



# POSTGRADUATE **CATALOG** 2020 - 2021



جامعة أبوظبي  
Abu Dhabi University

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#### **NATIONAL ACCREDITATION:**

Abu Dhabi University is licensed by the United Arab Emirates Ministry of Education, and all of its degree programs have received accreditation by the Ministry of Education, Department of Education and Knowledge (ADEK), and Knowledge and Human Development Authority (KHDA).



#### **INTERNATIONAL ACCREDITATION:**

ADU is the only national private University in the UAE and one of the youngest in the world under 15 years old to receive international academic accreditation from the "Western Association of Schools and Colleges: Senior College and University Commission - WSCUC". ADU's international accreditation is for a period of 6 years, and was awarded for the University's success in upholding the highest international academic standards of higher education institutions worldwide in teaching, scientific research and community service and for its commitment to three core values: student learning and success outcomes, quality and improvement, and institutional integrity, sustainability and accountability.

ADU's College of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the prestigious EFMD Quality Improvement System (EQUIS) for all its undergraduate and postgraduate programs. Only 1% of business schools worldwide have this double accreditation. Additionally, the College of Engineering has also earned the accreditation of the world renowned Engineering Accreditation Commission (EAC) and Computing Accreditation Commission (CAC) of ABET for six of its engineering programs. ADU houses the only architecture program to hold accreditation by the Royal Institute of British Architects (RIBA). The College of Health Sciences has earned accreditation from the Agency for Public Health Education Accreditation (APHEA). Our Aviation Department in particular has also received the accreditation as an Authorized Training Center (ATC) from the International Air Transport Association (IATA).



#### **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 eighth year in a row, Abu Dhabi University is the youngest higher education institution to enter the ranks of the world's top 701-750 universities in Quacquarelli Symonds (QS) world university rankings since 2012- 2013. ADU is ranked 3rd on the "International Faculty Index" for its faculty's diverse cultural backgrounds and maintained its long-held position as part of the top 11 universities worldwide recognized for student body diversity on the "International Student Index". Moreover, ADU also ranked in QS's top 150 leading institutions under 50 years, the top 27 universities in the Arab World, and the top 8 in the UAE\*.



#### **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.

\*QS World University Rankings

## ABU DHABI UNIVERSITY

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Dr. Waqar Ahmad	Chancellor

## MESSAGE FROM THE CHAIRMAN

Abu Dhabi University's journey began 17 years ago in 2003, out of a desire to build the first private university in Abu Dhabi, under the guidance and direction of the Ruler's Representative in Al Dhafra Region and President of the Abu Dhabi University Board of Regents, H.H Sheikh Hamdan Bin Zayed Al Nahyan. Today, not far from its second decade, our young University has several significant and remarkable achievements to its name. Furthermore, Abu Dhabi University is the only private university in the UAE to serve students across three campuses – Abu Dhabi, Al Ain and now Dubai.

These accolades set ADU apart from its local and regional competition, and elevate it to international standards. We are especially proud of our success in receiving international accreditation and institutional recognition from the Western Association of Schools and Colleges Senior College and University Commission (WSCUC), thereby making all its undergraduate and postgraduate degrees internationally recognized. This acknowledgement places Abu Dhabi University in the ranks of other prestigious peers accredited by WSCUC such as Caltech, UCLA and Stanford University.

Throughout its history, Abu Dhabi University has forged a path of excellence by implementing innovative initiatives and international standards in teaching, research and community service. There is no question that the university is at the forefront of the UAE's higher educational scene. In addition to the WSCUC accreditation, five programs offered by the College of Engineering have been accredited by the world-renowned Engineering Accreditation Commission and Computer Accreditation Commission of ABET. Furthermore, the College of Business received international accreditations for all its undergraduate, masters and doctoral programs from both the Association to Advance Collegiate Schools of Business (AACSB), and the prestigious EFMD Quality Improvement System (EQUIS), the top two international systems of quality assessment, improvement and accreditation of higher education institutions in management and business administration.

Abu Dhabi University was also the first university to receive the Sheikh Khalifa Excellence Award in 2010. For its support and patronage of entrepreneurship, ADU was also awarded the "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. Today, Abu Dhabi University is one of a select few universities in the UAE to enter the ranks of the world's top 750 universities in Quacquarelli Symonds (QS) world university rankings. ADU's unfailing commitment to quality standards related to the design, development and delivery of its academic programs and associated support services is evidenced by continual renewal of ISO certification.

As the capital's most prestigious national private university, Abu Dhabi University is 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. Our high employment rate stands 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 is equipped with the skills needed to be successful leaders. 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 an active partner in your future success.

**“At Abu Dhabi University...  
today we create tomorrow's success.”**

**Dr. Ali Saeed Bin Harmal AlDhaheiri**  
Chairman of the Board of Directors

## WELCOME FROM THE CHANCELLOR

Dear Students,

Thank you for your interest in Abu Dhabi University.

Since it opened in 2003, Abu Dhabi University has been dedicated to the intellectual development of individuals who will graduate to be leaders, making a positive contribution to national and global betterment and prosperity. This mission, however, is not limited to educating students: it is extended to the University's proactive participation in the national development process that will transform the UAE into a knowledge-based economy.

Although a young institution, in 2018 we had 7500 students enrolled in our undergraduate and postgraduate programs, our alumni numbers had reached over 9000, and in three consecutive years the employment rate of Abu Dhabi University graduates had averaged an impressive 90% within a year of graduation.

You will be joining an institution recognized internationally for the quality and relevance of its education and research. This is evident in our global rankings: we are in the top 2.8% of world universities and in the top 150 universities under 50 years of age (QS World University Rankings 2018). Diversity of cultures and talents underpins the success of the world's top universities as well as the most successful cities. The QS rankings show us to be among the world's elite universities for the diversity of our faculty and students (top ten for both). With most of the world's nations represented among our students and staff, you will meet with, learn from, and form friendships with talent from across the world.

The quality of our programs is also evident in the accreditations we hold. Colleges of Business and Engineering have achieved the prestigious AACSB, EQUIS and ABET international accreditations. All of the University's programs are internationally accredited by the Western Association of Schools and Colleges (WASC). You can rest assured that your Abu Dhabi University degree will be recognized and respected by employers and higher education institutions internationally.

Abu Dhabi University's success stems from clarity of vision and values. We regard students and faculty as a community of scholars, together pursuing knowledge, supported by great professional staff and excellent estate and facilities. We continue to invest in our facilities: in 2017 we added a new building to expand our laboratory provision for engineering and science, completed an extension to the student dormitories, and updated our facilities overall. In September 2017, we opened our Dubai Campus, located in an iconic building in Dubai Knowledge Park, and early 2018 saw the launch of our Al Dhafra region campus. We expect our comprehensive new Campus in Al Ain to be open to students in 2020.

Students and faculty make a university what it is. My job is to harness this collective talent to further enhance the University's reputation and to contribute to the economy and society in and beyond the United Arab Emirates. Above all, I want to ensure that your time at Abu Dhabi University is a memorable one, not only for helping you achieve your full academic potential and providing you with the skills and qualifications for productive careers, but also for supporting your personal growth as a well-rounded and productive citizen.

**“ I look forward to welcoming you to  
Abu Dhabi University. ”**

**Professor Waqar Ahmad FAcSS PhD BA  
Chancellor, Abu Dhabi University**

# UNIVERSITY ADMINISTRATORS

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H.E Mr. Salem Aldhaheer

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Provost

Associate Provost Student Success

Executive Director, Community Relations

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Dean, College of Arts and Sciences

Dean, College of Business

Dean, College of Engineering

Dean, College of Health Sciences

Dean, Academic Programs for Military

Campus Director, Al Ain and Dubai

Director, Academic Quality and Accreditation

Director, Innovation

Director, Marketing, Enrollment and Registration

Director, Student Affairs

Director, Organizational Planning & Strategy

Director, Business Support & Facilities

Director, Human Resources

Director, Information Management and Technology Services

Director, Finance

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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 ADU's Board of Regents Members. Abu Dhabi University currently serves over 7,500 students from over 70 different nationalities at three campuses, in Khalifa City, Abu Dhabi, in Al Ain and Knowledge Park, Dubai with a further center in Al Dhafra.

