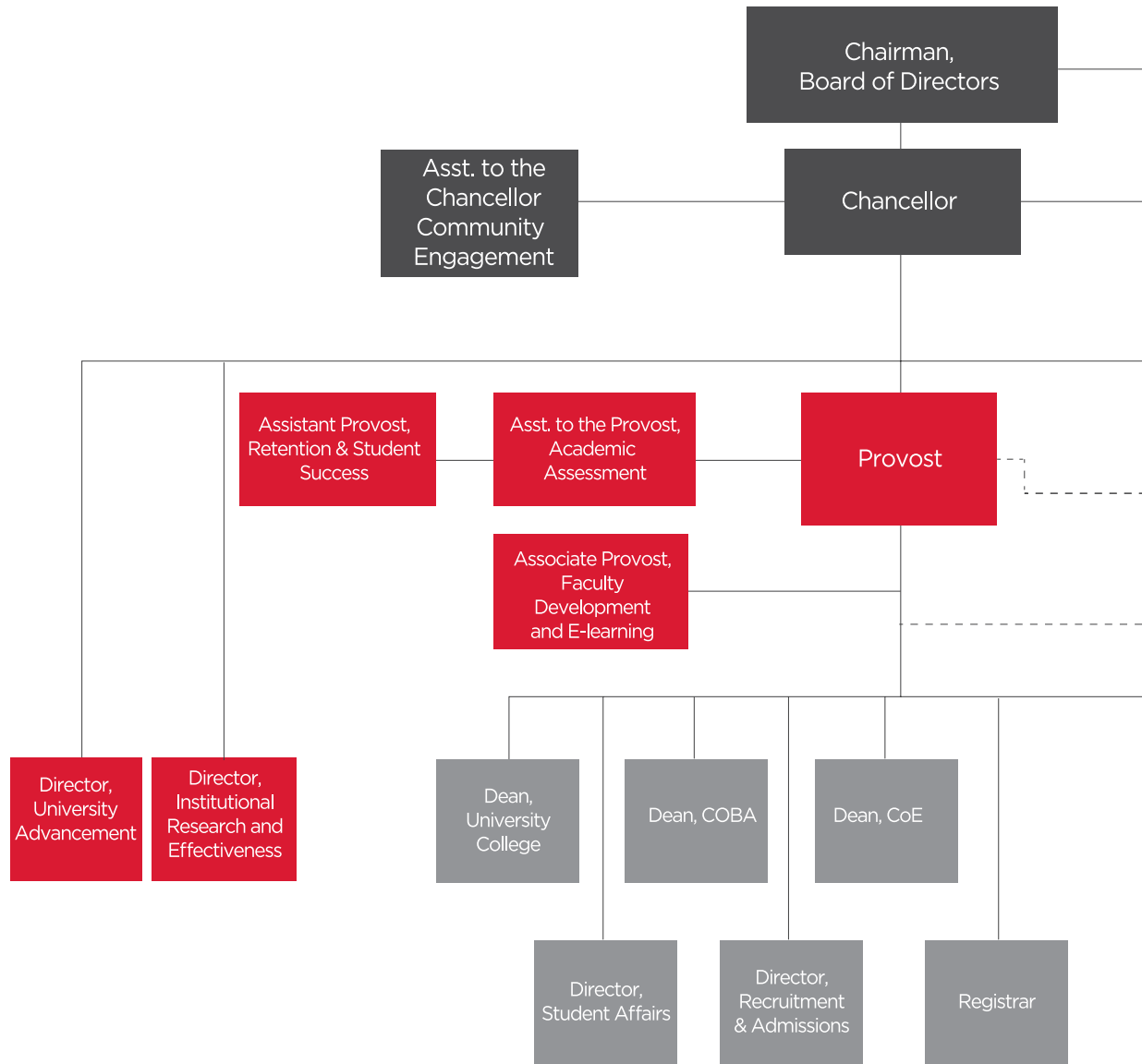
Often referred to as the Garden City of the Emirates, Al Ain is renowned both for its architecture and tree-lined boulevards in the shadow of surrounding mountains.

The explosive growth in commerce, industry, education, tourism, construction, international trade, agriculture and manufacturing in the UAE is evident in both Abu Dhabi and Al Ain. These two cities provide unparalleled opportunities for personal enrichment and professional development both for nationals and expatriates pursuing their dreams of a better life for themselves and their families.





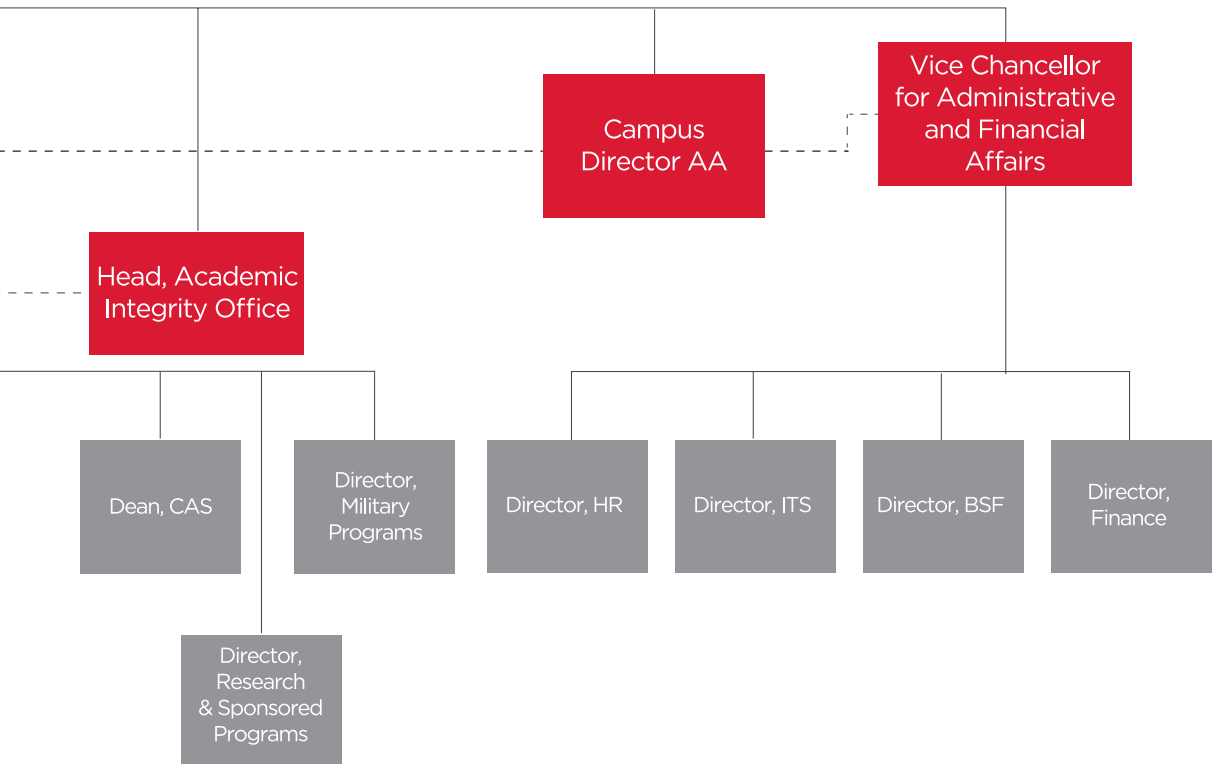
Abu Dhabi University Organization Chart





Chairs, Standing
Committees

University
Controller







ADMISSION, ENROLLMENT AND REGISTRATION

General Admission Information

Application forms and supplementary information are available at the Admissions, Enrollment & International Relations Department. Applications for admission should be submitted by the dates announced by the Admissions, Enrollment & International Relations Department.

Abu Dhabi University accepts applications on a rolling basis throughout the year, and has intakes in the Fall, Winter, Spring and Summer while one intake in the Fall semester for DBA applicants. The Admissions, Enrollment & International Relations Department will provide the date, time, and place of the required entrance examination, if any.

All applications will be reviewed and evaluated on an individual basis. All documents received by Abu Dhabi University in connection with applications for admission will become the property of Abu Dhabi University. Under no circumstances will they be returned to the applicant, forwarded to another institution or duplicated for any other purpose.

Students submitting their application to Abu Dhabi University must certify that the information they have provided Abu Dhabi University is truthful and accurate. If relevant information is not disclosed to Abu Dhabi University upon admission, this will be grounds for rejection of the application or termination of enrollment.

If the student is found to have provided false or misleading information in their Abu Dhabi University application and supporting documents, or if the student fails to disclose relevant information in order to meet Abu Dhabi University admissions requirements, the Admissions, Enrollment & International Relations Department will reject the student's application to Abu Dhabi University or immediately deactivate the student's registration status and freeze any on-campus activities in which he/she is involved. Students will also sign and agree to the terms of the Abu Dhabi University Code of Honor once they submit their applications.

Abu Dhabi University will admit qualified students without regard to race, color, gender, religion, national origin, or physical impairment/abilities. Physically challenged students must provide for their own special needs while attending Abu Dhabi University.



Doctor of Business Administration General Admission

The following documents will be required during admission for non international students:

- a. A fully completed Application for Admission form with a non-refundable application fee,
- b. A true copy of the certified Bachelor and Master Degree Certificate and Transcripts (attested by the MOHESR for graduates from universities in the UAE),*
- c. Six (6) passport-sized photographs,
- d. A copy of a valid passport and residency visa (if applicable),
- e. Copy of the UAE National Identity Card,
- f. Medical Examination Clearance from,
- g. Evidence of relevant work experience,
- h. An application letter of 500-1000 words in length,
- i. Official score report of international TOEFL (IBT) 79 or the ITP 550 (taken at ADUKG or Amideast) or the Academic IELTS 6.0 taken within the last 2 years,
- j. Copy of the latest C.V.,
- k. A true copy of an Equivalency letter from the Ministry of Higher Education and Scientific Research for applicants graduating from universities outside the UAE in addition to a true copy of the certified Bachelor and Master Degree Certificates and Transcripts.
- l. Three professional recommendation letters.

Admission offers are valid for one academic year only. If a student does not register within the academic year, he/she will have to re-apply.

Applications that have missing documents past the cutoff date will be issued rejection letters. However, students may reapply once their admission documents are complete.

*The basis for admission is the Master. Postgraduate Diplomas do not substitute the Master degree for admission.

Additional Required Documents for International Students:

The following documents have to be received along with the application form and an application fee:

1. Bachelor and /Master's Degree, transcripts and certificates duly attested by the UAE Ministry of

Higher Education and Scientific Research, and from the University where the certificate is issued,

2. Copy of student's passport (valid for at least 6 months),
3. Evidence of adequate funds or sponsorship,
4. Standard form indicating that the applicant will abide by the Abu Dhabi University rules and regulations,
5. Evaluation report from the Evaluation Service board stated above showing an equivalent average to the one required by Abu Dhabi University.

Doctorate Entry Requirements:

- Master degree (or equivalent qualification) in Business Administration or a directly related discipline from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research. The applicant should typically have a Cumulative Grade Point Average of at least 3.5 on a 4.00 point scale or its established equivalent in relevant Master course work.
- The Admission Committee will consider applications from holders of a Master Degree with a GPA between 3-3.49 based on the student's performance on the GMAT.
- Applicants must have at least two years of work experience at the middle to upper management levels.
- English Proficiency Tests – must be taken no more than two years prior to admission to Abu Dhabi University. Minimum English proficiency scores are set for each program and should be 79 Internet Based TOEFL, or 550 paper-based IT TOEFL (taken at ADUKG or Amideast) or 6.0 in Academic IELTS.

Exceptions:

- Students who are native speakers of English and have completed their undergraduate or postgraduate education in an English medium institution in a country where English is the official language.
- Students who have graduated from institutions where the medium of instruction is English, the TOEFL or IELTS requirement may be waived provided that the student supplies evidence that he/she obtained a TOEFL score of 550, or its equivalent on another standardized test approved by MOHESR, at the time of admission to his/her Master's program.
- Students will be interviewed by the DBA Admission Committee or a subset of that and only if the interview is deemed successful will the candidate be eligible for an offer of admission.



- Once admitted and enrolled, the student must complete the two sequential phases: Phase 1: consisting of course work and research proposal preparation and Phase 2: dissertation writing skills course and actual dissertation work.
- Meeting the above conditions doesn't guarantee automatic admission into the program. The selection committee will choose the best 20 candidates.

Conditional Admission:

Applicants may be required to satisfy one or more of the following conditions before granted regular admission to the program:

- A. MA graduates from a discipline not related to business will be granted regular admission into the program after the successful completion of some MBA courses. The Admission Committee will assess each applicant's course work to determine which MBA foundation courses they will need to take. MBA courses are waived if a student has taken any of them in his/her Bachelor or Master degree with score of B and above.
- B. Submission of an Equivalency letter from the Ministry of Higher Education and Scientific Research for students who graduated from universities outside the UAE by the end of the first semester. If they fail to submit it on time, their accounts will be deactivated and they will not be allowed to register for the following semester. However, students have to approach the Admissions, Enrollment & International Relations Department in writing in case they are not able to submit the equivalency letter by the end of the grace period. A committee will decide on each case based on the documentation provided.

Master Degree General Admission

The following documents will be required during admission for non international students:

- a. A fully completed Application for Admission form with a non-refundable application fee,
- b. An attested copy of the certified Bachelor Degree Certificate and Transcript (attested by the MOHESR for graduates from UAE universities)*.
- c. A copy of the UAE national ID card,
- d. Six (6) passport-sized photographs,
- e. A copy of a valid passport and residency visa (if applicable),
- f. Medical Examination Clearance form,
- g. Official transcripts and course syllabi from other universities for credit transfer,
- h. Evidence of relevant work experience may be required,
- i. Official score report of international TOEFL (IBT) 79 or the ITP 550 (taken at ADUKG or Amideast) or the Academic IELTS 6.0 taken within the last 2 years.
- j. Copy of the latest C.V.,
- k. 2 Recommendation letters may be required,
- l. A true copy of an Equivalency letter from the Ministry of Higher Education and Scientific Research for applicants graduating from universities outside the UAE in addition to an attested copy of the certified Bachelor Degree Certificate and Transcript.

Students dismissed from other academic institutes for academic integrity offenses, as per their official transcript, will not be admitted to Abu Dhabi University.

Admission offers are valid for one academic year only. If a student does not register within the academic year, he/she will have to re-apply.

Applications that have missing documents past the cutoff date will be issued rejection letters. However, students may reapply once their admission documents are complete.

*The basis for admission is the Bachelor degree. Master degrees or Postgraduate Diplomas do not substitute the Bachelor degree for admission.

Additional Required Documents for International Students:

The following documents have to be received along with the application form and an application fee:

1. Bachelor's Degree, transcripts and certificates duly attested by the UAE Ministry of Higher Education and Scientific Research, and from the University where the certificate is issued,
2. Copy of student's passport (valid for at least 6 months),
3. Evidence of adequate funds or sponsorship,
4. Standard form indicating that the applicant will abide by the Abu Dhabi University rules and regulations,
5. Evaluation report from the Evaluation Service Board stated above showing an equivalent average to the one required by Abu Dhabi University.



Master Degree Regular Entry Requirements:

- All students applying for Master admissions are required to have a baccalaureate degree (or equivalent qualification) in a directly related discipline from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research. The applicant should have a Cumulative Grade Point Average of at least 3.00 on a 4.00 point scale or its established equivalent in relevant undergraduate course work.
- Candidates may be asked by the Program Director to attend an interview.
- English Proficiency Tests – must be taken no more than two years prior to admission to Abu Dhabi University. Minimum English proficiency scores are set for each program and should be 79 Internet Based TOEFL, or 550 paper-based IT TOEFL (taken at ADUKG or Amideast) or 6.0 in Academic IELTS.

Exceptions:

1. Students who are native speakers of English and have completed their undergraduate or postgraduate education in an English medium institution in a country where English is the official language.
2. Students who have graduated from institutions where the medium of instruction is English, the TOEFL or IELTS requirement may be waived provided that the student supplies evidence that he/she obtained a TOEFL score of 500, or its equivalent on another standardized test approved by MOHESR, at the time of admission to his/her undergraduate program.

Once admitted and enrolled, the student must complete the program requirements within a maximum period of three calendar years and the Cumulative GPA must be at least 3.00 to graduate unless given an extension in writing by the Dean and Department Chair.

Students have to meet the program specific admission requirements of the program they are applying to.

Conditional Admission:

Applicants may be granted conditional admission in the following cases:

Case I:

English TOEFL score is between 530 and 549 (or its equivalent using the standardized tests approved by the Ministry).

In such a case, students may register for a maximum of 6 credit hours and must meet the following conditions:

1. Must achieve a TOEFL score of 550 or equivalent by the end of the student's first semester of study. Students will not be allowed to register for the following semester unless this condition is met.
2. Must achieve an overall CGPA of 3.00 by the end of the first semester of core courses (students are allowed to repeat one course to raise their CGPA). Students will be dismissed if this condition is not met.

Case II:

- a. English TOEFL score equal to or above 550 (or its equivalent using the standardized tests approved by the Ministry).
- b. and a CGPA between 2.00 and 2.99.

In such a case, students may register for a maximum of 9 credit hours in the first semester and must achieve an overall CGPA of 3.00 by the end of the first semester of core courses (students are allowed to repeat one course to raise their CGPA) or be dismissed from the program.

Case III:

Applicants may be required to complete some or all program pre-core courses (when the first degree is not directly related to the program), before granted regular admission to the program. Students are allowed to take these pre-core courses even if the language condition is not met.

Students may sit for a challenge exam set by the college. If a student passes the exam, he/she will be exempted from the pre-core course(s).

Students (who met the language condition) under this category may be allowed to register in regular graduate-level courses before completing the pre-core courses upon the recommendation of the Dean and/or Program Director. If the above conditions are met. However, they will be allowed to take intensive English course(s) and/or pre core courses even if the language condition is not met.

Case IV:

Applicants may be required to submit an Equivalency letter from the Ministry of Higher Education and Scientific Research for students who graduated from universities outside the UAE by the end of the first semester.

Students will be given a grace period of one semester to submit the equivalency letter. If they fail to submit it on time, their accounts will be deactivated and they will not be allowed to register for the following semester. However, students have to approach the Admissions, Enrollment & International Relations Department in writing in case they are not able to submit the equivalency letter by the end of the grace period. A committee will decide on each case based on the documentation provided.



Case V:

Applicants whose TOEFL score is below 530 or its equivalent must satisfy the English proficiency requirement before enrolling in any graduate-level credit course.

or/and

Once conditionally admitted students meet the above conditions, they will be granted regular admission.

Program Specific Requirements:

Each Master program has specific admission requirements. It is the responsibility of the Admissions, Enrollment & International Relations Department and the Program Director to ensure compliance with the requirements. Any changes or alterations to the program specific requirements must be approved by the concerned Dean, Program Director, and Provost and should be communicated to the CAA in a timely manner.

Professional Post-Graduate Diploma in Teaching General Admission

The following documents will be required during admission for non international students:

- a. A fully completed Application for Admission form with a non-refundable application fee,
- b. A true copy of the certified Bachelor Degree Certificate and Transcript (attested by the MOHESR for graduates from universities in the UAE),*
- c. A copy of UAE National ID Card,
- d. Six (6) passport-sized photographs,
- e. A copy of a valid passport and residency visa (if applicable),
- f. Medical Examination Clearance from,
- g. Official transcripts and course syllabi from other universities for credit transfer,
- h. Copy of the latest C.V.,
- i. A true copy of an Equivalency letter from the Ministry of Higher Education and Scientific Research for applicants graduating from universities outside the UAE in addition to a true copy of the certified Bachelor Degree Certificate and Transcript.

*The basis for admission is the Bachelor degree. Postgraduate Diplomas do not substitute the Bachelor degree for admission.

Admission offers are valid for one academic year only. If a student does not register within the academic year, he/she will have to re-apply.

Applications that have missing documents past the cutoff date will be issued rejection letters. However, students may reapply once their admission documents are complete.

Students dismissed from other academic institutes for academic integrity offenses, as per their official transcript, will not be admitted to Abu Dhabi University.

Additional Required Documents for International Students:

The following documents have to be received along with the application form and an application fee:

1. bachelor's Degree, transcripts and certificates duly attested by the UAE Ministry of Higher Education and Scientific Research, and from the University where the certificate is issued,
2. copy of student's passport (valid for at least 6 months),
3. evidence of adequate funds or sponsorship,
4. standard form indicating that the applicant will abide by the Abu Dhabi University rules and regulations,
5. evaluation report from the Evaluation Service Board stated above showing an equivalent average to the one required by Abu Dhabi University.

Professional Post-Graduate Diploma Regular Entry Requirements:

- All students applying for postgraduate professional diploma admissions are required to have a baccalaureate degree (or equivalent qualification) in Math, Physics, Biology, History, Geography, Science, English, Arabic, Social Studies, Islamic Studies or other directly related discipline from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research. The applicant should typically have a Cumulative Grade Point Average of at least 2.00 on a 4.00 point scale or its established equivalent in relevant undergraduate course work.
- Candidates may be asked by the Program Director to attend an interview.
- Once admitted and enrolled, the student must complete the program requirements within a maximum period of two calendar years and the Cumulative GPA must be at least 2.00 to graduate unless given an extension in writing by the Dean and Department Chair.



Conditional Admission

Applicants may be required to satisfy the following condition before granted regular admission to the program:

Submission of an Equivalency letter from the Ministry of Higher Education and Scientific Research for students who graduated from universities outside the UAE by the end of the first semester.

Students will be given a grace period of one semester to submit the equivalency letter. If they fail to submit it on time, their accounts will be deactivated and they will not be allowed to register for the following semester. However, students have to approach the Admissions, Enrollment & International Relations Department in writing in case they are not able to submit the equivalency letter by the end of the grace period. A committee will decide on each case based on the documentation provided.

Once conditionally admitted students meet the above condition, they will be granted regular admission.

Authentication

The University has the responsibility of verifying the authenticity of certificates presented by applicants. To satisfy the following conditions of attestation, certificates issued by universities following the UAE curriculum must:

1. Be original certificates or an attested copy,
2. Show grades received for each subject, and
3. Be attested by the issuing University, and the UAE Ministry of Higher Education.

If a certificate is issued by a private university outside the UAE, the student must then submit an equivalency letter for his/her bachelor's degree.

DBA applicant must submit an equivalency letter for his/her bachelor and /Master's degree.

Orientation Program

The Student Support Services will offer an orientation program for new students who are admitted to the Abu Dhabi University for Fall and Spring Semesters. Students admitted to the Summer term will be encouraged to attend the Fall orientation. Students attending the orientation program will:

1. Gain important information about academic life at Abu Dhabi University and find out how to register for classes;
2. Become familiar with resources on campus;
3. Meet other new students and make friends;
4. Meet Abu Dhabi University faculty, staff, and administrators;





5. Preview important first-year college issues;
6. Get questions answered about campus life;
7. Tour the Abu Dhabi University campus and its facilities,
8. Get help to adjust to the new environment.

Students are encouraged to attend the orientation program to avoid missing valuable information that could adversely affect their success at Abu Dhabi University.

Credit Hours

Courses are calculated in credit hours. Each course carries a certain number of credit hours that are awarded after the successful completion of that course.

Students admitted to a Bachelors Degree must complete the required number of credit hours of courses taught according to a program approved by the College Council.

Students must successfully pass any remedial or other courses during the first academic year. These pre-degree courses, including the ELI Levels, are not counted towards the GPA, although they appear on student's transcripts.

One semester credit hour of lecture/tutorial is defined as 60 minutes per week for 13 weeks. One credit hour of laboratory is defined as 120 minutes per week for 13 weeks. Customarily, weekly quizzes and mid-term examinations are included in the 13 week semester, with final examinations occurring in a

special 14th week set aside just for these exams.

Credit Transfer

Transfer credits may be applied towards a postgraduate degree if the following conditions are met:

1. The credits have been earned at the postgraduate level from a federal or licensed institution in the UAE or a recognized foreign institution of higher learning,
2. Only a student who is in good academic standing (CGPA of 3.0 or higher on a 4.0 scale, or equivalent) is eligible for transfer to an Abu Dhabi University postgraduate program of study similar to that from which the student is transferring,
3. The student has received grades of at least B, and the coursework is deemed comparable to what is required in the specific degree program,
4. Credit transfer will not be granted twice for substantially the same course taken at two different institutions,
5. The course credit hours to be transferred are equal or higher to the credit hours of Abu Dhabi University courses,

6. Transfer credits may be given for equivalent Abu Dhabi University courses when, in the opinion of the appropriate Dean and Professors, the learning outcomes of the proposed transfer courses and the level of study are deemed equivalent to that of Abu Dhabi University's course(s).

Postgraduate students may apply for credit transfer for courses taken prior to joining Abu Dhabi University once only when they first apply for admission to Abu Dhabi University. Courses taught in English language only may be transferred to Abu Dhabi University. Credit should not be counted twice towards awards. Therefore, credit cannot be transferred from a Master degree that the student has already achieved to the one he/she is planning to pursue.

The maximum approved transfer credits that may be applied towards a postgraduate degree program must not exceed 50% of the total credit hours. Credits earned for thesis work cannot be transferred. All proposed transfer credits must be approved by the respective Dean and Program Director and then communicated to the student.

Official transcripts, as well as official course syllabi from the previous institution, must be sent to the Registrar's Office in order to process requests for the transfer of credits. Courses taken outside the UAE are subject to the Ministry's approval (Accreditation of the university) first before transferring the courses.

Credits Earned At Other Academic Institutions

Continuing Abu Dhabi University students in good academic standing who wish to enroll in courses at other institutions where the credit earned will be used to fulfill degree requirements at Abu Dhabi University must satisfy one of the following conditions that delay the student's graduation:

1. The course is not offered in the current semester and not taking it will delay the graduation;
2. The course is offered but conflicts with another required course.

The course to be taken outside Abu Dhabi University has to be equivalent to an ADU course, as defined in the credit transfer policy. The Office of the Registrar will evaluate the student's request against the above conditions. If a student meets the conditions specified above and are in compliance with the university's residency requirements, his/ her request will be forwarded to the College Dean along with all supporting documents. If approved, the Office of the Registrar will inform the student and issue a Letter of Approval to the other academic institution.



Re-admission Procedure

This policy applies to:

- a. Former Abu Dhabi University students, whose enrolment at Abu Dhabi University has been voluntarily or involuntarily interrupted/stopped, including academic suspension, for more than two consecutive semesters (excluding summer semesters) or more than four discrete semesters (excluding summer semesters) during the whole period of study. Those semesters include the semesters from which the student has withdrawn from the semester with the approval of the concerned Dean.
- b. Former Abu Dhabi University students who formally withdrew from the university by filling a Withdraw University Form.
- c. Students who were dismissed from the University except for those who were dismissed for academic integrity violations (these students will not be readmitted).

Those students must petition the **Admissions, Enrollment & International Relations Department** in writing for readmission to the University indicating the semester for readmission is being requested stating the following:

1. Reasons for leaving Abu Dhabi University and reasons for returning;
2. Evidence proving that all conditions for readmission have been fulfilled;
3. Current contact information;
4. A valid Certificate of Good Conduct from the Police Department;
5. Medical report for students who withdraw from Abu Dhabi University for reasons of illness;
6. Clearance from the Finance Department at Abu Dhabi University.
7. Valid IELTS, Valid Passport, Visa and UAE National ID Card

If the student meets the current admission requirements, a committee comprised of the Provost, UC Dean, Head of the Office of Academic Integrity, Dean of the concerned college, Head of **Admissions, Enrollment & International Relations Department** and the Registrar will look into the request and make a decision on case by case basis. In some cases, an interview with the student may be required. The committee will evaluate students Abu Dhabi University transcripts and course syllabi. New admission policies might apply whenever appropriate

including entrance and language tests.

Based on the committee's recommendations, the student might be readmitted either by:

- a. Reactivating his/her account in case any of his/her Abu Dhabi University courses are counted.
- b. Creating a new account: in case that all his/her Abu Dhabi University courses are not counted.

Once readmission is granted, the student has to pay the admission application and registration fees or reactivation fees.

Upon withdrawal, students must know and understand that readmission is not certain and is contingent upon a

Re-Enrollment

- a. A former Abu Dhabi University student in good academic standing, whose enrolment at ADU has been voluntarily or involuntarily interrupted (such as Financial issues, Medical conditions, Work related issues etc), for more than one semester (excluding summer semesters). Those semesters include the semesters from which the student has withdrawn with the approval of the concerned Dean.
- b. Former Abu Dhabi University students who formally withdrew from the university by filling a Withdrawal Request Form.

Those students must petition the Office of the Registrar in writing for re-enrollment to the University. Students are encouraged to begin the re-enrollment process at least two months prior to the beginning of the semester stating the following:

1. Reasons for leaving Abu Dhabi University and reasons for returning
2. Current contact information
3. Medical report for students who withdraw from Abu Dhabi University for reasons of illness.
4. Clearance from the Finance Department at Abu Dhabi University.

If the student meets the requirements, a committee comprised of the Provost, Dean of the concerned college, and the Registrar will look into the request and make a decision on a case by case basis. In some cases, an interview with the student may be required. The committee will evaluate students Abu Dhabi University transcripts and course syllabi. comprehensive reevaluation of the student petition.



Visiting Students

Visiting students are students attending courses or undertaking postgraduate research, with the prior approval from the Colleges concerned, without seeking a degree at Abu Dhabi University. They will normally:

- a. Provide evidence of proficiency in the English language;
- b. Participate, at their choice, in registered course-work, and sit for the examinations set for that course, and;
- c. Be given, at their request, a transcript of courses taken at Abu Dhabi University.

Documents required for Admission of visiting students are as follows:

1. Completed application form with the required application fee;
2. Official transcript from the University at which the student is registered;
3. Copy of passport;
4. 2 photographs;
5. Copy of TOEFL/IELTS or any other proof of English proficiency.

Students who opt to complete the degree in Abu Dhabi University and change their status to regular student must meet the admission requirement. Please refer to the current admission policy and credit transfer policy if applicable.

Exchange Students

1. Candidates for the exchange program must meet the admission requirements of Abu Dhabi University.
2. All participants need to provide the following documents four months before the expected date of enrollment:
 - a. completed application form (No application fees are to be charged);
 - b. official transcript from the University the student is joining;
 - c. copy of Passport;
 - d. 2 photographs;
 - e. original copy of TOEFL/IELTS or any other proof of English Proficiency.
3. Candidates must provide an original copy of TOEFL/IELTS or, for postgraduate students, any other proof of English Proficiency,

4. Candidates will be informed about their application results three months prior to the starting date of the semester,
5. All transfer credits between institutions will be determined before the transfer takes place after due consideration,
6. Students on an exchange program for two semesters must successfully pass the first semester or will not be permitted to continue,

Independent Study

An independent study course is a course that involves one-on-one interactions between a student and a faculty member and includes content that is not otherwise taught at the university. Each Independent Study experience entails at least 15 contact hours for every credit hour of the course over an entire semester. An Independent Study course will count toward elective credit in the student's program of study and must satisfy one or more of the program learning outcomes.

Independent Study is open to students who have earned more than half of the credit hours in the program of study with at least a 3.0 CGPA. Students may not register for Independent Study for the purpose of making up deficiencies resulting from failures in other courses.

A student must have the Independent Study approved at the department and college level prior to registration. The student must submit to the relevant department chair the description of the Independent Study course and the basis for the final grade, and the proposal must be endorsed by the faculty member who will supervise the work and assign the grade. The proposal must then be approved by the department chair and the dean. Departments may set additional criteria that students must meet in order to register for Independent Study.

Postgraduate students may not register for more than three credits of Independent Study during their courses of study at Abu Dhabi University. Independent Study may not be used to award credit for off-campus work which is not under the direct supervision of an Abu Dhabi University faculty member.



Master of Engineering Management Admission

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education and Scientific Research in engineering,
2. Applicants who have not taken any business courses as part of their Bachelor's Degree in engineering or computer science discipline will have to take the below pre-core (or foundation) courses. A pre-core course will be waived if a student had successfully completed the course or its equivalent prior to joining the program.

Foundation (or Pre-Core) Courses *

Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 482-PC	Financial Accounting	2	No Prerequisite
GEN 200	Engineering Economy	3	No Prerequisite

* Required from students who did not take similar courses in their undergraduate degree
In addition to the application form, the applicant has to submit two letters of recommendation.

Master of Project Management Admission

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education and Scientific Research in engineering, architecture, computer science, or IT.
2. Applicants who have not taken any business courses as part of their Bachelor's Degree will have to take the pre-core (or foundation) courses indicated in the program curriculum before the start of the selected elective courses. Pre-core courses are waived if a student has taken any of them in his/her undergraduate degree with score of C or above.

Master of Science in Civil Engineering Admission

1. Candidates for admission must have a bachelor's degree in Civil Engineering or related field
2. Student should select one of the following concentrations at the time of application:
 - a. General Civil Engineering Concentration
 - b. Structural Engineering Concentration
 - c. Construction Engineering Management Concentration

Admission Requirements

In addition to satisfying the requirements of Abu Dhabi University Graduate Admission Policy, the following Civil Engineering Department conditions apply:

- Candidates with CGPA in their undergraduate degree below 2.5 cannot be admitted to the M.Sc. in Civil Engineering program.
- Based on the courses the applicant took in his/her undergraduate degree, and the concentration applied for, the program director may require the applicant to take certain undergraduate courses as remedial courses or pass a challenge test in lieu of such courses.

Master of Science in Information Technology Admission

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education and Scientific Research in Information Technology, Computer Science, Computer Engineering or closely related areas.
2. Applicants may be required to complete some or all of the below program pre-core courses (when the first degree is not directly related to the program), before granted regular admission to the program. Pre-core courses are determined by the Director of the MSIT program on a case by case bases, and are waived if a student has taken any of them in his/her undergraduate degree with score of C or above.*



Pre-Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CSC 302	Database Management Systems	3	No Prerequisite
CSC 305	Data Communication and Networks	3	No Prerequisite
CSC 307	Web Design and Programming	3	No Prerequisite
CSC 311	Java programming for the Internet	3	No Prerequisite

*Students may sit for a challenge exam set by the college. If a student passes the exam, he/she will be exempted from the pre-core course(s).

Master of Science in Sustainable Architecture Admission

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education in: Architecture, Architectural Engineering, Urban Planning, Built Environment, and Landscape Architecture.
2. Applicants may be required to complete some program pre-core courses to be determined by the Director of the Master of Science in Sustainable Architecture Program on a case-by-case basis depending on the curriculum of his/her bachelor's degree. These pre-core courses are as follows:

Pre-Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 360	Urban Planning or equivalent	3	No Prerequisite
ARC 470	Urban Design or equivalent	3	No Prerequisite
ARC 540	Sustainable Design or equivalent	3	No Prerequisite

Master of Science in Electrical and Computer Engineering Admission

Candidates applying for the MSECE program are required to have a Bachelor's degree in Electrical Engineering, Computer Engineering, or related fields from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research.

Admission Requirements

In addition to satisfying the requirements of Abu Dhabi University Graduate Admission Policy, the following Electrical and Computer Engineering Department conditions apply:

- Based on the courses the applicant took in his/her undergraduate degree, the program director may require the applicant to take certain undergraduate courses as remedial courses or pass a challenge test in lieu of such courses.



Master of Business Administration Admission

1. Candidates for admission must have an undergraduate degree.
2. Students with an undergraduate degree outside of business will be required to take the 4 MBA Pre-core courses listed below. Pre-core courses are waived if a student has taken any of the pre-core courses in his/her undergraduate degree with a score of C and above.

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 482-PC	Introduction to Management	2	No Prerequisite
ACC 482-PC	Financial Accounting	2	No Prerequisite
ECO 482-PC	Introduction to Economics	2	No Prerequisite
BUS 482-PC	Quantitative Methods in Business	2	No Prerequisite

- Conditionally admitted students should be preparing for clearing their English requirement situation during their first semester at Abu Dhabi University.
- Conditionally admitted students with no TOEFL/ IELTS must obtain the required English Proficiency prior to registering in any course.
- Conditionally admitted student with a TOEFL below 530 or equivalent can only take one course i.e. pre-core course in his/her first term.
- Conditionally admitted students with a TOEFL between 530 and 549 or equivalent can take one core course or one pre-core course in his/her first term.
- All students admitted conditionally based on CGPA or English proficiency will be required to participate in the COBA Postgrad Mentorship Program.
- All PG students with CGPA below 3.0 will be required to participate in the COBA Postgrad Mentorship Program.

Master of Human Resources Management Admission

1. Candidates for admission must have an undergraduate degree.
2. Students with undergraduate degree outside of business will be required to take the Precore courses listed below. Pre-core courses are waived if a student has taken any of the pre-core courses in his/her undergraduate degree with a score of C and above.

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 482-PC	Introduction to Management	-	No Prerequisite
BUS 482-PC	Quantitative Methods in Business	-	No Prerequisite

- Conditionally admitted students should be preparing for clearing their English requirement situation during their first semester at Abu Dhabi University.
- Conditionally admitted students with no TOEFL/ IELTS must obtain the required English Proficiency prior to registering in any course.



- Conditionally admitted student with a TOEFL below 530 or equivalent can only take one course i.e. pre-core course in his/her first term.
- Conditionally admitted students with a TOEFL between 530 and 549 or equivalent can take one core course or one pre-core course in his/her first term.
- All students admitted conditionally based on CGPA or English proficiency will be required to participate in the COBA Postgrad Mentorship Program.
- All PG students with CGPA below 3.0 will be required to participate in the COBA Postgrad Mentorship Program.



Registration

Students will be required to register during the online registration period announced every semester by the Office of the Registrar.

- Late registration will be completed within the first calendar week after the semester registration period is over.
- Registered students may add/drop courses prior to the first day and during the first calendar week of the semester. A full refund will be given for courses dropped by students during this period.
- Students wishing to continue their studies at Abu Dhabi University but who fail to pay the prescribed fees one week after registration, will be considered to have dropped from courses on they have registered.
- Students may seek to defer their registration by applying in writing to the Registrar. This should be done at least one week before the specified date of registration. Fees for late registration will be charged and students will be required to register on or before the deferred registration date.
- Students will only be permitted to sit for examinations and receive grades if they are registered for the courses and have settled their fees in full.