Abu Dhabi University consists of four Colleges: the College of Arts and Sciences (CAS), the College of Business (COB), the College of Engineering (COE) and the College of Law (COL). Education at ADU follows the American university system, with the language of instruction normally being English with Arabic in a few cases and its degree programs open to students of all nationalities.

## Abu Dhabi University Philosophy

The founders of Abu Dhabi University and its Board of Regents members strongly believe that the UAE society is in need of a first class, internationally-recognized, private university that will contribute to advancing the social, educational, cultural and economic interests of the nation. As such, ADU aims 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 an institution of higher education that is run in a business-like manner to ensure maximum efficiency of operation. It is a UAE institution utilizing the best of the American, British and Arab models of higher education while operating in a multicultural Arab country. ADU is a comprehensive institution, where scholarship and applied research are valued for their promotion of the economic and social welfare of the UAE, as well as for their role in providing the most up to date knowledge and modern tools to the student body. The language of instruction in the courses at ADU is English, with the exception of the PG Law and a few other programs.

Admission is open to students of all nationalities that qualify, and is based on academic ability and interest in a field of study in the context of the philosophy, vision, core values, mission, strategic goals, and objectives of the institution.

Abu Dhabi University first and foremost is an institution where teaching and learning are paramount. Faculty that are hired are of

international status and they enhance the active learning of Abu Dhabi University students, preparing them for the various career challenges of the UAE and of the global economy. Scholarship and research are valued because they bring an intrinsic value to the institution and the degree programs in which students are studying. The active research role of ADU faculty allows them to remain current in pedagogy and in their field of expertise, thus enhancing classroom experience with the most recent developments in scientific and technological fields. Service to the University and the community are part of the responsibility of all in the academic community in support of the overall mission of the University to promote the welfare of the UAE and its people.

## Institutional Licensure and Program Accreditation

Any institution located in the UAE that issues academic degrees, certificates, or diplomas must be licensed and have its programs accredited in order to be officially recognized by the UAE Ministry of Education. Abu Dhabi University obtained institutional accreditation from the UAE's Ministry of Education in 2003. The University and all its programs are accredited and approved by the UAE Ministry of Education.

### International Accreditation

In addition to its UAE accreditation, Abu Dhabi University has been committed to obtaining accreditation by international university-accrediting bodies.

### ABET (Accreditation Board for Engineering and Technology, USA) Accreditation

Abu Dhabi University's Bachelor's degree programs in Chemical Engineering, Civil Engineering, Electrical Engineering, Computer Engineering, and Mechanical Engineering have been accredited by the Engineering Accreditation Commission of ABET, and its Bachelor's degree program in Information Technology by the Computing Accreditation Commission of ABET, the global accreditor of college and university programs in applied and natural science, computing, engineering, and engineering technology.

ABET accreditation assures that programs meet standards to produce graduates ready to enter critical technical fields that are leading the way in innovation and emerging technologies, and

anticipating the welfare and safety needs of the public.

### RIBA (Royal Institute of British Architects) Accreditation

Abu Dhabi University's Bachelor of Architecture program has received RIBA Validation from the Royal Institute of British Architects (RIBA), making it the first and only program in the UAE to receive this accreditation.

RIBA Validation is one of the highest accolades awarded to an architecture program, and is based on the assurance of international quality standards in architectural education.

### AACSB (USA) & EQUIS (European) Accreditation

The College of Business at Abu Dhabi University is accredited by both the US-based AACSB and the EU-based EQUIS for all of its Bachelors, Masters, and Doctoral programs in Business. Our College of Business is both EQUIS and AACSB accredited. Only 1% of business schools worldwide have this double accreditation.

### WASC (Western Association of Schools and College, USA) Accreditation

In February 2016, Abu Dhabi University as an institution was accredited by the Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC). WASC is one of the six official academic bodies in the United States, responsible for the accreditation of public and private universities, colleges, secondary, and elementary schools, and of foreign institutions of American origin. The Accrediting Commission for Senior Colleges and Universities is the division of WASC that accredits public and private senior colleges and universities. ADU is the only private university in the Middle East to have received WASC accreditation.

### International Air Transport Association (IATA, Canada); Authorized Training Center (ATC) Accreditation

ADU has received the accreditation as an Authorized Training Center (ATC) on the 29th August 2019 from the International Air Transport Association (IATA). This refers in particular to the Department of Aviation.

IATA was founded in 1945 and currently has 299 airlines as members (as of April 2020). IATA is the prime facilitator for inter-

airline co-operation in promoting safe, reliable, secure and economical air services for the benefit of the world's consumers. IATA diplomas and certificates guarantee high standards of training and have gained worldwide recognition and acceptance as a quality product by the world's airlines and industry associations. These are important qualifications for anyone wishing to upgrade his/her professional competence or start a career in the travel, cargo or aviation industry.

## 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 (Arabic)
- Professional Post-Graduate Diploma in Teaching (English)
- Master of Education in Educational Leadership
- Master of Science in Special Education

### College of Business

- Master of Business Administration
- Master of Strategic Leadership
- Doctor of Business Administration

### 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
- Master of Engineering in Electrical and Computer Engineering
- Master of Science in Mechanical Engineering

### College of Law

- Master of Public Law
- Master of Private Law





## Vision

Abu Dhabi University will be a leading university in the MENA region, preparing graduates with the knowledge, skills and mindset to develop the leaders of tomorrow.



## Mission

At Abu Dhabi University, students are at the heart of everything we do. We prepare graduates for dynamic careers through transformative world-class education, enriched by innovative and flexible programs, international accreditations, applied research, and impactful industry and community engagement.



## Values

### **Excellence**

We hold ourselves accountable to the highest standards of performance in everything we do.

### **Innovation**

We inspire creativity, encouraging innovation to enhance the student experience and maintain global relevance.

### **Teamwork**

We work together, and with our partners, as one team. We celebrate and respect our diversity and build lasting relationships to achieve our shared ambitions.

### **Integrity**

We uphold the highest moral and ethical standards in all that we do.



## Strategic Goals

**ADU's strategic goals for the period 2017-2022 include:**

1. Engaging Students, Alumni and Partners;
2. Holistic Learning Experience;
3. Service Excellence;
4. Growth and Diversification;
5. Working Better Together; and
6. Ensuring Financial Sustainability.



# An Overview

## Campus Locations and Descriptions

### Abu Dhabi Campus

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 a large island just off the mainland of the Abu Dhabi Emirate.

Abu Dhabi University offers you an unparalleled learning experience in a state-of-the-art educational environment. The University prides itself on 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 the 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

Al Ain is the home city of the former President, H.H. Sheikh Zayed Bin Sultan Al Nahyan, God Bless His Soul, and is an oasis in the high desert of the Emirate. It is often referred to as the Garden City of the Emirates. Al Ain is renowned both for its architecture and its tree-lined boulevards in the shadow of the surrounding mountains.

Abu Dhabi University's Al Ain campus enjoys all the modern facilities to cater to 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 around 1,500 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 program classrooms, students' lounges, recreational facilities, a cafeteria, and an outdoor courtyard. Our students have the key facilities at their disposal that will provide them with all the educational necessities that make for an effective teaching and enjoyable learning environment.

### Dubai Campus

Dubai is well known for its warm hospitality and rich cultural heritage, and the Emirati people are welcoming and generous in their approach to visitors. With year-round sunshine, intriguing deserts, beautiful beaches, luxurious hotels and shopping malls, fascinating heritage attractions and a thriving business community, Dubai receives millions of leisure and business visitors each year from around the world.

The past few decades have witnessed incredible growth throughout all sectors of the Dubai economy. The Emirate's government is constantly working to improve its commercial transparency and introduce dynamic regulations that aid the formation of small and medium enterprises.

Abu Dhabi University's campus in Dubai offers Master and Doctorate degree programs carefully selected to cater to the needs of professionals working in the business communities, construction and engineering industries, finance and banking sectors, health and education institutions, management and legal firms.

Our teaching faculty are graduates with advanced degrees from top higher education institutions, with outstanding academic, research, and industrial experiences. Our teaching facilities are equipped with the latest instructional tools, supported by laboratories equipped with state-of-the-art audio-visual technologies, and well maintained by a highly qualified team of technical staff. Our library is rich with academic and technical references to help our graduate students in their academic and research work, and is electronically linked to local and international libraries.

Our administrative and financial team members are friendly, warm, and dedicated to support students from admission to graduation. Extra-curricular activities are encouraged within the campus and externally, as are sport and social activities.

Dubai Campus is strategically located in the heart of the knowledge village with accessibility to public transportation and surrounded by a variety of top companies, banks, shops, restaurants, natural views and small parks.

### Al Dhafra Center

Opened for intake in Spring 2018, Al Dhafra Center is the fourth branch location in ADU's expanding portfolio. Housed in the Baynounah Educational Complex in Madinat Zayed, Al Dhafra Center was established in direct response to the strategic needs of the UAE relating to higher education in the Al Dhafra Region. Through this new facility, ADU demonstrates its commitment to providing quality education across the UAE.

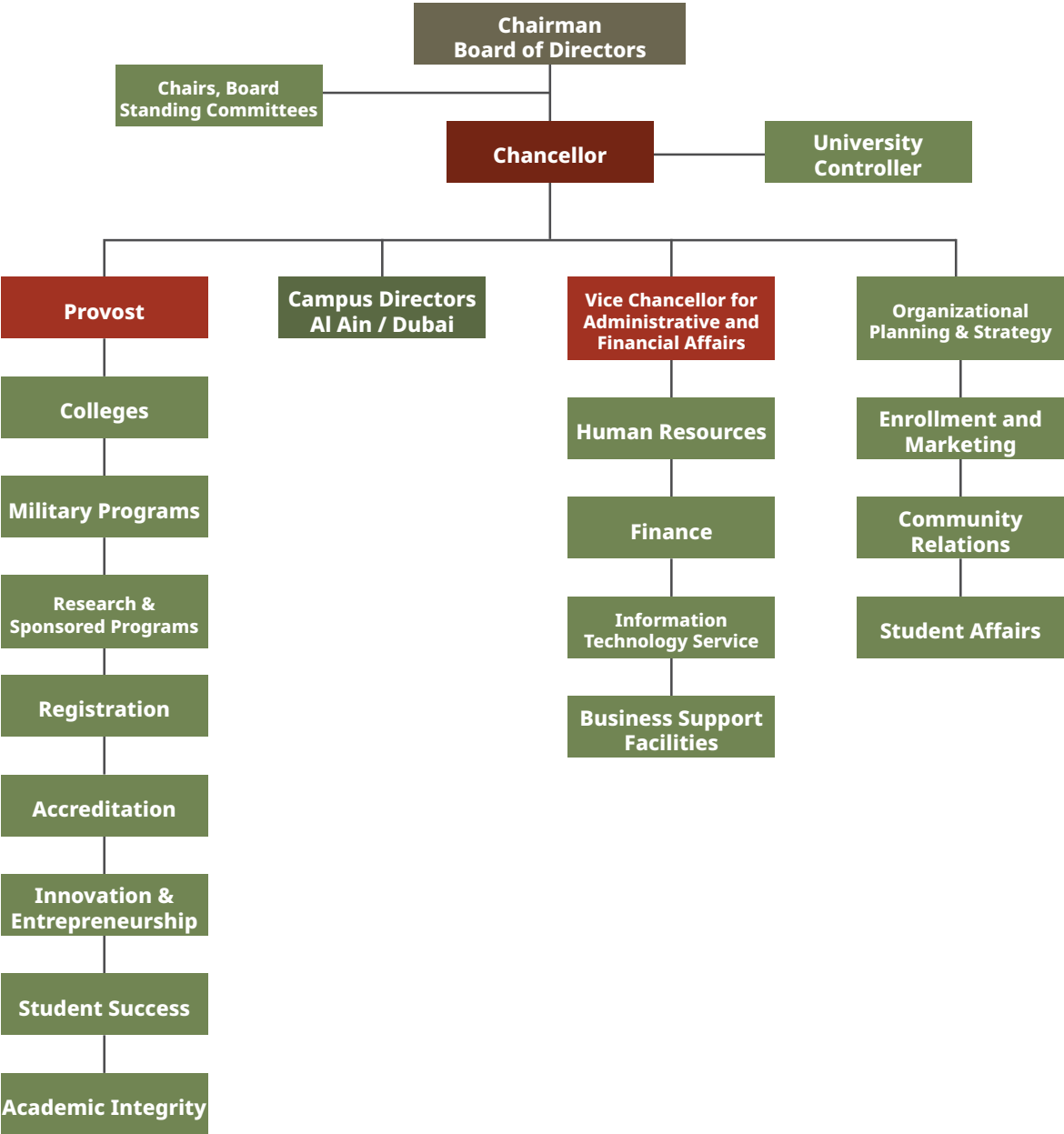
Students studying in the Center benefit from the same excellence in teaching and learning that is the standard across all ADU campuses, with internationally accredited postgraduate degrees delivered in state-of-the-art facilities by world-class faculty.

Programs currently on offer include Master of Business Administration, Master of Education in Educational Leadership, Professional Diploma in Teaching (English) and Professional Diploma in Teaching (Arabic).

Al Dhafra Region itself, formerly known as Western Region, is where the desert meets the sea and covers over two thirds of the Abu Dhabi emirate. The area includes Rub Al Khali (Empty Quarter) which is the world's largest uninterrupted sand mass with the biggest dunes this side of the Sahara. Along its coastline are beautiful beaches and islands and the numerous ancient forts are testament to its rich history. The region includes Madinat Zayed, Ruwais, Ghayathi, Liwa, Marfa, Dalma Island and Sila. Sir Bani Yas Island, the archaeological and conservation destination, is also part of Al Dhafra Region.