Registration Procedures

Students must register online at the beginning of each semester. Registration procedures are as follows:

- a. Before students meet with their Advisor, they should identify the list of courses they should take in each semester to satisfy the requirements of the program of study leading to their degree.
- b. Students register online at www.adu.ac.ae/en/registrar and then print out their own schedule cards. If a section is full, another selection will need to be made in consultation with the Advisor. Once the schedule card is finalized, and printed off, tuition fees are to be paid at the Finance Department.

Course Load Limitation

Full time postgraduate students carry a minimum load of 9 credit hours per fall or spring semester. Part time postgraduate students carry a load of less than 9 credit hours per fall or spring semester.

1. A student may register for up to a maximum of 12 credit hours in any spring or fall semester.

2. A student may register for up to a maximum of 6 credit hours in any term of six weeks duration or less

postgraduate students under academic probation have to abide by the load specified in the relevant Academic Standing Policy.

Add/Drop Course Regulations

A student is allowed to add and drop one or more courses during the first week of the regular semester and during first two days of the Winter/ Summer term. A student may drop one or more courses during the tenth week of the semester. In such cases, the "W" grade reflects the student's voluntary Withdrawal from the course. This grade is not computed in the student's GPA but determines student's progress towards completion of the college requirements. If the student does not officially withdraw from courses during these specified periods, he/she is considered registered for such courses and is held accountable for completing them.

Dropping Fall/Spring Credit Courses

- Students dropping courses within the first calendar week of the Fall/Spring semester will receive a 100% refund of the tuition fee.
- Students dropping courses in the second calendar week of the Fall/Spring semester will receive 75% refund of the tuition fee. In such cases a "Withdrawal without Penalty" (W) grade will be entered in their record.
- Students dropping courses in the third calendar week of the Fall/Spring semester will receive a 50% refund of tuition fees. In such cases, a (W) grade will be entered in their record.
- Students dropping courses after the third week of the Fall/Spring semester will receive no refund, and will be awarded a (W) grade for that course.
- A late registration fee will be charged for students registering during the add/ drop period.
- If students do not withdraw from courses during these specified periods, they will be considered as being registered for the course and held accountable.
- A 100% refund of tuition fees will be given for courses canceled by Abu Dhabi University.



Administrative Drops

Abu Dhabi University officials in the Office of the Registrar or the College Dean's Office may initiate an administrative drop. A student may be administratively dropped from one or more classes (or withdrawn from all classes) for any of the following reasons:

- a. Failure to meet certain preconditions, including but not limited to:
 - failure to pay tuition and fees by designated deadlines
 - class cancellations
 - failure to meet course prerequisites
 - failure to meet the specific academic requirements of the degree program, and
 - failure of comprehensive or preliminary examinations
- b. When the safety of the student, faculty member or other students in a course is jeopardized,
- c. Academic suspension, including but not limited to, failure to attain or maintain a required grade point average (GPA) of 3.0 after being placed on Academic Probation,
- d. Disciplinary suspension for having been in violation of the Student Code of Conduct,
- e. Disruptive behavior determined by a faculty member, College Dean or Registrar (and if required, a disciplinary committee) if found to be detrimental to the progress of the course and the education of students, or
- f. Exceeding the allowable number of absences from a course for a given semester.

Withdrawal from the University

Students who wish to leave Abu Dhabi University before graduation must complete a University Withdrawal Application Form from the Office of the Registrar. Official withdrawal will be granted after completion of the clearance procedure.

A "W" grade will appear against all courses taken by the student when he or she withdraws from Abu Dhabi University.

Student Record Confidentiality

The Student record is defined as any paper base or online documentation that contains information directly related to the student, such as academic evaluations, transcripts, test scores and other academic records, counseling and advising records, disciplinary records, and financial aid records. Academic and non-academic student's information is confidential and is protected against release to anyone except the student, the guardian, the sponsor and/or otherwise specified by the Student Release of Information Form.

Student Archives

The final course result at the end of the semester will remain in Abu Dhabi University records in perpetuity. The Office of Registrar will be responsible for maintaining appropriate storage. Deans, Chairs of Departments and faculty will have read-only access to these records.

Back up files will be updated regularly, with another set of files stored in an external and secure location in fire proof cabinets.

Tuition Fee

Tuition is based upon the college and/or department classification as opposed to the course classification or level. Tuition rates for undergraduate students vary from the tuition rates for graduate students. Costs of books and supplies are not included in the tuition and fees. Students at Abu Dhabi University are also required to pay certain fees and other costs to attend the university.

Abu Dhabi University reserves the right to change tuition and fee rates at any time with one semester advanced notice to students. A tuition schedule is published prior to the start of each academic year.

University institutional policy requires all students to pay tuition fees in advance. Failure to pay tuition fees by designated deadlines may result in a student to be administratively dropped from one or more classes. Students who have been dropped can re-enrolled again, but a late payment fee of AED 500/- applies.

Students who owe money to the institution will not be allowed to register for the subsequent semester until the balance owed is paid in full.



Fees Structure - AED

Postgraduate Tuition and Fees	Frequency	Fees	
		Abu Dhabi	AL Ain
College Arts and Science			
Professional Post-Graduate Diploma in Teaching	per credit hour	-	900
Master of Law	Per credit hour	2840	2840
College of Business Administration			
Master of Business Administration	per credit hour	2840	2840
Master of Human Resources Management	per credit hour	2840	2840
Doctor of Business Administration	per credit hour	4620	-
College of Engineering			
Master of Engineering Management	per credit hour	2940	2940
Master of Project Management	per credit hour	2940	-
Master of Science in Civil Engineering	per credit hour	2835	-
Master of Science in Information Technology	Per credit hour	2835	-
Master of Science in Electrical and Computer Engineering	Per credit hour	2835	-
Master of Science in Sustainable Architecture	Per credit hour	2835	-
Guided Reading Course	Per credit hour	2100	-
Admission Fee			
Admission Application - (Non-Refundable)	One Time	400	400
Registration - (Non-Refundable, paid once upon admission)	One Time	2850	2850
Registration - Professional diploma in Teaching (Non-Refundable, paid once upon admission)	One Time	-	2000
Institutional TOEFL + Write Placer	One Time	585	585
IELTS Exam	One Time	920	920
Late Registration/Payment Fee	upon occurrence	500	500
Healthcare Service Fee	Per Semester	110	50
Healthcare Service Fee	Per Summer/Winter	55	25
Student Services	Per Semester	350	350
Student Services	Per Summer / Winter	175	175
Accommodation Fees - Only in Abu Dhabi			
Private Single Occupancy with Bath and Kitchen	Per Semester	12500	-
	Per Summer/Winter	3800	-
	Per Day	130	-
Semi-Private Single Occupancy with shared Bath and Kitchen	Per Semester	9200	-
	Per Summer/Winter	2800	-
	Per Day	100	-



Double Occupancy with Bath and Kitchen	Per Semester	6700	-
	Per Summer/Winter	2000	-
	Per Day	70	-
Double Occupancy with Shared Bath and Kitchen	Per Semester	5400	-
	Per Summer/Winter	1700	-
	Per Day	55	-
Dorm Clearance Penalty	Per Occurrence	200	-
Dorm Late Registration fee	Per Occurrence	200	-
Other Fees - Both campuses			
Degree Attestation Fees	Upon Graduation	180	
Graduation Fee	Upon Graduation	1,000	
Locker Deposit	one time	200	
Locker Rent	Per Semester	65	
CoE Locker Rent	Per Semester	140	
CoE Locker Rent	Per Summer/Winter	35	
ID Replacement	any time/upon student's request	65	
Official Transcript	any time/upon student's request	55	
Official Letter (Estimated Tuition Fee)	any time/upon request	50	
Enrollment Letter	any time/upon student's request	30	
Locker Key Replacement	any time/upon student's request	100	
Penalty Bounced cheques	per cheque	500	
Post-Dated Cheques	per cheque	130	
Repatriation Deposit	one time	5560	
Residence Visa (Applicants inside UAE)	one time	1400	
Residence Visa (Applicants outside UAE)	one time	850	
Visa Transfer	one time	-	
Visa Renewal	one time	550	
Visa Cancellation (ADU has passport)	one time	120	
Visa Cancellation (ADU doesn't have passport)	one time	325	
Student Health Insurance	per Year	800	
Maintenance Deposit	one time	1000	
Door Cylinder Replacement	Upon Losing Door Key	200	
Lost Diploma Fees	Occurrence	300	
Certified True copy of the Graduation Certificate	Upon Graduation	100	
Parking Sticker	per additional sticker	25	
Parking Fines	per Occurrence	200	
Courier Fees (Local)	any time/upon student's request	70	
Courier Fees (International)	any time/upon student's request	200	
Internship Penalty	Per Occurrence	500	
Intensive Business English	one time	1000	

Abu Dhabi University reserves the right to make changes affecting Tuition, Fees and other testing fees during the year.



Payment

Tuition and fees are due upon registration. Students can pay cash directly at any branch of Abu Dhabi Islamic bank or by bank transfer or online using Student self-service. Tuition and fees may also be paid by cash, checks, and valid master or visa credit cards in the Abu Dhabi University finance office.

Cash Payment at the Bank

If you wish to pay in cash, please follow the following steps to make the payment to Abu Dhabi University Account No. 1-341-7198 at any of the Abu Dhabi Islamic Bank branches:

- Access the Abu Dhabi University Student Portal.
- Enter your user name and password.
- Click on registration and choose Register in courses.
- Make sure you have finalized your registration.
- Click on the link to display the schedule then make a print out.
- Submit the print out to any of the ADIB branches.
- Deposit the full amount into account No. 1-341-7198.
- Keep the ADIB deposit slip.
- If within 48 hours, the amount paid does not appear in your statement of account, please check with the Abu Dhabi University Finance Department with your ADIB deposit slip

Online Payment

Online payment is available through the Abu Dhabi University website www.adu.ac.ae,

- Log in your ID number and password at E-Services,
- Click self service then go to Student Centre to view the due amount and press make a payment,
- Enter the amount desired to pay on each item, to calculate the total amount click calculate grand total. After checking the total amount, press next to continue.

Note: The system will not allow to enter decimal while online Payment, you need to make sure to enter the amount without decimals.

- Read the agreement and tick the box if you agree, click pay online to proceed.
- Select the type of card to use (Master card or Visa Card).

- Enter the card number, the expiry date and the security code then click pay to continue.
- Transaction details will appear then click finish to proceed.
- Lastly, a payment confirmation message will show, click ok to complete the payment.

Plans for Tuition Payments

Each student who enrolls at Abu Dhabi University must choose one of the following plans and finalize the arrangements with the Finance Department:

• Option 1

Pay in Full

Full payment is due during the first week of registration.

• Option 2

Two Installments

The first payment is 50% of the total tuition fees due during the first week of registration and the second is a post-dated cheque two months after the first payment. A collection fee of 130 AED will be charged.

• Option 3

Four Installments

The first payment is 25% of the total tuition fees during the first week of registration with three monthly post-dated cheques. A collection fee of 390 AED will be charged.

Note: Once a student pays by Post-dated Cheques, she/he cannot exchange any of them with cash or another cheque; all received cheques will be deposited directly to the bank on the date stipulated on the cheques,

Refund

Refund Fees

1. A refund processing fee of AED 100/- is charged to students who drop courses during the refund period and decide to receive a cheque for the refunded amount. If the student decides to keep the amount in his/her account, no fee will be charged.
2. Any overpayment amount will remain in the student account and will be deducted from next semester's fees. If a student wants a refund of the account balance, three cases are possible:
 - a. If the overpayment is less than AED 2,000/-, no refund will be made on a priority basis, but should occur in about 15 working days.



- b. If the overpayment is equal or higher than AED 2,000/-, the refund will be made on a priority basis, within 5 business days.
- c. If a student is:
 - graduating the same semester, or
 - withdrawing from the University, or
 - receiving scholarship or sponsorship support, than his/her overpayment balance will be refunded at no extra charge and given priority service.
3. No refund processing fee will be charged if Abu Dhabi University decides to cancel the class.

Refund Period

1. The refund periods for students in the Fall and Spring semesters are as follows:
 - a. 100% refund during the first academic calendar week;
 - b. 75% refund during the second academic calendar week;
 - c. 50% refund during the third academic calendar week; and
 - d. 0% refund as of the fourth academic calendar week.
2. The refund periods for Summer courses for students are as follows:
 - a. 100% refund during the first and second days of classes;
 - b. 75% refund during the third and fourth days of classes;
 - c. 50% refund during the fifth and sixth days of classes
 - d. 0% refund after the above period.

Discount for Abu Dhabi University Alumni Students

Abu Dhabi University alumni who return to continue their graduate studies at the Masters level at Abu Dhabi University will be entitled to a 20% discount on tuition fees.

Eligibility Requirements:

To maintain the discount, a minimum CGPA of 3.0 in the Master level program is required.

Rules and Regulations

The following rules and regulations shall apply to master level tuition discount for returning Abu Dhabi University students:

- a) Tuition discount applications should be submitted at least two weeks prior to the start of the semester for new students.
- b) In the case where a student qualifies for more than one discount, scholarship or financial aid benefit, the student shall avail of the benefit with the highest value.
- c) In any semester where the minimum required CGPA is not met the student will lose the discount for the following semester. However, if the student CGPA reaches the minimum required level again, the discount will be automatically reinstated.
- d) Any student who is found guilty of a student code of conduct violation or an academic integrity offense will forfeit the discount for all subsequent semesters

Merit-Based Tuition Discount

Students with an undergraduate CGPA of at least 3.5 (or equivalent) who pursue their graduate studies at the Masters level at Abu Dhabi University will be entitled to a 25% discount on tuition fees.

Eligibility Requirements:

To maintain the discount, a minimum CGPA of 3.5 in the Master level program is required.

Rules and Regulations

The following rules and regulations shall apply to the merit-based master-level tuition discount:

- a. Tuition discount applications should be submitted at least two weeks prior to the start of the semester for new students. b) In the case where a student qualifies for more than one discount, scholarship or financial aid benefit, the student shall avail of the benefit with the highest value.
- b. In any semester where CGPA drops below 3.5 the student will lose the discount for the following semester. However, if the student CGPA reaches 3.5 or above the discount will be automatically reinstated .
- c. Any student who is found guilty of a student code of conduct violation or an academic integrity offense will forfeit the discount for all subsequent semesters.



Graduation Requirements

Postgraduate students must successfully complete all course requirements, as well as other academic activities assigned to their specialized study plan. The CGPA of each postgraduate student must be at least 3.0 out of 4.0.

Students must complete the Application for Graduation Form online no later than the end of the second week of the semester (first week in case of Summer semester) in order to be eligible for graduation at the end of that semester.

Applying for Graduation

Postgraduate students graduating from Abu Dhabi University must officially file an application for graduation at the beginning of the semester in which they plan to graduate. The Office of the Registrar does not initiate the diploma preparation until a student officially files for graduation.

NOTE:

Students must complete all requirements toward their degree in the semester they intend to graduate, or their graduation application will be disapproved.

Students wishing to graduate in the current semester, who were disapproved for graduation in any past semester, must re-file for graduation.

Students filing for graduation prior to the deadline may submit a graduation application request online through their PeopleSoft Student Center.

Applying for graduation on time will help to include your name in the commencement program; if you plan to participate in the ceremony, apply on time!

Deadline to file for graduation:

Deadline for applying for graduation is published in the student calendar available in the Abu Dhabi University website.

For any clarifications needed please contact the Office of the Registrar.

How to apply for graduation online?

- Go to www.adu.ac.ae to apply.
- Login in PeopleSoft using your username and password.
- Click on self service.
- Click on degree progress/ graduation.
- Click on apply for graduation.

- Click on the program for which you want to apply for graduation.
- Select the expected graduation term from the drop down list.
- Read carefully any comments in the Graduation. Instruction section. Any information to be conveyed to the expected graduates from the Office of the Registrar would be displayed on the graduation instruction section.

Awarding Degrees and Diplomas

1. Abu Dhabi University will award Postgraduate degrees upon the recommendation of Abu Dhabi University's Academic Council and University Council to students who have fulfilled the requirements of an approved program of study.
2. Abu Dhabi University will award Master's Degrees when a candidate has successfully completed a program approved by his/her College.
3. Given that the official language of Abu Dhabi University is English, the diploma certificates for an academic award will generally be in English. The documents show the full name of the recipient, the title of the award, and the title of the study program concerned.
4. The diploma certificate bears the official seal of Abu Dhabi University, as well as the signatures of the Chairman and the Chancellor of the University.
5. Abu Dhabi University may withhold the conferral of an academic degree or diploma to a student who has outstanding payments due to Abu Dhabi University, who has unreturned materials on loan from the Abu Dhabi University Library, or who has any other outstanding obligations to Abu Dhabi University.





STUDENT SUPPORT SERVICES

Mission

The Student Support Services endeavors to build on the overall university mission by offering services and facilities that fosters academic achievements, encourages students' development and fosters a healthy campus environment.

Vision

Through superior educational and social knowledge, we aim to fully prepare our students to be contributing members of a diverse, dynamic and challenging global society.

Student Housing

Abu Dhabi University (Abu Dhabi Campus) offers residence units of different classifications, all of which are apartment/studio type which are housed in buildings with 24/7 security and/or security system. Student dormitories are separated in terms of gender, in observance of the Gender-segregation Policy of the University. These residences are strategically located within the University, creating an atmosphere most conducive to learning and comfort of students.

Each dormitory is manned by a Supervisor and Security Personnel who are available 24/7 to cater to students' requests and other needs. Due to health and hygiene purposes, pets are not allowed in the dormitories.

Types of Units:

Private Room

Single unit with individual kitchen and bath (1 person/unit)

Semi-Private

Single Occupancy with Shared Bath and Kitchen (2 persons/unit)

Double-Occupancy

One-bedroom unit with 2 beds with shared kitchen and bath (2 persons/unit)

Double-Shared Occupancy

Two-bedroom unit with 2 beds in each room and shared kitchen and bath (4 persons/unit)

All units are furnished with beds and complete beddings, cupboards, closets, microwave ovens and refrigerators.

Services and Facilities available:

- Common kitchen
- Laundry rooms
- Common washrooms
- TV room
- Computer areas with PC and wired internet connections
- Wireless Internet connection
- Gym
- Sports Facilities (football, basketball, volleyball, tennis courts)
- Supermarket
- Transportation to and from shopping areas

Due to health and hygiene purposes, pets are not allowed in the dormitories.

Curfew hours are applied to ensure student safety and to promote a secured environment of campus-living.

Counseling Services

Counseling Services aims to clarify the needs arising from the impact of college life on the student's educational, interpersonal, and social life. Supportive counseling services can help the students adjust to their circumstances and relate to the environment in a more productive way. It also offers an atmosphere in which students may discuss their issues with the assurance of all counseling information to remain private and confidential. It also engages in activities that contribute to the well-being of Abu Dhabi University community through on-campus and off-campus service delivery projects. Both students and the community benefit from continued commitment in providing a model counseling program.

Supportive counseling services provided to students included but not limited to:



Individual Counseling - to discuss information and/or difficulties with educational/academic matters, coping/adjustment skills to academia, and interpersonal issues affecting academic performance.

Group Counseling - provides an opportunity for group of individuals (2 or more) to explore new techniques in several issues; i.e., communication, stress/anger management, and interpersonal matters.

Educational Activities & Personal Development - are workshops and referral services designed to respond to the variety of student's needs and development during their academia.

Other Services: this includes Dress Code which promote cultural value and individual respect and Consultation with students, family members, guardians, faculty and staff, Emergency Response when need arises.

Career Development Department

Abu Dhabi University has a significant number of postgraduate students and offers a variety of resources and services to serve their career development needs. Postgrad students may contact the careers team for career advising and CV consultation as well as participate in career workshops and events. We secure the accessibility of our students to the job market and our network with companies thus every year, we hold a career fair at the Abu Dhabi campus which is attended by local and regional organizations. Employer talks, career development events, and conferences are also held throughout each academic year.

Postgraduate students can avail of the on-campus student employment program which is an opportunity for you to acquire valuable work experience and develop your skills and profile while studying at the university through short-term on-campus employment.

Postgraduate students can take advantage of these services by contacting the careers team at careers@adu.ac.ae

Connect with us:

Facebook: [aducareerdevelopment](#)

Twitter: [@ADUCareerDev](#)

LinkedIn: [Career Devt Dept ADU](#)

Student Engagement & Development Office (SEDO)

Student Engagement & Development Office is a student-centered department that works dynamically to provide the Abu Dhabi University community with an expansive variety of Cultural, Social, Artistic, Religious, Environmental, Recreational, Health, and Athletic programs. SEDO is always looking forward to create a vibrant campus life and to engage students into the activities and events that occurs in & off campus. Programs that represent the aim of the office are the following;

- **Student Council Program:** Aims to build a strong bridge of communication between the students and the Abu Dhabi University Management and embrace the needs of the students to bring about significant developments in Abu Dhabi University.
- **Clubs Program:** Aims to motivate Abu Dhabi University students to create their own activities through illustrating their culture, interest, and professionalism.
- **Community Service:** Aims to encourage volunteerism work for students, to support UAE community.
- **Sport:** Aims to enhance the physical skills of Abu Dhabi University students, through various activities in and out campus, such as football, basketball, cricket, and volleyball tournaments and games.
- **PDP-Personal Development Planning Program:** Maintain active and well skilled Abu Dhabi University students through developing their interpersonal skills by applying the Abu Dhabi University Graduate Skills Standard.

Throughout the students' several development and empowerment programs, they gain the ability and authority to make decisions and implement change in their own lives and the lives of all Abu Dhabi University community. Hence, harmonizing the efforts of the teaching faculty, students are empowered.

SEDO strives to become a leading model of innovative and creative approaches for student-centered initiatives as we deliberately grow to meet the expanding needs of our splendidly diverse student body and greater community.

Students With Special Needs

Students with special needs are encouraged to consider a university education. By working to create an accessible learning environment, the administrators, faculty and staff of Abu Dhabi University endeavor to provide support and services that:



- Enable students with special needs to approach their studies more effectively;
- Enhance understanding of special needs within the University community, and
- Promote collaboration within the University community and within the community at large to provide assistance for students with special needs.

Special need students include those students with:

1. Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing includes:
 - epilepsy;
 - any degree of paralysis;
 - amputation;
 - lack of physical coordination;
 - blindness or visual impairment;
 - deafness or hearing impairment;
 - muteness or speech impediment; or
 - physical reliance on, wheelchair, or other appliance or device;
2. A learning disability or a dysfunction in one or more of the processes involved in the comprehension or use of symbols or spoken language;
3. A mental disorder, where "mental disorder" means a disorder of thought, perception, feelings or behavior that impairs a person's:
 - judgment
 - ability to associate with others

Counseling Services for Special Needs Students:

The Counseling Services Office assists the students with impairments in fully participating in all aspects of University life, and in particular:

1. Provide support and advice for students with impairments.
2. Formally evaluate the student's impairment, and following discussion with the course coordinator, determine what support or accommodations are appropriate. In making an assessment, counselor may seek advice from appropriate professionals such as a doctor, neurologist or educational psychologist.
3. Coordinate the provision of specialized services, furniture, equipment, or other accommodations as required.

4. Liaise with the student and other relevant student service providers to ensure that where required, appropriate support is provided to any student with impairment.
5. Provide support, advice and information to the appointed counselor in each department.

Student Visa & Health Insurance

Abu Dhabi University students who choose to be sponsored by the University in terms of residence visa should apply through the Student Support Services Office. The visa sponsorship process requires certain conditions that students should meet in order to obtain and maintain student visa. Such conditions are covered by government rules and regulations.

- Should be full time students: with a minimum 12 credit hours for Undergraduate and minimum 6 credit hours for Postgraduate students.
- A student must not be employed while under the sponsorship of the University unless authorized by Ministry of Labor.
- Students must promptly respond to any notice, telecommunication, E-mail & SMS involved with their visas and/or Health Insurance Cards renewal process.
- Students must commit to the registration rules as per ADU policy.
- Immediate updating the Student Support Service office with any changes may occur to the students communication channels (Tel Nos. & E-mails).

Students under Abu Dhabi University sponsorships and to all International GCC students wish to have Health Insurance should apply through the Student Support Services with the following below requirements. Health Insurance processing will take 7 to 10 days maximum upon submission of complete requirements.

- Copy of valid passport with visa page
- (1) passport size photo white background
- Copy of Emirates ID/Application form
- Fee

Student Locker

Lockers are available to any current and registered student of Abu Dhabi University. Due to a limited number of compartments, locker rental is subjected on a first-come, first-served basis. Locker applications are obtained, completed and submitted to Student Support Services Office.



Locker Availability

Male Side:

- Ground Floor

Female Side:

- Ground Floor
- First Floor
- Second Floor

Student Transportation

The Abu Dhabi University Student Transportation Service has been established to offer and maintain a safe and orderly environment for travelers to and from Abu Dhabi University campuses. Abu Dhabi University provides the service to transport students according to their needs in addition to allowing accessibility to the university. Students are picked-up and dropped-off at designated areas around the city of Abu Dhabi in accordance to the student's preferred type of service.

IT Services

The Information Technology Department is committed to ensure that all University's IT requirements are fulfilled and guarantees that all quality system operations run smoothly. The information technology resources include computer hardware and software, databases and communication networks, as well as trained technical and user services staff.

A high speed network connects all of the University's computers with the Internet, electronic mail, and remote login and file transfer facilities are accessible to all education institutions and other organizations throughout the world. The general infrastructure in the labs includes student workstations, an instructor workstation, laptop connectivity, scanners, printers, data projector, slide projectors, CD/ DVD writers, digital cameras, and audio and video equipment.

Bookshop

The Abu Dhabi University Bookstore provides students, faculty and staff with timely and convenient access to adopted course textbooks and eBooks. Most of the textbooks and eBooks are ordered directly from the publishers. Abu Dhabi University bookstore is dedicated to providing textbooks and eBooks on time, combining service with value pricing. Constantly striving to supply what the consumer is asking for, Abu Dhabi University bookstore will continually review what is available in the marketplace, improving on what is available and providing new products

and services as needed. ADU Bookstore supports eBooks to replace the conventional paper books. However, the Bookstore still have "A Used Textbook Buy-back Program", wherein students can sell their used textbooks and they will be given credit on their accounts which can be used to pay their tuition, books, and other fees.

Library

The Abu Dhabi University library includes facilities on the Abu Dhabi and Al Ain campuses. The library provides educational services to Abu Dhabi University communities that include orientation, training for new users, information literacy, research assistance, subject guides, borrowing and lending, reference services, database searching, Internet access, photocopying and printing services. The Abu Dhabi University library is committed to providing a well-balanced and up-to-date set of educational resources.

Membership

The Abu Dhabi University library is open for the purpose of study and research to the following groups:

- a. members of all the Boards and Councils of Abu Dhabi University;
- b. members of Academic and Non-academic staff of Abu Dhabi University;
- c. registered students of Abu Dhabi University;
- d. other students taking courses in Abu Dhabi University as agreed by the manager of the library or an authorized representative;
- e. students of other UAE universities as authorized by the director of the library.
- f. access to the library print and online collection for the wider community is allowed on campus.

Abu Dhabi University library provides the following services to its users:

- a. Circulation and Reserves.
- b. Photocopying Service.
- c. Printing Service.
- d. Reference Service.
- e. Full Text e-Journals Search
- f. Group Study Rooms.
- g. Information Literacy Sessions.
- h. Interlibrary Loan.
- i. Online Library Catalog
- j. Library guides



General Rules

Abu Dhabi University library regulations are approved by the Library Review Committee, with the aim of giving all library users the opportunity to make the fullest use of one of Abu Dhabi University's most valuable resources. The regulations shall describe what Abu Dhabi University expects from users in dealings with the library. Abu Dhabi University Library Committee will be responsible for reviewing and updating library policies and procedures as necessary.

All registered readers are presumed to know the library regulations which are included in the Student handbooks and available in the Library and on the Library's web pages.

Library Hours

The library is open Sunday through Thursday and closed on Fridays; public holidays and other days of obligation.

The opening hours of the main library are displayed on the notice boards and are as follows:

Sunday – Thursday:	9:00 am – 8:00 pm
Saturday:	12:00 noon – 8:00 pm
Friday:	Closed

Public holidays and special days: Closed

Saturdays, Ramadan and summer sessions have special hours

The opening hours of Abu Dhabi University are displayed at the library entrance and website. The library normally closes on days on which Abu Dhabi University is closed as published in the Abu Dhabi University Calendar. Use of the Abu Dhabi University library is normally permitted to the above mentioned groups. Admission to closed collections is at the discretion of the library manager subject to the separate regulations governing those collections; admission to them does not of itself imply permission to use other parts of the library's collections.

Healthcare Clinic On Campus

Healthcare Clinic on Campus aims to provide Basic First Aid Healthcare services and health awareness workshops. Abu Dhabi University community will gain from continued commitment in providing quality and reliable healthcare services.

Abu Dhabi University provides access to health care services for students and other members of Abu Dhabi University community. Our health services will accommodate all students, faculty and staff emergencies during office hours. We are accepting patients on a walk-in or appointment basis, and offer prompt referral

of patients to sub-specialist consultants where necessary. When the university health service is closed, students with serious medical emergencies are advised to go to the nearest Medical Facility. Abu Dhabi University Clinic sustains highest level of ethical standards and confidentiality in adherence to Health Authority of Abu Dhabi and Abu Dhabi University policies and procedures.

Cafeterias and Restaurants

Abu Dhabi University Food Court offers menus that are innovative and affordably priced. It serves a broad selection of items that appeal to every taste and dietary restriction. Restaurants at Abu Dhabi University Food Court are designed for use by staff, students and visitors, and is generally the most visited component of the university. It is also a place where students and faculty can take their visitors for brief coffee break or a lunch hour visit.

Abu Dhabi University Food Court:

- Al Farooj Restaurant
- Nabraas Restaurant
- Lamartin Valley
- Urban Bites
- Subway
- Cinnamon City
- Starbucks Coffee
- Circle K Supermarket

Contact Centre

Abu Dhabi University Contact Centre has a wider but vital responsibility to provide the highest level of customer service to our potential students and existing students who call the University Toll Free number (800 ADYOU – 80023968) and guests who call the Operator (501-5555). The University Contact Center employs dedicated full time staffs along with part time support staffs and current Abu Dhabi University students to deliver professional and correct information and act as the information gateway for the Abu Dhabi University, its students, staff and the wider community.

The Contact Centre is open from 9 a.m. to 6 p.m., Sunday to Thursday and has 8 lines hubbed to the toll free number to ensure easy and seamless accessibility by the existing as well as prospective students. Our Mission is to deliver a comprehensive and efficient information service, providing positive experiences and placing our clients at the centre of what we do. The Contact Centre supports a wide range of service initiatives aimed at helping different departments within the Abu Dhabi University like managing the Operator line – 501-5555, outbound calling projects, bulk sms, sending bulk email blasts, conducting phone-based surveys, serve as one of the multiple Point of Contact for Students Complaints, helping



other departments with call overflows on request, sending e-publication to prospects on request etc.

For prospective student enquires call 800 23968 or email Admissions@adu.ac.ae

Our Commitment to Quality

The Abu Dhabi University Contact Service Centre is committed to continuous learning and improvement and this is demonstrated in its rigorous quality monitoring program. Staffs are assessed on their customer service skills and product knowledge based on an internal daily call monitoring system. The Contact Centre is also independently assessed through Mystery shopping each month by Nielsen, a global consumer research company who specializes in such fields. Abu Dhabi University Contact Centre has been consistently performing highly with more than 97% average in the last 7-month.

Employment Opportunities for Students

The ADU Contact Service Centre employs current Abu Dhabi University students in the role of Customer Service Officer. The role involves the provision of course information via phone, email and web contacts. Additional duties include outbound call campaigns, surveys and other administrative tasks as and when needed.

Recruitment usually occurs as per the vacancy and requirement of the Contact Centre and the applicants most suitable for this position will be first or second year students who are motivated, hard working, proficient with computers and can demonstrate a pleasant phone manner. Prior call centre and customer service experience is desirable, but most importantly, applicants must demonstrate proven ability to function effectively within a team environment.

Successful applicants will receive extensive training in customer service skills, systems use, and the relevant product knowledge required. A Buddy Program also provides new staff with the opportunity to gain confidence in their skills and knowledge before taking phone calls.

Available positions are advertised on Careers website.

Health and Safety

Abu Dhabi University is committed to strong programs of accident and injury prevention and to complying with all environmental and health and safety laws and regulations. Good health and safety practices are a responsibility of each faculty member, staff member, student and visitors to the university.

Line responsibility for good health and safety practice begins with the supervisor in the workplace, laboratory or classroom and proceeds upward through the levels of management. In academic areas, supervisors include the lab instructors, class instructors and faculty, or others having direct supervisory authority. Academic levels of management are the department chairperson or Deans and the Provost. Administrative levels of management include mid-management, directors, and Vice Chancellor. Final responsibility for health and safety policy and programs rests with the Chancellor of the University.

Scope

Abu Dhabi University makes all reasonable efforts to:

- Ensure that all equipment, substances and work systems used are suitable for their intended purposes and take all reasonable and practical steps to meet safety requirements.
- Protect the health and safety of Abu Dhabi University faculty, staff, students and visitors who currently reside in the university campus;
- Provide safe workplaces - academic, research, and administrative - for faculty, staff and students;
- Provide information to faculty, staff, and students about health and safety hazards
- Identify and correct health and safety hazards and encourage faculty, staff and students to report hazards;
- Provide information and safeguards for those on campuses and in the surrounding community regarding environmental hazards arising from operations at Abu Dhabi University.

The managers of Safety & Security and Health & Counseling departments together with top management personnel in the University form the Environmental Health & Safety (EH&S) Committee who is responsible for recommending University-wide health and safety policies; ensuring overall institutional compliance with policies, statutes, and regulations; monitoring the effectiveness of the safety programs; identifying the risk at the workplace and providing central health and safety services to all areas of the University.



12.3
Def: The dot product $u \cdot v$
of $u = (u_1, u_2, u_3)$ and $v = (v_1, v_2, v_3)$
is $u \cdot v = u_1 v_1 + u_2 v_2 + u_3 v_3$ (1)

Also


$$u \cdot v = |u| |v| \cos \theta \quad (2)$$

From (2) we have

$$\cos \theta = \frac{u \cdot v}{|u| |v|} \Rightarrow \theta = \cos^{-1} \left(\frac{u \cdot v}{|u| |v|} \right)$$

let us find the



COURSE RELATED INFORMATION

Introduction

Course grades will be based upon a combination of examinations, class participation, class attendance, quizzes, projects and homework assignments. Students receive a preliminary assessment of the course grade after mid-semester tests, and a final evaluation at the end of the semester.

Doctorate/Master Degree Grading System and Scale

Abu Dhabi University graduate students will be assigned grades for their academic course work according to the following scale:

<i>Grade</i>	<i>Grade Point</i>	<i>Percentage</i>	<i>Meaning of the Grade</i>
A	4.00	90-100	Excellent
B+	3.50	85-89	Very Good
B	3.00	80-84	Good
C+	2.50	75-79	Satisfactory
C	2.00	70-74	Poor
F (credit)	0.00	Less than 70	Fail
P (credit)	N/A	N/A	Pass
S	N/A	N/A	Assigned for Successful completion of graduate non-credit courses
I	N/A	N/A	Assigned for Incomplete course work
U	N/A	N/A	Assigned for Unsuccessful completion of graduate non-credit courses
T	N/A	N/A	Transferred Course
P	N/A	N/A	In Progress
W	N/A	N/A	Withdrawal from a Course
WA	N/A	N/A	Withdrawal from a Course due to exceeding Absence Limit
CC	N/A	N/A	Course Continuation
H	N/A	N/A	Final grades on hold



Doctorate/Master Degree Grade

Definition

While composing grade criteria, faculty members will seriously consider and incorporate as appropriate, the official University grade definition guidelines below:

A

Excellent mastery of course material.

B+

Good mastery of course material.

B

Satisfactory performance in the course.

C+, C

Poor performance in the course.

F (credit)

Unacceptable performance in the course (Failure).

S (Satisfactory)

Satisfactory completion of non-credit graduate courses (This is not computed in the student's GPA but determines student's progress towards completion of degree requirements.)

U (Unsatisfactory)

Unsatisfactory completion of non-credit graduate courses (This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.)

T (Transferred course)

The "T" grade reflects a transfer of credit for an equivalent postgraduate course taken at another accredited academic institution with a minimum grade of "B".

I (Incomplete)

An "I" grade is given when the student is unable to complete the course requirements for a reason deemed legitimate by the Office of the Registrar and the course instructor as per the Abu Dhabi University Attendance Policy.

Advanced courses may not be taken if the course with an Incomplete grade is a pre-requisite for the advanced course, unless the grade is finalized before the start of the following semester.

The maximum period of time to resolve the "I" grade must not be more than one semester from the time the "I" is given, excluding the summer semester. Failure to resolve the "I" grade within the time specified will result in the conversion of the "I" grade into an "F" grade.

W (Withdrawal)

The "W" grade reflects the student's voluntary Withdrawal before Thursday of the tenth week of the semester. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.

WA (Administrative Withdrawal)

The "WA" grade reflects the administrative withdrawal of the student from the course for exceeding the absence limit as per Abu Dhabi University Attendance Policy. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.

P (credit)

Satisfactory completion of postgraduate credit

IP (In Progress)

The "IP" grade is awarded when certain course-related activities, such as projects or dissertation requires a longer time to be completed than the deadline for grade submission. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements. The IP grade must be resolved within one month from the time the "IP" is given.

CC (Course Continuation)

The "CC" grade is used to indicate continuation of a multi-semester course, including a master's thesis or doctoral dissertation course. The CC is not a grade, but merely a space holder on the student's transcript which clarifies that a student is still enrolled within a given course.

H (Final grade on Hold)

Final grade on Hold (This grade is given to a student until pending administrative issues are resolved).