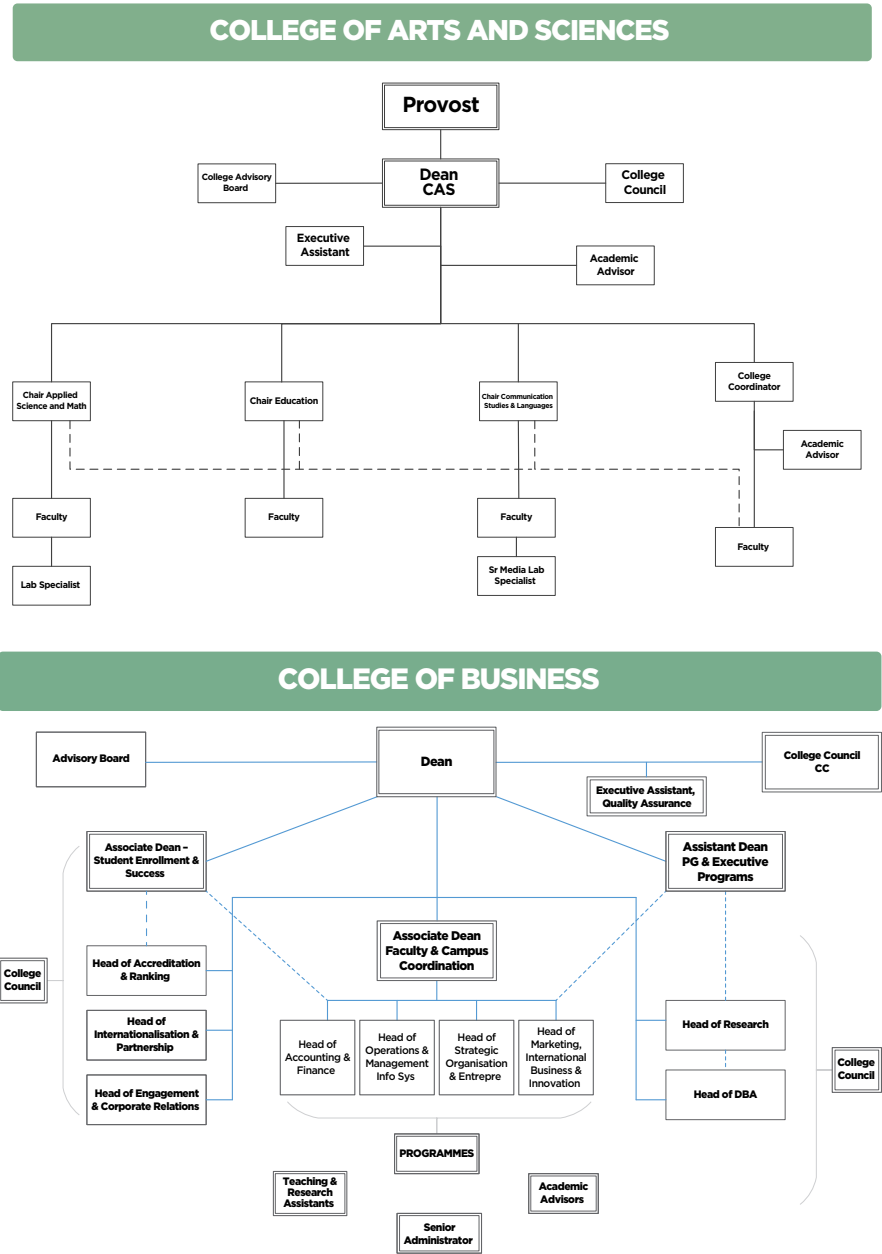
# Abu Dhabi University

## Organizational Chart



# Abu Dhabi University

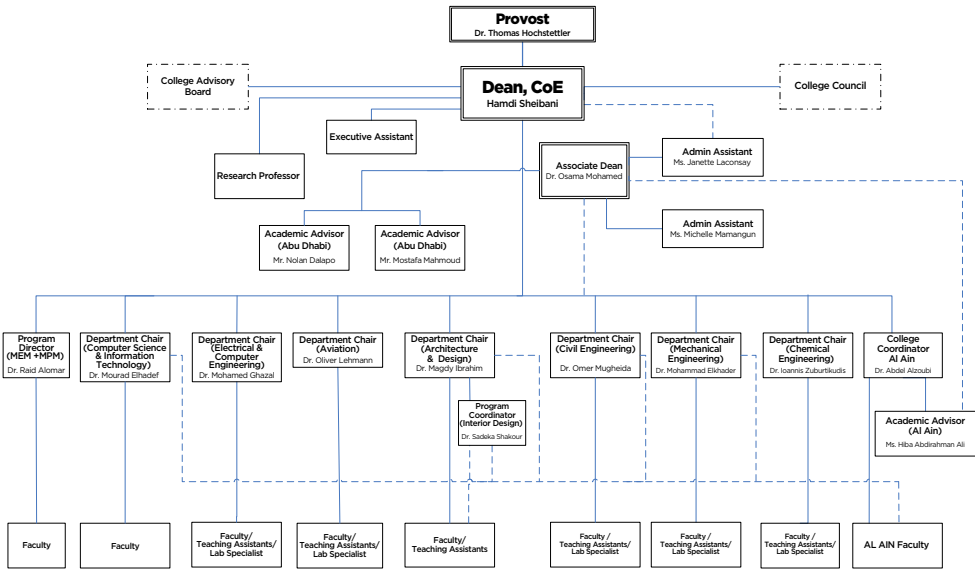
## College Organizational Chart



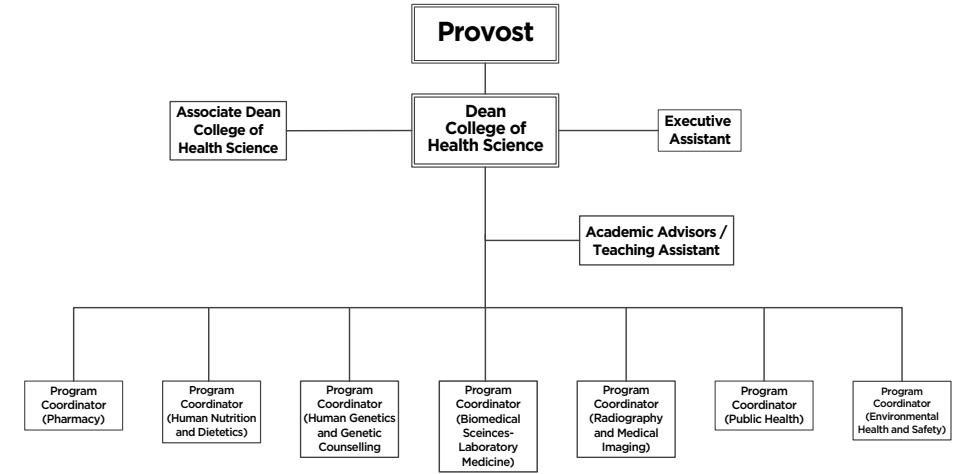
# Abu Dhabi University

## College Organizational Chart

### COLLEGE OF ENGINEERING



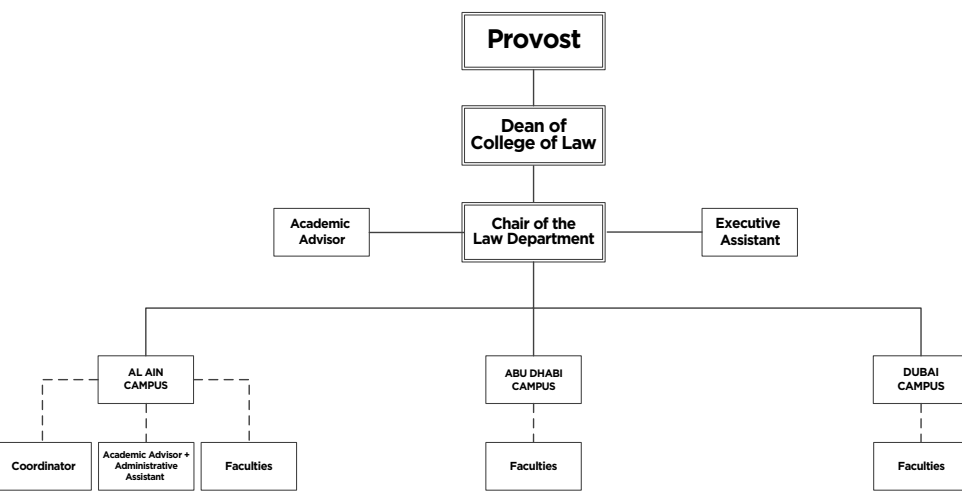
### COLLEGE OF HEALTH SCIENCES



# Abu Dhabi University

## College Organizational Chart

### COLLEGE OF LAW



# ACADEMIC TERMINOLOGY FOR ABU DHABI UNIVERSITY

**Academic Year** – The period of formal instruction that is divided into semesters and terms.

**Add/Drop** - A process at the beginning of the semester whereby students can delete or add classes online.

**Assessment** - The gathering of evidence of student learning and achievement to guide instructional decisions and aid student learning.

**Blackboard or Blackboard Learn** – Web-based tool that allows students to access course materials and resources.

**Concentration** - It is best thought of as a grouping of courses which represent a sub-specialization taken within the major field of study. A concentration may be specified on the diploma or in the student's academic record (transcript).

**Cumulative Grade Point Average (CGPA)** – The overall average of all course grades attained during the student's enrollment at Abu Dhabi University. The CGPA is used for a number of academic decisions, including awards and academic probation.

**Degree** – Diploma or title conferred by a college, university, or professional school upon completion of prescribed program of studies.

**Degree Program** – The term degree program is used at Abu Dhabi University to indicate the total academic credit requirements a student must complete in order to earn a specific degree/diploma from the University, i.e. a B.B.A. degree program in Management.

**Early Registration** – A process of choosing classes in advance.

**Elective** – Course that student may choose to take for credit toward their intended degree, as distinguished from a course that they are required to take.

**Field** – The term field is used at Abu Dhabi University to indicate a broad academic area that generally includes several disciplines or subfields i.e. the field of business administration includes the disciplines of management, marketing, finance, accounting etc.

**Full-time Student** – A student who is enrolled at the university taking at least a minimum load of 12 credits per semester.

**Grade Point Average (GPA)** – A system of recording achievement based on a numerical average of the grades attained in each course in a given semester or term.

**Internship** – An organized and supervised career-related professional experience. Academic credits are awarded for the learning acquired through their work experience, depending upon their performance evaluation. Internships are administered using well planned syllabi and work plans during the period of training, which are supervised by site-supervisors and college-supervisors.

**Major** – A student's principal field of study.

**Midterm exam** – An exam administered midway during the academic term covering class material studied until that point.

**Minor** – A subject in which the student takes the second greatest concentration of courses.

**Pre-requisite** – Program or course that a student is required to complete before being permitted to enroll in a more advance program or course.

**Professional Academic Advisor** – A full-time staff member within each college who advises and counsels students on programs and course selection, institutional policies, career choices, effective study habits, and/or other academic and career-oriented decisions.

**Term** - Some courses may be offered in a time-shortened period not less than 6 weeks, called a term, which nonetheless offers class contact time and out-of-class assignments equivalent to a semester course.

**Theme** – The term theme is used at Abu Dhabi University to indicate a free choice of 9 credits from a selected list of courses in a sub-discipline at the undergraduate level.

**Transcript** – A certified copy of a student's educational record.

**Withdrawal** – An administrative procedure of dropping a course or leaving a university.

Non-refundable application fee (online payment).

Once an application and the required documents are submitted, a response will be provided no later than one week from the date the application was received.

Admission offers are valid for one academic year only. If a student doesn't register within the academic year, he/she will have to reapply.

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

# 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 online Application for Admission form with a non-refundable application fee (online payment),
- 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. Passport-sized photographs; (to be uploaded in the online application
- d. A copy of a valid passport and residency visa (if applicable),
- e. Copy of the UAE National Identity Card,
- f. Evidence of relevant work experience,
- g. An application letter of 500-1000 words in length,
- h. 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, EMSAT min. score of 1400,
- i. Copy of the latest C.V.,
- j. A true copy of an Equivalency letter from the Ministry of Higher Education and Scientific Research for applicants graduating from universities outside the UAE.
- k. 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.

Table of Equivalent Scores on tests of English Language Proficiency\*

IELTS Scores Overall	iBT Scores	ITP Scores	EMSAT Scores
6.0	79	550	1400 - 1525

\*Note: Score equivalents are provided by testing organizations.

Applications that have missing documents past the cut-off date will be issued rejection letters. However, students may re-apply once their admission documents are complete.

\*The basis for admission is the Master degree. 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. Attested Bachelor and Master's Degree, transcripts and certificates from the country where the certificate is issued.
- 2. Copy of student's passport (valid for at least 6 months),

## 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 3.00 on a 4.00 point scale or its established equivalent in relevant Master course work.
- 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, EMSAT min. score of 1400.

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 an Academic IELTS band 6.00, 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.
- 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 online Application for Admission form with a non-refundable application fee (online payment),
- 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. Passport-sized photographs (to be uploaded in the online application),
- e. A copy of a valid passport and residency visa (if applicable),
- f. Official transcripts and course syllabi from other universities for credit transfer,
- g. Evidence of relevant work experience may be required (for Master of Strategic Leadership applicants),
- h. 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, EMSAT min. score of 1400,
- i. Copy of the latest CV.,
- j. 2 Recommendation letters may be required (applicable for Master of Engineering Management applicants),
- 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 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 cut-off date will be issued rejection letters. However, students may re-apply 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. Attested Bachelor's Degree, transcripts and certificates from the country where the certificate is issued.
- 2. Copy of student's passport (valid for at least 6 months),

Master Degree Regular Entry Requirements:

- All students applying for Master Degree admission 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 2.5 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, EMSAT min score of 1400.

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:

Table of Equivalent Scores on tests of English Language Proficiency\*

IELTS Scores Overall	iBT Scores	ITP Scores	EMSAT Scores
6.0	79	550	1400 - 1525

\*Note: Score equivalents are provided by testing organizations.

Case I:

Students with a recognized baccalaureate degree and an EmSAT score range of 1250 - 1375 or its equivalent on another standardized test approved by the Commission such as TOEFL scores of 197 CBT, 71 iBT, 530 PBT, or 5.5 IELTS. Such students must meet the following requirements during the period of conditional admission or be subject to dismissal:

- 1. Must achieve an EmSAT score range of 1400 – 1525 or equivalent, by the end of the student's first semester of study;
- 2. May take a maximum of six credit hours in the first semester of study, not including intensive English courses;
- 3. Must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studied for the master's program.

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:

For graduate programs taught in Arabic, unless an exemption is granted by the Commission, a minimum score range of 950 - 1075 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by Commission, such as TOEFL scores of 139 CBT, 51 iBT, 450 PBT, or 4.5 IELTS, or others as identified in below table for equivalent Scores on Approved Tests of English language Proficiency.

- 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 2.49.

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

If the conditionally admitted students fail to submit their Equivalency Letters during the first semester, their accounts will be deactivated and they will not be allowed to register for the following semester. However, students should approach the Office of Student Recruitment and Admission in writing in case they are not able to submit their Equivalency Letters by the end of their first semester at ADU. A committee will decide on each case based on the provided documentation.

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.

An additional master's degree from the same institution may be awarded only when a student meets the admission requirements for the second degree and upon completion of the requirements of the additional degree, which must include at least 15 credits of courses that are distinctive and not taken to meet requirements of the first degree.

Master's degrees offered by any institution must include no less than 15 credits that are distinctive to that particular master's program.

### Professional Post-Graduate Diploma in Teaching General Admission

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

- A fully online completed Application for Admission form with a non-refundable application fee,
- A true copy of the certified Bachelor Degree Certificate and Transcript (attested by the MOHESR for graduates from universities in the UAE),\*
- A copy of UAE National ID Card,
- Passport-sized photograph (to be uploaded in the online application),
- A copy of a valid passport and residency visa (if applicable),
- Official transcripts and course syllabi from other universities for credit transfer,
- Copy of the latest C.V.,
- 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 cut-off 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:

- 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,
- Copy of student's passport (valid for at least 6 months),
- Evidence of adequate funds or sponsorship,
- Standard form indicating that the applicant will abide by the Abu Dhabi University rules and regulations,
- 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.
- 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:

- Be original certificates or an attested copy,
- Show grades received for each subject, and
- 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.

### Credit Transfer

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

- Students transferring from other institutions into the same program major should be in good academic standing (for undergraduates, a minimum CGPA of a 3.0 on a 4.0 scale, or equivalent) based on the teaching, learning and assessment system employed in the organization at which they initially enrolled, demonstrated by certified transcripts or other evidence;
- The transfer of credits may be accepted towards fulfilling the requirements for a university degree provided they are deemed equivalent (relevant and at the appropriate level of study) to a specific course and program. The Dean of the appropriate College will decide what credits can be transferred towards the completion of an ADU program;
- 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;
- 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;
- The student has received grades of at least B, and the coursework is deemed comparable to what is required in the specific degree program;
- Credit transfer will not be granted twice for substantially the same course taken at two different institutions;

- 7. The course credit hours to be transferred are equal or higher to the credit hours of Abu Dhabi University courses;
- 8. 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 25% 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 Admissions 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.

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 re-admitted).

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. Avalid 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 an interview with the student may be required. The committee will evaluate the students' Abu Dhabi University transcripts and course syllabi and will have a 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 online 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;
- 6. No objection letter from Registrar Office from the University at which the student is registered.

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



## Admission Requirements

### Master of Business Administration

- 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 prepare 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.

### Master of Human Resources Management

- 1. Candidates for admission must have an undergraduate degree.
- 2. Students with undergraduate degree outside of business will be required to take the 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.

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 prepare 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 Strategic Leadership

1. Candidates for admission must have an undergraduate degree.
2. Work experience at a managerial level from 2 to 5 years of at least 2 years depending on the CGPA.
3. English score of at least 550 in paper-based TOEFL (213 in CBT or 79 in IBT) or 6.0 in IELTS.
  - 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.

Doctor of Business Administration

Admission to Phase I: Coursework including Research Proposal

1. Candidates for admission must hold either a master's degree in business or business related area with a CGPA of 3.0 or above.
2. An iBT min 79 / ITP min 550 (taken at ADUKG or Amideast only) / Academic IELTS 6.0 is required.
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 Defense.

Pre-core Courses

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

Master of Engineering Management

1. A Bachelor's Degree in engineering recognized by the UAE Ministry of Higher Education and Scientific Research.
2. The following pre-core (or foundation) courses are required of all applicants unless a student has successfully completed the course or its equivalent prior to joining the program.

Foundation (Pre-Core) Courses \*

Course Code	Course Title	Credit Hours	Prerequisite(s)
ACC 482-PC	Financial Accounting	2	No Prerequisite
GEN 484-PC	Engineering Economy	3	No Prerequisite

3. The applicant must submit two letters of recommendation.

Master of Project Management

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education and Scientific Research in Engineering, Architecture, Computer Science, or IT.
2. There are no pre-core courses required for admission to this program, however, certain elective courses require that students have undertaken pre-core courses in related subjects. Pre-core courses are waived if a student has taken any of them in his/her undergraduate/graduate degree with score of C or above. The pre-core courses are:

Course Code	Course Title	Credit Hours	Prerequisite (s)
ACC 482-PC	Financial Accounting	2	No Prerequisite
GEN 484-PC	Engineering Economy	3	No Prerequisite

The elective course MEM504 requires an undergraduate level course in statistics with a minimum grade of C, or passing a statistics challenge test.