Post-Graduate Diploma Grading System and Scale

Abu Dhabi University graduate students will be assigned grades for their academic course work according to the following scale:

<i>Grade</i>	<i>Grade Point</i>	<i>Percentage</i>	<i>Meaning of the Grade</i>
A	4.00	90-100	Excellent
B+	3.50	85-89	Very Good
B	3.00	80-84	Good
C+	2.50	75-79	Satisfactory
C	2.00	70-74	Satisfactory
D+	1.50	65-69	Poor
D	1.00	60-64	Poor
F (credit)	0.00	Less than 60	Fail
F (non-credit)	N/A	N/A	Fail
P (non-credit)	N/A	N/A	Pass
I	N/A	N/A	Assigned for Incomplete course work
T	N/A	N/A	Transferred Course
IP	N/A	N/A	In Progress
W	N/A	N/A	Withdrawal from a Course
WA	N/A	N/A	Withdrawal from a Course due to exceeding Absence Limit
CC	N/A	N/A	Course Continuation
H	N/A	N/A	Final grades on hold



Post-Graduate Diploma Grade Definition

While composing grade criteria, faculty members will seriously consider and incorporate as appropriate, the official University grade definition guidelines below:

A
Excellent mastery of course material
B+
Very good mastery of course material
B
Good mastery of course material
C+, C
Satisfactory performance in the course
D+, D
Poor performance in the course
F (credit)
Unacceptable performance in the course (Failure)
F (non-credit)
Unsatisfactory completion of non-credit undergraduate and ELI courses (This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.)

I (Incomplete)

An "I" grade is given when the student is unable to complete the course requirements for a reason deemed legitimate by the Office of the Registrar and the course instructor as per the Abu Dhabi University Attendance Policy.

Advanced courses may not be taken if the course with an Incomplete grade is a pre-requisite for the advanced course, unless the grade is finalized before the start of the following semester.

The maximum period of time to resolve the "I" grade must not be more than one semester from the time the "I" is given, excluding the summer semester. Failure to resolve the "I" grade within the time specified will result in the conversion of the "I" grade into an "F" grade.

W (Withdrawal)

The "W" grade reflects the student's voluntary Withdrawal before Thursday of the tenth week of the semester. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.

WA (Withdrawal due to Absences)

The "WA" grade reflects the administrative withdrawal of the student from the course for exceeding the absence limit as per Abu Dhabi University Attendance Policy. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.

P (non-credit)

Satisfactory completion of non-credit ELI (This grade is not computed in the student's GPA but determines students' progress towards completion of degree requirements.)

H (Final Grade On Hold)

Final grade on Hold (This grade is given to a student until pending administrative issues are resolved.)

T (Transferred Course)

The "T" grade reflects a transfer of credit for an equivalent undergraduate course taken at another accredited academic institution with a minimum grade of "C".

IP (In Progress)

The "IP" grade is awarded when certain course-related activities, such as internships, or projects taken in lieu of internships, require a longer time to be completed than the deadline for grade submission. This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements. The IP grade must be resolved within one month from the time the "IP" is given.

CC Course Continuation

The "CC" grade is used to indicate continuation of a multi-semester course. The CC is not a grade, but merely a space holder on the student's transcript which clarifies that a student is still enrolled within a given course.



Grade Change

Two events may result in a change of the final grade of the students:

1. A grade appeal request by the student (after an “informal” discussion with the faculty College Dean),
2. An error in calculating the student’s grade (after an “informal” discussion with the faculty College Dean).

The time limit for changing a grade is one semester from the date the grades are posted by the Registrar.

Semester Grade Point Average

A student’s semester grade point average (SGPA) is obtained by dividing the total quality points earned in a given semester by the total number of credit hours taken in that semester. Quality points of any course are calculated by multiplying the number of credit hours of that course by the earned grade points of the same course.

Courses with grades of “P”, “CC”, “I”, “IP”, “T”, “W”, “WA”, and “H” are excluded from computing the SGPA. The semester credit hours for which a grade of “I”, “IP” or “H” is assigned are excluded from computing the grade-point average until it is replaced by a letter grade.

Cumulative Grade Point Average

A student’s cumulative grade point average (CGPA) indicates a student’s achievement in all courses taken at Abu Dhabi University until the end of a given semester. The CGPA is obtained by dividing the total quality points earned from the initial enrollment at Abu Dhabi University to the end of the given semester by the total number of credit hours taken until the end of that semester. Courses with grades “P”, “CC”, “I”, “IP”, “W”, “WA”, and “H” are excluded from computing the CGPA. Courses transferred from another college/university will appear on the student’s transcript with a “T” grade and will be excluded from computing the CGPA.

Mid-Semester Advisory Grades

By the end of the ninth week of classes, during each academic semester, mid-semester advisory grades will be submitted by instructors of all courses. Valid mid-semester advisory grade entries will include A, B+, B, C+, C and F. Grade reports for all students will be made available to the students and the advisors of the students. The Learning Support Center will use the mid-semester advisory grades to identify “at-risk” students and take remedial action.

Transcripts

Transcripts are the chronological, permanent and the most complete student educational record. Incompletes, failures and withdrawals; academic standing and all academic awards; majors, minors and concentrations are recorded thereon.

Students who have not settled their financial tuition/fees or other obligations to Abu Dhabi University will not be issued transcripts.

Grade Appeals

Students have the right to appeal their final grade in a course during the period announced by the Office of the Registrar.

The following is the Grade Appeal Procedure to be followed by the students:

Consultation:

In an attempt to resolve a grade appeal, the student must first meet with the following individuals, in the order listed, to discuss the matter:

1. Faculty member teaching the course;
2. Chairperson of the department in which the course is offered, and
3. Dean of the college in which the course is offered.

The consultation(s) should take place as soon as possible after the final grade or the relevant component grade is released. It is assumed that the department chairpersons and the deans will make every effort to resolve the grade appeal.

In the case of a final course grade appeal, if the matter is not resolved, the student may proceed to the Committee Grade Appeal process as soon as possible, but no later than the start of early registration period in the following regular semester.

Committee Grade Appeal Process:

The student may initiate a Committee Appeal Process by filing the Grade Appeal Form with the Office of the Registrar. The form must be submitted prior to the beginning of the early registration period in the regular semester subsequent to the semester in which the grade in question was given.

The Office of the Registrar will forward the form to the college dean, who will refer the Grade Appeal Form to a



committee of faculty selected by the dean. The committee will review the student's performance in the course. This review may include interviews with the student and the faculty member teaching the course. The chair of the committee will forward the grade recommendation to the college dean for final approval. There are three possible outcomes to an individual grade appeal:

1. The original grade is upheld;
2. The grade is lowered relative to the original; and
3. The grade is raised relative to the original.

The decision of the dean is final. The Grade Appeal Form will be returned to the Office of the Registrar to inform the student of the decision.

The entire process should be concluded before the end of the semester during which the appeal form was submitted.

Postgraduate probationary admitted students who are due for dismissal by the end of their first semester may appeal their grades under conditions of this Policy. They will not be allowed, nevertheless, to register in subsequent semesters until their grade appeals are resolved and they meet the Abu Dhabi University postgraduate admission requirements.

Honor Graduate

Abu Dhabi University grants honors to eligible students graduating from postgraduate programs. The eligibility requirement is to achieve a CGPA of 3.85 or above.

Honors are listed in the student transcript and the diploma certificate.

Retention of Final Examinations

Faculty are encouraged to make graded final examinations or papers available to students at the end of the semester. A copy of each student's graded final examination/paper should be retained by the college for a period of one semester.

Student Assessment and Late Coursework Guidelines

Abu Dhabi University believes that quality assessment should both document student success (assessment OF learning) and help students improve and learn better through provision of timely feedback on their performance (assessment FOR learning) and how to improve it.

Moreover, faculty should develop assessment methods and tasks that serve both purposes of assessments and target knowledge mastery as well as higher order thinking skills and abilities. In sum, excellence in assessment is integral to achieving excellence in teaching and learning, which is in harmony with Abu Dhabi University vision and mission.

Definition

Assessment is the gathering of evidence of student learning and achievement to guide instructional decisions and aid student learning.

Purposes of Assessment

Assessment serves multiple purposes. It provides feedback to the two main immediate users of assessment information or results: students and faculty.

- Students receive relevant feedback on their performance and how to improve it, and instructors receive feedback on their strategies of instructional delivery. Moreover, assessment results help students to reflect on their learning experience, to adjust their learning strategies and skills, and to identify where they need help.
- Faculty receive feedback which helps them to reflect on their instructional strategies, to make necessary adjustments, to track student progress, and to identify which students need extra help.

Assessment Types

There are three major types of assessment: diagnostic, summative and formative.

- Diagnostic assessment is usually conducted at the beginning of the semester and is used to identify student strengths and weaknesses. It provides information that can help both students and instructors to build on the strengths and remedy the weaknesses.
- Summative assessment, on the other hand, is usually carried out at the end of the semester and is used to determine the extent to which the students have achieved the course learning objectives or outcomes (grading function). It helps instructors make decisions and judgments for purposes of student promotion and/or graduation. Final exams and projects, among other forms, serve this purpose.
- Formative assessment, in contrast to summative assessment, is conducted throughout the semester and is used to enhance the learning and teaching process. Information provided by this ongoing



assessment helps students improve their study skills, learning strategies and achievement, thus support ongoing student progress, and helps instructors diagnose and respond to student needs (development and improvement function).

Assessment Methods

Accurate and sound assessment requires that a variety of appropriate assessment methods be used and aligned with the intended learning outcomes. There are generally two main assessment methods: traditional and alternative/authentic. The former includes tools such as paper-and-pencil tests and exams while the latter includes tools similar to performance tasks, essays, presentations, projects, practical work, case studies, reports, portfolios. The choice among these tools depends on the discipline, the nature of the individual course as well as the intended learning outcomes.

The following are the assessment tools that Abu Dhabi University faculty members can choose from in assessing their student performance and achievement:

- Tests and exams
- Assignments/homework
- Projects
- Reports
- Presentations
- Essays
- Papers
- Case studies
- Exhibitions
- Portfolios
- Self-assessment
- Capstone course or graduation project
- Performance through observing and judging

Late Submission Coursework

1. The due date for each class assignment or project should be clearly indicated to the students in the course outline.
2. Assignments received more than two weeks after the due date should not be accepted.
3. Submission dates may be extended in exceptional

circumstances. The College or Instructor may use their discretion in approving such requests. Submission of the coursework should not normally exceed the last day of classes.

4. Assignments or projects can be turned in any time up to two weeks after the due date will be graded, but a penalty may be applied.
 - a. Assignments submitted at any time up to one week after the due date should have the grade awarded reduced by 2% for each calendar day the assignment is late.
 - b. Assignments submitted more than one week but not more than two weeks after the due date should have the grade reduced by 5% for each calendar day the assignment is late.

Academic Standing

If the student's CGPA drops below 2.00 for the postgraduate professional diploma students and 3.0, for other postgraduate students, he/she will be placed on his/her first academic probation in the following semester.

If at the end of the semester in which the student was placed on his/her first academic probation, the CGPA remains below 2.00 for the postgraduate professional diploma students and 3.0, for the other postgraduate students maintain the student will be placed on his/her second consecutive academic probation.

If at the end of the semester in which the student was placed on his/her second academic probation, the CGPA remains below 2.00 for the postgraduate professional diploma students and 3.0, for the other postgraduate students, the student will be dismissed from Abu Dhabi University for failure to make satisfactory academic progress.

Students under academic probations are allowed to change major only once during the time they are under academic probation, provided they meet the admissions requirements of the new postgraduate degree program.

Student Attendance

When the student's absence in a given course reaches or exceeds 30%, he/she will be withdrawn from the course. Absences will not be waived under any circumstances.

Students will be considered absent if they do not arrive on time for a lesson. Taking attendance will start on the first day of classes and will continue until the last day of classes in the semester.



Warnings will be posted on the Abu Dhabi University Student Portal when a student's absence reaches 10%, 20%, and 25%. At the 30% absence limit, a withdrawal due to absence (WA) will be posted on the Abu Dhabi University Student Portal.

The Registrar's Office will accept excuses only from students missing an exam/major assignment due to absence. Students will be permitted to take a make-up exam, if its weight is at least 10% of the course total mark, upon approval of a legitimate excuse.

Evidence for any of the following legitimate excuses will be submitted to the Office of the Registrar on the first day of return to class:

1. Hospitalization,
2. Contagious Disease,
3. Death of an immediate family member (parent, grandparent, sibling, spouse, child),
4. Car Accident,
5. Special assignments (for working students) with prior written approval from the Office of the Registrar,

Al Haj and Al Umra are not valid excuses for students to be absent.

In the case of excused absence for a final exam, the student has to apply for an Incomplete (I) grade at the Office of the Registrar within 48 hours of the exam.

Academic Advisory System

Mentoring and academic guidance of Abu Dhabi University's postgraduate students at all stages of their program will be provided by faculty advisors and program directors as well as from the dean if needed.

Program directors should take primary responsibility for ensuring that graduate students receive the advising described in the following sections. Graduate advising should be assessed on a yearly basis.

Responsibilities

Faculty

Graduate students need good advising at the four below stages.

a. Advising while recruiting

Accurate and up-to-date information should be provided to prospective graduate students regarding the following aspects:

- Admission requirements
- Curriculum information
- Degree requirement
- Typical study plans
- Research and teaching interests of the faculty





- Tuition and fees
- Scholarships / Financial aid
- Employment opportunities after graduation
- Placement record of the program
- Student services

b. Advising of New Students

In consultation with the postgraduate student, the advisor plans a program of study, and research (if applicable) that should be followed by the student. The following information should be provided to new students:

- Instruction regarding advising;
- Advising schedule;
- Course offerings and study plans;
- Syllabi;
- Rules and procedures governing registration;
- Rules and procedures governing credit transfer;
- Rules and procedures governing changing advisors;
- Class schedules.

c. Advising of Continuing Students

The responsibilities of the advisor regarding a returning student include the following:

- Setting advising schedules;
- Evaluating student progress on a regular basis in relation to norms associated with successful degree completion (degree progress tracking);
- Evaluating student performance in relation to expectations in an informative way;
- Educating students about academic integrity;
- Informing students of university policies.

d. Advising of Graduating Students

The advisor should assist a graduating student in the following way:

- Referring the student to career services;
- Providing letters of recommendation;
- Providing information about job opportunities;
- Encouraging the student to be involved in networking activities.

Responsibilities of students

Postgraduate students should:

- Devote appropriate time and energy to take full advantage of the advising process;
- Be available for regular meetings;
- Communicate regularly with faculty advisors;
- Be prepared to take initiatives and to find answers to questions;
- Read all the regulations and policies of the University relevant to postgraduate studies;
- Be aware of time constraints of faculty members and other demands imposed on staff;
- Inform the advisor on time about problems and uncertainties that might affect normal progress and performance expectations.

Assignment of Advisors

- The program director has the responsibility to assign to each graduate student a faculty member advisor.
- The assignment should be based on the field of interest of the student and the area of concentration of the faculty.
- The graduate student is allowed to suggest a name of a faculty to the program director.
- The assignment should take place at an early stage of the commencement of the program.

Problem Resolution

- If the advisor or the postgraduate advisee believes that the advising process is failing, the program director should assist in mediating the problem.
- Meaningful alternatives should be proposed in a timely fashion.
- The mediation should be constructive and non-personalized aiming a mutually acceptable resolution of the problem.
- If the mediation effort is seen as unacceptable, the case should be handled by the Dean following the formal grievance procedure of the university.



Examination Rules and Regulations

1. Final Examinations for all students will be held as stipulated in the Academic Calendar;
2. Only students registered for a particular course will be admitted into the room for the respective final examination. Students who have exceeded the 30% absence rule, or who have not paid their tuition/fees, or who have been suspended or dismissed from the University will not be allowed to sit for their final examinations,
3. Faculty may examine students using written, practical, or oral tests, by continuous assessment, or by any combination of these,
4. Students who wish to appeal examination result(s) must submit a formal letter to the Office of Research and Sponsored Programs ,
5. The week before the final exam shall be used for feedback for students to reflect on what they have learned during the semester,
6. If a student has missed an exam for any reason (other than medical reasons as already noted), she/he may appeal to retake the test or exam if extreme justifying circumstances warrant it. A written appeal must describe the circumstances which caused the student to miss the examination, and supporting documentation should be provided where appropriate. Copies of the appeal must be sent to the respective faculty member and to the Office of Research and Sponsored Programs for review and approval.

Rules Governing Final Examinations

1. No faculty may hold a final examination except during the period in which final examinations are scheduled. The final examination times will be posted by the Registrar and will take place immediately following the fifteenth week of the Fall and Spring semesters. The Summer semester final examination schedule will be coordinated within the Summer semester and students will be notified of the given date in advance.
2. No student may be required to take more than two final examinations on any calendar day during the period in which final examinations are scheduled. If more than two are scheduled, the Office of the

Registrar will permit a postponement allowing students to sit for such an examination at a later date.

3. Examinations that are postponed because more than two examinations are scheduled on the same day, or because an examination conflicts with another examination or when more than two examinations are scheduled on the same day, may be taken at another time during the final examination period if the faculty member and student can agree on a time.
4. Laboratory work and oral examinations which form part of a final exam are allowed to be taken in the week preceding the period set for the final examinations, but all of the university required written final examinations must be given during the final exam period.
5. No faculty may change the time, date or location of a final exam without permission from the Registrar.
6. No faculty member may increase the time allowed for a final exam beyond the scheduled two hours without permission from the respective Dean and Registrar
7. Only the Office of the Registrar is authorized to release grades to students.

Examination Roles and Responsibilities

For an examination that does not involve a course coordinator, the instructor of the course is responsible for all aspects of examination administration. When a course coordinator is involved, the proctor(s), instructor and course coordinator have specific roles and responsibilities regarding examination administration. These roles and responsibilities are as follows:

The course coordinator will:

1. Arrange for proctors and ensure that they are informed about their proctoring schedules and roles (in case of external proctors, the Office of Academic Integrity will carry out this task),
2. Arrange for the duplicating of final exams and the delivery of the exam envelopes to proctors one hour before the exam,
3. Plan for backup proctors in case of emergencies,
4. Be available during the exam days to resolve potential issues.



The course instructor/course coordinator will:

1. Be present in the exam room a minimum period of 30 minutes to answer student questions in the first one hour period of the exam; and
2. Be available in his/her office during the remainder of the exam period.

The proctor will:

1. Ensure physical separation between seats in the exam room to the largest extent possible.
2. Be available in the exam room not later than 20 minutes before the start of the exam.
3. Ensure proper distribution of exam papers at the beginning of the exam and collection of both the exam and answer sheets at the end of the exam.
4. Verify student IDs.
5. Ensure strict compliance to exam timing.
6. Ensure students' compliance with exam rules and regulations.
7. Not allow late students to enter the exam room after 30 minutes from the starting time of the exam.
8. Not allow students to leave the exam room before 40 minutes from the start of the exam.
9. Ensure that the students have access to allowed material only (as specified on the exam).
10. Be fully engaged in proctoring (no distracting activities).
11. Ensure that students' personal belongings are placed on the floor away from the students, preferably in a designated area of the room.
12. If violations of academic integrity is detected, student must be approached and examination papers confiscated only when there is solid and direct evidence proving violations (e.g., seeing students using "cheat sheet," access to concealed materials such looking at writings written on body parts. etc). In these cases, student should be approached by only one proctor, and ID as well as the examination papers should be confiscated. Exam Violation Documentation Form should be completed and submitted to OAI. The evidence of violation should be secured in a non-confrontational manner. The roving proctor must be contacted immediately, if the student does not cooperate or does not comply with the instructions of the proctor.

13. Enforce the following rules:

- a. students may not talk to each other or ask the proctor about the exam;
- b. students may not exchange any kind of material,
- c. No mobile phones and other communication devices are allowed in the examination room,
- d. students can be escorted to use restroom facilities, when using the facilities is absolutely necessary,
- e. seats must be randomly assigned to students,

14. Publicize the examination rules among the student body ahead of the exam,

15. Notify students that any violation of the exam rules will result in the ejection of the students from the examination room.

Awarding Degrees and Diplomas

1. Abu Dhabi University will award the Diploma when a candidate has successfully completed a program approved by his/her College.
2. Degrees are conferred at the annual Commencement.
3. Given that the official language of Abu Dhabi University is English, the diploma certificates for an academic award will be in English. The documents show the full name of the recipient, the title of the award, and the title of the study program concerned.
4. The diploma certificate bears the official seal of Abu Dhabi University, as well as the signatures of the Chairman and the Chancellor of the University.



OFFICE OF RESEARCH AND SPONSORED PROGRAMS



Vision

The Office of Research and Sponsored Programs (ORSP) was created to help Abu Dhabi University expand its research mission and become a research-oriented comprehensive university recognized nationally and regionally as a leader in solving applied problems and assisting in shaping the economic, social and cultural future of the UAE and the region.

Mission

The mission of the Office is to pursue excellence in selected strategic areas of applied research and innovative scholarly pursuits compatible with the socio-economic needs of the UAE, and the Arab world. The ORSP seeks strong partnerships with scientific, corporate, and government agencies to identify and explore strategic areas of research. Emerging strategic research areas for the university and the country include, but are not limited to, renewable energy, desalination, environmental science, entrepreneurship, women empowerment, technology and innovation. This mission will be achieved through contributions from high caliber faculty and collaboration with carefully selected international scholars dedicated to the pursuit of excellence and public service.

In achieving its mission, the Office provides, nurtures, and supports research activities of Abu Dhabi University faculty. Assistance with grant proposal development, submission, and follow-up are integral roles in achieving the mission. Using a multi-front approach, the Office of Research and Sponsored Programs is determined to produce new applied knowledge and disseminate the results to the communities it serves. The Office of Research and Sponsored Programs is also committed to integration of research and teaching and plays an important role in the development of undergraduate research opportunities. These opportunities allow talented undergraduate students to learn the processes of exploration, discovery and prepare students for graduate studies and careers in emerging fields within the UAE.



Strategic Goals

The goals of the Office of Research and Sponsored Programs are:

1. Build and enhance the applied research capacity of the university in selected strategic areas.
2. Provide a research infrastructure that is responsive to the needs of scholars and students.
3. Partner with prominent corporate community, government agencies in the UAE and the region to target external fund raising.
4. Develop and foster a network of local and international scientific scholars and attract the best scholars from around the world.
5. Integrate research and teaching and develop new activities that enrich the students' experience.
6. Transfer and disseminate knowledge to the communities Abu Dhabi University serves and maximize opportunities for commercialization.

Research Council

The Research Council is responsible for recommending policies and procedures pertaining to the development of research and scholarly activities at Abu Dhabi University. The Council facilitates research activities of faculty and students and makes recommendations on the effective and efficient use of resources in the production of research. The Research Council works towards enhancing the ability of the University to realize its potential for distinction in research and scholarly activities. The Council seeks to create a supportive and enabling environment for research at Abu Dhabi University.



COLLEGES AND PROGRAMS

COLLEGE OF ARTS AND SCIENCES



Introduction

The College of Arts and Sciences plans to operate at the highest possible standard in the discharging of its duties. It will provide leadership in the pursuit of academic excellence and the achievement of the overall Abu Dhabi University goals. This will contribute positively to the community and create an environment conducive to academic research at the College.

College Mission

The mission of the College of Arts and Sciences is to graduate students with the intellectual, academic, and practical skills needed for coping with the challenges of a quickly changing world, and to contribute to local and international cultures. It offers academic, research, and practical courses that inspire and enhance the research and the creative ability of students.

Objectives

College objectives are outlined as follows:

- Achieve academic and intellectual leadership by graduating students capable of doing original research and academic inquiry;
- Prepare individuals capable of identifying, analyzing, and understanding the interrelationships between Arts and Sciences in the new age of information technology;



- Develop an awareness of the needs of the learners and the society at large vis-à-vis ethical, professional, and socially responsible practices to meet the future needs of the region;
- Equip students with the learning and research needs required for developing innovative endeavors and practices, and
- Develop hands-on skills and competence in coping with the issues of individual and collective life-long decision-making.

DEPARTMENT OF EDUCATION

Vision

The Department of Education seeks excellence in the integration of (a) teaching and learning, (b) advancement of the knowledge base through research and scholarship, (c) leadership in service and outreach, and (d) preparing professionals who provide leadership and exemplary educational and related services to improve the lives of individuals in a changing and complex global society.

Department Mission

The mission of the Department of Education is to further the knowledge of teaching and learning processes at all levels, to develop reflective practitioners in the application of that knowledge, and to provide leadership in the improvement of education in the region. The Department of Education is committed to quality teaching, research, and service and to diversity in its faculty, staff, and students.



PROFESSIONAL POST-GRADUATE DIPLOMA IN TEACHING

Program Mission

The Professional Post-Graduate Diploma in Teaching is a new qualification that combines theoretical study with practical experience. The PPGD will provide students with an integrated program of study made up of different courses. The PPGD is a 24 credit-hours- course for graduates who wish to be teachers. It enables holders to teach in any government and private school. The qualification is required for employment as a teacher in many regional countries.

Learning Outcomes

Graduates of the program are expected to be able to:

- Utilize educational technology in the learning and teaching of the subject matter (Math, Science, English, Arabic, Social studies, and Islamic studies).
- Implement classroom management strategies effectively,
- Demonstrate the essential knowledge and skills to perform competently as a beginning teacher,
- Comprehend the intellectual, social and psychological aspects of their work with learners and synthesize theory and practice,
- Understand the key concepts of curriculum policy formation and curriculum development,
- Sustain positive professional relationships with students, other teachers and, where appropriate, parents.
- Use methods and approaches to teach different subjects (Math, Science, English, Arabic, Social studies, Islamic studies and Information Technology).

Curriculum

Core Courses

18 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 471	Classroom Management	3	No Prerequisite
EDC 472	Special Education	3	No Prerequisite
EDC 473	Educational Psychology	3	No Prerequisite
EDC 474	School Curriculum	3	No Prerequisite
EDC 475	Educational Technology	3	No Prerequisite
EDC 481	Practicum Course	3	No Prerequisite



Core Elective Courses

6 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 476	Methods of Teaching Arabic	3	No Prerequisite
EDC 477	Methods of Teaching Islamic	3	No Prerequisite
EDC 478	Methods of Teaching Math	3	No Prerequisite
EDC 479	Methods of Teaching Science	3	No Prerequisite
EDC 480	Methods of Teaching English	3	No Prerequisite
EDC 482	Methods of Teaching Social Studies	3	No Prerequisite
EDC 483	Methods of Teaching Information Technology	3	No Prerequisite

Professional Post-Graduate Diploma in Teaching Study Plan (Al Ain)

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 474	School Curriculum	3	No Prerequisite
EDC 473	Educational Psychology	3	No Prerequisite
EDC 471	Classroom Management	3	No Prerequisite
EDC 472	Special Education	3	No Prerequisite

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 475	Educational Technology	3	No Prerequisite
EDC 481	Practicum Course	3	No Prerequisite
CE 1	Core Elective 1	6	-



College of Engineering



Introduction

The COLLEGE OF ENGINEERING (CoE) at Abu Dhabi University offers nine bachelor's degree programs and six master's degree programs. The graduate degree programs are Master of Engineering Management (MEM), Master of Project Management (MPM), Master of Science in Information Technology (MSIT), Master of Science in Sustainable Architecture, (MSSA), Master of Science in Electrical and Computer Engineering (MSECE), and Master of Science in Civil Engineering (MSCE) with the following 3 concentrations: (i) General Civil Engineering, (ii) Structural Engineering, and (iii) Construction Engineering Management. The undergraduate degree programs are the Bachelor of Architecture, the Bachelor of Science in Aviation, the Bachelor of Science in Chemical Engineering, the Bachelor of Science in Civil Engineering, the Bachelor of Science in Computer Engineering, the Bachelor of Science in

Electrical Engineering, the Bachelor of Science in Information Technology, the Bachelor of Science in Interior Design, and the Bachelor of Science in Mechanical Engineering. Other applications under final review include the Master of Science in Mechanical Engineering and Master of Engineering in Electrical and Computer Engineering.

The graduates of our well-designed programs will easily find jobs in the Gulf region in general and in the UAE in particular, whether it is the high tech internet, computing, telecommunication, manufacturing, oil and gas industries, or in the construction and design companies.

The College's highly qualified faculty members have international academic and industrial experiences in their fields and have obtained their Ph.D.'s from prominent universities in North America, Europe and Australia. The College houses modern facilities and specialized engineering labs that include



Soil Mechanics lab, Environmental Engineering lab, Construction Materials lab, Hydraulics lab, Surveying lab, Electric and Electronic Circuits lab, Communications lab, Electric Power and Renewable Energy lab, Microprocessors and Embedded Systems lab, Mobile Computing lab, Flight Simulation and Training lab, CISCO Academy lab, , Thermal lab, Dynamics and Control lab, Mechatronics lab, Manufacturing and CAD/CAM lab, Mechanical Machine Shop, and many others. These labs are furnished with the state-of-the-art equipment to help our students acquire the hands-on experience needed to pursue a successful professional engineering career.

College Mission

The mission of the College of Engineering at Abu Dhabi University is to meet the educational, research and community development needs of UAE and the region through faculty scholarship and engagement in community service, and through offering carefully-selected undergraduate and graduate degree programs that use modern curricula and follow international standards in order to produce highly-qualified graduates who are prepared to face the current and emerging professional challenges in various fields of engineering.

Objectives

The main objectives of the College of Engineering at Abu Dhabi University are to:

1. Be recognized as the center of academic excellence in engineering education in UAE and one of the best in the Arab world;
2. Develop and maintain comprehensive engineering programs with world class curricula;
3. Develop and maintain world-class facilities for engineering education;
4. Hire, motivate, and reward superior faculty members;
5. Produce graduates with the ability to analyze, design, test and implement high quality engineering solutions for real-life problems;
6. Inculcate in students a sense of professional engineering and computer science ethics and full accountability for their work;
7. Develop graduate programs and increase research and scholarly activity with focus on applied research;
8. Communicate and collaborate effectively with the UAE society; and
9. Diversify financial resources



MASTER OF ENGINEERING MANAGEMENT



Introduction

The Master of Engineering Management (MEM) program at Abu Dhabi University is offered by the College of Engineering (CoE) in collaboration with the College of Business Administration (COBA) and Purdue University Calumet. The program accepted the first cohort of students in Spring 2010. The program consists of 10 courses (30 credit hours), of which are engineering courses and 4 are business courses. The students could also do a thesis in lieu of 2 elective courses. The program accepts students with a Bachelor's degree in engineering, computer science or IT.

Program Mission

The MEM program aims at producing graduates who (i) can make responsible engineering and business decisions, (ii) have the knowledge and skills necessary for planning and strategic management of organizations, (iii) have the ability to use principles of engineering and management in the modeling, design, and management of complex systems, and (iv) are capable of using quality standards to assess the quality of engineering systems.

The MEM program is essential as the UAE economy seeks to have effective and efficient industry. Well developed and finely tuned engineering management skills are going to be needed to enable the country to attract and retain highly qualified international and local engineers. Failure to develop these engineering management skills at both strategic and operational levels is likely to result in the loss of professionals capable of managing engineering-based industry.



Curriculum

Program Component	Courses	Credit Hours
Program Core	8	24
Program Electives	2	6
Total	10	30

¹ Electives: The six credit hours of program electives could be utilized by choosing anyone of the following three options:

- Master's thesis (6 credit hours),
- The two courses in the Management basket.
- The two courses in the Engineering basket.

Core Courses

24 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 501	Project Management	3	No Prerequisite
MEM 502	Advanced Engineering Economics	3	GEN 200
MEM 504	Quality Engineering	3	Knowledge of basic statistics
MEM 506	Operations Research & Simulation	3	MEM 509
MEM 509	Information Technology Management	3	No Prerequisite
MEM 511	Operations and Supply Chain Management	3	MEM 506
ACC 522	Advanced Managerial Accounting	3	ACC 482-PC
MGT 523	Strategic Management	3	Last Semester

Electives/ Baskets²

6 Total Credit Hours

Course Code	Course Code	Course Title	Credit Hours	Prerequisite(s)
Management	MGT 522	Leadership and Communication	3	No Prerequisite
	MEM 510	Innovation and Entrepreneurship	3	No Prerequisite
Engineering	MEM 507	Systems Engineering	3	MEM 501
	MEM 508	Engineering Risk Management	3	MEM 507

²To satisfy the requirements of a Basket, both courses in the basket must be taken.



Master of Engineering Management Study Plan

The following is a 3-semester plus one Summer model study plan assuming that the student takes 3 courses every semester after completing the foundation courses, if needed. It should be noted here that all courses are assigned 3 credit hours load.

Semester I			Total Credit Hours :9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 509	Information Technology Management	3	No Prerequisite
MEM 504	Quality Engineering	3	Knowledge of basic statistics
ACC 522	Advanced Managerial Accounting	3	ACC 482 -PC

* Prerequisite for the above course are Pre-core Courses*

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 506	Operations Research & Simulation	3	MEM 509
MEM 501	Project Management	3	No Prerequisite
MEM 502	Advanced Engineering Economics	3	GEN 200

Summer/Winter Term			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Elective 1 (or Thesis 1)	3	-

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 511	Operations and Supply Chain Management	3	MEM 506
MGT 523	Strategic Management	3	Last Semester
	Elective 2 (or Thesis 2)	3	-

MASTER OF PROJECT MANAGEMENT

Introduction

The program at Abu Dhabi University is offered by the College of Engineering in collaboration with the College of Business Administration at Abu Dhabi University and Purdue University, West Lafayette, USA. The program accepted the first cohort of students in Spring 2013. The program is designed to be in line with the Project Management Body of Knowledge (PMBOK)[®] developed by the Project Management Institute (PMI). This prepares the students to take the exam of Project Management Professional certification offered by the PMI and makes the program more attractive to professionals and engineers who plan to become certified Project Managers. The program curriculum consists of 10 courses (30 credit hours), 6 of which are core courses, 2 are program elective courses, and 2 are business courses. The students could also do a thesis in lieu of the 2 program elective courses. The new program accepts students with a Bachelor's degree in engineering, architecture, computer science, or information technology.

This program has been introduced at Abu Dhabi University in response to the UAE market needs where effective project management is driving many sectors of the industry and where project managers are crucial to the UAE public and private firms. The graduates of this program will train Emirati and expatriate professionals to lead and manage projects in the UAE project-based industries.

Program Mission

The mission of the Master of Project Management program is to provide an opportunity for fresh engineers as well as working professionals to obtain a master's degree in Project Management on a carefully designed schedule that minimizes disruption of work commitments.

The program is designed to provide project managers and business executives a wide range of new skills that would enhance their analytical abilities and knowledge of the Project Management, thus making them an asset to their organizations. The program will enable its graduates to develop an understanding of latest project management issues and to gain managerial and business skills that are essential for effective project management, including project planning, integration, scope management, scheduling, costing, contract management, progress communication to stakeholders, procurement management, ethical and legal aspects, and business and organizational principles.

Upon completion of the 6 core courses of the program, students will be offered two certificates from Abu Dhabi University, the first one is a Certificate in Project Management Fundamentals, and the second is a Certificate in Advanced Project Management.

Curriculum

Program Component	Courses	Credit Hours
Program Core	6	18
Management & Business Requirements	2	6
Program Electives ¹	2	6
Total	10	30

¹ Electives: The six credit hours of program electives could be utilized by choosing anyone of the following two options:

a. Master's thesis (6 credit hours),

b. Two courses from the Project Management Elective Basket



Core Courses

18 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 501	Project Management	3	No Prerequisite
MPM 521	Project Planning, Integration, and Scope Management	3	No Prerequisite
MPM 531	Project Management Professionalism	3	MEM 501
MPM 541	Project Contract Management and Legal Aspects	3	No Prerequisite
MPM 561	Project Scheduling and Time Management	3	MEM 501
MPM 581	Project Costing and Financial Management	3	MEM 501

Management & Business Requirements (2 courses)

Students will select one of the following themes:

Course Code	Course Code	Course Title	Credit Hours	Prerequisite(s)
Theme 1: Project Economics & Finance	MEM 502	Advanced Engineering Economics	3	GEN 200*
	FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482 PC*
Theme 2: Project HR Management and Leadership	HRM 515	Central Issues in Human Resource Management	3	No Prerequisite
	MGT522	Leadership and Communication	3	No Prerequisite

**Only required if coursework not taken at the undergraduate level*

Project Management Program Electives (2 courses)

Students will select one of the following themes:

Course Code	Course Code	Course Title	Credit Hours	Prerequisite(s)
Theme 1: Managing Innovation & Technology Projects	MPM 571	E-tools for Project Management	3	MEM 501
	MEM 510	Innovation & Entrepreneurship	3	no prerequisite
Theme 2: Project Logistics & Quality Management	MEM 504	Quality Engineering	3	Knowledge of basic stat*
	MEM 511	Operations and Supply Chain Management	3	MEM 504

**Only required if coursework not taken at the undergraduate level*



Master of Project Management Study Plan

The following is a 4-semester model study plan that assumes that the student takes 3 courses every semester after completing the foundation courses, if needed. It should be noted here that all courses are assigned 3 credit hours load.

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 501	Project Management	3	No Prerequisite
MPM 521	Project Planning, Integration, and Scope Management	3	No Prerequisite
MPM 541	Project Contract Management and Legal Aspects	3	No Prerequisite

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MPM 531	Project Management Professionalism	3	MEM 501
MPM 561	Project Scheduling and Time Management	3	MEM 501
MPM 581	Project Costing and Financial Management	3	MEM 501

Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Management & Business Elective 1	3	-
	Project Management Elective 1 (Thesis 1)	3	-

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Management & Business Elective 2	3	-
	Project Management Elective 2 (Thesis 2)	3	-



MASTER OF SCIENCE IN CIVIL ENGINEERING



Introduction

The College of Engineering (CoE) launched the Master of Science in Civil Engineering program in Fall 2013-2014 semester. Attainment of the degree requires the completion of 30 credit hours of which 21 credits are required core courses. In addition to the required courses, students have the option of taking either: (i) 6 credit hours of elective courses and 3 credit hours of professional project, or (ii) 3-credit- hour elective course and 6 credit hours of research thesis. Three concentrations are available: (i) Structural Engineering, (ii) General Civil Engineering, and (iii) Construction Engineering Management.