Master of Science in Civil Engineering

1. Candidates for admission must have a bachelor's degree in Civil Engineering or related field
2. Candidates with CGPA in their undergraduate degree of 2.5 or above will be admitted to the M.Sc. in Civil Engineering program.
3. Based on the courses the applicant took at the undergraduate degree level, and the concentration applied for, the Program Director may require the applicant to take certain undergraduate remedial courses or pass a challenge test.

Master of Science in Information Technology

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. Pre-core courses are determined by the Director of the MSIT program on a case-by-case basis, and are waived if a student has taken any of them in his/her undergraduate degree with score of C or above. 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).

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

Master of Science in Sustainable Architecture

1. A Bachelor's Degree recognized by the UAE Ministry of Higher Education in Architecture, Architectural Engineering, Urban Planning, Built Environment, or 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

1. Candidates applying for the MScECE program are required to have a Bachelor's degree in Electrical Engineering, Computer Engineering, IT, or related fields from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research.
2. Based on the courses the applicant took at the undergraduate degree level, the Program Director may require the applicant to take certain remedial undergraduate courses or pass a challenge test.

Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CEN 304	Electronic Circuits and Devices	3	No Prerequisite
EEN 345	Power Systems	3	No Prerequisite
CEN 305	Microprocessors and Firmware Programming	3	No Prerequisite
CEN 320	Signals and Systems	3	No Prerequisite
CEN 335	Introduction to Communications	3	No Prerequisite
CEN 325	IoT: Foundations and Design	3	No Prerequisite

Master of Engineering in Electrical and Computer Engineering

1. Candidates applying for the MEngECE program are required to have a Bachelor's degree in Electrical Engineering, Computer Engineering, IT, or related fields from an accredited university recognized by the UAE Ministry of Higher Education and Scientific Research.
2. Based on the courses the applicant took at the undergraduate degree level and his/her previous experience, the Program Director may require the applicant to take certain remedial undergraduate courses or pass a challenge test.

Course Code	Course Title	Credit Hours	Prerequisite (s)
CEN 304	Electronic Circuits and Devices	3	No Prerequisite
EEN 345	Power Systems	3	No Prerequisite
CEN 305	Microprocessors and Firmware Programming	3	No Prerequisite
GEN 200	Engineering Economy	3	No Prerequisite
CEN 320	Signals and Systems	3	No Prerequisite
CEN 335	Introduction to Communications	3	No Prerequisite
CEN 325	IoT: Foundations and Design	3	No Prerequisite

Master of Science in Mechanical Engineering

Students with a Bachelor degree in Mechanical Engineering recognized by the UAE Ministry of Higher Education and Scientific Research and related fields are eligible to apply. However, students with undergraduate degrees other than mechanical engineering may be admitted on conditional basis. Such students will have to take some undergraduate-level deficiency courses, as determined by the graduate advisor after examination of their undergraduate transcripts.

Students who lack the expected knowledge for unconditional admission must complete the required prerequisite undergraduate courses as recommended by the graduate advisor. The expected prerequisite knowledge for the MSME:

Course Code	Course Title	Credit Hours	Prerequisite (s)
MEC 465 or equivalent	Numerical & Finite Element Simulations of Engineering Problems	3	No Prerequisite

# Master of International Relations (Military Program)

## Admission Requirements:

- All students applying for postgraduate 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.
- 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 Amideast only) or 6.0 in Academic IELTS.
- The students who do not have a bachelor degree in political sciences must take a Preparatory Course before the beginning of the semester.

## Exceptions:

- Students who are native speakers of English and have completed their undergraduate 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 500, or its equivalent on another standardized test approved by MOHESR, at the time of admission to his/her undergraduate program.

## 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:
- 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.
- Must achieve an overall CGPA of 3.00 by the end of first semester of study (students are allowed to repeat one course to raise their CGPA). Students will be dismissed if this condition is not met.

### Case II:

- English TOEFL score equal to or above 550 (or its equivalent using the standardized tests approved by the Ministry)
- and a CGPA between 2.00 and 2.49

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 in the first Semester of Study for the master's program (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 Office of Student Recruitment and Admission 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. Once conditionally admitted students meet the above conditions, they will be granted regular admission.

## Transfer Admission

Students may transfer to the Master of International Relations program from within Abu Dhabi University or from other programs provided they meet all admission requirements. Up to 9 credit hours earned at the graduate level earned at other institutions or at Abu Dhabi University, with a minimum grade of "B", may be transferred to International Relations program. Only courses that have equivalents in the Master of International Relations program, as determined by the Program Director, may be transferred.



## 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:

- 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.
- Students register online at [www.adu.ac.ae](http://www.adu.ac.ae) 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, tuition fees are to be paid online, through bank transfer or in person 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 the 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.

## Re-Enrollment

a. A former Abu Dhabi University student in good academic standing, whose enrollment 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.

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 obtainable from the university website and 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.

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 towards 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.

Undergraduate students may not register for more than six credits of Independent Study. 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.

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 respective College advisor 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 issue a Letter of Approval to the other academic institution.

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](http://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.

Graduation Clearance

Graduating students will be required to get clearance from certain departments of the University. Below is the guideline to initiate the online graduation clearance:

1. Login to PeopleSoft-SIS and navigate to Self-Service—Degree Progress/Graduation—Graduation Clearance Requests.
2. Select career and graduation term on following page and click Submit a New Request.
3. A Request page will appear with your personal and academic details. In this page, you can do the following: edit your UAE Emirates ID, Marital status and Passport Number; verify or update your contact number and email address; select your current Emirate of residence; select appropriate response to questions about employment and give any feedbacks or comments about your data.
4. On the same page, attach a copy of your Passport, Emirates

ID and your updated CV.

5. Click Submit to initiate your request. On successful submission of request, you will receive an auto-generated email notification with request number.

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.

Tuition and other Fees

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	900
Master of Education in Leadership	Per credit hour	2840	2840
Master of Science in Special Education	Per credit hour	2840	2840
College of Business			
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	-
Master of Science in Finance	Per credit hour	2840	-
College of Engineering			
Master of Engineering Management	Per credit hour	2940	2940
Master of Science in Computer Science	Per credit hour	2835	-
Master of Project Management	Per credit hour	2940	-
Master of 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 Engineering 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	-
College of Law			
Master of Law	Per credit hour	2840	2840
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	2000
Institutional TOEFL + Write Placer	One Time	585	585
IELTS Exam	One Time	1000	1000
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	1,320	
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	
Offeical 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 - Refundable	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	Per Occurrence	550	
Visa Cancellation (ADU has passport)	One Time	180	
Visa Cancellation (ADU doesn't have passport)	One Time	325	
Student Health Insurance	Per Year	1000	
Maintenance Deposit - Refundable	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. The maximum annual limit for any fee increase is 5%.

Payment

Tuition and fees are due upon registration. Students can pay cash directly at any branch of First Abu Dhabi 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. 7771001811647012 at any of the First Abu Dhabi 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 FAB branches.
- Deposit the full amount into Account No. 7771001811647012.
- Keep the FAB 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 FAB deposit slip

Online Payment

Online payment is available through the Abu Dhabi University website [www.adu.ac.ae](http://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 200/- is charged to students who drop courses during the refund period and decide to receive a cheque for the refunded amount. AED 500 is charged if students had paid fees through credit/debit card or online channel. 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; 15% admin fees will apply
  - c) 50% refund during the third academic calendar week; 15% admin fees will apply 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; 15% admin fees will apply
  - c) 50% refund during the fifth and sixth days of classes; 15% admin fees will apply; and ,
  - 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. 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.

# STUDENT AFFAIRS DEPARTMENT

Student Affairs Department is primarily student-focused with an emphasis on holistic, experiential, and developmental learning. The department is directly managing the following programs:

## ADUGroups

Social media like platform implemented to increase student's knowledge and engagement with all activities happening in ADU's campuses. Through the platform, students can register for events, competitions, programs and stay updated on what's happening on ADU's campuses.

## Co-curricular Transcript

Through ADUGroups platform, the department will issue graduating students a co-curricular transcript. The co-curricular transcript is an official record of involvement in student organizations, community service activities, professional/educational development programs, leadership accomplishments and sports programs.