Program Mission

The M.Sc. in Civil Engineering program aims at producing graduates who can (i) utilize and apply graduate level knowledge of mathematics and engineering sciences to identify, formulate and solve civil engineering problems,(ii) develop the technical knowledge necessary for advanced research and the skills needed for professional practice in the field of civil engineering, (iii) acquire an appreciation for and desire to pursue lifelong learning, (iv) Communicate effectively in a professional environment, (v) recognize the professional and ethical responsibilities of the engineering profession. Graduates with MSCE degree are desirable locally and internationally where new civil engineering structures must be designed and built to support economic development and enhance the wellbeing of the society.



Curriculum

Program Component	Courses	Credit Hours
Program Core	7	21
Program Electives	1	3
Masters Thesis ¹	2	6
Total	10	30

¹ A student may replace Master's thesis with the following:

- CIV598 Professional Project (3 credit hours); AND
- Program Elective (3 credit hours).

Master of Science in Civil Engineering Structural Engineering Concentration

Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 503	Finite Element Analysis	3	Graduate Standing
CIV 511	Structural Dynamics I	3	Graduate Standing
CIV 516	Structural Bridge Design	3	Graduate Standing
CIV 517	Advanced Steel Design	3	Graduate Standing
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 521	Advanced Foundation Engineering	3	Graduate Standing

Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 501	Engineering Experimental Design	3	Graduate Standing
CIV 507	Advanced Concrete Technology	3	Graduate Standing
CIV 512	Structural Dynamics II	3	CIV 511
CIV 515	Reinforced Concrete Design III	3	Graduate Standing
CIV 519	Earthquake Engineering	3	CIV 512
CIV 508	Durability, Monitoring, and Rehabilitation of Concrete Structures	3	Graduate Standing
CIV 504	Advanced Mechanics of Materials	3	Graduate Standing

* Additional technical elective could be found in the General Concentration list of elective courses



Master of Science in Civil Engineering - Structural Engineering Concentration Study Plan

The following is a 4-semester model study plan that assumes regularly admitted student takes 3 courses every semester after completing pre-requisite courses, if any. It should be noted here that all courses are assigned 3 credit hours load.

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 503	Finite Element Analysis	3	Graduate Standing
CIV 517	Advanced Steel Design	3	Graduate Standing

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 521	Advanced Foundation Engineering	3	Graduate Standing
CIV 511	Structural Dynamics I	3	Graduate Standing

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 516	Structural Bridge Design	3	Graduate Standing
	Major Elective 1	3	-
	Major Elective II (or CIV 599 Research Thesis)	3	-

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
	CIV 598 Professional Project (or CIV599 Research Thesis)	3	-



Master of Science in Civil Engineering – General Concentration

Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 503	Finite Element Analysis	3	Graduate Standing
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 521	Advanced Foundation Engineering	3	Graduate Standing
CIV 531	Urban Transportation Planning	3	Graduate Standing
CIV 561	Construction Project Management	3	Graduate Standing
CIV 5xx2	A Course in Water Resources or Environmental Engineering	3	Graduate Standing

2 The Civil Engineering Department will offer one of the following courses:

- a. CIV 541 Water Resources Management (3 credit hours)
- b. CIV 544 Water Resources Engineering (3 credit hours)
- c. CIV 552 Water Treatment Engineering (3 credit hours)

Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 501	Engineering Experimental Design	3	Graduate Standing
CIV 524	Geotechnical Earthquake Engineering	3	Graduate Standing
CIV 522	Advanced Soil Mechanics	3	Graduate Standing
CIV 523	Earth Retaining Structures	3	Graduate Standing
CIV 567	Legal Issues in Construction	3	Graduate Standing
CIV 565	Construction Financial Management	3	Graduate Standing
CIV 515	Reinforced Concrete Design III	3	Graduate Standing
CIV 507	Advanced Concrete Technology	3	Graduate Standing
CIV 508	Durability, Monitoring, and Rehabilitation of Concrete Structures	3	Graduate Standing
CIV 533	Advanced Traffic Engineering	3	Graduate Standing
CIV 532	Intelligent Transportation Systems	3	Graduate Standing
CIV 534	Public Transportation Systems	3	Graduate Standing
CIV 551	Solid and Hazardous Waste Management	3	Graduate Standing
CIV 552	Water treatment Engineering	3	Graduate Standing



Master of Science in Civil Engineering - General Concentration

Study Plan

The following is a 4-semester model study plan that assumes regularly admitted student takes 3 courses every semester after completing pre-requisite courses, if any. It should be noted here that all courses are assigned 3 credit hours load.

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 503	Finite Element Analysis	3	Graduate Standing
CIV 561	Construction Project Management	3	Graduate Standing

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 521	Advanced Foundation Engineering	3	Graduate Standing
CIV 531	Urban Transportation Planning	3	Graduate Standing

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 5xx	A Course in Water Resources or Environmental Engineering	3	Graduate Standing
	Major Elective 1	3	-
	Major Elective II (or CIV599 Research Thesis)	3	-

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
	CIV 598 Professional Project (or CIV599 Research Thesis)	3	-



Master of Science in Civil Engineering – Construction Engineering Management Concentration

Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 517	Advanced Steel Design	3	Graduate Standing
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 561	Construction Project Management	3	Graduate Standing
CIV 562	Construction Scheduling & Resource Management	3	Graduate Standing
CIV 563	Building Construction Equipment & Methods	3	Graduate Standing
CIV 565	Construction Financial Management	3	Graduate Standing

Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 566	Heavy & Highway Construction Management	3	Graduate Standing
CIV 567	Legal Issues in Construction	3	Graduate Standing
CIV 565	Construction Financial Management	3	Graduate Standing
CIV 507	Advanced Concrete Technology	3	Graduate Standing
CIV 564	Strategies for Sustainable Construction Business	3	Graduate Standing
CIV 568	Introduction to Tunnel Construction and Metro Tunnels	3	Graduate Standing
CIV 532	Intelligent Transportation Systems	3	Graduate Standing
CIV 534	Public Transportation Systems	3	Graduate Standing

* Additional technical elective could be found in the General Concentration list of elective courses



Master of Science in Civil Engineering - Construction Engineering Management Concentration Study Plan

The following is a 4-semester model study plan that assumes regularly admitted student takes 3 courses every semester after completing pre-requisite courses, if any. It should be noted here that all courses are assigned 3 credit hours load.

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 561	Construction Project Management	3	Graduate Standing
CIV 517	Advanced Steel Design	3	Graduate Standing

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 563	Building Construction Equipment and Methods	3	Graduate Standing
CIV 562	Construction Scheduling and Resource Management	3	Graduate Standing

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 565	Construction Financial Management	3	Graduate Standing
	Major Elective 1	3	-
	Major Elective II (or CIV599 Research Thesis)	3	-

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
	CIV 598 Professional Project (or CIV599 Research Thesis)	3	-

MASTER OF SCIENCE IN INFORMATION TECHNOLOGY



Introduction

The Master of Science in Information Technology (MSIT) program at Abu Dhabi University is offered by the College of Engineering (CoE). The program requires the completion of either 9 graduate-level courses (27 credit hours) in addition to a master's thesis (6 credits) or 9 graduate-level courses (27 credit hours) in addition to a capstone project (3 credit hours).

Program Mission

The mission of the MSIT program is aligned with ADU mission by providing prospective students, both fresh IT graduates as well as working professionals, with an excellent opportunity to obtain a master's degree in Information Technology. The program offers graduates a highly rewarding career-oriented graduate degree that will improve their chances and contribute to the progress of their career. The program will enable its graduates to develop an understanding of the latest Information Technology issues and to gain technical skills that are essential for effective IT professionals. The MSIT program is also aligned with the needs of the UAE and the region. The UAE economy in general, and Abu Dhabi in particular, is in high demand for IT professionals with advanced degrees to develop and manage the various growing sectors such as the banking industry, the construction industry, and the telecommunication industry.



Curriculum

Program Component	Courses	Credit Hours
Program Core	9	27
Capstone Project in IT	1	3
Total	10	30

Note: For the thesis option, a student must replace the Capstone Project with Thesis in IT (6 credit hours)

Core Courses

30 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
ITE 500	Rich Internet Application	3	Graduate status
ITE 501	Cloud Computing	3	Graduate status
ITE 502	Advanced Database and Data Mining	3	Graduate status
ITE 510	Advanced Data Communication and Networks	3	Graduate status
ITE 511	Wireless and Mobile Networks	3	ITE 510
ITE 512	Network Security	3	Graduate status
ITE 520	Mobile application development	3	Graduate status
ITE 521	Embedded Linux and Applications	3	ITE 520
ITE 522	Advanced Topics in Mobile Computing	3	ITE 520
ITE 590	Capstone Project in IT*	3	15 credits

**For the thesis option, a student must replace the ITE 590 (Capstone Project in IT, 3 credit hours) with ITE 591 (Thesis in IT, 6 credit hours)*



Master of Information Technology
study plan
Full-time student

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ITE 500	Rich Internet Application	3	Graduate status
ITE 510	Advanced Data Communication and Networks	3	Graduate status
ITE 520	Mobile application development	3	Graduate status

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ITE 501	Cloud Computing	3	Graduate status
ITE 511	Wireless and Mobile Networks	3	ITE 510
ITE 512	Network Security	3	Graduate status

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ITE 502	Advanced Database and Data Mining	3	Graduate status
ITE 521	Embedded Linux and Applications	3	ITE 520
ITE 522	Advanced Topics in Mobile Computing	3	ITE 520

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
ITE 590	Capstone Project in IT*	3	15 credits

**For the thesis option, a student must replace the ITE 590 (Capstone Project in IT, 3 credit hours) with ITE 591 (Thesis in IT, 6 credit hours)*



Master of Science in Sustainable Architecture



Introduction

The program at Abu Dhabi University is offered by the College of Engineering and is in line with Abu Dhabi's aim to transform its urban fabric into a model of sustainable urbanization, through supporting cross-disciplinary research, and to deliver more improved environmental designs, the Master of Science in Sustainable Architecture program goals are to incorporate the best international practices of environmental design into contemporary architecture and to prepare students to lead innovative sustainable solutions in the UAE and the region. The program aims to promote advanced research and innovation in sustainable architecture in the UAE, the region, and internationally, and contribute to a sustainable design practice and research-based knowledge towards sustainable regional architecture. The program offers graduates a highly rewarding career-oriented graduate degree that will improve their chances and contribute to the progress of their career. The program will enable its graduates to develop research skills in environmental designs, Sustainable Architecture program and integration of latest practices that lead to innovative sustainable solutions. This program is introduced at Abu Dhabi University in response to the UAE market needs where Environmental Design and Sustainable Architecture are driving many sectors of the industry and where planners and architects aware of sustainability issues are crucial to the UAE public and private firms.



Program Mission

The mission of the Master of Science in Sustainable Architecture is to provide an opportunity for fresh graduates from schools of architecture and urban planning as well as working professionals to obtain a master's degree in Sustainable Architecture on a carefully designed schedule that minimizes disruption of work commitments. The program is designed to provide project its graduates with a wide range of new skills that would enhance their design and analytical abilities and knowledge of Sustainable Design, thus making them an asset to their organizations. The program will enable its graduates to develop an understanding of latest environmental design issues and to gain research skills that are essential for effective sustainable architecture. Curriculum prepares students for doctoral programs, and provides architectural designers/researchers with the qualitative and quantitative knowledge, methods, and tools that are appropriate for regional, desert environments in order to implement sustainable designs in professional practice. The Master of Science in Sustainable Architecture Program (MSSA) is a 30 credit-hour program that includes 24-27 hours of course work and 3 credit hours for the Capstone Project or 6 Credit hours for the Thesis option.

Curriculum

Program Component	Project Option		Thesis Option	
	Courses	Credit Hours	Courses	Credit Hours
Program Core	9	27	8	24
Capstone/Thesis	1	3	1	6
Total	10	30	9	30

Core Courses

30 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 600	Approaches to Sustainable Design	3	No Prerequisite
ARC 605	Sustainable Urban Spaces and Landscape Design	3	No Prerequisite
ARC 610	Building Skins and Façade Design	3	No Prerequisite
ARC 615	Environmental Planning	3	No Prerequisite
ARC 620	Efficient Building Systems	3	No Prerequisite
ARC 625	Sustainable Indoor Spaces	3	No Prerequisite
ARC 630	Passive Design Strategies	3	ARC 610
ARC 635	Professional Responsibility in Sustainable Environmental Design	3	No Prerequisite
ARC640	Architectural Research Methods	3	No Prerequisite
ARC 690	Capstone Project	3	Completion of 27 Cr. Hours
ARC 691	Thesis	6	Completion of 24 Cr. Hours

Note: For those selecting the Thesis option, they may do so by taking a 6-credit thesis in lieu of (ARC 690 and ARC 640).



Master of Science in Sustainable Architecture

Study Plan

The following is a 4-semester model study plan after completing the pre-core courses, if needed.

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 600	Approaches to Sustainable Design	3	No Prerequisite
ARC 610	Building Skins and Façade Design	3	No Prerequisite
ARC 620	Efficient Building Systems	3	No Prerequisite

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 605	Sustainable Urban Spaces and Landscape Design	3	No Prerequisite
ARC 615	Environmental Planning	3	No Prerequisite
ARC 625	Sustainable Indoor Spaces	3	No Prerequisite

Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 630	Passive Design Strategies	3	ARC 610
ARC 640	Architectural Research Methods or 3 cr. hours Thesis	3	No Prerequisite

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ARC 635	Professional Responsibility in Sustainable Environmental Design	3	No Prerequisite
ARC 690 / ARC 691	Capstone Project / 3 cr. hours of Thesis	-	No Prerequisite



MASTER OF SCIENCE IN ELECTRICAL AND COMPUTER ENGINEERING

Introduction

The College of Engineering (COE) at Abu Dhabi University offers the Master of Science in Electrical and Computer Engineering (MSECE) program. The MSECE program offers students opportunities for advanced education in the field of Electrical and Computer Engineering (ECE), thus producing engineers with state-of-the-art specialized technical knowledge and skills who are ready to serve as experts in their fields and/or to pursue PhD degrees in ECE. The MSECE program has a coursework option and a thesis option. In the coursework option, students are required to complete 10 graduate-level courses (30 credit hours) in addition to a capstone project (3 credit hours). For the thesis option, students complete 9 graduate-level courses (27 credit hours) and a thesis (6 credit hours). The program accepts students with bachelor's degrees in Electrical Engineering, Computer Engineering, or related fields. Students who lack the necessary background in certain topics, as per their undergraduate transcript, may be admitted conditionally. Such students will need to take some undergraduate-level courses as remedial courses or pass challenge exams as determined by the Program Director.

The MSECE paves the way for advancement in professional practice. Graduates of the program are ready to tackle complex problems in the areas of microelectronics, communications and networking, power and renewable energy, embedded systems, robotics, the Internet of Things, machine learning, signal processing, and information technology. The graduates achieve the breadth and depth of knowledge and skills needed to innovate in today and tomorrow's world where innovation, technology, communication, and energy are the driving forces for economic growth and prosperity. The program is designed with a schedule that minimizes disruption of work commitments.

The program aims at producing graduate who can (i) apply current techniques, skills, and necessary tools in Electrical and Computer Engineering practices, (ii) develop focused knowledge in areas of specialization in Electrical and Computer Engineering, (iii) formulate, analyze and solve problems within the discipline, (iv) develop critical thinking, problem investigation, design, and research skills, (v) demonstrate effective oral and written communication skills, (vi) recognize the social and ethical responsibilities of a professional working in the discipline, (vii) recognize the need for, and engage in life-long learning, and (viii) function effectively in teams to accomplish common goals.

This program has been introduced at Abu Dhabi University in response to UAE market needs and is aligned with Abu Dhabi Vision 2030. It also comes at the perfect time to serve the innovation movement in the country and the march towards smart cities with smart services in the area of education, health, government, industry, and business.

Program Mission

The mission of the M.Sc in ECE program is to provide an opportunity for fresh graduates in Electrical and Computer Engineering or related field as well as working electrical and computer professionals to obtain a Master degree in Electrical and Computer Engineering on a carefully designed schedule that minimizes disruption of work commitments. The program is designed to provide electrical and computer professionals with a wide range of technical skills that would enhance their analytical abilities and knowledge in the area of Electrical and Computer Engineering, thus making them an asset to their organization.



Curriculum

Program Component	Project Option		Thesis Option	
	Courses	Credit Hours	Courses	Credit Hours
Program Core	8	24	8	21
Program Electives	2	6	1	3
Capstone/Thesis	1	3	1	6
Total	11	33	10	33

Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	CEN 304 of equivalent
ECE 501	Advanced Embedded System Design	3	CEN 305 or equivalent
MEM 501	Project Management	3	Graduate Standing
ECE 510	Advanced Communication Systems	3	Graduate Standing
ECE 512	Smart Grids and Renewable Energy	3	ECE 520
ECE 520	Advanced Power System Analysis	3	EEN 345 or Equivalent
ECE 611	Advanced Mixed-Mode Integrated Circuit Design	3	ECE 500
ECE 621	Computer and Machine Vision	3	Graduate Standing
ECE 690 Or ECE 691	Electrical and Computer Engineering Project	3	15 credits
	Thesis in ECE	6	

Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 630	Advanced Low-Power Integrated Circuit Design	3	ECE 511
ECE 632	Computer Based Power System Planning and Design	3	ECE 520
ECE 622	Embedded Signal Processing	3	ECE 501
ECE 638	Nano-Optical Devices	3	EEN 338 or equivalent
ECE 634	Optoelectronic Devices and Circuits	3	ECE 510
ECE 635	Special Topics in ECE	3	Graduate Standing
ITE 500	Rich Internet Application	3	CSC307 of equivalent
ITE 510	Advanced Data Communication and Networks	3	ITE 510
ITE 520	Mobile Application Development	3	ITE 520



Master Of Science In Electrical And Computer Engineering

Study Plan

Full-time Students

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	CEN 304 of equivalent
ECE 510	Advanced Communication Systems	3	Graduate Standing
ECE 520	Advanced Power System Analysis	3	EEN 345 or Equivalent

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 501	Advanced Embedded System Design	3	CEN 305 or equivalent
MEM 501	Project Management	3	Graduate Standing
ECE 512	Smart Grids and Renewable Energy	3	ECE 520

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 611	Advanced Mixed-Mode Integrated Circuit Design	3	ECE 500
ECE 621	Computer and Machine Vision	3	Graduate Standing
	Elective course I	3	-

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Elective course II + ECE 690 Electrical and Computer Engineering Project	6	15 credits
OR			
ECE 691	Thesis in ECE	6	15 credits



Master Of Science In Electrical And Computer Engineering

Study Plan

Part-time Students

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	CEN 304 or equivalent
ECE 510	Advanced Communication Systems	3	EEN 338 or equivalent

Semester II			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 501	Advanced Embedded System Design	3	CEN 305 or equivalent
MEM 501	Project Management	3	Graduate Standing

Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 520	Advanced Power System Analysis	3	EEN 345 or Equivalent
ECE 611	Advanced Mixed-Mode Integrated Circuit Design	3	ECE 500

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 512	Smart Grids and Renewable Energy	3	ECE 520
	Elective course I	3	-

Semester V			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Elective course II	3	-
ECE 621	Computer and Machine Vision	3	Graduate Standing

Semester VI			Total Credit Hours : 3/6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 690	Electrical and Computer Engineering Project	3	15 credits
OR			
ECE 691	Thesis in ECE	6	15 credits



COLLEGE OF BUSINESS ADMINISTRATION



Introduction

The College of Business Administration (COBA) at Abu Dhabi University offers the following world-class, professionally-oriented graduate business programs:

- Master of Business Administration (MBA) with optional concentrations in Aviation Management, Finance, Human Resource Management, Logistics and Supply Chain Management, Project Management.
- Master of Human Resource Management (MHRM).
- Doctor of Business Administration (DBA).

The College prides itself on having a dedicated and talented team of faculty and staff who are accessible to students and committed to student academic and professional success. Other distinctive features of COBA's graduate business programs include:

- Modern American business curriculum aligned with the requirements of professional certification bodies and a strong emphasis on knowledge and skills relevant for the UAE context.
- Distinguished faculty with doctoral degrees from prestigious universities.

- Small class sizes.
- Use of technology to enhance convenience and effectiveness of delivered courses.
- Multiple admission dates throughout the year (for MBA and MHRM).
- Emphasis on academic integrity.
- Personalized academic advising.
- State-of-the art facilities.
- Accreditation by the UAE Ministry of Higher Education and Scientific Research(CAA), International accreditation (AACSB).
- An opportunity to earn a prestigious, AACSB-accredited Master of Global Management degree from Tulane University (USA) (for qualified MBA students).
- 90% and above employment rate among graduates.

College Vision

To be the College of Choice in the United Arab Emirates.



College Mission

To drive Organizational Transformation in the UAE through Leadership in Business Sustainability

Goals

To achieve its mission, the College is committed to continuous improvement processes to attain the following goals:

1. Provide a Strong Education
 - a. Through innovative programs designed to meet the needs of the nation and the region
 - b. By preparing qualified and principled graduates who can influence organizational transformation
 - c. By attracting, supporting, developing and retaining qualified and motivated faculty
2. Do Impactful Research
 - a. By supporting research activities that focus on business sustainability and application of theory to enhance local and regional business practices. The impact of research will be measured by publications in refereed journals, development of relevant case studies, sponsored research projects, workshops and conferences that enable active partnerships between practitioners, students and academics.
3. Develop a Robust Foot Print
 - a. By attracting qualified and diverse student body to enhance student enrollment
 - b. Through active engagement with policy makers and practitioners

MASTER OF BUSINESS ADMINISTRATION

Program Mission

The mission of the MBA program is to produce graduates who will be prepared to advance into top managerial positions in marketing, accounting, human resources and other departments in both private and public sectors of the economy.

Program Goals

- To develop professionals with a clear Understanding of organizational Sustainability.
- To equip students with the knowledge and skills necessary to adapt to a dynamic multidisciplinary business environment
- To improve leadership, interpersonal communication, critical thinking and team-building skills

Learning Outcomes

Upon successful completion of this program, the graduates will be able to:

1. Analyze organizational issues from a global perspective,
2. Create strategies for Sustainable organizational performance,
3. Demonstrate knowledge of specialized functional concepts, theories or models and apply them in an organizational or financial market context,
4. Evaluate business performance using quantitative and/or qualitative tools, techniques, and methods,
5. Incorporate sustainability in organizational decision making,
6. Communicate complex business issues effectively.



Curriculum

Total Credits: 30 Credit Hours

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 482-PC	Financial Accounting	-	No Prerequisite
ECO 482-PC	Introduction to Economics	-	No Prerequisite
MGT482-PC	Introduction to Management	-	No Prerequisite
BUS 482-PC	Quantitative Methods in Business	-	No Prerequisite

Core Courses

24 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*
MGT 521	International Business	3	MGT 482-PC*
MGT 522	Leadership and Communication	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester
MGT 524	Research Methods in Business	3	BUS482-PC*+ MGT482-PC* Co-requisite
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*

Core Electives

6 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
CE 1	Core Elective I	3	-
CE 2	Core Elective II	3	-



General Electives

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 514	Organizational Behavior	3	MGT482-PC*
MGT 520	Business Ethics and Corporate Governance	3	No Prerequisite
MIS 546	Electronic Business	3	No Prerequisite
MIS 556	Innovation and Technology Management	3	No Prerequisite
FIN 605	Investment Theory and Analysis	3	FIN 512
FIN 609	Financial Institutions and Markets	3	FIN 512
FIN 613	International Finance	3	FIN 512 + ECO 482-PC*
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
HRM 526	Employee Performance management	3	HRM 517
HRM 529	Managing Training and Development	3	HRM 517
HRM 531	Corporate Performance Management	3	HRM 526
HRM 535	Employment Law and Relations	3	No Prerequisite
QBA 534	Managerial Decision Models	3	BUS 482-PC*
ECO 533	Managerial Economics	3	ECO 530-PC*
SCM 541	Logistics Management	3	No Prerequisite
SCM 542	Technology in Logistic and Supply Chain Management	3	SCM 540
SCM 543	Strategic Supply Chain Management in a Global Environment	3	SCM 540
MEM 501	Project Management	3	No Prerequisite
MPM 521	Project Planning, Integration, and Scope Management	3	No Prerequisite
MPM 541	Project Contract Management and Legal Aspects	3	No Prerequisite
AVM 1	Airport Operations	3	MGT482-PC*
AVM 2	Aviation Regulations & Safety / Quality Management Systems	3	MGT 482-PC*
AVM 3	Aircraft Fleet Strategy	3	MGT 482-PC*

Finance Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
FIN 605	Investment Theory and Analysis	3	FIN 512
FIN 609	Financial Institutions and Markets	3	FIN 512
FIN 613	International Finance	3	FIN 512 + ECO 482-PC*



HRM Concentration (choose 3 courses from the following 4 courses)

Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
HRM 526	Employee Performance Management	3	HRM 517
HRM 529	Managing Training and Development	3	HRM 517
HRM 531	Corporate Performance Management	3	HRM 526

Logistics and Supply Chain Management Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
SCM 541	Logistics Management	3	No Prerequisite
SCM 542	Technology in Logistics and Supply Chain Management	3	SCM 540
SCM 543	Strategic Supply Chain Management in a Global Environment	3	SCM 540

Project Management Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 501	Project Management	3	No Prerequisite
MPM 521	Project Planning, Integration, and Scope Management	3	No Prerequisite
MPM 541	Project Contract Management and Legal Aspects	3	No Prerequisite

** Only required if course work not taken at the undergraduate level.*



Master of Business Administration

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
CE1	Core Elective 1	3	-

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester
CE2	Core Elective 2	3	-

3 Courses for a total of 9 credit hours



Master of Business Administration

Study Plan

Part Time Mode (A)

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
MKT 511	Marketing Management	3	-

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
CE1	Core Elective 1	3	-

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*
MGT 522	Leadership and Communication	3	MGT 482-PC*
CE2	Core Elective 2	3	-

3 Courses for a total of 9 credit hours

Semester IV -			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester

2 Courses for a total of 6 credit hours



Master of Business Administration Study Plan Part Time Mode (B)

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
MKT 511	Marketing Management	3	No Prerequisite

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*

2 Courses for a total of 6 credit hours

Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*
CE1	Core Elective 1	3	-

2 Courses for a total of 6 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business Management	3	MGT 482-PC*
MGT 522	Leadership and Communication	3	MGT 482-PC*

2 Courses for a total of 6 credit hours

Semester V			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic management in a Global Environment	3	Last Semester
CE2	Core Elective 2	3	-

2 Courses for a total of 6 credit hours



Master of Business Administration in Finance Study Plan

Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
FIN 605	Investment Theory and Analysis	3	FIN 512

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic management in a Global Environment	3	Last Semester
FIN 609	Financial Institutions and Markets	3	FIN 512
FIN 613	International Finance	3	FIN 512 + ECO 482-PC

4 Courses for a total of 12 credit hours



Master of Business Administration in Finance Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
FIN 605	Investment Theory and Analysis	3	FIN 512

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
FIN 609	Financial Institutions and Markets	3	FIN 512

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
FIN 613	International Finance	3	FIN 512 + ECO 482-PC*
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester

3 Courses for a total of 9 credit hours



Master of Business Administration in Human Resources Management

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*
HRM 517	Human Resource management in a Global Environment	3	MGT 482-PC*

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
HRM 526	Employee Performance management	3	HRM 517
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
HRM 531	Corporate Performance Management	3	HRM 526
MGT 521	International Business	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester

4 Courses for a total of 12 credit hours

* HRM 529 could replace HRM 531 as a concentration course.



Master of Business Administration in Human Resources Management

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
HRM 517	Human Resource management in a Global Environment	3	No Prerequisite

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
HRM 526	Employee Performance management	3	HRM 517

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 531	Corporate Performance Management	3	HRM 526
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester

3 Courses for a total of 9 credit hours

* HRM 529 could replace HRM 531 as a concentration course.



Master of Business Administration in Logistics and Supply Chain Management

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*
MGT524	Research Methods in Business	3	BUS482-PC* + MGT482-PC* Co-requisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*

4 Courses for a total of 12 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 541	Logistics Management	3	No Prerequisite
SCM 542	Technology in Logistics and SCM	3	SCM 540

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
SCM 543	Strategic Supply Chain Management in a Global Environment	3	SCM 540
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last semester

3 Courses for a total of 9 credit hours



Master of Business Administration in Logistics and Supply Chain Management

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
SCM 541	Logistics Management	3	No Prerequisite
SCM 542	Technology in Logistics and SCM	3	SCM 540

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
SCM 453	Strategic Supply Chain Management in a Global Environment	3	SCM 540
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester

3 Courses for a total of 9 credit hours



Master of Business Administration in Project Management

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC*+ ACC 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
CON-1	PM Concentration Course-1		-

4 Courses for a total of 12 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
CON-2	PM Concentration Course-2	3	-

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester
CON-3	PM Concentration Course3	3	-

3 Courses for a total of 9 credit hours



Master of Business Administration in Project Management

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC* + MGT 482-PC* Co-requisite
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
CON-1	PM Concentration Course-1	3	-

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC*
CON-2	PM Concentration Course-2	3	-

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business Management	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester
CON-3	PM Concentration Course-3	3	-

3 Courses for a total of 9 credit hours



Master of Business Administration in Aviation Management

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
FIN 512	Financial Management	3	ECO 482-PC* + ACC 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
CON-1	AM Concentration Course-1	3	-

4 Courses for a total of 12 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC
CON-2	AM Concentration Course-2	3	-

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business	3	MGT 482-PC*
MGT 523	Strategic Management in a Global Environment	3	Last Semester
CON-3	AM Concentration Course-3	3	-

3 Courses for a total of 9 credit hours



Master of Business Administration in Aviation Management

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
FIN 512	Financial Management	3	ECO 482-PC + ACC 482-PC

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 522	Managerial Accounting	3	ACC 482-PC*
MKT 511	Marketing Management	3	No Prerequisite
CON-1	AM Concentration Course-1	3	-

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
SCM 540	Operations and Supply Chain Management	3	BUS 482-PC
CON-2	AM Concentration Course-2	3	-

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT521	International Business Management	3	MGT482-PC*
MGT523	Strategic Management in a Global Environment	3	Last Semester
CON-3	AM Concentration Course-3	3	-

3 Courses for a total of 9 credit hours



MASTER OF HUMAN RESOURCES MANAGEMENT

Program Mission

Today's business climate demands individuals who are equipped to manage human talent. The Master of Human Resource Management is a specialized program focusing on the effective management of a firm's 'people' resource. This program offers its students unique opportunities for advanced education in the field of human resource management, as well as opportunities for leadership growth at personal and professional levels. It also aims to develop in the students the attributes of effective decision-making, financial awareness, strategic thinking and a global perspective.

Program Goals

- To prepare students for successful HRM careers in the UAE and internationally
- To equip MHRM students with essential business knowledge, managerial skills, and professional values
- To create an environment supporting the academic, professional, and personal growth and success of our MHRM students

Program Learning Outcomes

Upon successful completion of this program, the graduates will be able to:

1. Evaluate local and international human resource management practices
2. Use knowledge and skills in HRM and applied research to address operational issues related to HR
3. Analyze the role of human resource management in supporting organizational strategy
4. Understand ethical, legal, and social issues in human resource management

Curriculum

Total Credits: 30 Credit Hours

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 482-PC	Introduction to Management	-	-
BUS 482-PC	Quantitative Methods in Business	-	-



Core Courses

21 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
MGT 514	Organizational Behavior	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT482-PC* Co-requisite
MGT 523	Strategic Management in a Global Environment	3	Last semester

Core Electives

9 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
CE1	Core Elective I	3	-
CE2	Core Elective II	3	-
CE3	Core Elective III	3	-

General Core Electives

Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 529	Managing Training and Development	3	No Prerequisite
HRM 531	Corporate Performance Management	3	HRM 526
MGT 520	Business Ethics and Corporate Governance	3	No Prerequisite
MGT 513	Negotiation and Conflict Resolution	3	MGT 514
MGT 521	International Business	3	MGT 482-PC*
MGT 522	Leadership and Communication	3	MGT 482-PC*
MGT 525	Organizational Change	3	MGT 514
MGT 561	Cross Cultural Management	3	MGT 514

*Only required if course work not taken at the undergraduate level.



Training and Development Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 529	Managing Training and Development	3	No Prerequisite
HRM 531	Corporate Performance Management	3	HRM 526
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last Semester

Organizational Leadership Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT482-PC*
MGT 525	Organizational Change	3	MGT 514
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last Semester

International Human Resource Management Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 561	Cross Cultural Management	3	MGT 514
MGT 521	International Business	3	MGT 482-PC*
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last Semester

Strategic Human Resource Management Concentration

Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 531	Corporate Performance Management	3	HRM 526
MGT 525	Organizational Change	3	MGT 514
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last Semester

**Required elective for the concentration only*



Master of Human Resources Management

Study Plan

Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517
CE1	Core Elective I	3	-
CE2	Core Elective II	3	-

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last semester
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
CE3	Core Elective III	3	-

3 Courses for a total of 9 credit hours



Master of Human Resources Management

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
HRM 526	Employee Performance Management	3	HRM 517
CE1	Core Elective I	3	-

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
CE2	Core Elective II	3	-

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last semester
CE3	Core Elective III	3	-

2 Courses for a total of 6 credit hours



Master of Human Resources Management In Training And Development Concentration

Study Plan Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 526	Employee Performance Management	3	HRM 517
HRM 529	Managing Training and Development	3	No Prerequisite
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	Co req of HRM 517

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last semester
HRM 531	Corporate Performance Management	3	HRM 526
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

3 Courses for a total of 9 credit hours



Master of Human Resources Management In Training And Development Concentration

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 524	Research Methods in Business	3	BUS482-PC*+ MGT482-PC* Co-requisite

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 514	Organizational Behavior	3	MGT482-PC*
HRM 526	Employee Performance Management	3	HRM 517
HRM 529	Managing Training and Development	3	No Prerequisite

3 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 531	Corporate Performance Management	3	HRM 526
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last semester
HRM 599-P	Graduate Project in HRM	3	MGT 524+ Last semester

2 Courses for a total of 6 credit hours



Master of Human Resources Management In Organizational Leadership Concentration

Study Plan Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
MGT 522	Leadership and Communication	3	MGT 482-PC*

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
MGT 525	Organizational Change	3	MGT 514
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

3 Courses for a total of 9 credit hours



Master of Human Resources Management In Organizational Leadership Concentration

Study Plan

Part Time Mode

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 522	Leadership and Communication	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
HRM 526	Employee Performance Management	3	HRM 517

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
MGT 525	Organizational Change	3	MGT 514

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

2 Courses for a total of 6 credit hours



Master of Human Resources Management In International Human Resource Management Concentration

Study Plan Full Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MG T514	Organizational Behavior	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 521	International Business	3	MGT 482-PC*
MGT 561	Cross Cultural Management	3	MGT 514
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

3 Courses for a total of 9 credit hours



Master of Human Resources Management In International Human Resource Management Concentration

Study Plan Part Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
MGT 521	International Business	3	MGT 482-PC*
HRM 526	Employee Performance Management	3	HRM 517

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 561	Cross Cultural Management	3	MGT 514
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

2 Courses for a total of 6 credit hours



Master of Human Resources Management In Strategic Human Resource Management Concentration

Study Plan

Full Time

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT482-PC* Co-requisite

3 Courses for a total of 9 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 525	Organizational Change	3	MGT 514
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite

4 Courses for a total of 12 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
HRM 531	Corporate Performance Management	3	HRM 526
HRM 599-P	Graduate Project in HRM	3	MGT 524+ Last semester

3 Courses for a total of 9 credit hours



Master of Human Resources Management In Strategic Human Resource Management Concentration

Study Plan Part Time Mode

Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
HRM 517	Human Resource Management in a Global Environment	3	No Prerequisite
MGT 514	Organizational Behavior	3	MGT 482-PC*

2 Courses for a total of 6 credit hours

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 524	Research Methods in Business	3	BUS 482-PC*+ MGT 482-PC* Co-requisite
HRM 526	Employee Performance Management	3	HRM 517
HRM 532	Compensation and Benefits	3	HRM 517

3 Courses for a total of 9 credit hours

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 525	Organizational Change	3	MGT 514
HRM 531	Corporate Performance Management	3	HRM 526
HRM 535	Employment Law and Relations	3	HRM 517 Co-requisite

3 Courses for a total of 9 credit hours

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGT 523	Strategic Management in a Global Environment	3	Last Semester
HRM 599-P	Graduate Project in HRM	3	MGT 524 + Last semester

2 Courses for a total of 6 credit hours



DOCTOR OF BUSINESS ADMINISTRATION



Program Mission

The DBA Program produces business leaders with advanced and applied business research capabilities within the context of today's dynamic global business environment. The DBA is available to a small, select group of experienced executives who are committed to pursuing formal, rigorous study as practitioner-scholars. By addressing practicing executives' specialized needs for advanced knowledge and applied research skills, the DBA Program enables dedicated professionals to detect patterns of change, and to become more proactive and agile in leading the change. The program develops the analytical and creative capabilities of middle and senior managers to conduct research on the problem of practice guided by internationally recognized senior faculty with outstanding records of scholarship. The DBA graduates will become better strategic thinkers through the process of scientific inquiry, and will be able to explore new horizons of executive leadership within their organizations and beyond.

Program Goals and Objectives

The following goals and objectives in relation to the program's learning process are derived from the DBA Program mission:

Goal 1: Provide Student-Centered Learning

- Provide students with personalized attention inside and outside of the classroom
- Build a cohesive learning community among students, faculty, alumni, organizations and government bodies

Goal 2: Enhance Knowledge and Lifelong Learning

- Provide a curriculum that reflects current and relevant knowledge and practices in business
- Sustain a dynamic curriculum with ongoing revisions to support learning and scholarship
- Develop competencies that enhance lifelong learning
- Encourage the professional development of members of the community



Goal 3: Increase Engagement

- Ensure an interactive/experiential learning experience
- Be responsive to the needs of our communities by conducting original applied research attempting to find solutions to the issues facing the business, the government, and the society of the UAE
- Support initiatives in the business community and the government
- Establish a long-lasting and all-encompassing relationship with major stakeholders in the nation to advance the intellectual capital at the leadership level of the country

Goal 4: Encourage Leadership, Creativity, Innovation, and Ethics

- Foster a learning environment that values creativity and innovation
- Foster a leadership mindset through training in cooperative and active learning
- Foster diversity, social responsibility, integrity, and accountability

Learning Outcomes

Upon successful completion of this program, the graduates will be able to:

- Acquire advanced knowledge in the field of business administration,
- Acquire theoretical and practical research skills,
- Apply advanced knowledge in an area of business administration and practical research skills to address complex problems in the workplace,
- Defend a dissertation that: (a) contains critical evaluation and synthesis of the existing body of knowledge in a relevant area of business administration; (b) makes an original contribution to knowledge in business administration; (c) adheres to the highest standards of research ethics; (d) is of publishable quality,
- Develop critical thinking and communication skills.