## Sports & Wellness

The Sports & Wellness office (SWO) provides various sports competitions and wellness programs to students who will have an opportunity to enhance their physical well-being and life skills.

SWO has worked hard in developing two top-notch gym facilities featuring state-of-the-art equipment from Technogym and Cybex. Each gym contains three main zones: Olympic weightlifting zone, cardio zone and a freestyle workout zone catered to all fitness levels and abilities.

To compliment these facilities, the SWO regularly hosts seminars and events, to equip students with greater knowledge and understanding of all their fitness and wellness needs.

Lastly, 2019 marked the unveiling of a new athletics arena. A 15,000 m2 sports complex with a full-size multipurpose court (fit for basketball & volleyball), two full size tennis courts, 4-lane 400m running track & a "FIFA Quality" certified astro-turf football pitch.

In addition to this, ADU Campus contains a full size cricket field, a 5-side football pitch and a second outdoor multipurpose court.

All of which will host the ADU Stallions as they compete at the highest level in the Abu Dhabi Inter-University League games and host in-house sports competitions.

## Employability & Alumni Relations Office (EARO)

The Employability & Alumni Relations Office provides an all-inclusive approach to career development beginning with career awareness and career decision making and aims at helping students and graduates in developing, evaluating and executing their career plans. The Employability & Alumni Relations Office focuses on experiential education opportunities throughout the academic year in tune with the requirements of the UAE labor market. The Employability & Alumni Relations Office offers a range of services:

### Career Assessment

The office offers a Career and education planning system for prospective students and current ADU students. Customized with ADU's majors, prospective students are guided through a reliable, intuitive career & education decision-making model to help them choose majors offered at your college, and current students can explore occupations & make informed career decisions. The Career and Education Planning System engages students in the career planning process helping them to plan for and achieve career success throughout their lifetime.

### Career Planning Readiness

Assesses students' involvement in the career planning process and introduces activities that support career and education decision-making.

### Self-Assessments

Reliable and valid research-based assessments. Prospective students' assessment results are matched to occupations and supporting majors at ADU.

### Career Exploration

Exploratory tools include "What Can I Do With A Major In.... Offered At ADU? Search by Job Family, Industry and more."

### Take Action Plan

Students create a road map of their academic and career development activities.

## Career Portfolio

Summarizes students' assessment results with their preferred majors and occupations, and personal comments/rankings, goals and achievements.

## Career Guidance

Career Guidance and Advising is offered to students and fresh graduates who have career inquiries and assists them in improving their strategies in achieving their career goals through a series of practical and effective action plans.

Students can book one-to-one sessions with the Employability & Alumni Relations Office's certified career advisors. Students are encouraged to increase their employability skills by attending the variety of career development workshops provided during each semester. Workshops include: Resume and Cover Letter Writing, Dressing for Success, Professional Emails, Creating LinkedIn Profiles, Successful Job Interviewing, and more.

## Internship

The Internship program provides students the opportunity in bridging their academic knowledge with practical application and actual work experience. Internship constitutes a valuable part of the student's graduation requirements. As such, it is considered an important and natural extension of Abu Dhabi University's role in helping students increase their employability. By undertaking a supervised compulsory training course, students will have the opportunity to put into practice what they have learned in theory.

The internship is a supervised, practical training program over a specific period and that which carries credit. The Employability & Alumni Relations Office offers assistance to students requiring internship placements. Whenever possible, students are encouraged to seek and arrange their internship as part of their job search training. Undergraduate students, enrolled in their third or fourth year, who meet a pre-specified CGPA and number of credit hours completed, are eligible for an internship. Assessment is based on the evaluation of the college mentor and company supervisor evaluation, student commitment, and internship reports prepared by the intern.

## Career Fairs

The Employability Office holds targeted career fairs for each university college i.e. College of Business and Administration, College of Arts and Sciences, College of Law and College of Engineering. Targeted career fairs are designed for students and graduates to meet directly with top regional and international employers. This initiative benefits both the students and the employees as it targets potential candidates and employers for specific majors. The career fair is an opportunity for students to introduce themselves directly to prospective employers, apply for fulltime or internship opportunities, and find out more about their graduate programs.

## Employer Campus Visit Program

The ADU Employer Campus Visit Program is a great way for students and alumni to interact with employers. Each employer has a dedicated day on the ADU Campus to give the employer a more exposure, focus, support and a better chance for students and graduates to meet employers and learn about available opportunities. Participating companies are required to have specific internships, full or part time employment or sponsorship opportunities available for ADU students and graduates.

The ADU Employer Campus Visit Program welcomes employers to:

- Allocate a stand on campus to meet ADU students and graduates.
- Offer job interviews / Tests for vacancies (Full time & Part time Jobs, Sponsorships, Internships and Voluntary work).
- Share information and hold Information sessions.
- Host Career Workshops.

Employer Campus Visits are advertised on ADU GROUPS in the Employability and Alumni Relations Group.

## On-Campus Student Employment Program

The Student Employment Program provides on-campus part-time employment, when vacancies are available, to eligible students who desire to work and acquire valuable work experience while studying at Abu Dhabi University. This program provides students the opportunity to develop skills, their profile, and widen their work history that will be important once they graduate from university. The on-campus Student Employment Program allows students the flexibility of work by providing them the option to work on campus during their free time. The program adheres to labor and higher education ministry regulations.

## Student Engagement Office (SEO)

The Student Engagement Office is a student-centered department that works in unison with various student bodies, clubs and groups to enrich ADU's community with an expansive variety of culture, social activities, arts, environmental awareness and leadership opportunities. SEO is always looking forward to create a vibrant campus life and to engage students with exciting new activities and events that occur on & off campus. Programs that represent the aim of the office are the following:

### • Student Council Program

This elite body of elected individuals offers a strong bridge of communication between the student body and ADU's management. The SC ensures that they embrace the needs of their fellow students to assist in understanding and suggesting significant developments at Abu Dhabi University. The Student Council undertakes a variety of training programs to enhance leadership and management opportunities once they graduate from ADU.

### • Clubs Program

There is an extensive and varied menu of clubs for students to become active and involved in on campus ranging from arts, culture, and humanitarianism to professional and social. The clubs are designed to motivate Abu Dhabi University students and provide them with opportunities to expand their leadership skills. There is also the opportunity to suggest and create new clubs and for students to illustrate their culture, interests, and passions.

### • Leadership & Volunteer Program

Students are encouraged to volunteer in SEO, ADU and the outside community while also working with corporate organizations through cross-generational work and CSR initiatives. Several tiers of 'leaders' are supported and will be given rewards through training, development, university exchange and International volunteering opportunities.

Also included in SEO's signature programming are leadership and empowerment workshops. Students are given the opportunity to make informed and proactive decisions therefore, implementing positive change in their own lives, healthily spilling over into their ADU community. By empowering and enriching our students.

SEO assist the faculty and administration by helping students create their best self.

SEO 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 the greater community.

## Student Support Office (SSO)

The Student Support Office is responsible for providing non-academic support services to students. These co-curricular opportunities foster atmosphere that promotes a healthy campus life twined with upholding student development and success.

### Code of Conduct

The Student Code of Conduct is established to foster and protect the core mission of the University, to foster the scholarly and civic development of the University's students in a safe and secure learning environment, and to protect the people, properties and processes that support the University and its mission.

### Abu Dhabi University Expectations

Abu Dhabi University is committed to being an academic community. This includes care, cooperation and adherence to standards of behavior for all who are part of this community. 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 ADU's Student Academic Integrity Policy.

4. The ADU campus, its grounds, facilities and equipment are provisions for students of ADU. 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.

### 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:
    - 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;
    - Present his/her version of the events in question;
    - 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);
    - Have witnesses who present information on his/her behalf;
    - Question any statements or witnesses presented;
    - Challenge the objectivity of the hearing body in case of conflict of interest; and
    - 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 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. Failure to provide security guards with personal identification and appropriate documentation when requested;
25. Insulting or disrespecting a university faculty or staff member;
26. Physically attacking university faculty, staff, visitors, or fellow students;
27. Inappropriate physical contact or any intentional touching of any body part, and indecent exhibition of intimate parts of the body;

28. Gambling on university premises;
29. Recording, storing and distribution of images without the person's consent;
30. Promotion of hostile behavior, communication of obscene language, intent to damage reputation by an individual or group through use of technology, but not limited to, websites, social networking sites, phones and emails;
31. Violating any UAE law.