Curriculum

Total Credits: 66 Credit Hours

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
BUS 482-PC	Quantitative Methods in Business	-	No Prerequisite
ECO 482-PC	Introduction to Economics	-	No Prerequisite
MGT 482-PC	Introduction to Management	-	No Prerequisite
COM 482-PC	Business Communication	-	No Prerequisite



Phase I: Coursework including Research Proposal **39 Total Credit Hours**

Course Code	Course Title	Credit Hours	Prerequisite(s)
COMM1	Communication and Leadership	3	No Prerequisite
METH1	Introduction to Business Research	3	COMM1 Co-requisite
METH2A	Qualitative Methods for Research I - Design	3	METH1
METH2B	Qualitative Methods for Research II - Analysis	3	METH2A
METH3A	Quantitative Methods for Research I - Design	3	METH1
METH3B	Quantitative Methods for Research II - Analysis	3	METH3A
MGMT1	Management of Change and Innovation	3	COMM1
MGMT2	Seminar in Strategic Management	3	No Prerequisite
MGMT3	Leadership	3	COMM1
MGMT4	Seminar in Organization Theory and Behavior	3	COMM1
MGMT5	Managerial Decision Making	3	COMM1
MGMT6	Global Issues in Business	3	COMM1
RSCH1	Research Proposal	3	METH2B + METH3B

Phase II: Dissertation **27 Total Credit Hours**

Course Code	Course Title	Credit Hours	Prerequisite(s)
COMM2	Dissertation Writing	3	Completion of Phase I** or Department Consent
RSCH2	Dissertation	24	Admission to Phase II**

*Only required if course work not taken at the undergraduate level.

** Successful completion of all the course in Phase 1 with a minimum CGPA of 3.5

*** Completion of Phase 1 and COMM2

Eligibility for Admission:

Admission to Phase I: Coursework including Research Proposal

- 1 Candidates must hold either a master's degree in business or business related area with a CGPA of 3.5 or above
- 2 Fluency in English at a TOEFL level of 550 or equivalent
- 3 Professional Recommendations
- 4 Evidence of at least 2 years of work experience at the middle to upper management level
- 5 Panel Interview

Admission to Phase II: Dissertation

- 1 A CGPA of 3.5 or above in the coursework requirements in Phase I
- 2 A "Pass" grade in the Research Proposal and Defense.



Doctor of Business Administration Program Study Plan

Phase I: Coursework including Research Proposal

39 Total Credit Hours

Academic Year I

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
COMM1	Communication and Leadership	3	No Prerequisite
METH1	Introduction to Business Research	3	Co-requisite of COMM1

Semester II			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGMT1	Management of Change and Innovation	3	COMM1

Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
METH2A	Qualitative Methods for Research I - Design	3	METH1
METH3A	Quantitative Methods for Research I - Design	3	METH1

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGMT2	Seminar in Strategic Management	3	No Prerequisite

Academic Year II

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
METH2B	Qualitative Methods for Research II - Analysis	3	METH2A
METH3B	Quantitative Methods for Research II - Analysis	3	METH3A

Semester II			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGMT3	Leadership	3	COMM1



Semester III			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGMT4	Seminar in Organization Theory and Behavior	3	COMM1
MGMT5	Managerial Decision Making	3	COMM1

Semester IV			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
MGMT6	Global Issues in Business	3	COMM1

Academic Year III

Semester I			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
RSCH1	Research Proposal	3	METH2B + METH3B

Research Proposal Defense

Phase II: Dissertation

Total Credit Hours 27

Semester II			Total Credit Hours : 3
Course Code	Course Title	Credit Hours	Prerequisite(s)
COMM2	Dissertation Writing	3	Admission to Phase II

Academic Year IV

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
RSCH2 (A)	Dissertation	12	Admission to Phase II

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
RSCH2 (B)	Dissertation	12	Admission to Phase II

Dissertation Defense

9
u Dhabi





CODE OF CONDUCT

Emergency Clause

When there is cause to believe a student is endangering the health, safety, or welfare of the university community or its property, university officials may order the immediate suspension of such student for an interim period pending a conduct hearing. The matter will be referred to the Head of Student Support Services, who will process such charges in accordance with the Student Code of Conduct.

Abu Dhabi University Expectations

Abu Dhabi University is committed to being an academic community. This includes care, cooperation and an adherence to standards of behavior for all who are part of this community. In order for this community to flourish, the following expectations of behavior have been established:

1. Abu Dhabi University expects responsible conduct by students and student organizations, both on and off campus, as a necessary condition for continued membership at Abu Dhabi University.
2. Students and student organizations are expected to be responsible members of a diverse community, and honor and respect differences of culture, lifestyle, and religion.
3. Academic integrity and honesty are basic values of the university. Students and student organizations are expected to follow the Student Code of Conduct, Standards of Academic Integrity and Honesty listed in Abu Dhabi University's Student Academic Integrity Policy.
4. The Abu Dhabi University campus, its grounds, facilities and equipment are provisions for students of Abu Dhabi University. Students and student organizations are expected to respect and use them responsibly. This includes the use of the library, residence halls, classroom buildings, laboratories, and the campus as a whole.

Academic Integrity

The Academic Integrity Policy (AIP) establishes the framework for the expected conduct of students to maintain the highest standards of ethics. The information on the following pages will help students and faculty to understand the various forms of Academic Integrity (AI) violations and the consequences resulting from such violations.

I. Academic Integrity (AI) Violations

There are various ways in which academic honesty can be violated which are discussed below.

A. Cheating

Cheating is an act that diminishes the learning process and is intended to gain grades and academic advantages without actually doing the intellectual work that merits the grades or degree.



Examples of cheating include but are not limited to:

1. Copying another person's test answers during an exam.
2. Exchanging information regarding an exam during the exam.
3. Copying answers from notes such as those written on the body, clothing, pieces of paper, or electronic devices such as mobile phones and/or calculators.
4. Obtaining a copy of or information about an examination ahead of time.
5. Looking up answers in a book when the exam is specifically a closed book exam.
6. Buying projects and term papers.
7. Copying from someone else's paper, project or assignment.
8. Using notes or books during exams unless expressly allowed by the instructor.
9. Hiring a surrogate test taker.
10. Bringing forbidden materials such as calculators, computers, books, or notes into the exam unless expressly allowed by the instructor.
11. Communicating with other students regarding an examination during the exam.
12. Failing of students to switch off mobile phones during the exam

B. Plagiarism

Plagiarism means representing another person's work as the student's own without acknowledgments. Plagiarism is a form of cheating. It means that students have submitted work for grading that they have not written themselves. Hence, there is no way to know if students have learned the material or merely copied it.

While students may cite direct quotes and pieces of texts, these should be used to support ideas. Even if all the sources have been properly cited, extensive copying is unacceptable, as understanding can only be demonstrated by students using their own thoughts and words.

Examples of plagiarism include but are not limited to:

1. Borrowing all or part of another student's paper or using someone else's outline.
2. Using the same paper for multiple classes.
3. Submitting the same paper in two different courses and submitting it as the student's own work.

C. Fabrication of Data

Fabrication of data is the falsification or invention of any information or citation in an academic exercise. Fabricated information or data may not be used in any laboratory experiment or research project.

Examples of fabrication of data include but are not limited to:

1. Deliberately misreporting results of an experiment or field research.
2. Inventing data and resources for written, oral, or other presentations.
3. Inventing case studies and relevant facts in reports, papers, or presentations.

D. Presenting False Credentials

Presenting false or misleading credentials on applications, CV's, and any other documents presented as part of the student's life constitutes academic dishonesty.

Examples of false credentials include but are not limited to:

1. Claiming degrees that were not earned.
2. Failing to report colleges and universities attended.
3. Presenting falsified transcripts.
4. Presenting falsified information.
5. Claiming false employment.
6. Misrepresenting immigration status.
7. Using fake ID cards.

E. Collusion

Collusion occurs when students work together on a piece for assessed work when "working together" is not allowed. Collusion can occur when students copy from each other. Evidence of collusion on students' papers occurs when two or more papers have similar or identical wording. An individual student's understanding cannot be assessed if "ownership" of the assignment cannot be determined.

A student who "lends" his/her paper to other students is just as guilty as those who have copied from it, and unless it can be proven with absolute certainty, who wrote the original paper, the "lender" will also be faced with academic penalties.

F. Free Riding

When assigned to work in collaborative groups, all students should participate in the activity or project. Students who could not demonstrate their contribution to the group work/activity will be considered as cheaters.



II. Penalty for Violations of Academic Integrity (AI)

All instances of violations of the AIP are subject to sanctions, including dismissal for cheating, other academically related egregious acts of deceptions and/or reckless disregard for the principle of AI. Under special circumstances and/or based on lesser degree of severity of the AIP violations, lower sanctions may be imposed.

Students found in violation of the AIP for the second time will be subject to more heightened sanctions. Students found in violation of the AIP for the third time will be subject to dismissal from Abu Dhabi University.

Imposition of any sanction for violation of the AIP is subject to due-process being carried out, availability of sufficient evidence being examined, the adjudication process being completed, and the process of appeal being exhausted.

Students dismissed from Abu Dhabi University for violations of the AIP will receive a failing grade (F) in the course in which the violation has occurred and Administrative Withdrawals (WA) in all other courses taken in the same semester. Students dismissed from Abu Dhabi University for violations of the AIP are not eligible for receiving any refunds of tuitions and fees.

Student Rights and Responsibilities

Student Rights

As members of the University Community, students can reasonably expect all of the guarantees and protections which include the right to:

1. A fair process, guaranteeing both substantive rights and equitable procedures in all matters pursuant to the Student Code of Conduct;
2. Remain free from discrimination on the basis of race, ethnicity, gender, age, religion, creed, national origin or disability;
3. Engage in inquiry and discussion, to exchange thought and opinion, and to speak or write on any subject in accordance with federal and local laws;
4. Readily access established university policies and procedures; and
5. Have protection from unreasonable search and seizure.

When a student/organization is charged with a violation of the Student Code of Conduct, that student/organization has the right to:

1. Receive advance notice of the alleged violation, be informed of who to contact for a meeting, and the date by which the contact must occur;
2. Present his/her version of the events in question;
3. Be accompanied by an advisor or parent. (The advisor or parent may not speak or participate directly in the conduct process. This includes questioning witnesses or making arguments on the student's behalf);
4. Have witnesses who present information on his/her behalf;
5. Question any statements or witnesses presented;
6. Challenge the objectivity of the hearing body in case of conflict of interest; and
7. Appeal the outcome of hearing on the following grounds:
 - a. the procedures under which the student/organization is charged are invalid or not followed;
 - b. the student/organization did not have adequate opportunity to prepare and present a defense;
 - c. the evidence presented at the hearing was not substantial to justify the decision; or
 - d. the sanction imposed was not in keeping with the gravity of the violation.

Student Responsibilities

The following acts are prohibited and may result in disciplinary actions:

1. Acting or conducting oneself in a way that obstructs or hinders the application and enforcement of the Student Code of Conduct;
2. Trespassing, forcefully entering university-owned, leased or controlled premises without permission;
3. Destroying or vandalizing personal and/or public property;
4. Unauthorized use of computer system or access codes;
5. Stealing property, including intellectual property, of the university, its members, or visitors;
6. Knowingly giving false information to an Abu Dhabi University official;
7. Willfully failing to comply with reasonable directions of university officials (i.e. faculty, staff and other employees of Abu Dhabi University);



8. Committing an academic offense listed in the Student Academic Integrity Policy;
 9. Disrupting classroom activity and other university functions;
 10. Disrupting the operations of the university by an action or combination of actions that interfere or prevent others from freely participating in an activity or program given by the university; and
 11. Violating safety regulations such as:
 - a. falsely reporting a fire, bomb, or any other emergency;
 - b. unauthorized possession, use, or alteration or tampering of any university owned emergency or safety equipment;
 - c. failing to evacuate a building or other structure in case of fire or emergency; and
 - d. taking any action that creates a risk that potentially compromises the safety of others;
 12. Possessing fireworks, firearms, weapons or other explosive devices;
 13. Threatening or causing physical or mental harm to others;
 14. Harassing or causing a hostile environment within the university community;
 15. Abusing the Student Code of Conduct system. This includes but is not limited to:
 - a. knowingly filing a false statement or accusation against another person;
 - b. disrupting or interfering with the orderly business of a conduct proceeding;
 - c. failing to attend a conduct meeting;
 - d. discouraging an individual's participation in or accessing the student conduct process;
 - e. intimidating witnesses or participants of the conduct process;
 - f. failing to comply with the sanctions imposed under the Student Code of Conduct; and
 - g. violating the terms of a conduct sanction
 16. Misusing or stealing university documents;
 17. Violating the student notice posting policy;
 18. Petitioning to change decisions made by Official University personnel;
 19. Assisting or inciting others to violate the Student Code of Conduct;
 20. Littering and inappropriate disposal of refuse;
 21. Demonstrating within or outside of the university;
 22. Contacting media (includes but not limited to news, radio, newspaper or television) without prior approval from University Management;
 23. Printing or releasing any information about the university without prior permission from the Office of Student Support Services;
 24. Not providing security guards with personal identification and appropriate documentation when requested;
 25. Insulting or disrespecting a university faculty or staff member; and
 26. Physically attacking university faculty, staff, visitors, or fellow students.
- ## Student Dress Code
- Students are responsible for the reputation of Abu Dhabi University. All are expected to dress appropriately and respect cultural and religious traditions of the United Arab Emirates. The following are unacceptable at Abu Dhabi University.
- For Male students:***
1. Shorts are not allowed unless for sports activities
 2. Tight or revealing shirts/tops
 3. Shirts with inappropriate logos or sayings
 4. Sleeveless shirts
 5. Tight or transparent pants
- For Female students:***
1. Shorts are not allowed unless for sports activities
 2. Tight or revealing shirts/tops
 3. Shirts with inappropriate logos or sayings
 4. Tight or transparent pants
 5. Midriff and halter tops
 6. Sleeveless shirts
 7. Tights or leggings
 8. Face covers (that obstruct identity)
 9. Skirts above the knee



Smoking

Smoking is not permitted in any University premises, public spaces and hallways of residences owned and managed by ADU at any time, by any person regardless of their status or business in the University.

1. All building entrances will be non-smoking areas;
2. Smoking will only be permitted in designated areas which are clearly signposted;
3. “No Smoking” signs will be posted at all entrances and at appropriate locations by the Office of Safety & Security;
4. This policy applies even in the absence of posted “No Smoking” signs.

Visitors

All visitors, contractors and suppliers are required to abide by the No Smoking Policy. Security Officers are expected to inform students or visitors of the no smoking policy. However they are not expected to enter into any confrontation which may put their personal safety at risk.

Vehicles

Smoking is not permitted in University vehicles or any other vehicles being used on University business.

Disciplinary Action

Students & Employees who disregard the policy may be subject to disciplinary action in accordance with University procedure.

Drugs

Abu Dhabi University prohibits the unlawful manufacture, distribution, dispensation, sale, possession or use of any drug by any of its students, employees in its workplace, on its premises or as part of any of its activities. This policy is intended to supplement and not limit the provisions of any other related policies.

For the purpose of this policy, the term “drug” includes:

- Controlled substances, as defined in UAE laws, which cannot be legally obtained
- Legally obtainable controlled substances which were not legally obtained, including:
 1. Prescribed drugs when prescription is no longer valid;
 2. Prescribed drugs used contrary to the prescription;
 3. Prescribed drugs issued to another person.

Alcohol

Abu Dhabi University prohibits the dispensing, selling, supplying and consumption of drugs or alcoholic beverages on University property. Employees, students, faculty and campus visitors may not unlawfully manufacture, consume, possess, sell, distribute, transfer or be under the influence of alcohol, illicit drugs or controlled substances on University property, while driving a University vehicle or while otherwise engaged in University business. University property, as defined in this policy, includes all buildings and land owned, leased, or used by the University, and motor vehicles operated by employees, including personal motor vehicles, when used in connection with work performed for or on behalf of the University. On exception to the prohibited consumption of alcohol is the personal residence of an employee that is leased or owned by the University and where the occupant has a liquor license.

Disciplinary Action

Violation of the above University policy will be subject to campus disciplinary review and action, as follows:

Students:

The University community has established expectations for academic and non-academic students which addresses the illicit use of alcohol and other drugs as follows:

The following behaviors contradict the values of the University community and are subject to action under this Statement:

- Illegally possessing or using alcohol
- Illegally distributing, manufacturing, assumption or selling alcohol
- Illegally possessing or using drugs
- Illegally distributing, manufacturing, consumption or selling drugs

The Statement is administered by the Safety & Security Office. The department along with the Vice Chancellors office is charged with facilitating the resolution process used to determine responsibility.

These measures cover a wide range of educational assignments and obligations, including but not limited to suspension and expulsion from the institution. Safety & Security office may delegate portions of the conduct process to other units of the University who have a vested interest in the conduct of smaller student communities (e.g. University Housing, Sports Department).



Academic units of the University also may have written or implied policies concerning management of alcohol use and their response to the illicit use of alcohol and other drugs in the academic setting. Students are expected to know and understand these additional policies and abide by them.

Staff and Faculty: Sanctions for violations by faculty and staff are governed by policies within individual departments and any applicable rules set by University regulations and other applicable policies or procedures. Appropriate sanctions may include: verbal or written warnings, a mandated rehabilitation program, probation, suspension, and termination. In each case there are likely to be different circumstances that are relevant for understanding the situation and determining the appropriate sanction.

Under the supervision of the Vice Chancellor, action should be taken in the best interests of the University, student, and employee, keeping in view the government laws and regulations.

Student Suggestions/Complaints

Abu Dhabi University is committed to creating a student-centered learning environment conducive to intellectual and personal growth of students, thus we highly encourage you to use the Suggestions and Complaints channel to voice out any issues or suggestions you may have. If you wish to give us suggestion or want us to address your grievance, please use any of the following:

1. Call the Toll Free Helpline number of the University (80023968) and lodge your complaint;
2. Email us at complaints@adu.ac.ae;
3. Download the Suggestions/Complaints form from www.adu.ac.ae and submit it to the Suggestions/Complaints section.
4. Visit Abu Dhabi University Students Suggestions/Complaints section:
 - Abu Dhabi Campus through the Office of the Registrar.
 - Al Ain Campus through the Office of Student Affairs.

Once you lodge your complaint, you will receive acknowledgement by SMS or email and subsequent tracking and progress concerning your complaint till the case is resolved to your satisfaction. Please note that all our email correspondences will be through your Abu Dhabi University Email ID. If you still do not have your Abu Dhabi University Email ID

Our target to close a student suggestion or complaint is 8 working days.

Your suggestion or complaint will be dealt by the college dean or department head.

Notification and Information Gathering

1. Reports of alleged violation of the Student Code of Conduct shall be reviewed by the Office of Student Support Services for possible administrative action.
2. The Office of Student Support Services will notify students/organizations named in the complaint of the alleged violation, who to contact for a meeting, and the date by which the contact must occur.
3. Such notification will describe the alleged violation and advise the student that an administrative hold may be placed on the student's academic records pending investigation and resolution of the complaint.
4. The Office of Student Support Services will gather information relevant to any complaint indicating that Student Code of Conduct violation may have occurred. The designated official from the Office of Student Support Services is responsible for gathering information and has the authority to contact and meet with any persons believed to have information relevant to the complaint and encourage them to discuss the allegations of the complaint. In the absence of compelling circumstances, the process shall be completed within thirty (30) calendar days after the receipt of the complaint.
5. Based on the information gathered, the Office of Student Support Services will decide whether to dismiss the charge, or make a recommendation to the Head of Student Support Services for conduct action.
 - a. If the complaint is dismissed, the Office of Student Support Services will notify the charged student/organization of the decision.
 - b. If the charges are to be forwarded for conduct action, the Office of Student Support Services will notify all concerned persons and outline the appropriate procedures to be followed.
6. If the charges against the student concerned result in suspension or expulsion, the parents of the student may be contacted and notified of the hearing at least seven (7) calendar days in advance.
7. Mediated Conduct Agreements. In certain conduct cases involving both a charged student and another disputant, the Office of Student Support Services may recommend that the case be referred to mediation. The goal of mediation is to reach a mutually agreed upon resolution between the parties involved. In such cases, the following shall apply:



- a. All parties involved must agree to mediation.
- b. The mediator designated by the Office of Student Support Services must approve all agreements.
- c. If a mutual agreement is reached, it must be signed by all parties and a copy kept by the Office of Student Support Services until all terms and conditions of the agreement have been fulfilled.
- d. If a mutual agreement cannot be reached, the case will be referred to the Office of Student Support Services for resolution. If the Office of Student Support Services calls for a hearing, no information disclosed at the mediation session may be provided in the hearing.

Disciplinary Committee

The University Disciplinary Committee will consist of the Provost, concerned College Dean, Registrar and the Head of Student Support Services or their appropriate representatives.

Hearing Procedures

The Office of Student Support Services is responsible for providing a written summary of the charges, including all information that resulted from the investigation process, to the disciplinary committee members and the charged student/organization. The summary of charges and supporting information will provide the basis of the formal hearing proceedings.

1. Upon request, the student/organization charged, the advisor or representative if any, and the Office of Student Support Services have the right to examine any supporting documents to be presented at the hearing at least seven (7) calendar days prior to the hearing.
2. All hearings are closed unless the charged student/organization requests an open hearing and the Head of Student Support Services or designee approve of the open hearing.
3. All formal hearings require a majority to find a student/organization responsible for violating the Student Code of Conduct.
4. All determinations by the disciplinary committee shall be made on the basis of whether there is a preponderance of the evidence that the charged student/organization violated the Student Code of Conduct.
5. The complainant and the charged student/organization have the right to be assisted by any advisor or representative they choose, at their own expense. The complainant and charged student/organization are responsible for presenting their own information, and therefore, advisors or representatives are not permitted to speak or to participate directly in the hearing.
6. The complainant, the charged student/organization, and disciplinary committee are the only individuals in a hearing who have the right to present information and question witnesses.
7. The charged student/organization has the right to appear at a hearing to hear the evidence, offer explanatory and clarifying information and evidence and question any witnesses. The charged student may choose not to attend the hearing. If the student/organization, with notice, does not appear for a formal hearing, the information in support of the charges shall still be presented and considered.
8. An audio and or video recording will be made of the hearing for the purpose of review by an appeal panel.
9. Findings of fact and recommended sanctions, if any, shall be made in writing by the Disciplinary Committee and submitted to the Head of Student Support Services or designee within seven (7) calendar days after the close of the hearing.
10. The Head of Student Support Services or designee will review the findings of fact and recommended sanctions reported by the disciplinary committee and may:
 - a. dismiss the charges;
 - b. affirm the recommended sanctions; and/or
 - c. impose a greater or lesser sanction than was recommended.
11. The Head of Student Support Services shall submit a written decision within seven (7) calendar days after the receipt of the findings and recommended sanctions. The Head of Student Support Services shall inform the students of the decision made.
12. If the charged student does not appeal the decision within three (3) calendar days, such decision will be final.

Appeal Right

A student/organization has the right to appeal the decision made by the Disciplinary Committee:

1. A request for appeal, appeal form must be filed within three (3) calendar days from the charged students/organization's receipt of findings.



2. The Head of Student Support Services or designee shall appoint an appeal panel that will hear all appeals from formal hearings. Training for the hearing procedures shall be conducted before the implementation of the policy.
3. The appeal panel shall consist of three (3) members, and shall include at least one (1) faculty, one (1) staff and one (1) student.
 - a. Members of the Appeal Panel shall be drawn from a pool of faculty, staff and students who have completed the approved hearing training.
 - b. Members of the appeal panel shall elect their own chair.
4. Appeals shall be filed within three (3) calendar days from receipt of the written decision. The Head of Student Support Services shall direct the appeal to the Appeal Panel within seven (7) calendar days of receipt of the appeal.
5. The Appeal Panel may request a personal appearance of the student/organization charged for the sole purpose of addressing issues raised by the appeal.
6. The Appeal Panel shall submit the recommendation to the Head of Student Support Services within seven (7) calendar days following the appeal.
7. The Head of Student Support Services shall send copies of the Appeal Panel recommendation, as well as copies of the decision to the vice-chancellor for approval of the final decision within seven (7) calendar days after the appeal panel meeting.

Sanctions

Students and student organizations are expected to abide by all Abu Dhabi University policies. If the policies and procedures of the University are not followed, students and organizations will be held accountable and subject to the following disciplinary actions.

1. Reprimand is an official written notification of unacceptable behavior and violation of the Student Code of Conduct. Any student having record of violating the Student Code of Conduct will automatically be removed from the Honor's List. Any further misconduct may result in more serious disciplinary actions.
2. Disciplinary Probation is a conditional status imposed for a designated period of time. Further violation of the Student Code of Conduct while on probation will be subject to more serious disciplinary action. Disciplinary probation may place specific restrictions

on the student or organization. These may vary with each case and may include but are not limited to restriction from participating in athletic activities and or campus activities.

3. Suspension is the loss of privileges of enrollment at Abu Dhabi University for a designated period of time. A student's suspension shall not exceed one calendar year following the sanction. A student organization's suspension is a temporary revocation of University recognition. A student organization suspension will not exceed five years.
4. Expulsion is the permanent loss of privileges of enrollment at Abu Dhabi University. Expulsion will be noted on the student's permanent record. A student organization's expulsion is permanent revocation of university recognition.

The sanction of expulsion is the only judicial sanction reflected on a student's official academic transcript.

Student Grievances Policies and Procedures

Abu Dhabi University aims to foster the values of respect, integrity, fairness and transparency among staff, faculty and students. There are occasions, however, when conflicts arise which require resolution. Such conflicts are normally resolved informally and in good faith between individuals and/or groups through conflict resolution processes.

To this end, Abu Dhabi University encourages informal meetings between a grievant(s) and the respondent(s). Abu Dhabi University also encourages the involvement of third parties; such as Student Council, Student Support Services personnel, and the appropriate Coordinator, Head of Department, or Dean, all of whom are expected to assist with communication and mediation.

In cases where the informal meetings prove unsuccessful or unsatisfactory, the grievant has the right to file a formal grievance that complies with the terms of this policy and its procedures.

Definition

This policy uses the following definitions:

Grievance: A request by a student for formal investigation of decisions or actions by a faculty or staff member of the University that are perceived to be wrong, mistaken, unjust, discriminatory and/or in violation of the rights of the student.



Grievant: The person(s) who submits the grievance.

Faculty: Members of the University faculty including part-time, full-time and non-regular faculty, such as visiting and adjunct faculty.

Employee: A person officially employed by Abu Dhabi University in any capacity.

Instructor: Any person employed by the University who teaches a class, including part- time, full- time and non-regular instructors such as visiting and adjunct instructors.

Respondent: The person or persons cited in the grievance.

Staff: Any non- teaching employee of the University, including students.

Student: Any person who is registered for classes at Abu Dhabi University.

Students' Complaints and Rights

- Access the syllabus of each course they study, particularly the assessment methods and criteria that are used to measure the achievement of the intended learning outcomes of the course.
- Express their ideas in class that are relevant to the subject matter, subject to the need for the instructor to maintain order, manage the learning process, and to stay on schedule.
- Receive reasonable assignments that are graded using only the methods and criteria indicated in the syllabus.
- Be told about the nature of the material that will be included in any graded examination.
- Check and discuss their graded examinations and papers with their instructors.
- Have instructors who attend their classes on time and at the scheduled times.
- Have instructors who schedule reasonable office hours for student conferences.
- Have instructors who post their office hours on their office doors and in the syllabus.
- Have instructors who do not discriminate on the basis of personal prejudices, race, color, gender, religion, age, disability, or national origin.
- Participate anonymously in the process of evaluating the effectiveness of instructors.
- Be given privacy, without improper disclosure of personal information from academic, counseling, disciplinary, financial, and medical records held by the

University, although the University, in loco parentis, may share such records with a student's parent or guardian.

- Start and join clubs and sport teams, with the prior knowledge and approval of Student Engagement and Development Office.
- Promote their common interests through collective advocacy, such as via the Students' Council
- Be treated with respect and courtesy by Abu Dhabi University employees.

Confidentiality

A student may not submit a formal grievance in the following circumstances:

- A grievance is against another student(s) - such grievances should be processed in accordance with the Code of Conduct.
- A grievance is against personnel decisions.
- A grievance is against grades awarded in particular courses or academic decisions regarding academic work, unless there is an element of harassment and/or discrimination involved in the claim.
- A grievance is based on the same or similar circumstances that are pending resolution or have been resolved or are under adjudication and involve the same student.
- A grievance is against a University policy or procedures, or a University employee acting in compliance with those policies/procedures.

The Head of Student Support Services or the designee will be responsible for the implementation of this policy. The implementation will comprise five phases:

1. At the start of each academic year, the Head of Student Support Services or designee will submit the Committee Specifications of the Student Grievance Committee (SGC) for consideration and confirmation, including the nomination of members.
2. The SGC will comprise:
 - a. The Provost, or designee, who will serve as a voting Chair.
 - b. The Dean, or nominee, from each College
 - c. One student per college, representing the men's and women's Student Councils on the Abu Dhabi and Al Ain campuses, one of whom is to be elected by the SGC as Deputy Chair.



3. The SGC will normally consult with Student Support Services staff, faculty, students and representatives from the Provost's (or designee's) or Vice- Chancellor's (or designee's) office concerning the details of each case. It will then move back into a confidential committee meeting in order to discuss the case in detail and make decisions. Decisions will be made on the basis of formal votes, in all cases.
4. The SGC will provide advice in the form of a summary analysis of the case with recommendations in a written report to the Provost, or designee, with a copy going to the grievant.
5. Any appeal concerning this report must be forwarded to the Chancellor in writing within one week of the grievant's receipt of the report.
6. The Chancellor will make a final decision within five working days of receiving the appeal or, in cases where due process has been shown not to have been followed, direct that the SGC hear the case de novo.

Student Grievance Committee Rules

The following conditions and processes apply:

- Student Grievance Forms must be held on behalf of the SGC, and made available to students on request, by the Student Support Services Department.
- A grievance must be submitted to SGC via the Student Support Services Department within two weeks of the day in which the event allegedly took place.
- The Student Support Services Department is to place all grievances on file, on behalf of the SGC, along with other pertinent grievance documents and the determinations made by the SGC, Appeal Committee and Chancellor.
- In the event that an SGC member declares or discovers a conflict of interest during proceedings, or a conflict of interest involving a SGC member is discovered by another SGC member during proceedings, the member involved may pardon him/herself from the committee or be excused by the Chairperson.
- Should a disagreement arise between a committee member and the Chairperson as to whether or not a committee member should be excused on the grounds of a conflict of interest, a resolution will be sought by a majority vote. A tie vote will be referred to the Chancellor for resolution.
- SGC committee members may not also serve on any Appeals Committee appointed by the Chancellor.

Appeals

- The Grievant shall have the right to appeal the SGC report to the Chancellor. This appeal must be in written form and filed within five (5) days.
- The Chancellor will review the SGC report to determine whether the evidence and the process used support the recommendations.
- The Chancellor shall have the discretion to:
 - a. uphold the SGC recommendation(s);
 - b. reverse the recommendation(s);
 - c. refer the case back to the Student Grievance Committee for reconsideration de novo; or
 - d. uphold the recommendations of the SGC, with whatever modification deemed reasonable.

The Chancellor's decision shall be conveyed to the Grievant and the Respondent by the Head of Student Support Services or the designee, and filed by the Head of Student Support Services Department.





COURSE DESCRIPTIONS

College of Arts and Sciences

Professional Post-Graduate Diploma in Teaching

Core Courses

EDC 471 - Classroom Management

Credit Hours: 3
Prerequisite: No Prerequisite

This course prepares students for alerts to the wide range of classroom management concepts and their application. It also helps students to acquire skills related to management of physical environment, learning activities, and student's behaviors. It addresses the rules, procedures and styles of classroom management and how to create a safe and supportive student centered learning environment. This course will focus on managing and arranging class environment at the different levels by providing students with the opportunity to observe, learn, and practice the skills and competencies of effective management principles for class, behavior, and instruction. It provides systematic analysis of the components of the teaching situation and classroom setting. Also, the course focuses on acquainting the learner with the non-traditional methods of teaching.

EDC 472 - Special Education

Credit Hours: 3
Prerequisite: No Prerequisite

This course aims at helping prospective teachers in identifying group of children with special needs and how to deal with them. Emphasis on accepting them in regular classrooms. The course considers students with Mental retardation, physical, visual impairment, deaf and hard of hearing, learning disabled student, behavioral and emotional disturbance, talent and gifted students, and factors, methods and teaching, rehabilitation. This course will help also in developing skills of early intervention to solve the problems of children with special needs; it focuses on the psychological, educational, medical, functional, and sociological characteristics of persons classified as having special needs. The provision of school and community services and supports to accommodate those characteristics is examined. Major topics include causes and preventions of mental retardation and physical and sensory disabilities, assessment procedures for identification and instruction, educational program planning, early intervention, and student and family involvement.

EDC 473 - Educational Psychology

Credit Hours: 3
Prerequisite: No Prerequisite

This course is designed to introduce the student to major concepts and principles in the field of educational psychology that form the foundation for learning and instruction. The course will examine the relationship of human behavior and the educational processes including cultural influences, processes of learning and socialization, classroom management,

development, intellectual functioning, and educational achievement. It is designed primarily for teachers-in-training to understand and apply selected aspects of psychological research and practice to enhance teaching and learning in today's changing classrooms. The course examines the latest scientific trends related to learning process, components of education and influencing factors, importance of interaction between students and teachers. It focuses on learning environment for educational process, growth of learner, concept of educational psychology and its importance in the educational process. Learning theories, cognitive behavior, potential fields, the foundations of the theory and its educational applications, models of learning and learning strategies will be examined.

EDC 474 - School Curricula

Credit Hours: 3
Prerequisite: No Prerequisite

This course aims at providing students with necessary knowledge and skills related to school curriculum. The course examines important issues related to the curriculum such as curriculum modern and traditional definitions, planning and development models, curriculum integration, curriculum structure, and curriculum evaluation. This course is designed to give students in depth the knowledge about curriculum definitions, components, goals, importance toward the comprehensive development of students. Topics included are: Curriculum definitions, curriculum and experience, curriculum kinds, curriculum aims,



curriculum elements, curriculum and learner development, curriculum theory and practice, curriculum and multiple intelligencies theory, curriculum planning, development, integration, and evaluation.

EDC 475 - Educational Technology

Credit Hours: 3

Prerequisite: No Prerequisite

This course is designed to help teacher education students to observe, plan, interact, apply and integrate instructional technologies through the learning process. Attention will be given to the use of technology to enhance curriculum and professional development teachers as educators. It is the goal of instructional technology to develop the confidence and comfort necessary to make technology an embraceable tool for great teaching and learning. This course provides students the opportunity to know what instructional technology is and how to integrate its equipments with the instructional situations. They will learn how to use international educational technology standards as evaluation criteria to ensure high quality for instructional technology applications in the classroom (www.iste.org). Students will compare contemporary instructional design models for effectiveness of technology integration for learning; explore different technology applications to meet individual learning needs; and evaluate existing design applications for their effectiveness in specific learning environments. Course topics will include introduction to educational technology, advantages of using technology, classroom applications of educational technologies, multimedia, interactive media, ethics and legal issues, Internet, and technology integration and effectiveness.

EDC 481 - Practicum

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course prepares students for identifying the concepts, principles

and foundations of the teaching practice strategies. It includes the study of concept of the practicum, its principles and foundations, the strategies of teaching within the school, the organization of classroom environment, lesson planning, class interaction, presentation, evaluation and analysis of video-taped material, films and workshops for lesson planning, and actual teaching of the different subjects and helping the students acquire practical skills through actual teaching. The course involves student teaching, according to a written plan, which allows developmental mastery of actual teaching. It involves student teaching, according to a written plan which allows developmental mastery of actual teaching competencies and procedures. The plan should begin with the identification of teaching/ learning environment, observation, and sharing, teaching practice with the cooperative teachers at the school, teaching on their own for a whole semester, and reflecting on their teaching after each lesson.

Core Electives

EDC 476 - Methods of Teaching Arabic Language

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course covers the study of Arabic language in terms of origin, establishment, factors of growth, characteristics, structure, functions, curriculum, goals and psychological theories that govern its learning through providing students with the knowledge and skills related to the methods used in teaching Arabic language. It critically examines the nature of language, skills, links; nature of the language's learning outcomes, usage of language in terms of coherence, integration, systems of Arabic, the language function for the individual and society, weakness in the language, its causes and

suggestions for treatment. It studies methods of teaching the branches of the language, its skills and language activities. It also seeks to introduce students to curricula of Arabic language in the various educational levels and its branches that represents the unity in the general system of the language, methods and ways of teaching the branches of the Arabic language types such as spelling, grammar, expressions, chants and calligraphy. Students will acquire skills of performing teaching of Arabic language in its modern trends, scientific method, appropriate strategies, and practical application of criticizing and evaluating of language teaching.

EDC 477 - Methods of Teaching Islamic Education

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course aims to introduce the definition of Islamic education, in terms of concept of Islamic education, importance of teaching, objectives, sources, the difference between Islamic and modern education, and an analysis of the process of education and teaching methods. The course also includes training students and introducing them to the planning process for teaching Islamic education and identifying the elements of the lesson, its objectives, selection of content and educational activities. The course also introduces training methods of teaching the various branches of Islamic education and methods of assessment that can be used in teaching Islamic education. It covers the branches of Islamic education which includes (Quran, Hadith, Tawhid (doctrine of Oneness [of God])), Fikh (Islamic jurisprudence), Tafseer (Quran Interpretation), Tajweed (reciting Quran properly), Biography of the Prophet, civility and the main topics in the curriculum of Islamic education for different educational levels. It will also train students to use educational methods and modern



techniques in teaching different Islamic education branches as well as the calendar in the Islamic education.

EDC 478 - Methods of Teaching Mathematics

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course is designed to help students gain skills in teaching and learning mathematics in primary, middle and secondary schools and appropriate teaching methods important to initiate effective learning in mathematics. It covers the fundamental objectives of teaching and learning mathematics in schools; it includes samples of teaching and learning. It treats a variety of appropriate mathematical learning/teaching strategies. This course is intended to prepare future teachers to meet the challenge of teaching mathematics. The course covers the following topics, plan effective daily lessons in teaching the various branches of mathematics, plan longer units for teaching mathematics, use correct mathematical terminology and correct pronunciation, explain topics in mathematics clearly and concisely, select intelligently and use wisely a variety of appropriate method in the classroom, including lecture, laboratory method, and individualized instruction.

EDC 479 - Methods of Teaching Science

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course is designed to help students gain skills in teaching and learning science in primary, middle and secondary schools and appropriate teaching methods important to initiate effective learning in science. It covers the fundamental objectives of teaching and learning science in schools. This course is intended to prepare future teachers to meet the challenge of teaching science. This course follows two parallel tracks: 1) providing the

student with the science principles needed to understand the physical processes occurring in the universe, as well as the cosmological phenomena we experience; understanding scientific investigation and discovery in order to satisfy humankind's quest for knowledge and understanding and to preserve and enhance the quality of the human experience; and 2) understanding various teaching methods in science, as well as facilitating the acquisition of knowledge about recent issues, research and theory in science education and trends in school science. It aims also to build upon the knowledge of the science disciplines that students have acquired in their previous studies, so that he or she can not only educate learners in and about science, but also use science curricula to contribute to general education. The course will consider the role of science education in school curricula, the relationships between science, technology and society in education. Role of science teacher in the contexts of the classroom, the school, the profession and the wider community will also be considered.

EDC 480 - Methods of Teaching English Language

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course critically examines the contemporary approaches to English language teaching, in comparison with the traditional ones. Aspects of classroom practice will be analyzed, including teachers' and learners' roles, classroom management, and teaching the language skills interactively and separately. The issues of language learning strategies and cooperative learning will also be covered. Also, this course will address itself to the four macro-language skills and their sub-skills: the teaching of vocabulary, reading, writing, speaking, grammar, and texts.

This course focuses on the latest approaches/methods/techniques

for teaching the four language skills (listening, speaking, reading, and writing) as well as grammar. It will also cover lesson planning, classroom management and interactive language teaching.

EDC 482 - Methods of Teaching Social Studies

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course is designed to provide students with theoretical and practices knowledge of teaching social studies, and to gain skills in teaching and learning all related subjects in all school stages.

It covers the fundamental objective of teaching and learning in schools; it includes definitions, theories, approaches, social studies curriculums. It treats a variety of appropriate social studies learning/teaching strategies. The course helps students to develop the ability to plan and evaluate a sequence of lessons in schools. In addition to all, students will understand and develop their characteristics needed for social studies teachers and how to deal with problems with solutions in teaching this subject.

EDC 483 - Methods of Teaching Information Technology

Credit Hours: 3

Prerequisite: EDC 471 + EDC 474

This course is designed to provide an overview of information technology; its fields, development, and applications in education. The course particularly focuses on the objectives of teaching information technology and its psychological foundations, educational technology for learning, and planning for teaching information technology lesson, preparing lessons of information technology, and methods of teaching information technology, and teaching competencies for information technology teachers, and evaluating students in information technology lessons.



College of Engineering

Master of Engineering Management

Core Courses

MEM 501 - Project Management

Credit Hour: 3

Prerequisite: No Prerequisite

This course covers the elements of project management critical to the success of engineering projects: project management framework, project selection and initiation, project organization, scope management, time management, cost management, resource management, risk management, tradeoffs, and project closing. The course also integrates and clarifies the practices and software tools used in project management through a team project and case studies from a variety of disciplines.

MEM 502 - Advanced Engineering Economics

Credit Hour: 3

Prerequisite: GEN 200

This course covers the theory and application of engineering economics principles and methods. It studies techniques for engineering economic analysis for decision making, evaluations of economic alternatives, capital budgeting and money management, depreciation and taxes, cost estimation, multi-attribute decision making, and advanced asset replacement analysis. It also covers the principles of corporate finance and investment science such as cash flow streams, handling project uncertainty, investment worth, pricing of firms, and finance instruments, interest rate term structure, fixed income instruments duration, etc.

MEM 504 - Quality Engineering

Credit Hour: 3

Prerequisite: Knowledge of basic statistics

This course covers basic and advanced quality concepts and methods including statistical approaches that are used in Quality Engineering such as SPC, Process Capability, and Experimental Design. It also covers process and product quality tools; quality assurance methods and standards such as QFD, ISO9000 and Six-Sigma, quality planning and control, quality awards, and continuous improvement. The project and assignments are key components of this course. These include quality systems design and management, application of effective design for quality management standards, quality tools and techniques in real world organization, and ethical issues related to sampling and quality audit and assurance.

MEM 506 - Operations Research & Simulation

Credit Hour: 3

Prerequisite: MEM 509

This course covers computer simulation concepts and operations research modeling techniques, including problem formulation and discrete event simulation modeling. It include the formulation of mathematical models, solutions using linear programming, sensitivity and cost analysis of developing alternative optimum solutions, transportation and network analysis, forecasting and stochastic modeling. The course includes case studies related to the topic and a term project. It also applies the concepts and principles associated with systems modeling and simulation using contemporary simulation software ARENA.

MEM 509 - Information Technology Management

Credit Hour: 3

Prerequisite: No Prerequisite

This course develops an understanding across organizations of tight relations that exist in the development, implementation and application of information and communication technology. It covers the management facets of IT project lifecycle from initial need and justification through implementation and organizational management to installation and integration with existing systems to information management to deployment and organizational changes necessary to get business value. Design and implementation of IT architecture and IT governance, and Web Services and Business Process Management will be also covered. The course is mainly case- and discussion-oriented. Real case studies will typically be assigned. Rigorous preparation of cases and active participation in discussions is expected. Ethical issues related to creating and managing an IT infrastructure in an organization will be emphasized in the case studies.

MEM 511 - Operations & Supply Chain Management

Credit Hour: 3

Prerequisites: MEM 506

This course covers the major issues in operations and supply chain management including their individual components and their interrelationships. It is mainly focused on Capacity Planning, Procurement, Forecasting Demand, Production Planning, Inventory Controls, Lean Philosophy and techniques, and Transportation and Distribution in different types of organizations. It also covers the role of advances in technologies and electronic commerce in coordinating the supply



chain of a product from the point of origin to the point of consumption. The course helps students develop the quantitative and analytical skills to analyze, model and solve supply chain problems. The course is based on a mixture of lectures and case discussions.

ACC 522 - Advanced Managerial Accounting

Credit Hour: 3

Prerequisite: ACC 482 -PC

This course focuses on the use of accounting information as a tool in the planning and control of business organizations from a management perspective. The orientation of the course is to analyze and evaluate management accounting information from the perspective of senior management using case study. In light of the course description, the primary objective of the course is to provide the necessary framework to understand and be able to apply and use management accounting information. Consistent with this orientation, the list of topics covered in this course includes an overview of managerial accounting; the role and function of accounting information in corporate governance; accounting information as a managerial tool, cost concepts and behaviors, an overview of cost systems; incremental costing and its application for short and long-term decision making; capital and operational budgeting; issues related to effective management control, and financial statements analysis from a managerial accounting perspective.

MGT 523 - Strategic Management

Credit Hour: 3

Prerequisite: Last Semester

This course covers the determination of the strategic direction of the firm and management of strategic processes in the firm. The course draws on and integrates concepts from the functional areas (i.e. finance, accounting, management,

management information systems) in the analysis and resolution of complex business situations. It also discusses the integration of environmental factors and organizational functions in the analysis and solution of management problems. This course explains the whole process of strategy formulation, implementation, evaluation, control, and strategic issues. The course is mainly case- and discussion-oriented. Real case studies will be presented and active participation in discussions is expected. A project related to one of the course topics will be assigned to each group of students and presented at the end of the course.

Electives/ Management Basket

MEM 510 - Innovation and Entrepreneurship

Credit Hour: 3

Prerequisites: No Prerequisite

This course focuses on coverage of the topics of managing technological innovations and creating successful organizations. It aims at providing rich exposure to the students on management of innovation in manufacturing and information technologies. It also explains how to become an entrepreneurial leader by defining and developing opportunities and bringing together the resources and capabilities needed to make it happen. Topics covered include: disruptive technologies, strategic management of technology, new product development, technological change management, corporate entrepreneurship and innovation, diffusion of innovation, and chain of innovation activities. The knowledge and skills acquired in this course will be applied in a term project that includes, as an essential component of the project, the ethical issues

related to intellectual properties of innovative ideas. The project will be presented at the end of the semester.

MGT 522 - Leadership and Communication

Credit Hour: 3

Prerequisite: No Prerequisite

Leadership is an essential ingredient in any attempt to achieve collective goals. The process of leadership depends on the interaction in the group or organization. Communication is the central ingredient in effective leadership and followership. Therefore, the course will explore the connection between communication and leadership. Particularly, we will examine how the field of communication contributes to effective leadership. This course will give you the chance to learn the styles of leadership including what works and what doesn't. The course also covers all the research for the last century or so on leadership. Case studies are key components of this course. Cases, real or simulated, that deal with issues relevant to all course topics will be discussed and analyzed and students will be asked to report on them.

Electives/ System Engineering Basket

MEM 507 - Systems Engineering

Credit Hour: 3

Prerequisite: MEM 501

This course teaches students the design and development of complex, multidisciplinary systems. It focuses on defining and analyzing system needs, describing requirements, design synthesis and reliability improvement, advanced development, integration and evaluation, production, operation support, and cost. Students will learn how to generate, test and evaluate



alternative designs. The course also introduces the most current, commercially successful framework and techniques for systems engineering. Case studies from real industries will be used to illustrate the phases of systems engineering development cycle. Ethical issues related to evaluation, production, operation support, and cost of a given system will be emphasized in the case studies.

MEM 508 - Engineering Risk Management

Credit Hour: 3

Prerequisite: MEM 507

This course introduces approaches and concepts to risk managements for systems engineering. It covers risk identification, risk analysis, risk assessment, strategies development to manage it, and applications of risk management for engineering companies. Students will learn how to determine the quantitative and/or qualitative value of risk related to a concrete situation and a recognized threat. A case study from real industries (e.g., General Motors) is used to illustrate the risk management phases of systems engineering.

ACC 482-PC - Financial Accounting

Credit Hour: 2

Prerequisites: No Prerequisite

Financial accounting and reporting is the primary medium by which organizations provide financial information to their external stakeholders (e.g., shareholders, creditors, governmental agencies, customers) for both informational and decision making purposes. This course is designed to be consistent with this purpose and involves the study of the foundations of accounting methods and systems, including transaction analysis, the accrual system of accounting, the process of income measurement, and the construction and analysis of financial statements. The primary

focus of the course will be on the users of accounting information. This course assumes no prior accounting knowledge.

GEN 200 - Engineering Economy

Credit Hour: 3

Prerequisite: ENG 200 + MTT 102

This course gives students a working knowledge of making economic comparison of investment alternatives in Engineering Project Environment. The course includes the time value of money, methods of comparing alternatives from economic point of view studying rate-of return (ROR), Present Worth (PW), and Annual Equivalent (AE) approaches; breakeven and payback analysis; inflation, depreciation, replacement and cost-benefit analysis, enabling students to make suitable decisions in their professional life when they have to make a decision on an economical basis.

This course studies essential economy concepts for engineers such as: Interest and money-time relationship, depreciation, basic concepts and methods for economic analyses and related studies, decision analysis, selection between alternatives and replacement problems and applications related to various construction projects. Ethical and other non-economic issues related to professional economic decisions are discussed.

Master of Project Management

Core Courses

MEM 501 - Project Management

Credit Hour: 3

Pre-requisite: No Prerequisite

This course covers the elements of project management critical to the success of engineering projects: project management framework, project selection and initiation, project organization, scope management, time management, cost management, resource management, risk management, tradeoffs, and project closing. The course also integrates and clarifies the practices and software tools used in project management through a team project and case studies from a variety of disciplines.

MPM 521 - Project Planning, Integration & Scope Management

Credit Hour: 3

Pre-requisite: No Prerequisite

This course studies the techniques for planning, integrating and controlling the scope of multiple projects run within the same organization. Those projects could be commissioned within the organization and implemented with the resources of the organization. The concepts and techniques are equally applicable to outsourced or subcontracted projects. Integration management is an element of project management that coordinates all aspects of a project. Project integration, when properly performed, ensures that all processes in a project run smoothly. Integration management will produce a series of deliverables. These deliverables include the project charter, project plan, and preliminary project scope statement.

MPM 531 - Project Management Professionalism

Credit Hour: 3

Pre-requisite: MEM 501

This course articulates an ethical framework for Project Managers by critically reflecting on their roles, duties, and practice. This course examines the ethical challenges that confront Project Managers in the engineering and technology



industries, especially those working within large organizations. This course considers issues such as the social responsibility of engineers, project directors, and program managers, truth-telling and disclosure, whistle-blowing, professionalism, and risk-assessment. Through case study, this course will provide the tools to evaluate ethical decisions in the field of engineering and technology projects

MPM 541 - Project Contract Management and Legal Aspects

Credit Hour: 3

Pre-requisite: No Prerequisite

This course presents legal aspects of contract documents, specifications; owner-service provider relationships and responsibilities; bids and contract performance; labor laws; governmental administrative and regulatory agencies; torts; business organizations; ethics and professionalism. This course presents contract terminology and conventions through engineering and technical problems. An in-depth comprehension of the complexities of professional liability, project contracts, and contract law shall be emphasized, as well as an awareness and comprehension of the ethical implications of engineering and construction.

MPM 561 - Project Scheduling and Time Management

Credit Hour: 3

Pre-requisite: MEM 501

The course teaches how to design and build schedules from the basic building blocks (WBS, method statements, work productivity, and work logic) of projects using a variety of graphical techniques including PDM, Bar charts, CPM and PERT. It also covers scheduling techniques such as the critical chain methodology and the Line of Balance for repetitive work. There will be a focus on resource constrained scheduling and techniques to

schedule projects based on the availability of limited resources. Other topics include project schedule crashing/acceleration, and delay analysis for claims. A study of the relationship between schedules and cost, and the use of schedules in the Earned Value Analysis is covered as well.

MPM 581 - Project Costing and Financial Management

Credit Hour: 3

Pre-requisite: MEM 501

This course investigates two interrelated topics; Finance and costing for projects. In the finance part, course reviews and analyzes financing structures, schemes, and options for projects. In the costing part course studies the methods of developing project estimates during the planning stages, and updating the estimates throughout the project life cycle. Tools and techniques used in monitoring, reporting, controlling, and managing project cost and procedures used in managing project resources to optimize cost of the project are discussed. Relationships between project cost and other project parameters including scope, time, quality, procurement and risk are discussed.

Project Management Elective Basket

Theme 1: Managing Innovation & Technology Projects

MPM 571 - E-tools for Project Management

Credit Hour: 3

Pre-requisite: MEM 501

This course introduces electronic technologies that have been advancing our capability to manage greater more information for projects. New project environments are more

complex and chaotic than before, and this encourages us to move towards new E tools that enable us to manage change, communicate critical data, and deliver quality project work more efficiently. Web-based project management; Enterprise Resource Planning, broadband wireless internet; smart tablets and communication tools; GIS, virtual teams, RFID for supply chain management; Project Management Simulation Games, Wikis, Discussion boards; mind mapping; scheduling software; document management software; E commerce perspectives; knowledge management and E learning will be included in the discussions. Copyright and patent issues are also discussed as well as the ethical dilemmas that arise from using E tools and how to address them.

MEM 510 - Innovation and Entrepreneurship

Credit Hour: 3

Prerequisite: No Prerequisite

This course focuses on coverage of the topics of managing technological innovations for products and services and creating successful organizations. It aims at providing rich exposure to the students on management of innovation in manufacturing and information technologies. It also explains how to become an entrepreneurial leader by defining and developing opportunities and bringing together the resources and capabilities needed to make it happen. Topics covered include: disruptive technologies, strategic management of technology, new product development, technological change management, corporate entrepreneurship and innovation, diffusion of innovation, and chain of innovation activities. The knowledge and skills acquired in this course will be applied in a term project that includes, as an essential component of the project, the ethical issues related to intellectual properties of innovative ideas. The project will be presented at the end of the semester.



Theme 2: Project Logistics & Quality Management

MEM 504 - Quality Engineering

Credit Hour: 3

*Prerequisite: Knowledge in basic statistics**

This course covers basic and advanced quality concepts and methods including statistical approaches that are used in Quality Engineering such as SPC, Process Capability, and Experimental Design. It also covers process and product quality tools; quality assurance methods and standards such as QFD, ISO9000 and Six-Sigma, quality planning and control, quality awards, and continuous improvement. The project and assignments are key components of this course. These include quality systems design and management, application of effective design for quality management standards, quality tools and techniques in real world organization, and ethical issues related to sampling and quality audit and assurance

*A course in statistics in the undergraduate study or passing a statistics challenge test.

MEM 511 - Operations & Supply Chain Management

Credit Hour: 3

Prerequisite: MEM 504

This course covers the major issues in operations and supply chain management including their individual components and their interrelationships. It is mainly focused on Capacity Planning, Procurement, Forecasting Demand, Production Planning, Inventory Controls, Lean Philosophy and techniques, and Transportation and Distribution in different types of organizations. It also covers the role of advances in technologies and electronic commerce in coordinating the supply chain of a product from the point of origin to the point of consumption. The course helps students develop

the quantitative and analytical skills to analyze, model and solve supply chain problems.

Management & Business Requirement Basket

Theme 1: Project Economics & Finance

MEM 502 - Advanced Engineering Economics

Credit Hour: 3

Prerequisite: GEN 200

This course covers the theory and application of engineering economics principles and methods. It studies techniques for engineering economic analysis for decision making, evaluations of economic alternatives, capital budgeting and money management, depreciation and taxes, cost estimation, multi-attribute decision making, and advanced asset replacement analysis. It also covers the principles of corporate finance and investment science such as cash flow streams, handling project uncertainty, investment worth, pricing of firms, and finance instruments, interest rate term structure, fixed income instruments duration, etc.

FIN 512 - Financial Management

Credit Hour: 3

Prerequisite: ACC 482-PC + ECO 482-PC

This course explores the optimal management of the firm's assets and financing requirements, analysis of financial statements, financial markets, risk, valuation, long term and short term financing and investment. Upon completion of this subject the student should be able to assess the important elements of Financial Management in a wide range of areas. The nature of the decision process and the role that economic analysis plays are emphasized throughout this course that uses a wide variety of examples to illustrate the application of Financial Management

in practical situations. Furthermore use of Internet and software is highly recommended.

Theme 2: Project HR Management & Leadership

HRM 515 - Central Issues in Human Resource Management

Credit Hour: 3

Prerequisite: No Prerequisite

This course provides a framework for understanding and thinking strategically about employment relations and the management of human resources in organizations. The course draws on insights from the social sciences to explore how economic, social, psychological, legal, and cultural forces influence employment relations. Specific topics include an overview of recruitment and selection; performance evaluation; compensation and benefits; promotion, job design; training; layoffs; retention and turnover; and the human resource implications of various strategies.

MGT 522 - Leadership and communication

Credit Hour: 3

Prerequisite: No Prerequisite

Leadership is an essential ingredient in any attempt to achieve collective goals. The process of leadership depends on the interaction in the group or organization. Communication is the central ingredient in effective leadership and followership. Therefore, the course will explore the connection between communication and leadership. Particularly, we will examine how the field of communication contributes to effective leadership. This course will give you the chance to learn the styles of leadership including what works and what doesn't. The course also covers all the research for the last century or so on leadership. Case studies are key components of this course. Cases, real or simulated, that deal with issues relevant to all course



topics will be discussed and analyzed and students will be asked to report on them.

Master of Science in Civil Engineering

Core Courses

CIV 502 - Advanced Engineering Mathematics

Credit Hour: 3
Prerequisite: Graduate Standing

A course that covers advanced topics in engineering mathematics and applications of the material in advanced engineering models. Topics include: advanced topics in linear algebra (matrices, eigenvalue problems, bases, transformations, and numerical solutions); linear algebra applications in advanced engineering models: Artificial Neural Networks (ANN), Linear Programming-Simplex Method, and Principal Component Analysis (PCA); ordinary differential equations (ODEs); partial differential equations (PDEs); numerical methods for solution of ODEs and PDEs, and Laplace transforms and Fourier series

CIV 503 - Finite Element Analysis

Credit Hour: 3
Prerequisite: Graduate Standing

A first course on linear finite element analysis that introduces the theory of elasticity in 2D and 3D, equilibrium and compatibility equations, virtual work principle; plane stress and plane strain conditions, isoparametric elements, formulation of beam, plate and solid triangular elements; study of mesh layout, refinement and

convergence characteristics; use of a software to solve typical structural problems.

CIV 518 - Pre-stressed Concrete Design

Credit Hour: 3
Prerequisite: Graduate Standing

The course discusses the basic properties of pre-stressed concrete constituents; analysis of flexural behavior of simple and composite pre-stressed concrete girders; calculation of pre-stressed losses for simple pre-stressed concrete girders; design of pre-stressed concrete girders for flexure using current design procedures; construction of moment-curvature and load-deflection curves for a pre-stressed concrete girder; construction of load interaction diagram for a precast, pre-stressed concrete columns.

CIV 511 - Structural Dynamics I

Credit Hour: 3
Prerequisite: Graduate Standing

A first course in structural dynamics with emphasis on single degree of freedom systems. The course covers the development of equations of motion for damped and undamped systems; free vibration response; response to harmonic and periodic excitations; response to pulse and arbitrary excitations; emphasis on response of single degree of freedom systems; numerical evaluation of dynamic response; introduction to earthquake response of linear and nonlinear systems.

CIV 516 - Structural Bridge Design

Credit Hour: 3
Prerequisite: Graduate Standing

An overview of design of highway bridges, and an introduction to maintenance of highway bridges; history of bridge engineering, types of bridges and materials of construction, design rules, loads, inspection, rating and preventive maintenance, aesthetics. The course

in general will focus on five major types of bridges namely: Precast segmental bridges, cast-in-place segmental bridges, incrementally launched bridges, rigid frame bridges, and Arch bridges.

CIV 515 - Reinforced Concrete Design III

Credit Hour: 3
Prerequisite: Graduate Standing

The course covers design topics that emphasize the design of reinforced concrete systems to resist lateral forces including earthquakes and wind. Computer models are used to assess structural response to lateral forces per relevant codes including but not limited to ASCE 7, FEMA, and IBC. A special topic is included such as strut-and-tie models.

CIV 517 - Advanced Steel Design

Credit Hour: 3
Prerequisite: Graduate Standing

This course is a continuation of the first Structural Steel Design course. At the end of the course students should be able to design bolted and welded connections and composite (steel/concrete) beams and columns. Students will also be introduced to plastic analysis of steel frames to determine failure modes and corresponding ultimate capacity of steel structural systems. Furthermore, students will learn to use commercial software to analyze and design steel structural systems.

CIV 521 - Advanced Foundation Engineering

Credit Hour: 3
Prerequisite: Graduate Standing

The course presents Review of Some Essential Soil Mechanics Concepts, Soil Exploration and In-situ Testing, Shallow Foundation Design; Combined Footings, Mat (or Raft) Foundation Design, Deep Foundations; Axial Load



Capacity, Axial Load Capacity
Based on Dynamic Methods, Deep
Foundations; Settlement Analysis

CIV 531 - Urban Transportation Planning

Credit Hour: 3

Prerequisite: Graduate Standing

Travel demand and transportation network modeling and forecasting; trip generation, distribution, modal choice, traffic assignment, technological characteristics and operation of modern transit and other movement systems. Students are also exposed to emerging trends related to sustainable transportation concepts and how they address the growing needs of modern communities, such as per Abu Dhabi Vision 2030. Students will also be exposed to different computer applications related to transportation planning.

CIV 561 - Construction Project Management

Credit Hour: 3

Prerequisite: Graduate Standing

An advanced course into the art and science of Construction Management for Engineering Projects. The course presents both experiential and research based knowledge, which encompasses a variety of topics including: Project Needs Analysis, Lean Construction Management & Supply Chain Management for construction projects, Constructability Analysis and Feasibility evaluation of projects, Value Engineering, Life Cycle Costing, Risk Management, Resource-Constrained Scheduling, Equipment Productivity, Bidding Strategy, Site Planning, Sustainability and Project Manager Leadership.

CIV 562 - Construction Scheduling & Resource Management

Credit Hour: 3

Prerequisite: Graduate Standing

The course introduces the investigative approach to study

how to design and build schedules from the basic building blocks (WBS, method statements, work productivity, and work logic) scheduling of projects using a variety of graphical techniques including the PDM, Barcharts, CPM and PERT. It also covers scheduling techniques such as the critical chain methodology, the Line of Balance for repetitive work. There will be a focus on resource constrained scheduling and techniques to schedule projects based on the availability of limited resources. Other topics include the impact of sustainable practices on construction schedules, developing project schedule crashing/acceleration strategies, and delay analysis for claims. A study of the relationship between schedules and cost, and the use of schedules in the Earned Value Analysis is covered as well.

Elective Courses

CIV 501 - Engineering Experimental Design

Credit Hour: 3

Prerequisite: Graduate Standing

This course covers the design of experiments and analyzing the collected data. Topics include principles of experimental design; data selection; simple comparative experiments; single factor experiments; randomized blocks, Latin square designs and extensions; type I and type II errors; 2-level and 3-level fractional factorial designs; regression models; robust parameter designs; random and mixed effects models; nested and split plot and strip plot designs; transformations, ANCOVA and repeated measures designs.

CIV 504 - Advanced Mechanics of Materials

Credit Hour: 3

Prerequisite: Graduate Standing

A course that presents topics on advanced mechanics of solid materials relevant to Civil Engineering practice. Topics covered in this course include bending of non-symmetric, curved and composite beams; torsion of open and closed sections; shear flow and shear center; bending of beams on elastic foundations; strength failure theories; energy methods; elastic stability of compression members; stresses in thick cylinders; and introduction to plasticity.

CIV 507 - Advanced Concrete Technology

Credit Hour: 3

Prerequisite: Graduate Standing

The course introduces the physical properties and engineering characteristics of cement-based materials with a special focus on concrete technology. Topics discussed in this course may include: Cement manufacturing, cement hydration and microstructure; Properties of fresh concrete; Chemical and mineral admixtures in concrete; Mechanical properties of concrete; Dimensional stability of cement-based materials; Special concretes; High performance concrete; Self-consolidating concrete; Fibre reinforced concrete; Lightweight concrete; Polymer modified concrete; Sprayed concrete (shotcrete).

CIV 508 - Durability, Monitoring, and Rehabilitation of Concrete Structures

Credit Hour: 3

Prerequisite: Graduate Standing

Topics covered in this course may include: The properties of cement and concrete; Mechanisms of degradation of concrete structures; Damage identification; Repair materials and strategies; Repair and rehabilitation with composites; Monitoring and non-destructive evaluation of concrete structures; Service life prediction and analysis; Durability and repair



of concrete pavements. Site visits will be conducted for the inspection and evaluation of existing damaged concrete structures in Abu Dhabi area.

CIV 512 - Structural Dynamics II

Credit Hour: 3

Prerequisite: CIV 511

A second course in structural dynamics with emphasis on multiple degree of freedom systems (MDOF). The course covers the development of equations of motion and solution methods; natural vibration frequencies and modes; free vibration response and computation of vibration properties; experimental data and recommended modal damping ratios; construction of damping matrix; modal analysis; modal response contributions; special analysis procedures; earthquake response of linear systems; numerical evaluation of dynamic response; systems with distributed mass and elasticity.

CIV 519 - Earthquake Engineering

Credit Hour: 3

Prerequisite: CIV 512

A course that covers earthquake response and design of multistory buildings; earthquake response of linearly elastic buildings; earthquake response of inelastic buildings; building codes and structural dynamics; evaluation of building codes; uses computer programs to analyze structural systems.

CIV 522 - Advanced Soil Mechanics

Credit Hour: 3

Prerequisite: Graduate Standing

The course presents in depth knowledge and understanding of concepts and principles of : soil formation and soil deposition, mineralogy and soil structure, pore water pressure due to undrained loading, permeability and seepage through soils, Stresses, strains and elastic deformation within soil masses,

consolidation and settlement of soils and shear strength of soils.

CIV 523 - Earth Retaining Structures

Credit Hour: 3

Prerequisite: Graduate Standing

The course presents in depth knowledge of the classical and modern earth pressure theories and their experimental justification, pressures and bases for design retaining walls, bracing of open cuts, sheet piles, cofferdams, and culverts.

CIV 524 - Geotechnical Earthquake Engineering

Credit Hour: 3

Prerequisite: Graduate Standing

The course presents: Seismic hazard analysis, cyclic response of soils and rock; wave propagation through soil and local site effects; liquefaction and post liquefaction behavior, seismic soil-structure of foundations and underground structures, seismic design of retaining walls, underground structures and tunnels.

CIV 532 - Intelligent Transportation Systems

Credit Hour: 3

Prerequisite: Graduate Standing

Techniques used to improve the safety, efficiency and control of surface transportation systems; emphasis on technological and operational issues of these systems and using them for incident detection and for traffic management through route and mode diversion; ITS strategic planning and evaluation APTS and AVS technologies; transit signal priority; electronic toll collection; commercial vehicle operations using ITS; communication technologies in ITS; database management; Institutional issues in ITS.

CIV 533 - Advanced Traffic Engineering

Credit Hour: 3

Prerequisite: Graduate Standing

Traffic engineering characteristics; traffic flow theory; traffic models; roadway capacity analysis; intersection capacity analysis; traffic control systems; transportation systems management; data collection techniques; volume studies and characteristics; statistical applications in traffic engineering; traffic safety studies; parking studies.

CIV 534 - Public Transportation Systems

Credit Hour: 3

Prerequisite: Graduate Standing

Technological and engineering aspects of public transportation systems; data collection techniques; vehicle and right-of-way characteristics; capacity and operating strategies; developing timetables for transit systems; passenger demand analysis; analyzing the performance of public transportation system. Students are also exposed to emerging trends related to sustainable public transportation concepts and how they address the growing needs of modern communities, such as per Abu Dhabi Vision 2030.

CIV 541 - Water Resources Management

Credit Hour: 3

Prerequisite: Graduate Standing

A course that provides fundamental and advanced engineering methods in water resources management with emphasis on the following subjects: planning and economics analysis of water resources projects, sustainability and optimization of water use; treatment and recycle of wastewater; storm and drainage water management; statistical analysis of hydrologic data and peak discharge estimation; design of



detention basins for small developed watersheds; design of storm sewers, street and highway drainage facilities, and culverts in urbanized areas.

CIV 544 - Water Resources Engineering

Credit Hour: 3

Prerequisite: Graduate Standing

A course that provides fundamental and advanced engineering design methods in water resources engineering with emphasis on the following subjects: pipe flow and networks; domestic water networks; sewer system; irrigation systems; pumps and turbines; unsteady flow; open channel flow.

CIV 551 - Solid and Hazardous Waste Management

Credit Hour: 3

Prerequisite: Graduate Standing

This course is an introduction to the problems, regulations and techniques associated with the management of solid and hazardous waste. The course includes methods for design of collection and disposal systems, including landfills, solidification/stabilization and incineration. Waste recycling, reuse, recovery, treatment and disposal will be investigated.

CIV 552 - Water Treatment Engineering

Credit Hour: 3

Prerequisite: Graduate Standing

The module first looks at the types of process that are used to purify water to a standard that is acceptable for distribution. The subject material is taught so as to give a fundamental understanding of the physical, chemical and biological processes involved in these operations. These include: coagulation and precipitation, sedimentation, filtration and disinfection. Water quality standards pertaining to water usage are reviewed alongside the rationale for the adoption of such standards

from the perspective of protection of public health. The taught material is, where possible, supported by a site visit to a water/wastewater treatment plant and aspects of basic design of water/wastewater treatment processes are supported by tutorial sessions. The issue of worldwide water scarcity will be looked at in great depth to the course participants. During this course, the major technologies for seawater desalination and purification will be illustrated.

CIV 566 - Heavy & Highway Construction Management

Credit Hour: 3

Prerequisite: Graduate Standing

An advanced course into the art and science of managing the construction of heavy and highway Engineering Projects. The course studies piping, earth moving, trenchless technology, blasting, bridges, marine construction, highways, pavement, costing of heavy projects, and equipment management. The course also looks into the issue of reliability and maintenance of infrastructure. Heavy Highway practices in line with green and sustainable construction practices are advocated throughout this course.

CIV 567 - Legal Issues in Construction

Credit Hour: 3

Prerequisite: Graduate Standing

This course studies the legal aspects of contract administration and takes a close look at the issues of claims, changing conditions, and the rights and responsibilities of all parties in a construction project. The course studies the common law system used here in the UAE in arbitration, and also looks into the legal system in the UAE and the issues of jurisdiction. It also presents the different legal rules commonly accepted as guiding principles. The sustainability movement has succeeded in initiating

many policies and regulations in the UAE. A closer look at those regulatory agencies and the regulations they make is included.

CIV 568 - Introduction to Tunnel Construction and Metro Tunnels

Credit Hour: 3

Prerequisite: Graduate Standing

A course that offers an introduction to Tunnel construction by examining the History of Tunneling, the best practices of development, Profiles and cross sections of tunnels, Ground treatment methods, Technologies and equipment used in tunnel construction with an emphasis on metro tunnels and urban tunneling. Function of TBMs, NATM method, Tunnel safety and risks. Sustainable and green tunneling is still in its infancy, however graduate students are best served with a research based insight into how green technologies can help make tunneling ecologically friendly. The Metro Project: Planning and characteristics, Subway stations and deep level stations, Tunnel ventilation and case studies on prestigious metro projects.

Masters of Science in Information Technology

Core Courses

ITE 500 - Rich Internet Applications

Credit hours: 3

Prerequisite: Graduate status

This course will concentrate on the use of Ajax (Asynchronous JavaScript and XML) techniques in order to implement Rich Internet Applications (RIAs). Students are required to build



client side RIA, as well as the server side RIA. The separation of client side user interaction and communication with the server is emphasized. Different tools will be covered in the course, like Adobe flash and Adobe flex. Other topics that will be covered are ASP.NET, java server and Ajax enabled java server.

ITE 501 - Cloud Computing

Credit hours: 3

Prerequisite: Graduate status

Cloud computing is considered a paradigm shift in technology that will affect most of the organization in the near future. Organizations no longer have to run and maintain their own extensive technology infrastructure to support their own businesses rather they can utilize on-demand computing resources as needed. This is supposed to save much needed time and money and enables organizations to focus on their own core services. This course will introduce students to basic concepts and principles of cloud computing. The students will learn new programming paradigms and benefits and challenges as well as tradeoffs for using the cloud services. The course will teach students how to utilize the cloud services such as Amazon (AWS) and Microsoft Azure. Other topics such as programming models (MapReduce and Hadoop), virtualization, storage, and distributed file systems will be covered as well.

ITE 502 - Advanced Database and Data mining

Credit hours: 3

Prerequisite: Graduate status

This course provides the students with a deeper understanding of the relational database model and familiarize them with the concepts of data warehouses and data mining. Topics covered in this course include RDBMS, database implementation, query optimization, database recovery, and security. In addition, fundamental concepts of data warehousing such as ETL,

data marts and data cubes will be discussed. Data mining techniques of frequent pattern mining, classification, clustering, and analyzing big data will be reviewed.

ITE 510 - Advanced Data Communication and Computer Networks

Credit hours: 3

Prerequisite: Graduate status

The course covers the advancements of communication networks and presents in depth some topics introduced in the first networking course such as advanced routing protocols, advanced congestion control techniques, and Quality of Service. In addition, this course provides an in-depth understanding of existing and emerging optical network technologies and includes: fiber optic communications, SONET/SDH, WDM, DWDM, and optical Ethernet. The course also covers new emerging networks such as sensor networks, MANETs, VANETs and their applications.

ITE 511 - Wireless and Mobile Networks

Credit hours: 3

Prerequisite: ITE 510

This course provides both practical and fundamental concepts underlying current developments in wireless computer networks and mobile communication systems. In addition, it covers the architectures and related protocols of new self-organizing networks such as wireless ad-hoc, sensors and mesh networks. Students will learn the principles of wireless mobile computing and its enabling technologies. Main topics include: wireless transmission basics, wireless MAC protocols, wireless LANs, mobile network and transport layers, mobile ad-hoc networks, and cellular networks.

ITE 512 - Network Security

Credit hours: 3

Prerequisite: Graduate status

This course provides a clear and practical approach of both the principles and practice of cryptographic protocols and network security. The emphasis is on applications that are widely used on the Internet for corporate networks, and on standards, especially Internet standards, that have been widely deployed. Topics covered in this course include network security concepts, types of attacks and malicious software (viruses, bots, rootkits, worms, Trojan horses, ...), methods for protection and prevention (including anti-viruses approaches, firewalls filtering, encryption, security policies), data integrity, confidentiality and availability, access controls and authentication, cryptographic protocols, authentication protocols, key distributions protocols. The practical component of this course will provide the students with the skills to install, troubleshoot and monitor network devices to maintain integrity, confidentiality and availability of data and. The course concludes upon the topic of legal and ethical aspects of computer security including cybercrime, intellectual property, privacy and ethical issues.

ITE 520 - Mobile Application Development

Credit hours: 3

Prerequisite: Graduate status

With the ever increasing proliferation of mobile devices such as smart phones and tablets, it becomes very pertinent for Information Technology professionals and students to learn how to write software for these devices. Mobile Applications are becoming one of the most popular ways to quickly reach millions of users. In this course students learn how to develop a variety of mobile applications. Android will be used as the development platform but other platforms can be considered by students and instructor whenever needed. The course covers the most relevant concepts and techniques



for developing mobile applications. It introduces students to the basic components that define a mobile OS or platform and then moves to cover specific structures for building a mobile application. Topics such as mobile user interface, storage organization, application life cycle and communication will be covered in details.

ITE 521 - Embedded Linux and Applications

Credit hours: 3

Prerequisite: ITE 520

This course introduces the students to Embedded Linux and its applications. Embedded Linux is used in the development of many mobile applications such as tablet devices, air plane entertainment systems, routers and switches, smartphones, and robotics. Linux offers reliability, features, open-source code, and a proven track record; these features make it perfectly suited for embedded system design. Topics covered include how to use and develop Embedded Linux products, including the production of a live target system.

ITE 522 - Advanced Topics in Mobile Computing

Credit hours: 3

Prerequisite: ITE 520

The market for mobile applications is becoming very significant due to ever increasing number of smart phones and tablets. Nowadays smart devices are equipped with powerful processors, large memories and diverse array of sensors. These capabilities increased the importance of mobile applications in our daily lives. In this course students learn how to develop a variety of mobile applications that utilize the different sensors and capabilities of the mobile devices. Students will build mobile applications with special focus on media and sensors. The course teaches students how to build real-world mobile applications that utilize

different and diverse capabilities of modern smart devices such as mobile phones and tablets. It introduces students to the mobile platform internals that include processes, threads, handlers, asynchronous tasks, notification managers, GPS sensor, Accelerometers, Near Field Communication, multimedia.

ITE 590 - Capstone project in Information Technology

Credit hours: 3

Prerequisite: 15 credits

The objective of this course is to provide guided experience in wide areas of information technology to student teams working on design projects. The projects will integrate various IT skills into operational prototypes. The projects will emphasize problem definition, design conceptualization, implementation and system integration in software and hardware aspects. There are no formal lectures associated with the course. Teams of students will be formed to work as a unit on each project, and also for the purpose of an oral special topic presentation. Every project is unique and may require additional readings to promote self and life-long learning, and part of the challenge for the students is to determine the steps to take. Typical goals are conducting feasibility studies, development of preliminary designs, creation of advanced designs in software and hardware, final building and testing of the product, and understanding the impact of the solution in a global economic, environmental and societal context. There will be regularly scheduled online class sessions every week. All members of the class are expected to attend these sessions, which are partially devoted to class discussion, overall planning and scheduling of class activities.

Master of Science in Sustainable Architecture

Core Courses

ARC 600 - Approaches to Sustainable Design

Credit Hours: 3

Pre-requisite: No Prerequisite

This course provides students with a broad overview of environmental challenges, and promotes understanding of environmental impacts in a life cycle framework. This course examines environmental challenges including pollution, water resources, energy, global warming, population and land degradation and investigate strategies that address these challenges, through design, and planning and government intervention. The course aims to show that it is essential to understand, quantify and embed the environmental dimension, and helps identify the magnitude, type and location of the environmental impacts caused by all the stages of a production process, from the gathering of raw materials, to the disposal of the products at the end of its life. This course also discusses the characteristics and influences of climatic conditions on the natural and built environment, the responses to different climatic conditions, the optimization of building performance to meet human thermal comfort requirements, and real-life applications on the local environment.

ARC 605 - Sustainable Urban Spaces and Landscape Design

Credit Hours: 3

Pre-requisite: No Prerequisite

This course discusses the elements of urban space and various design



strategies of landscape design in the context of sustainable environmental, aesthetic, and cultural considerations. The course will address issues related to the following: the integration of green elements (green roofs, green walls, vegetation), renewable energy, mobility and transportation, place making, livability as well as land use. These issues are dealt with through exercises, essays, lectures, and an individual research project. The research project is intended to deal with specific urban issues or case studies related to green urbanism and landscape design using both academic and planning/design skills in order to provide concepts and suggestions. Group assignments strengthen students' competences in teamwork. This course aims to help students in using environmental and landscape architecture in turning public spaces into more sustainable by focusing on green neighborhood development, livability and economic viability. It introduces ways for assessing the opportunities in order to integrate ecological factors in landscape design as a mechanism to enhance the human built environment. Students will be expected to use problem-solving skills to explore - in depth - specific and complex urban issues of a particular site/area with a view to forwarding positive proposals for change.

ARC 610 - Building Skins and Façade Design 3

Credit Hours: 3

Pre-requisite: No Prerequisite

The aim of this course is to provide understanding for a good overall environmental design, including thermal insulation, natural daylighting and acoustics with an emphasis on reducing CO₂ emissions in building environments. This course focuses on the design of innovative facades and building skins including mixed-mode ventilation systems that aim to provide comfort, health and energy efficiency via integrating principles and techniques of that assess environmental performance of building envelopes. This course also addresses mechanical and hybrid

ventilation, climatic influences, airflow behavior and pollutant emission characteristics as determinants of ventilation requirements and demands, through simulation software that help identify best passive solutions, juxtapose CO₂ emissions & renewable energy technologies.

ARC 615 - Environmental Planning

Credit Hours: 3

Pre-requisite: No Prerequisite

This course introduces the principles of sustainable urbanism and the tools of its implementation, as well as strategies to green the cities and to use renewable energies. Furthermore, it addresses ecological governance in the green cities and draws attention to legal, economic and ecological foundations of environmental planning. The course also presents principles and examples of two environmental planning and management types of wetlands and coastal zones. The course encourages the use of technology in the students' projects. Software like GIS, ECOTECT and/or ENVIMET or others, can be applied in mapping, modelling and conducting simulations.

ARC 620 - Efficient Building Systems

Credit Hours: 3

Pre-requisite: No Prerequisite

This course investigates buildings and their systems to satisfy the requirements for a comfortable, healthy, and productive indoor environment. It will focus on the influences of energy, human comfort, climate, context, heating, cooling and water on the design of buildings and sites. The design of environmental systems with continued emphasis on day lighting, acoustics and design strategies for sustainability, and issues of green construction relating to energy in buildings. Students will use their individual building evaluations to develop a small area climate action plan as part of team assignment. This course explores the principles behind current low energy solutions, and deals with basic application

information and strategies. Students will have an opportunity to extend their use of environmental design software. The course is designed to complement information provided in other courses.

ARC 625 - Sustainable Indoor Spaces

Credit Hours: 3

Pre-requisite: No Prerequisite

Indoor environments are the scenario where the human-architecture interaction take place. Supposed benefits coming from correct sustainable strategies and green building methodologies applied to the whole construction, should have their main impact on living indoor environments enhancing their livability, healthiness, and comfort at any level. The primary objective of this course is to foster knowledge and understanding of building technology systems that support people's activities and well-being in indoor environments, focusing on the building design process required to assure indoor environmental quality (IEQ) and the needs of building's occupants to live and work in healthy spaces, psychologically and thermally comfortable, aesthetically and livable satisfactory, both for residential as well as in working places. Students will be provided with knowledge of design strategies, methods and analysis applied in indoor environments, in addition of technical overview of indoor building technologies, construction and finishing materials, special requirements and specifications for healthy interior environments. Based on understanding ecological and sustainable principles, students will research innovations in the areas of indoor air quality, thermal and humidity comfort, lighting, vegetation, and accessibility using an integrated design approach. Technologies applied to retrofit aged buildings and/or to enhance indoor environments in existing buildings will be considered.



ARC 630 - Passive Design Strategies

Credit Hours: 3

Pre-requisite: ARC 610

In this course students will learn how to arrange and integrate the form, fabric and systems of a building to maximize the benefits of ambient sources and sinks of energy for heating, lighting, ventilation and cooling in order to achieve higher levels of human comfort and reduce the consumption of conventional fuels and the emission of greenhouse gases. It will demonstrate techniques for selecting passive strategies appropriate to local climate, site conditions and user needs. It will also introduce simple methods for assessing the effectiveness of design decisions.

ARC 635 - Professional Responsibility in Sustainable Environmental Design

Credit Hours: 3

Pre-requisite: No Prerequisite

This course aims to expose graduate students to several environmental issues in order to promote understanding of environmentally responsible design and planning, development of sustainable buildings and communities, and encouragement of sustainable practices. Topics include the impact of construction activities on marine ecosystems, coastal and ocean pollution, groundwater pollution and land subsidence resulting from construction activities and liquid and solid waste management options. Hence, the first goal is to accustom architectural students with the need to continuously assimilate information from various scientific disciplines in their professional development. The second overarching goal is to illustrate that it is the professional responsibility of architects to act as informed decision-makers and provide planning and design solutions to a number of environmental concerns. The course relies heavily on class debates and project presentation and report writing where elements

from various scientific disciplines are to be presented as integral parts of architectural solutions.

ARC 640 - Architectural Research Methods

Credit Hours: 3

Pre-requisite: No Prerequisite

This course would provide an essential introduction to the process of research within architecture essential to the successful completion of the program. Research in architectural design and its relation to the environment provides a very rich domain of investigation and poses problems whose solution relies upon judgment, creativity, and integration of a multitude of skills. The aim is to address the criteria of sustaining resources for future generations. This course addresses a complex domain of investigations in architecture and sustainable design and poses problems whose solution relies upon alternative theories of design, and the integration of interdisciplinary fields. The assumption that underlies the research in this area is that ultimately the answers to these questions will form a coherent theory of design in relation to sustainable environments.

ARC 690 - Capstone Project

Credit Hours: 3

Pre-requisite: Completion of 24 Cr. Hours

The Capstone project is intended to consolidate student capacity for independent study, and to conglomerate techniques needed to represent research findings. The student will reflect on all his/her research activities in the previous courses and incorporate critical reviews of previous outcomes. The Capstone Project aims to integrate research findings on building design, regional environments, energy conservation & management of resources. This course focuses on the development of schematic formulations of environmentally oriented design, and comprehensive experiences related to professional practice and the industry.

ARC 691 - Thesis

Credit Hours: 6

Pre-requisite: Completion of 24 Cr. Hours

The thesis is a comprehensive integrated research project that brings together knowledge, skills, and competencies developed during the program. Thesis requirements: (a) the thesis should exhibit elements of creativity, initiative and independent thinking; (b) involve both knowledge gained through coursework and skills acquired during the conduct of the M.Sc. thesis research; (c) demonstrate the ability to carry out a major piece of work according to sound scientific and engineering principles; (d) organize work in a comprehensive and well-structured report, and (e) demonstrate the ability to defend assumptions, methodology, and significance and impact of work.

Note: for those selecting the Thesis option, they may do so by taking a 6-credit thesis in lieu of (ARC690 and ARC640).

Master of Science in Electrical and Computer Engineering

Core Courses

ECE 500 - Integrated Circuit Design

Credit Hour: 3

Prerequisite: CEN 304 or equivalent

CMOS technology continues to be the dominant technology for fabricating integrated circuits (ICs or chips). This course introduces students to the design of CMOS analog and digital integrated circuits. It covers the design, physical layout,



and simulation of CMOS analog and digital integrated circuits. Design techniques are presented for the long and short-channel (nanometer) CMOS technologies. At first, MOSFET modeling, current mirrors, voltage and current references, differential amplifiers and op-amps are presented. The second section of the course is dedicated to the introduction of the inverter, static logic gates, and digital clocked circuits. The students will learn the methodologies to carry out Integrated Circuit design, and related computer-aided design (CAD) software tools (CADENCE).

ECE 501 - Advanced Embedded System Design

Credit Hour: 3

Prerequisite: CEN 305 or equivalent

This course introduces students to advanced embedded systems design techniques and their applications. Students learn and experiment with building their own microcontroller printed circuit board and interface it to external hardware such as different sensors and actuators. They then move to discuss networking aspects of embedded systems at the low-level using USART, SPI, and I2C, and the high-level using HTTP over WiFi. They experiment with RTOS for microcontroller. Finally, students study Linux for embedded system design and use its powerful feature set to build advanced embedded Linux applications.

ECE 510 - Advanced Communication Systems

Credit Hour: 3

Prerequisite: Graduate Standing

The course covers recent advances of today's communication systems. The analog and digital transmission is reviewed at the beginning of the course. Consequently, advanced topics of communication systems are presented. The tentative topics include light propagation in special fibers, optical waveguides, slowly varying envelope approximation, group velocity dispersion, chirp,

dispersion management in communication system design, optical amplification, and soliton signaling.

ECE 512 - Smart Grids and Renewable Energy

Credit Hour: 3

Prerequisite: ECE 520

The purpose of this course is to understand and analyze requirements and challenges for implementing future smart grids including different forms of distributed generation. Recent approaches for implementing smart grids will be covered in more detail. Then renewable energy resources will be covered with details of system constraints, challenges, design and control. Case studies will be included to understand the major challenges in wind and solar power integration in Europe and North America.

ECE 520 - Advanced Power System Analysis

Credit Hour: 3

Prerequisite: EEN 345 or equivalent

This course builds on the fundamental knowledge the students have gained in their undergraduate program. It starts from the review of various topics covered in the pre-requisite course. Then it will cover optimal power flow, unit commitment, economic dispatch, automatic generation control, system stability analysis for multi-machine systems and advanced Control Strategies for power systems to enhance system stability and automatic control.

ECE 611 - Advanced Mixed Mode Integrated Circuit Design

Credit Hour: 3

Prerequisite: ECE 500

The increasing market demand on integrated system-on-chip applications creates wide demand for integrated circuits (ICs) that can process both analog signals and digital logic. This course covers electrical system building blocks working between the analog

and digital world that are used in integrated circuits. Such structures include e.g. comparators, Nyquist-Rate analog to digital converters, Nyquist-Rate digital to analog converters, and oversampling converters.

The students will learn the methodologies to carry out a design of a mixed-mode IC, and related computer-aided design (CAD) software tools to improve the quality and optimality of mixed-signal IC designs.

ECE 621 - Computer and Machine Vision

Credit Hour: 3

Prerequisite: Graduate Standing

This course introduces students to the applications of computer and machine vision. The course starts by introducing 2D and 3D projective transformations, then presents features extraction and matching, camera calibration, epipolar geometry and 3D reconstruction. The course then presents more advanced topics in computer and machine vision such as Pattern recognition techniques and applications.

ECE 622 - Embedded Signal Processing

Credit Hour: 3

Prerequisite: ECE 501

This course introduces students to real-time signal processing systems and their design and implementation using embedded systems. It introduces students to the Blackfin processor and its programming and applications in the area of real-time audio, image, and video signal processing. It also discusses the limitations imposed due to use of embedded systems and the influence of these limitations on algorithm utilization and design. The course discusses digital signal processing principles and filter design before introducing implementation techniques using embedded systems.



ECE 630 – Advanced Low-Power Integrated Circuit Design

Credit Hour: 3

Prerequisite: ECE 511

In recent years, with the development of applications such as mobile systems, sensor networks, and biomedical applications, power consumption has become the most compelling constraint in designing integrated circuits (ICs). This course introduces in depth the theme of low-power analog and digital integrated circuits. At first, energy-constrained applications and system requirements are introduced. In the second section, MOSFET modeling in weak inversion is presented. The second section of the course is dedicated to the analog circuits in weak inversion. Finally, the third section of the course is dedicated to low-power digital circuits.

On the other hand, the students will be involved in a project work in small groups. They will apply their knowledge from earlier courses to design a low-power integrated circuit. This is done using modern CAD tools such as CADENCE. It will provide precious hands-on experience as the students go through a realistic ASIC design cycle from specification to finished integrated circuit.

ECE 632 – Computer Based Power System Planning and Design

Credit Hour: 3

Prerequisite: ECE 520

This course covers power system planning and design using modeling and simulation tools and techniques. The main part of this course is dedicated for implementing various types of analysis and design techniques for future power systems and analyzes various future energy scenarios. The analysis types include load flow, economic load flow, harmonic load flow, reliability analysis, short-circuit analysis, switch events and transients, contingency analysis and stability analysis (Dynamic and transient).

ECE 634 - Optoelectronic Devices and Circuits

Credit Hour: 3

Prerequisite: ECE 510

This course introduces in depth the theme of optoelectronic devices and circuits. At first, an extensive revision of semiconductor physics is introduced. The crystal structure and fabrication technologies, the semiconductor band structures, the scattering processes and the optical and the optoelectronics properties of semiconductors are all presented. In the second section, the optical sources and detectors are introduced. These include: Light Emitting Diodes (LEDs) and their structures, output characteristics, coupling to fibers, bandwidths, and spectral emissions. The LASERS and their operation types, spatial emission pattern, and their current Vs. output characteristics. The photo-detectors and their characteristics, Photoemissive types, Photoconductivity and photovoltaic devices. Finally, the last section of the course is dedicated to introduce the theme of integrated optical circuits. These include dielectric waveguides, coupled-mode theory, directional couplers, and photonic crystals.

ECE 635 - Special Topics in Electrical and Computer Engineering

Credit Hour: 3

Prerequisite: Graduate Standing

This course introduces students to advanced topics in areas not covered by the program. Students cover these topics theoretically and using hands-on software or hardware lab experiments. The course emphasizes exploration of recent technologies and advances in the area. The course content may change as the course is repeated.

ECE 638 – Nano-Optical Devices

Credit Hour: 3

Prerequisite: EEN 338 or equivalent

Recently, research has focused on a new range of materials and technologies

that fall under the umbrella of nanotechnology. Optical devices, for instance, are developed on a nanometer scale; promising a new world of scalability and integration. This course emphasizes on the analysis and design of nano-optical devices and systems. As the theme in its nature is dynamic and continuously evolving, the course is based on a combination of traditional delivery of teaching material, covering recent advances of the field, and conducting research projects carried out by the students. In these projects, students - with the instructor assistance - shall research, analyze and design nano-optical devices and systems. This will provide them an up-to-date knowledge, experience on modern design tools, and understanding of the state-of-the-art technology.

ECE 690- Electrical and Computer Engineering Project

Credit Hour: 3

Prerequisite: ECE 690

The objective of this course is to provide guided experience in wide areas of Electrical and Computer Engineering to student teams working on design projects. The projects will integrate various Electrical and Computer Engineering skills into operational prototypes. The projects will emphasize problem definition, design conceptualization, implementation and system integration in software and hardware aspects. There are no formal lectures associated with the course. Teams of students will be formed to work as a unit on each project, and also for the purpose of an oral special topic presentation. Every project is unique and may require additional readings to promote self and life-long learning, and part of the challenge for the students is to determine the steps to take.

Typical goals are conducting feasibility studies, development of preliminary designs, creation of advanced designs in software and hardware, final building and testing of the product, and understanding the impact of the solution in a global economic, environmental and societal context. There will be regularly



scheduled online class sessions every week. All members of the class are expected to attend these sessions, which are partially devoted to class discussion, overall planning and scheduling of class activities. Students on the MEngECE program are expected to orient their project towards management of Electrical and Computer Engineering project.

ECE 691- Thesis in ECE

Credit Hour: 3

Prerequisite: ECE 690

The objective of this course is to provide guided experience in wide areas of Electrical and Computer Engineering to student teams working on design projects. The projects will integrate various Electrical and Computer Engineering skills into operational prototypes. The projects will emphasize problem definition, design conceptualization, implementation and system integration in software and hardware aspects. There are no formal lectures associated with the course. Teams of students will be formed to work as a unit on each project, and also for the purpose of an oral special topic presentation. Every project is unique and may require additional readings to promote self and life-long learning, and part of the challenge for the students is to determine the steps to take.

Typical goals are conducting feasibility studies, development of preliminary designs, creation of advanced designs in software and hardware, final building and testing of the product, and understanding the impact of the solution in a global economic, environmental and societal context. There will be regularly scheduled online class sessions every week. All members of the class are expected to attend these sessions, which are partially devoted to class discussion, overall planning and scheduling of class activities.

ITE 500 – Rich Internet Applications

Credit Hour: 3

Prerequisite: CSC 307 or equivalent

Rich Internet applications (RIAs) are web applications that approximate the look, feel, and usability of desktop applications. The techniques to implement them are based on a group of technologies collectively known as Ajax (Asynchronous Java Script and XML), which uses client-side scripting to make web applications more responsive. The resultant applications were richer than the relatively static pure-HTML-based Web applications that preceded them. These applications have become known as Ajax applications, rich internet applications, or Web 2.0 applications. They separate client-side user interaction and server communication, and run them in parallel reducing the delays of server side processing normally experienced by the user. This course will examine techniques to develop Ajax applications. It will look at the underlying techniques; explore client-side tools, and server-side tools

ITE 510 – Advanced Data Communication and Computer Networks

Credit Hour: 3

Prerequisite: CSC 305 or equivalent

The course covers the advancements of communication networks and presents in depth some topics introduced in the first networking course such as advanced routing protocols, advanced congestion control techniques, and Quality of Service. In addition, this course provides an in-depth understanding of existing and emerging optical network technologies and includes: fiber optic communications, SONET/SDH, WDM, DWDM, and optical Ethernet. The course also covers new emerging networks such as sensor networks, MANETs, VANETs and their applications

ITE 520 – Mobile Application Development

Credit Hour: 3

Prerequisite: ITE 421 or equivalent

With the ever increasing proliferation of mobile devices such as smart

phones and tablets, it becomes very pertinent for Information Technology professionals and students to learn how to write software for these devices. Mobile Applications are becoming one of the most popular ways to quickly reach millions of users. In this course students learn how to develop a variety of mobile applications. Android will be used as the development platform but other platforms can be considered by students and instructor whenever needed. The course covers the most relevant concepts and techniques for developing mobile applications. It introduces students to the basic components that define a mobile OS or platform and then moves to cover specific structures for building a mobile application. Topics such as mobile user interface, storage organization, application life cycle and communication will be covered in details.

MEM 501 – Project Management

Credit Hour: 3

Prerequisite: Graduate Standing

This course covers the elements of project management critical to the success of engineering projects: project management framework, strategic management and project selection, project organization, human aspects of project management, conflicts and negotiations, scope management, time management, cost management, risk management, contracts and procurement, project termination, the project management office, and modern developments in project management. Integrates and clarifies the principles and tools through case studies from a variety of disciplines



College of Business Administration

Master of Business Administration

Core Courses

ACC 522 - Managerial Accounting

Credit Hour: 3

Prerequisite: ACC 482-PC

Managerial accounting provides information to managers and other internal stakeholders in the areas of costing, decision making, planning, and control. This course provides an in-depth coverage of such accounting topics as basic cost concepts, cost classification, design and the principles of cost accounting systems, alternative costing methods, budgeting, cost allocation systems, planning and control, and costing for decision making (i.e., strategic cost analysis). Practical applications of these topics are integrated and emphasized by teaching students how to use accounting information in managerial planning, decision making, and control. In addition to that, students will learn how to use cost analysis in developing organizational budgets. All the above mentioned topics are discussed from the perspective of a senior manager.

FIN 512 - Financial Management

Credit Hour: 3

Prerequisite: ECO 482-PC + ACC 482-PC

This course teaches optimal management of a firm's assets and financial requirements, analysis of financial statements, financial markets, risk, valuation, and long term and short term financing and investment. Upon completion of this course, the student will be able to apply these important

tools of Financial Management in a wide range of areas. This course emphasizes the nature of the decision process and the role that economic analysis plays in various areas of business by providing illustrations of the practical applications of Financial Management. The course relies on the Internet and MS Excel in the educational process.

MGT 521 - International Business

Credit Hour: 3

Prerequisite: MGT 482-PC

This course is about the nature of international business and how companies respond to forces in the international business environment. It includes analysis of the extent of international business, the theories underlying it, and the forces affecting it. It also includes analysis of appropriate company responses to the international business phenomenon. Ultimately, this course prepares students manage a business in the international context.

MGT 522 - Leadership and Communication

Credit Hour: 3

Prerequisite: MGT 482-PC

Leadership is an essential ingredient in any attempt to achieve collective goals. The process of leadership depends on the interaction among the members of a group or an organization. Communication is the central ingredient in effective leadership and followership. Therefore, the course will explore the connection between communication and leadership. Particularly, we will examine how the field of communication contributes to effective leadership. It also examines the skills of effective leaders, the importance of context for leaders, and case studies of successful leaders in business. This course will give you the chance to learn the styles of leadership including what works and what doesn't. The course also covers all the research for the last century

or so on leadership. Topics may include the leader as an individual, team leadership, leading change, and creating vision and strategic direction.

MGT 523 - Strategic Management in a Global Environment

Credit Hour: 3

Prerequisite: Last Semester

In today's increasingly global competitive environment, managers face no greater challenge than that of strategic planning and strategic management. Guiding a complex organization through a dynamic, rapidly changing, and increasingly globalized environment requires the best of judgment. Strategic management and planning issues are invariably ambiguous and unstructured, and the way in which management responds to them determines whether an organization will succeed or fail. This class prepares you to face the aforementioned challenges by focusing on strategy formulation, implementation, evaluation, and control in a global competitive environment. This class teaches strategy formulation at the functional, business, corporate, and global levels with a particular reference to business ethics, social responsibility, and good corporate governance. Ultimately, this course prepares managers to use strategic management to attain a sustainable competitive advantage for their organizations.

MGT 524 - Research Methods in Business

Credit Hour: 3

Prerequisite: BUS 482-PC + MGT 482-PC Co-requisite

This course is designed for the business researcher or professional to help him/her make choices about handling the most important business variables and methods of studying them. HRM and business research designs usually take the form of statistical research, survey research, case studies, experimental



research or meta-analysis. The course examines specific issues relating to business research projects in terms of formulating research questions, collection of data analysis and making recommendations. The course examines both quantitative and qualitative research and considers a multi-method approach as a more balanced way to achieve a pragmatic research methodology that can ultimately be useful for the business practitioner.

MKT 511 - Marketing Management

Credit Hour: 3

Prerequisites: No Prerequisite

Marketing is one of the most dynamic fields within the business arena. The marketplace continually throws out fresh challenges and marketing students should be prepared to face these challenges and react accurately. Considering the importance of a marketing course for the students in the MBA Program, this course is designed in a way so that the students will know what to do and when. In this course, they will work on marketing planning, programming, analyzing, and reporting. The course focuses on concepts, methods, strategies and applications of decision modeling to address various marketing issues such as market segmentation and positioning, product and pricing policies and strategies, channels strategies and implementation, and communication response and budgeting. The course will prepare MBA students to take any kind of challenges in marketing.

SCM 540 - Operations & Supply Chain Management

Credit Hour: 3

Prerequisite: BUS 482-PC

This course covers such broad areas of management as operations and supply chain management, decision analysis, and project management. It caters to the core topics in supply chains such as capacity management, inventory management, material requirement planning (MRP) in an organization. The course also aims to provide an understanding of the

real world supply chains using a simulation model. This helps lay the background for a major degree in the area of supply chains. At the end of this course, students should be familiar with the individual components of operations and supply chains and their interrelationships. Students will also develop the quantitative and analytical skills to analyze, model and solve supply chain problems.

Elective Courses

FIN 605 - Investment Theory & Analysis

Credit Hour: 3

Prerequisite: FIN 512

This course gives students broad knowledge and understanding of investment theory and analysis from a global perspective with a consideration of a variety of asset classes and securities. In competitive markets investors must allocate scarce funds among various financial markets, asset classes, and individual securities based on perceived value and inherent risk. This course will provide students with the necessary analytical tools to make informed decisions about such risk/return trade-offs.

This course aims to describe the role of asset allocation, risk management, industry analysis, style analysis and trading in portfolio management. Various investment processes are examined and the strengths and weaknesses in the various approaches considered. Students should also learn the importance of successful portfolio management of a disciplined investment process, and should, by the end of the course, be able to design or develop a rigorous process for an investment management firm.

FIN 609 - Financial Institutions and Markets

Credit Hour: 3

Prerequisite: FIN 512

This course is an introduction to banks, insurance companies, and

other financial service institutions. It takes the view that financial institutions are information producing intermediaries that use the information they produce to aid in the optimal allocation and use of funds. This broad view of financial services necessitates understanding the causes and implications of the evolutionary nature of this industry on individual and institutional investors and the global economy as a whole. Students are initially introduced to global financial markets and traded instruments, such as bonds, equities, derivatives, foreign exchange, and alternative investments. The course then discusses the role of depository and non-depository institutions and institutional investors (such as pension funds, endowments, insurance companies), and financial intermediaries (such as investment banks) in the development of financial markets. Possible future developments in global markets are also discussed.

FIN 613 - International Finance

Credit Hour: 3

Prerequisite: FIN 512 + ECO 482-PC

This course covers issues related to both international financial markets and the financial operations of a firm within the international environment. The first part of the course examines issues related to the international markets. This includes international commercial policy, international investment, foreign exchange markets, the Euromarkets, and currency derivative markets. The second part of the course focuses on financial issues associated with the operations of a firm in the international environment. Specifically, this part of the course will focus on the identification, measurement, and management of the impact of exchange rates on the firm; issues related to the taxation of international income; the implications of political risk on project evaluation and financial structure, firms' cost of capital for international projects; financing decisions in a global market;



and methods for evaluating the performance of foreign operations. While the course discusses the theoretical basis of the various issues, it relies on both empirical evidence and discussion of firms' real world activities.

HRM 517 - Human Resource management in a Global Environment

Credit Hour: 3
Prerequisite: No Prerequisite

This course provides a framework for understanding and thinking strategically about employment relations and the management of human resources in organizations. The course draws on insights from the social sciences to explore how economic, social, psychological, legal, and cultural forces influence employment relations. Specific topics include an overview of recruitment and selection, performance evaluation, compensation and benefits, promotion, job design; training, layoffs, retention and turnover, and the human resource implications of various strategies.

HRM 526 - Job Employee Performance Management

Credit Hour: 3
Prerequisite: HRM 517

This course has two phases: research and practice. In the research phase, students are required to conduct research on the determinants and outcomes of the performance appraisal process and/or human resource management as a whole. Mediators and moderators of such relationships may also be examined. On the practical side, different appraisal methods are examined for their usefulness in different settings. In addition to that, the course highlights common appraisal interview mistakes and teaches how to correct them.

HRM 529 - Managing Training and Development

Credit Hour: 3
Prerequisites: No Prerequisite

In order for employees to be effective in their jobs, they need to acquire and develop appropriate knowledge and skills necessary for their positions. Human Resource Development (HRD) is an integral part of human resource management. This course provides students with a hands-on understanding of theories and practices used in human resource management to provide employees with the appropriate training and development that ensures realization of their full potential in the workplace. On a more strategic level, this course examines how training and development can be correlated with long term organization change and development. HRD activities are placed within a context of knowledge management and the need to create, develop and sustain a "learning organization".

HRM 531 - Corporate Performance Management

Credit Hour: 3
Prerequisite: HRM 526

This course examines human resource management from a strategic perspective and focuses on how the Balanced Scorecard can be implemented as a strategic tool to achieve performance-management for companies regardless of size. The course will teach students how to translate the tool into operational terms, align the organization to its stated intent, and help unite employees through performance enhancement.

HRM 535- Employment Law and Relations

Credit Hour: 3
Prerequisite: HRM 517 Co-requisite

Overview of the law impacting the workplace: the employer-employee contract; anti- discrimination law; employee testing and privacy, regulatory agencies, compensation and other statutory rights. The overall goal of this course is to provide students with an overview of the legal environment of the UAE work place, including an awareness of the legal, social, economic and political forces

impacting the law, and responsive strategies for the business manager.

MGT 514 - Organizational Behavior

Credit Hour: 3
Prerequisite: MGT 482-PC

This course provides a framework for understanding the values, attitudes and behaviors of an individual in an organizational setting. This course explains how individuals and groups function to achieve goals and the reasons for successes or failures in achieving these goals. Ultimately, this course teaches students how to manage the behavior of individuals and groups within an organization in order to achieve organizational goals. .

MGT 520 - Business Ethics and Corporate Governance

Credit Hour: 3
Prerequisite: No Prerequisite

This course examines current issues in business ethics from the perspective of fundamental concepts and theories of ethics and social responsibility. The issues covered include whistle blowing, bribery, cartels, environmental protection, internet security, intellectual property, corporate governance, product liability, consumer safety, truth and advertising, employee rights and duties and quality of work life. The course is discussion-oriented. Students are encouraged to explore the human resource management implications of the issues raised. Ultimately, students will learn how to address organizational issues related to ethics and social responsibility.

MIS 546 - Electronic Business

Credit Hour: 3
Prerequisite: No Prerequisite

Electronic Business (E-Business) is changing the ways in which organizations operate and compete in the global market. This course provides an overview of E-Business from a managerial perspective.



It will introduce the fundamental concepts and frameworks for exploring E-Business opportunities. The course will also discuss a wide range of contemporary issues related to E-business strategies and implementation. The course materials will be delivered through a combination of lectures, case analyses and discussions in class..

MIS 556 - Innovation and Technology Management

Credit Hour: 3
Prerequisite: No Prerequisite

In today's challenging environment, every organization has to address the following important questions:

- How should we respond to various technological, market, product and organizational changes in the external environment?
- How can we progress from an industrial, product-centric economy to a networked, digital economy that is service-centric?
- How can we innovate?

Within the context of these important questions, this course addresses issues which are central to managing innovation and technology. It aims to enhance an understanding of the management of technological, organizational and market changes. Particular attention is given to information technology (IT) and the Internet as a means for creative strategy formulation and innovative business development.

The course aims to equip the student with the requisite knowledge, skills and attitudes to manage technology and innovation at the strategic and organizational levels. Specifically, it aims to integrate the management of technological, organizational and market changes to support the development of new products and services, the implementation of new processes, and the creation of new businesses.

GBA 534 - Managerial Decision Models

Credit Hour: 3
Prerequisite: BUS 482-PC

This course helps students develop a working knowledge of various decision models and solution techniques that they can apply in business situations. The course focuses on: (1) developing mathematical models of complex business situations; (2) identifying solution techniques to analyze these models; (3) using spreadsheets and other computer-based tools to actually solve the models, (4) analyzing the results of the computer output in order to recommend appropriate courses of action; and (5) communicating these recommendations to management. By the end of the course, students will gain enough proficiency in building and solving mathematical models for complex practical business problems using what they have learnt in class. They will have ample opportunities to use computers for solving large practical problems and case studies.

ECO 533 - Managerial Economics

Credit Hour:3
Prerequisite: ECO 482-PC

This course is designed for MEM students who have completed the Introduction to Economics (ECO 482-PC). The major goal of the course is to show how the principles of economics are used to make the kinds of economic choices relevant to all areas of managerial decision making. The course provides the knowledge and skills in managerial economics, including graphical and mathematical analyses of economic decisions, and statistical tools such as regression analysis. Relevant economic theories are presented including the theory of the firm, market structures and their effects on pricing decisions, and decision-making under uncertainty.

SCM 541 - Logistics Management

Credit Hour: 3
Prerequisite: No Prerequisite

This course covers such broad areas of management as operations and supply chain management, decision analysis, and project management. It caters to the core topics in supply chains such as capacity management, inventory management, material requirement planning (MRP) in an organization. The course also aims to provide an understanding of the real world supply chains using a simulation model. This helps lay the background for a major degree in the area of supply chains. At the end of this course, students should be familiar with the individual components of operations and supply chain and their interrelationships. Students will also develop the quantitative and analytical skills to analyze, model and solve supply chain problems.

SCM 542 - Technology in Logistics and Supply Chain Management

Credit Hour: 3
Prerequisite: SCM 540

This course introduces students to the main concepts, principles, models, theories, and practices of global logistics management. Topics covered by this course include: international logistics, global strategy for logistics & SCM, structuring the global supply chain, international sourcing & distribution, role of ports & airports in international product movement, economics of international air & ocean carriers, freight forwarding industry, and security & risk management for international supply chains. These topics are taught in the international and the UAE context. In addition to covering these central topics in logistics and SCM, the course also requires students to use cross-functional business knowledge with the logistics function. Finally, the course puts a particular emphasis on teaching students how technology can be used for addressing practical problems in logistics and supply chain management.



SCM 543 - Strategic Supply Chain Management in a Global Environment

Credit Hour: 3

Prerequisite: SCM 540

The focus of this course is on the strategic importance of logistics and supply chain management in a global environment. It covers basic topics such as developing supply chain strategies and obtaining a strategic fit with the business strategy, strategic sourcing and purchasing, design of supply chain and logistics networks and supply chain integration and collaboration. The use of information technology is emphasized as a vital tool in dealing with logistics and supply chain problems.

MEM 501 - Project Management

Credit Hour: 3

Prerequisite: No Prerequisite

This course covers the elements of project management critical to the success of engineering projects: project management framework, strategic management and project selection, project organization, human aspects of project management, conflicts and negotiations, scope management, time management, cost management, risk management, contracts and procurement, project termination, the project management office, and modern developments in project management. It integrates and clarifies the principles and tools through case studies from a variety of disciplines.

MPM 521 - Project Planning, Integration, and Scope Management

Credit Hour: 3

Prerequisite: No Prerequisite

This course studies the techniques for planning, integrating and controlling the scope of multiple projects run within the same organization. Those projects could be commissioned within the organization and implemented with the resources of the organization. The concepts and

techniques are equally applicable to outsourced or subcontracted projects. Integration management is an element of project management that coordinates all aspects of a project. Project integration, when properly performed, ensures that all processes in a project run smoothly. Integration management will produce a series of deliverables. These deliverables include the project charter, project plan, and preliminary project scope statement.

MPM 541 - Project Contract Management and Legal Aspects

Credit Hour: 3

Prerequisite: No Prerequisite

This course presents the legal aspects of contract documents and specifications, owner-service provider relationships and responsibilities; bids and contract performance; labor laws; governmental, administrative and regulatory agencies; torts; business organizations; ethics and professionalism. This course presents contract terminology and conventions through engineering and technical problems. An in-depth comprehension of the complexities of professional liability, project contracts, and contract law shall be emphasized, as well as an awareness and comprehension of the ethical implications of engineering and construction.

AVM 1 - Airport Operations

Credit Hour: 3

*Prerequisite: MGT482-PC**

The course provides a foundation for understanding the key elements of airport operations including management, financing, regulation, risk mitigation and community impacts. Considering the recent and upcoming developments of airports and airport infrastructure in the UAE, an understanding of the importance of airports in airline operation and regional economics is critical for future professionals in the aviation industry.

AVM 2 - Aviation Regulations & Safety /Quality Management Systems

Credit Hour: 3

*Prerequisite: MGT482-PC**

The civil aviation industry is the most regulated industry in the world today. The regulations have been developed over many years since the end of the second world war in 1945 & the formation of the International Civil Aviation Organization (ICAO). Each region of the world follows a regulatory base frame work that might differ slightly but do follow the same core rules, standards, guidelines & regulations to ensure a safe & airworthy aircraft operation. Managers involved in aviation must have an understanding of the regulations & what they are responsible & accountable for by law. This course will outline & review the regulations & the responsibilities of the aviation managers in different regions around the world & in the different management disciplines & how they developed over the years to what they are today. It will look also at the development of the Safety Management Systems (SMS) & Quality Management Systems (QMS) that must be in place to meet the regulations & ensure compliance with the regulations. This course will review the regulations for Europe through EASA, the USA through the FAA, the UAE through the GCAA.

AVM 3 - Aircraft Fleet Strategy

Credit Hour: 3

*Prerequisite: MGT482-PC**

An aviation manager must have an understanding of all the types & series of aircraft that are available today in the world for leasing or buying, both new & used aircraft. Each aircraft type offers different capabilities & performance for different possibilities & business strategies. This course will introduce the different aircraft manufacturers from Boeing to Airbus & others, the different types of aircraft from the B737 NG to the A380 airbus



all in between. We will look at their classification, capability, specifications, performance & relevance for different corporate strategies & business plans. We will look at the variants of types, the engines available for the types & their fuel burn & the environmental impact. We will review how to take a business plan & identify the right type for the fleet to accomplish the business plan & how to approach the manufacturer to buy a fleet of aircraft or a single aircraft or to lease a fleet of aircraft instead of purchase. We will not only review performance & capability but also the financial aspect of fleet strategy, the price of purchase & the price of leasing. We will review Direct Operating Costs of the fleet as well as Fixed Costs & Asset Costs of fleet strategy. We will compare fleet types & build a fleet for an imaginary operation.

PRE-CORE COURSES

MGT 482-PC - Introduction to Management

Credit Hour: 2

Prerequisite: No Prerequisite

This course examines, in depth, the role that managers play in ensuring organizational performance. The management functions of organizing and leading are explored in depth. The course presents individual motivation and communication style, group dynamics as related to problem solving and decision-making, leadership style, work structuring, and the larger business environment. It also covers organizational culture and change, interdependence of individual, group and organization task and structure. The course demonstrates the real-world applications of management concepts and makes management come alive by bringing real managers from a variety of fields into the classroom.

BUS 482 - PC - Quantitative Methods in Business

Credit Hour: 2

Prerequisites: No Prerequisite

This course introduces students to the fundamentals of business mathematics and quantitative analysis in the business context. The course starts with a review of basic arithmetic operations and their applications in business. Then, the course covers the quantitative tools used in Accounting, Finance, and Retail. At the end of this course students will develop practical quantitative skills for managing business activities.

ACC 482 - PC - Financial Accounting

Credit Hour: 2

Prerequisites: No Prerequisite

Financial accounting and reporting is the primary channel through which organizations provide important financial information to their external stakeholders (e.g., shareholders, creditors, governmental agencies, and customers, etc.) for both informational and decision-making purposes. Consistent with this purpose, this course teaches students the fundamentals of accounting methods and systems, such as transaction analysis, the accrual system of accounting, the process of income measurement, and the construction and analysis of financial statements. The primary focus of the course is on the users of accounting information. This course assumes no prior knowledge in accounting.

ECO 482 - PC - Introduction to Economics

Credit Hour: 2

Prerequisite: No Prerequisite

The main goal of this course is to provide students with knowledge of the theories and methodologies and their applications in business.

The first part of the course will involve

discussing the problem of economic scarcity, supply, demand, market prices and the use of prices as a guide for consumption and production. Additional topics covered include production possibility frontier, marginal analysis, and opportunity cost.

The second part of the course, the focus is on the theory of the firm. As a part of this broad topic, the course examines in detail competition, oligopoly, and monopoly markets. In each of these market models, equilibrium price, output, profits and consumption levels are reviewed.

Throughout the course, particular emphasis is placed on the use of economic analysis to explain and critique contemporary business issues. Extensive examples are used to illustrate the application of managerial economics theories to practical business situations.

Master of Human Resources Management

CORE COURSES

HRM 517 - Human Resource Management in a Global Environment

Credit Hour: 3

Prerequisite: No Prerequisite

In today's increasingly global business environment, Human Resource Management (HRM) plays an increasingly important role in supporting organizational strategies, goals, and tactics. The main goal of this course is to provide students with a thorough understanding of the main concepts, theories, and practices of Human Resource Management (HRM). Since the United



Arab Emirates (UAE) workforce is very diverse and is comprised primarily of expatriates from across the globe, these fundamentals of HRM are taught in both the local and global context. This course makes a particular emphasis on fundamental local and global practices in relation to job analysis, job design, selection, recruitment, training and development, reward management, performance appraisal, and compensation. Particular practical emphasis is placed on recruitment and selection system for a UAE organization. Additional topics covered include overview of labor law and labor relations, employee data management and related HRM information systems, and common HRM metrics. The course ends with a discussion of future global challenges of HRM. This course equips students with the necessary international perspective that will allow them to develop a deep understanding of why HRM practices differ across the globe and use theories and practices appropriate for a given context.

HRM 526 - Employee Performance Management

Credit Hour: 3
Prerequisite: HRM 517

The course examines in-depth the role of performance management system in managing employees' productivity for overall organizational successes. More specifically, the course has been designed to familiarize the students with the concepts on performance management system and the usage of performance management systems as a powerful tool for line manager as well as the Human Resource Management professionals in leveraging employees' performance. The course starts with an in-depth introduction to performance management systems, allowing students to develop a holistic understanding of performance management systems and evaluate their strengths and weaknesses. After that, the course centers on the nature and drivers of performance.

The course explains how performance management process supports strategic goals of an organization. Particular emphasis is placed on selecting the right performance measurement metrics and data gathering process in relation to these metrics. Implementing and managing performance management system is another broad topic covered in this course. The course concludes with equipping students with the necessary knowledge and skills in implementing performance remedies at the individual, group and organizational levels. Ultimately, this course aims to prepare students to design effective performance management systems for their organizations.

HRM 532 - Compensation and Benefits

Credit Hour: 3
Prerequisite: HRM 517

This course teaches students how to design an effective compensation and benefits system in their organizations. Topics covered within the compensation area include importance of monetary compensation, determining the relative worth of jobs, performance based pay schemes and indirect compensation. In order to emphasize practical application of these concepts, theories, and practices, students will be asked to create fictional companies in which they will have to make decision on issues related to compensation in benefits. The topics of compensation and benefits are examined in the context of contemporary developments related to Human Resource Management in the UAE and globally. These developments include increased migration of labor and increased reliance on expatriates, emiratization, the changing nature of work in a global world, the impact of technological innovation and virtual organizations, the impact of outsourcing on work demographics, and issues related to finance such as recession and downsizing.

HRM 535 - Employment Law and Relations

Credit Hour: 3
Prerequisite: HRM 517 Co-requisite

This course is an overview of the law and social legislature impacting the workplace: the employer-employee contract; anti-discrimination law; employee testing and privacy; regulatory agencies; compensation and other statutory rights. Ethics and social responsibility are used as lenses through which these laws and practices are reviewed. Moreover, this course looks at the labor law from the international perspective so that students are well-equipped to function as business professionals in today's increasingly global business environment. In order to accomplish this goal, this course reviews labor law and social legislature in the United Arab Emirates, the United States of America, European Union together with an overview of international law and practices. While the focus of this course is rather international, the ultimate goal of this course is to provide students with an overview of the legal environment of the UAE; legal, social, economic and political forces impacting the law; and strategies for effective response to forces in the legal, economic socio-cultural environment. Ultimately, this course teaches students to manage labor relations within a legal and ethical framework.

MGT 514 - Organizational Behavior

Credit Hour: 3
Prerequisite: MGT 482-PC

This course provides a framework for understanding the values, attitudes and behaviors of individuals and groups in an organizational setting. This course explains how individuals and groups function to achieve goals and the reasons for successes or failure in achieving these goals. Specific topics covered in this course include: theoretical foundations of organizational behavior (including an emerging practical paradigm of Neuro Linguistic Programming or NLP); personality and individual



differences; the impact of values, attitudes, and job satisfaction on organizational behavior; motivational theories; group dynamics and decision making; communication and leadership; power, politics, and influence within an organizational context; organizational design and its role in achieving organizational goals. The course emphasizes practical applications of concepts, theories and framework covered in the course in the workplace. By doing so, this course prepares students to manage behavior of individuals and groups within an organization in order to achieve organizational goals.

MGT 524 - Research Methods in Business

Credit Hour: 3

Prerequisite: BUS 482-PC+ co-req MGT 482-PC**

This course teaches business professionals how to use various research methods for addressing practical problems in the workplace. The course starts with the fundamentals of the scientific research methods in the business context. After that, the course covers statistical research, survey research, case studies, experimental research or meta-analysis. The course examines specific issues relating to business research projects in terms of formulating research questions, collection of data, analysis and recommendations. The course examines both quantitative and qualitative research and considers a multi-method approach as a more balanced way to achieve a pragmatic research methodology that can ultimately be useful for the business practitioner. A special emphasis is placed on communicating research results as this step is essential for a successful implementation of change based on research findings.

MGT 523 - Strategic Management in a Global Environment

Credit Hour: 3

Prerequisite: Last semester

In today's increasingly global competitive environment, managers face no greater challenge than that

of strategic planning and strategic management. Guiding a complex organization through a dynamic, rapidly changing, and increasingly globalized environment requires the best of judgment. Strategic management and planning issues are invariably ambiguous and unstructured, and the way in which management responds to them determines whether an organization will succeed or fail. This class prepares you to face the aforementioned challenges by focusing on strategy formulation, implementation, evaluation, and control in a global competitive environment. This class teaches strategy formulation at the functional, business, corporate, and global levels with a particular reference to business ethics, social responsibility, and good corporate governance. A special emphasis is placed on the area where strategies typically fail – implementation. Students will be taught various change management techniques together with the necessary leadership skills needed for implementing strategies. The course concludes with an overview of various traditional and new metrics and methods for evaluating effectiveness of a particular strategy. Ultimately, this course prepares managers to use various concepts, frameworks, theories, and methods of strategic management to attain a sustainable competitive advantage for their organizations.

Elective Courses

HRM 529 - Managing Training and Development

Credit Hour: 3

Prerequisites: No Prerequisite

In order for organizational leaders, supervisors, and HR professionals to be effective in their jobs, they need to acquire the appropriate knowledge and skills necessary for training and developing their human capital. This course provides students with a hands-on understanding of theories and practices to train and develop organizational

members in order to ensure the realization of the full potential of human capital in organizations. On a more strategic level, this course examines how training and development can be correlated with long term organizational change and development. Training and development activities are placed within the context of knowledge management and the need to create, develop and sustain a "learning organization".

This course starts with the role of training and development in organizations, and then provides a clear understanding of the relationship between training and development and other organizational functions. Next, adult learning concepts and their application to training and development are examined. Further, the course focuses on various concepts, theories and techniques related to training need assessment, planning for training, designing and developing the training content, implementing training (with a particular emphasis on the knowledge and skill transfer process), and training evaluation. The course also addresses issues related to the management and leadership development in organizations. Finally, the course requires students to design and deliver a training project, applying various tools and techniques of effective training and development. Ultimately, this course prepares students to effectively manage training and development in their organizations.

HRM 531 - Corporate Performance Management

Credit Hour: 3

Prerequisite: HRM 526

This course examines human resource management from a strategic perspective and focuses on how the Balanced Scorecard approach can be implemented as a strategic tool for improving performance of companies of different size across various industries. The first part of this course teaches students how to use the tool to align the organization



to its stated intent and translate the tool into operational objectives. The second part of this course teaches students how to unite employees through a strategic performance enhancement program implemented with the help of Balanced Scorecards. A particular emphasis is placed on management approaches and techniques for implementing Balanced Scorecards in organizations. These management techniques include creating organizational awareness, setting individual and team goals, and linking those goals to rewards. The course also teaches how to evaluate effectiveness of Balanced Scorecards implementation and make the necessary adjustments based on the feedback received.

MGT 520 - Business Ethics and Corporate Governance

Credit Hour: 3

Prerequisite: No Prerequisite

This course examines current issues in business ethics from the perspective of fundamental concepts and theories of ethics and social responsibility. The issues covered include whistle blowing, bribery, cartels, environmental protection, internet security, intellectual property, corporate governance, product liability, consumer safety, truth and advertising, employee rights and duties and quality of work life. The course is discussion-oriented. Students are encouraged to explore the human resource management implications of the issues raised. Ultimately, students will learn how to address organizational issues related to ethics and social responsibility.

MGT 513- Negotiation and Conflict Resolution

Credit Hour: 3

Prerequisite: MGT 514

This course is a practical introduction to the principles and practices of negotiation and dispute resolution. The course has a special focus on how communication and mediation can resolve conflicts in the workplace and improve collaboration. The course also familiarizes students with

a wide variety of fractious behaviors which can arise in organizations and provides a skill-base to successfully mediate between conflicting parties or simply to overcome differences. Ultimately, the course teaches students how to maximize work-place collaboration.

MGT 521 - International Business

Credit Hour: 3

*Prerequisite: MGT 482-PC**

This course is about the nature of international business and how companies respond to forces in the international business environment. The first part of this course includes analysis of the extent of the international business, the theories underlying it, and the forces affecting it. Some of the topics covered in this part include: globalization, the history of international business and global trade, main actors in the international business environment, the role of culture in international business, theories and frameworks used to analyze the international business environment, etc. The second part of this course includes analysis of appropriate company responses to various developments in the international business environment. Topics covered in the second part include: strategic alliances, international entry modes, environmental scanning, international marketing strategies, etc. A particular emphasis is placed on managing human resources in the international context. Ultimately, this course prepares students to effectively manage a business in the international context.

MGT 522 - Leadership and Communication

Credit Hour: 3

*Prerequisite: MGT482-PC**

Leadership is an essential ingredient in any attempt to achieve collective goals. The process of leadership depends on the interaction in a group or organization. Communication is one of the processes that are central to effective leadership and followership. Therefore, the course

will explore the connection between communication and leadership. Particularly, we will examine how the field of communication contributes to effective leadership. It also examines the skills of effective leaders, the importance of context for leaders, and case studies of successful leaders in business. This course will give you the chance to learn the styles of leadership including what works and what doesn't. The course also covers all the research for the last century or so on leadership. Topics may include leader as individual, team leadership, leading change, and creating vision and strategic direction. Particular emphasis is placed on the role of ethics in leadership..

MGT 525 - Organizational Change

Credit Hour: 3

Prerequisite: MGT 514

This course provides students with an understanding of the theories and practice associated with leadership and organizational change. The first part of this course focuses on change and change management. Topics covered include the nature of change, drivers of change, dimensions of change, organizational context within which change is implemented, change management process, as well as the role of various organizational and environmental factors in change management. The main goal of this first part of the course is to equip students with a deep understanding of what change is and the dynamics of change. The second part of this course focuses on leadership in the context of change management. This part examines various strategic approaches to managing change as well as specific leadership responses to change. Students will learn such essential leadership competencies as influence, conceptual thinking and systems thinking. All of these competencies are considered to be essential for initiating, managing, and implementing change within organizations. This part of the course also gives students an opportunity to assess their leadership potential in terms of identifying their leadership strengths and opportunities for



development around the following five competencies: focused drive, emotional intelligence, building trust and enabling others, conceptual thinking, and systems thinking. This leadership self-assessment allows the students to continue their personal development in relation to leadership and change management skills after finishing this course. Ultimately, this course prepares students to lead and manage change in their organizations.

MGT 561 - Cross Cultural Management

Credit Hour: 3
Prerequisite: MGT 514

This course addresses practical management skills for global managers. It examines common issues and best practices for managing a global workforce as well as relations with important customers and partners. Managers with keen strategic insights often fall short when it comes to practical implementation because they lack the skills required to interface effectively with their counterparts from around the world.

Generic cross-border management issues are discussed and then applied to specific skill areas, including establishing credibility, building relationships, obtaining information, evaluating people, giving & receiving feedback, training & development, meeting management, sales & marketing, negotiation, and conflict resolution. Beyond such person-to-person skills, global organization development and consulting skill areas such as multicultural team building, knowledge transfer, innovation, and change management are also covered.

Generic skill areas are applied and adapted to the specific business practices of different localities. Assigned projects will be supplemented by simulations of common situations by course participants, cases, and video materials.

HRM 599-P - Graduate Project in Human Resource Management

Credit Hour: 3
Prerequisite: MGT 524 + Last semester

The ultimate goal of this course is to equip students with advanced knowledge in a specialized area of Human Resource Management (HRM) and practical research skills that can be used for addressing important HRM problems in the workplace. In this course, students are expected to conduct original business research in a specialized area of HRM. The area in which research is conducted should be related to student's concentration within MHRM program or general professional interests. The research is conducted under the guidance of the instructor assigned to this course. Students are expected to stay in close contact with the instructor and consult him or her regularly on the subject matter of their research, research methodology, written and verbal communication of research, and other operational issues that may arise while conducting the research project. While reliance on secondary data sources is permissible, generally, students are expected to use primary data for their research. At the end of the course, students are required to communicate effectively the results of their research in a written and verbal form. Produced research should adhere to the highest standards of professional and research ethics.

Doctor of Business Administration

Phase I

COMM 1 - Communication and Leadership

Credit Hour: 3
Prerequisite: No Prerequisite

This course enhances communication skills and enables students to effectively communicate basic and applied research concepts in leadership. The course also introduces students to the importance of communication for excellence in leadership. This course provides a foundation for students to excel in subsequent DBA courses. The course emphasizes critical thinking, writing, presenting, and working in collaborative teams in the context of management research, leadership, and persuasion.

METH 1 - Introduction to Business Research

Credit Hour: 3
Prerequisite: Co requisite of COMM1

This course is the lead course in the methodological foundation component of the DBA program. It introduces students to the philosophy and the process of business research. Students will learn how to: (1) identify a research domain; (2) perform a literature review; (3) pose a meaningful research question; (4) develop an appropriate research design to answer that question; (5) collect relevant data and analyze it for the purpose of answering the research question and, finally, (6) to prepare a research proposal. The idea at this stage is not to master the methodological details but to acquire a solid grasp of the principles and the processes of research.

METH 2A - Qualitative Methods for Research I - Design

Credit Hour: 3
Prerequisite: METH 1

This course considers the research process as an interaction with others to gather data such that interpretation has priority over quantification, subjectivity over objectivity. The course examines several distinctive schools of qualitative research, such as narrative research, phenomenology, grounded theory, ethnography and the case study. The course focuses on the initial design process: choosing individuals, site or an organization



for analysis, developing research questions, and planning for data collection. This process is not linear but rather iterative: it allows for revisions of the initial research design.

METH 2B - Qualitative Methods for Research II

Credit Hour: 3
Prerequisite: METH 2A

This course covers qualitative research methods at the stage of data analysis. Such analysis is intended to cover an array of interpretative techniques which will seek to describe and determine the meaning of naturally occurring phenomena in the social world. The course examines the choice of a data collection strategy that reflects the complexity and distance of the data. Issues of data collection are reviewed in terms of direct and indirect observations. A process of analysis is considered that deals with both the attributes of variables and the culture domain of the analysis. Finding themes, the selection and use of code books and the representation of data is included. The use of profile and proximity matrices is made as a tool of analytical reasoning to add meaning to the data. The importance of conceptual models is considered as a way of providing further understanding of the data. An analytical frame is introduced that considers the units of analysis, the attributes of the data, levels of measurement, aggregation and comparison. The use of keywords in narrative analysis, grounded theory, schema analysis, analytic induction and ethnographic decision models are discussed. Since qualitative research is not a linear process, this course emphasizes iteration and refinement that consists of study redesign, additional data gathering and further re-analysis.

METH 3A - Quantitative Methods for Research I - Design

Credit Hour: 3
Prerequisite: METH 1

This course is the first of a two-

course sequence on the use of quantitative methods in business research. It focuses primarily on research design and data collection. The student will learn various design methods that differ in purpose (such as exploratory vs. descriptive), modality (such as survey vs. experiment and interview vs. questionnaire), scope (such as longitudinal vs. cross-sectional); measurement issues and instrument development; sampling strategies; use of secondary data, etc. The student will acquire both the theoretical foundation and the practical experience necessary in understanding and designing quantitative research.

METH 3B - Quantitative Methods for Research II - Analysis

Credit Hour: 3
Prerequisite: METH 3A

This course is the second of a two-course sequence on the use of quantitative methods in business research. It focuses primarily on data processing, modeling and analysis. It starts with exploratory data analysis and descriptive statistics; introduces sample-based inferential statistics; continues with the estimation and the hypothesis testing of different population parameters such as mean, variance and proportion, involving one or more populations; covers correlation concepts and simple/multiple regression models; addresses topics such as factor analysis and the question of dimensionality reduction; and finally, wraps up with a survey of statistical methods/tools available for analytical use. The student acquires both the theoretical foundation and the practical experience necessary in understanding the tools and methods of quantitative analysis.

MGMT 1 - Management of Change and Innovation

Credit Hour: 3
Prerequisite: COMM 1

The course prepares students to strategically navigate through challenges brought about by

change in the nature of work and the workforce in organizations by providing them with behavioral and social principles as they apply to various organizational and managerial contexts. Topics may include: the change process; the management of change; change-agent and his/her role; resistance to change and strategies to overcome it; the trend to open information ("open source") rather than protected intellectual property; and distribution of innovation over many independent but collaborating actors. Students will explore the current research in innovation and change and develop position papers with research to support their argument. For example, students may choose a position on the debate that the measure of innovation is more than the number of patents, market share, and revenues or profits.

MGMT 2 - Seminar in Strategic Management

Credit Hour: 3
Prerequisite: No Prerequisite

This seminar focuses on contemporary theories and practices in strategic management. Four research themes from the theoretical framework literature will be selected and then each will be critiqued using relevant research literature.

MGMT 3 - Leadership

Credit Hour: 3
Prerequisite: COMM 1

This course considers the concept of leadership from a senior management perspective with both theoretical and practical approaches. Traditionally, the concept of leadership has been viewed as something a manager does in order to enable his or her subordinates to do their jobs effectively. This course considers leadership in terms of a body of knowledge and practice within an organizational context of empowerment and change. The course defines leadership and covers the necessary traits of a leader, studies the leadership



process, and reviews assigned and emergent schools of thought on leadership. In addition to that, the natures of leadership skills are detailed and a number of contemporary approaches to leadership studies are reviewed, which include the style, situational and contingency approaches. Finally, an understanding of the practice of leadership is developed using a case study approach to model particular leadership styles matched to specific organizational situations.

MGMT 4 - Seminar in Organization Theory & Behavior

Credit Hour: 3
Prerequisite: COMM 1

This is a seminar that focuses on contemporary theories and practices in organization theory and behavior. In this seminar, four research themes from the theoretical framework literature will be selected and then each will be critiqued using relevant research literature.

MGMT 5 - Managerial Decision Making

Credit Hour: 3
Prerequisite: COMM 1

This course is about comprehending and improving the decision making processes of managers and other professionals. This would involve examining how decision makers think about difficult problems and characterizing the limitations of the human decision making ability. Guidelines and techniques for overcoming the limitations and improving the quality of decision making would also be discussed.

MGMT 6 - Global Issues in Business

Credit Hour: 3
Prerequisite: COMM 1

This course will expose the student to a plethora of global issues such as population, poverty, food supply, energy, communication, transportation, economy, politics, socio-cultural issues, natural resources, the environment, health,

education, business, etc. These topics will be addressed in such a manner that they will be up-to-date in conjunction with the term the seminar is offered. The intent is to challenge the students to think "outside the box", find correlations in these issues and relate them to business practices. It will be a great opportunity for all the stakeholders involved to acquire an overall knowledge on current global issues, follow the daily news and provide a critique on them.

RSCH 1 - Research Proposal

Credit Hour: 3
Prerequisite: METH 2B, METH 3B

This course is the capstone of the coursework leading to the DBA dissertation research or a terminal MMR degree. It is expected that a student will come into this course with a research topic, the methodology and an advisor already identified in advance. The course will be offered as an independent study under the guidance of the research advisor and/or an advisory committee. Upon successful completion of the course, the student will be certified ready to undertake the DBA dissertation work (provided that he/she is otherwise qualified) or an independent research work of similar magnitude.

Phase II

COMM 2 - Dissertation Writing Skills

Credit Hour: 3
Prerequisite: Admission to Phase II

This course will be taken by students after successfully completing the DBA coursework requirements, successfully defending the research proposal, and being admitted to the dissertation phase of the DBA program. The course will familiarize students with the dissertation process, and prepare them for writing and successfully defending the dissertation. It is expected that at the end of this course students will

have drafted the first few chapters of their dissertations. The course will be administered on a Pass/Fail basis. Student performance will be evaluated jointly by the course instructor and his or her research advisor.

RSCH 2: Dissertation

Credit Hour: 3
Prerequisite: Admission to Phase II

This course represents the final phase of the DBA program. The dissertation is composed of three refereed journal articles related to the same topic of research. The articles must be based on research completed by the DBA candidate while enrolled in Abu Dhabi University. The three publishable-quality articles must be around a certain theme.

Once admitted to this phase, a student undertakes, over several terms, independent research under the guidance of a primary advisor and/or an advisory committee (consisting of members from internal and/or external constituencies). The starting point is the successfully defended research proposal. This typically provides the background work and yields the first components of the dissertation. The research question is fine-tuned at this point and the research plan is firmed up. Data collection instruments and procedures are readied and put into play, after proper validation. The collected data are now analyzed and appropriate conclusions drawn. All these are written up into a draft and submitted for review to the advisory committee. After one or more rounds of review and revision, a decision is made on the acceptability of the reported research. If this is positive, an oral defense is held. Success here leads eventually to the conferring of the DBA degree.



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Academic Calendar

2015-2016

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
FALL SEMESTER 2015-2016									
May 2015 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 June 2015 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30								3 May Beginnig of Submission of Financial Aid/ Scholarship requirements for RETURNING students 10 Jun Deadline of Financial Aid/Scholarship requirement submissions for RETURNING students 18 Jun First day of the Holy Month of Ramadan ⁽¹⁾	
July 2015 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31								5 Jul Beginnig of Submission of Financial Aid/ Scholarship requirement submissions for NEW prospective students (IGSE & Others) 17 - 20 Jul Eid Al Fitr Holiday ⁽¹⁾ 29 Jul Deadline of Financial Aid/Scholarship requirement submissions for NEW propective students	17 - 20 Jul Eid Al Fitr Holiday ⁽¹⁾
August 2015 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31								12 Aug Deadline of Financial Aid/Scholarship requirement submissions for NEW prospective students (IGCSE ONLY) 23 Aug Accepting applications for Family Discount 24 Aug Math Placement Test for New Undergraduate Students 26 Aug Orientation for Newly Admitted Students 27 Aug Deadline of submissions for Declaration/ Change major form 27 Aug Deadline for Applications for Family Discount 27 Aug Deadline for Admissions/Transfer Credit 30 Aug Registration Deadline for Newly Admitted Students	

Notes:

(1) Subject to change based on the sighting of the moon.

(2) Tuition fee will not be refunded after this date.

(3) Examination periods are inclusive of Saturdays but not Fridays.

(4) Grade appeal deadline is one week prior to the early registration in the following regular semester.

■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
FALL SEMESTER 2015-2016									
	September 2015							2 Sep First Day of Classes 2 - 10 Sep Add & Drop Period with 100% Refund 10 Sep Payment Deadline 13 - 17 Sep Course Withdrawal Period with 75% Refund 17 Sep Deadline of online Applications for Graduation 20 - 27 Sep Course Withdrawal Period with 50% Refund ⁽²⁾ 22 Sep Arafat Day ⁽¹⁾ 23 Sep Eid Al Adha Holiday ⁽¹⁾	22 Sep Arafat Day ⁽¹⁾ 23 Sep Eid Al Adha Holiday ⁽¹⁾
1	6	7	8	9	10	11	12		
2	13	14	15	16	17	18	19		
3	20	21	22	23	24	25	26		
	27	28	29	30					
	October 2015							1 Oct Deadline of Withdrawal for PG COBA Course 15 Oct Islamic New Year 24 Oct Term A PG COBA last day of classes 25 - 27 Oct Term A PG COBA Final Exams Week ⁽³⁾ 29 Oct Release of Final Grades for Term A PG COBA ⁽⁴⁾	15 Oct Islamic New Year
4	4	5	6	7	8	9	10		
5	11	12	13	14	15	16	17		
6	18	19	20	21	22	23	24		
7	25	26	27	28	29	30	31		

Notes:

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■ PUBLIC HOLIDAY
■ EXAMINATION DATES
■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
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FALL SEMESTER 2015-2016

8 9 10 11	November 2015							1 Nov Term B PG COBA classes begins 1 - 2 Nov Term B PG COBA Add/Drop Period with 100% Refund 1 Nov Release of the Winter 2015-2016 Term and Spring 2015-2016 Semester Schedules 2 Nov Deadline of Payment for Term B PG COBA classes 8 Nov Grade Appeals Deadline for Spring 14-15 Semester and Summer 14-15 Term Final Grades ⁽⁴⁾ 8 Nov Advising and Early Registration Begins 11 Nov Appreciation Ceremony for Undergraduate Students (Abu Dhabi Campus) 12 Nov Appreciation Ceremony for Undergraduate Students (Al Ain Campus) 12 Nov Release of Mid-Semester Grades 19 Nov Deadline for Course Withdrawal	
	1	2	3	4	5	6	7		
	8	9	10	11	12	13	14		
	15	16	17	18	19	20	21		
	22	23	24	25	26	27	28		
	29	30							
12 13	December 2015							2 Dec UAE National Day 10 Dec Last Day of Classes 12 - 19 Dec Final Exams Period ⁽³⁾ 12 Dec Term B PG COBA Last Day of Classes 13 - 15 Dec Term B PG COBA Final Exams Week ⁽³⁾ 13 Dec Beginning of Submissions of Financial Aid/Scholarship Requirements for RETURNING students 20 Dec - 9 Jan Fall Break 22 Dec Final Grades Released ⁽⁴⁾ 24 Dec Prophet Mohammed's Birthday "May Peace be Upon Him" ⁽¹⁾ 30 Dec Deadline of Submissions of Financial Aid/Scholarship Requirements for RETURNING students	2 Dec UAE National Day 24 Dec Prophet Mohammed Birthday "May Peace Be Upon Him" ⁽¹⁾
			1	2	3	4	5		
	6	7	8	9	10	11	12		
	13	14	15	16	17	18	19		
	20	21	22	23	24	25	26		
	27	28	29	30	31				

Notes:

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■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
WINTER TERM 2015-2016									
	January 2016							1 Jan Gregorian New Year 3 Jan Deadline of Submissions for Declaration/ Change major form 7 Jan Deadline of Registration for Newly Admitted Students 7 Jan Deadline for Admissions/Transfer Credit 10 Jan First Day of Classes 10 - 11 Jan Add/Drop Period 100% Refund 11 Jan Payment Deadline 12 - 13 Jan Course Withdrawal Period 75% Refund 14 Jan Deadline for online Graduation Application 14 -17 Jan Course Withdrawal Period 50% Refund ⁽²⁾ 17 Jan Beginning of Submissions of Financial Aid/Scholarship requirements for NEW prospective students 24 Jan Release of Mid-Term Grades 28 Jan Course Withdrawal Deadline	1 Jan Gregorian New Year
1	3	4	5	6	7	8	9		
2	10	11	12	13	14	15	16		
3	17	18	19	20	21	22	23		
	24	25	26	27	28	29	30		
	31								
4	February 2015							6 Feb Last Day of Classes 7 - 9 Feb Final Exams Period ⁽³⁾ 11 Feb Final Grades Released ⁽⁴⁾ 14 Feb Deadline of Submissions of Financial Aid/ Scholarship requirements for NEW propective students	
	1	2	3	4	5	6			
	7	8	9	10	11	12	13		
	14	15	16	17	18	19	20		
	21	22	23	24	25	26	27		
	28	29							

Notes:

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(4) Grade appeal deadline is one week prior to the early registration in the following regular semester.

■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
SPRING SEMESTER 2015-2016									
1	February 2015							14 Feb	
		1	2	3	4	5	6	Accepting Applications for Family Discount	
		7	8	9	10	11	12	15 Feb	
		14	15	16	17	18	19	Deadline of Submissions for Declaration/ Change major form	
		21	22	23	24	25	26	15 Feb	
		28	29					Math Placement Test for New Undergraduate Students	
								17 Feb	
								Orientation for Newly Admitted Students	
								18 Feb	
								Admissions/Transfer Credit Deadline	
2	March 2016							18 Feb	
								Registration Deadline for Newly Admitted Undergraduate Students	
								18 Feb	
								Deadline of Applications for Family Discount	
								21 Feb	
								First Day of Classes	
								21 - 25 Feb	
								Add/Drop Period with 100% Refund	
								25 Feb	
								Payment Deadline	
3								28 Feb - 3 Mar	
								Course Withdrawal Period with 75 % Refund	
								3 Mar	
								Deadline for Graduation's Online Application	
								6 - 10 Mar	
								Course Withdrawal Period with 50% Refund ⁽²⁾	
								10 Mar	
								PG COBA Course Withdrawal Deadline	
								27 Mar - 9 Apr	
								Spring Break	

Notes:

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■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
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SPRING SEMESTER 2015-2016

	April 2016							16 Apr Term A PG COBA last day of classes 17 - 19 Apr Term A PG COBA Final Exams Week ⁽³⁾ 21 Apr Term A PG COBA Final Grades Released ⁽⁴⁾ 24 Apr Beginning of Submissions of Financial Aid/ Scholarship requirement for RETURNING Students 24 Apr Release of the Summer 2015-2016 Term and Fall 2016-2017 Semester Schedules 24 Apr Term B PG COBA classes begins 24 - 25 Apr Term B PG COBA Add/Drop Period with 100% Refund 25 Apr Deadline of Payment for Term B PG COBA classes	
6	3	4	5	6	7	1	2		
7	10	11	12	13	14	8	9		
8	17	18	19	20	21	15	16		
	24	25	26	27	28	22	23		
9									
10									
11									
12									
	May 2016							1 May Grade Appeals Deadline for Fall 15-16 Semester and Winter 15-16 Term Final Grades ⁽⁴⁾ 1 May Beginning of Advising and Early Registration for Students 3 May Deadline of Submissions of Financial Aid/ Scholarship requirement for RETURNING students 3 May Appreciation Ceremony for Undergraduate Students (Abu Dhabi Campus) 4 May Appreciation Ceremony for Undergraduate Students (Al Ain Campus) 5 May Israa Miaraj Night ⁽¹⁾ 8 May Release of Mid-Semester Grades 12 May Course Withdrawal Deadline	5 May Israa Miaraj Night ⁽¹⁾
	1	2	3	4	5	6	7		
	8	9	10	11	12	13	14		
	15	16	17	18	19	20	21		
	22	23	24	25	26	27	28		
	29	30	31						

Notes:

(1) Subject to change based on the sighting of the moon.

(2) Tuition fee will not be refunded after this date.

(3) Examination periods are inclusive of Saturdays but not Fridays.

(4) Grade appeal deadline is one week prior to the early registration in the following regular semester.

■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S M T W T F S	EVENTS	HOLIDAYS
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SPRING SEMESTER 2015-2016

13	June 2016							4 Jun Postgraduate Students Last Day of Classes
	5	6	7	8	9	10	11	5 Jun Undergraduate Students Last Day of Classes
	12	13	14	15	16	17	18	6 Jun First day of the Holy Month of Ramadan ⁽¹⁾
	19	20	21	22	23	24	25	6 -14 Jun Final Exams Period ⁽³⁾
	26	27	28	29	30			15 Jun Summer Break Begins

Notes:

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■ PUBLIC HOLIDAY
 ■ EXAMINATION DATES
 ■ FIRST/LAST DAY OF CREDIT CLASSES

WEEK	S	M	T	W	T	F	S	EVENTS	HOLIDAYS
SUMMER TERM 2015-2016									
1	June 2016							1 Jun Beginning of Submissions of Financial Aid/Scholarship requirements for NEW prospective students (IGSE & Others)	
	5	6	7	8	9	10	11	12 Jun Deadline of Submissions for Declaration/ Change major form	
	12	13	14	15	16	17	18	14 Jun Admissions/Transfer Credit Deadline	
	19	20	21	22	23	24	25	16 Jun Registration Deadline for Newly Admitted Students	
	26	27	28	29	30			19 Jun First Day of Classes	
								19 - 20 Jun Add/ Drop Period 100% Refund	
								20 Jun Payment Deadline	
								21 - 22 Jun Course Withdrawal Period 75% Refund	
								23 Jun Deadline of Online Applications for Graduation	
								23 & 26 Jun Course Withdrawal Period 50% Refund ⁽²⁾	
2	July 2016							3 Jul Deadline of Submissions of Financial Aid/Scholarship requirements for NEW prospective students deadline	6 - 8 Jul Eid Al Fitr Holiday ⁽¹⁾
3	3	4	5	6	7	8	9	3 Jul Release of Mid-Term Grades	
4	10	11	12	13	14	15	16	6 - 8 Jul Eid Al Fitr Holiday ⁽¹⁾	
	17	18	19	20	21	22	23	10 Jul Course Withdrawal Deadline	
	24	25	26	27	28	29	30	17 - 18 Jul Make Up days	
	31							18 Jul Last Day of Classes	
								19 - 21 Jul Final Exams Period ⁽³⁾	
								24 Jul Final Grades Released ⁽⁴⁾	

Notes:

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■ PUBLIC HOLIDAY ■ EXAMINATION DATES ■ FIRST/LAST DAY OF CREDIT CLASSES



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