Smoking

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

- All building entrances will be non-smoking areas;
- Smoking will only be permitted in designated areas which are signposted;
- “No Smoking” signs will be posted at all entrances and appropriate locations by the Office of Safety & Security;
- 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 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 by 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 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 the 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 who address 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 the 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.

**Disciplinary Committee**

Depending on each case's severity, the Student Conduct Officer evaluates the findings of the code of conduct violation and recommends either dismissing the case, deciding a penalty (verbal or written warning) or raising the case to a disciplinary committee.

The University Disciplinary Committee consists of the Head of Student Affairs, concerned College Dean, Registrar and two students representing the men and women's Student Councils or their appropriate representatives.

**Appeal Right**

A student has the right to appeal the decision made by the Disciplinary Committee. The student should submit a request for an appeal within three (3) calendar days from his/her receipt of findings to the Head of Student Support Office.

An appeal panel is formed by the Head of Student Support Office and consists of five (5) members and shall include two (2) faculty (one from the concerned student's college and one from another college), one (1) staff, one (1) student and the Provost, serving as the chair of the committee. The Appeal Panel may request a personal appearance of the concerned student for the sole purpose of addressing issues raised by the appeal. Campus Directors will play the Provost's role in appeal panels for cases concerning their campuses.

The Appeal Panel will review the findings of fact and recommended sanctions reported by the disciplinary committee and may:

1. Hearings. Training for the hearing procedures shall be conducted before the implementation of the policy.
2. The appeal panel shall consist of five (5) members and shall include two (2) faculty (one from the student college and one from another college), one (1) staff, one (1) student and the

Provost, serving as the chair of the committee.

- a. Members of the Appeal Panel shall be drawn from a pool of faculty, staff, and students who have completed the approved hearing training.
3. The Head of Student Support Office or designee shall direct the appeal to the Appeal Panel within seven (7) calendar days of receipt of the appeal.
  4. The Appeal Panel may request a personal appearance of the student/organization charged for the sole purpose of
    - a. dismiss the charges;
    - b. affirm the recommended sanctions; and
    - c. uphold or impose a lesser sanction than was recommended.

**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. A reprimand is official written notification of unacceptable behavior and violation of the Student Code of Conduct. Any student having a record of violating the Student Code of Conduct will automatically be removed from 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. 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. Restitution: Replacement or payment for incurred damages
4. The suspension is the loss of privileges of enrollment at Abu Dhabi University for a designated period. 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. A student serving suspension is restricted of the access to the university for the duration of the sanction unless approval has been secured from Student Support Services. While on suspension, students are unable to transfer credit hours for courses taken in other universities or educational institutions.

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 a permanent revocation of university recognition. The sanction of

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

5. Expulsion is the permanent loss of privileges of enrollment at Abu Dhabi University. Expulsion will be noted on the student's permanent record.

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 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 Office 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.

**Definitions**

This policy uses the following definitions:

**Grievance:** A request by a student for a 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 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 is 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 by 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 sports 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**

Confidentiality will be upheld by all parties to the highest degree possible at all stages of the grievance. This means that no issue regarding the grievance will be discussed with any person who is not directly involved in the investigation.

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

- A grievance is against another student(s) - such grievances should be processed by 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 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 is acting in compliance with those policies/procedures.

Implementation

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

1. The Head of Student Support Office forwards and discusses the grievance with the Provost before forming a Student Grievance Committee (SGC). If the Provost can reach a solution which satisfies the grievant, the grievance will be closed. Campus Directors play the role of the Provost in their campuses.
2. The SGC will comprise:
  - a. The Provost, or designee, who will serve as a Chair.
  - b. The Dean of a college other than the concerned college (to be named by the Provost), who will serve as a member.
  - c. one student, representing the Student Council will serve as a member. Decisions will be made on the basis of formal votes, in all cases.
3. Final decision/recommendations will be shared with the concerned Department Head/Dean by the Provost.
4. Final decision/recommendations will be shared with the grievant by the Head of the Student Support Office.
5. Any appeal concerning this report must be forwarded by the Head of Student Support Office to the Chancellor in writing within 5 working days of the grievant's receipt of the final decision/recommendations.
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 Office.
- A grievance must be submitted via the Student Support Office within two weeks of the day in which the event allegedly took place or the decision was taken.
- The Student Support Office 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, and Chancellor.
- If an SGC member declares or discovers a conflict of interest during proceedings, or a conflict of interest involving an 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 Chair.
- Should a disagreement arise between a committee member and the Chair 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.
- 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 through the Head of Student Support Office. 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 to 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 concerned Department Head/Dean by the Head of Student Support Office or the designee and filed by the Head of Student Support Office.

Housing and Residence Life

Abu Dhabi University -Abu Dhabi Campus offers residence units of different classifications, all of which are apartment/studio

type which is housed in buildings with 24/7 security and security system. Student dormitories are separated regarding gender, in observance of the Gender Segregation Policy of the university. These residences are strategically located within the ADU Campus, creating an atmosphere most conducive to learning and comfort of students.

A Residence Life Coordinator and Security Personnel who are available 24/7 to cater to students' requests and other needs man each dormitory. Due to health and hygiene purposes, pets are not allowed in the dormitories. Curfew hours are applied to ensure student safety and promote a secure environment of campus living.

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 two beds with shared kitchen and bath (2 persons/unit).
- Double-Shared Occupancy: Two-bedroom unit with two beds in each room and shared kitchen and bath (4 persons/unit).

All units are furnished with bed/s, complete beddings, bedside drawers, study desks, and cupboards, microwave ovens, and refrigerators.

Facilities and Services available:

- Common kitchens
- Laundry room
- TV room
- Study areas with desktop computers
- Gym
- Recreation facilities
- Transportation to and from shopping areas
- Wireless Internet connection
- Cleaning services
- Safety and Security services
- Maintenance services

ADU Residential Life Programming

The RLP is a comprehensive planning of programs which defines the on-campus living and learning experience which is primarily

focused on LLB: Living, Learning, and Belonging. The RLP contributors are the Housing and Residence Life Unit members, the Resident Assistants and the Dormitory Council members.

Counseling Service

Counseling services aim 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 students adjust to their circumstances and relate to the environment more productively. 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 difficulties with educational/academic matters, coping/ adjustment skills to academia, and interpersonal issues affecting academic performance.
- Group Counseling - provides an opportunity for a group of individuals (2 or more) to explore new techniques in several areas such as 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 Consultation with students, family members, guardians, faculty and staff, Emergency Response when the need arises.

Students of Determination

Students of determination 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.
- Promote collaboration within the University community and within the community at large to assist students with special needs.

Students of Determination include those students with:

- Physical disabilities: such as paralysis or amputation.
- Sensory disabilities: visual and hearing impairments.
- Neurological disabilities: such as stroke or epilepsy.
- Learning disabilities: attention-deficit/hyperactivity disorder or dyslexia, among others.
- Mental disorders: such as mood or psychotic disorders.
- Chronic illnesses: for example, asthma or heart problems.

### Counseling Services for Students of Determination

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 the following discussion with the course coordinator, determine what support or accommodations are appropriate. In making an assessment, the 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.

### 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.

#### Male students:

- Shorts are not allowed unless for sports sports activities.
- Tight or revealing shirts/tops.
- Shirts with inappropriate logos or sayings.
- Sleeveless shirts.
- Tight or transparent pants.

#### Female students:

- Shorts are not allowed unless for sports activities.
- Tight or revealing shirts/tops.
- Shirts with inappropriate logos or sayings.
- Tight or transparent pants.
- Midriff and halter tops.

- Sleeveless shirts.
- Tights or leggings.
- Face covers (that obstruct identity).
- Skirts above the knee.

### Student Visa & Health Insurance

Abu Dhabi University students, who choose to be sponsored by the University regarding residence visa, should apply through the Student Affairs Department. The visa sponsorship process requires certain conditions that students should meet to obtain and maintain a student visa. Such conditions are covered by UAE government rules and regulations:

- Applicants should be enrolled in either an undergraduate or postgraduate program in ADU
- Applicants should maintain full-time student status by taking a minimum of 12 credit hours (undergraduates) and six credit hours (postgraduates) every Fall and Spring semesters
- Applicants must not engage in full-time employment while sponsored by ADU
- Applicants must promptly respond to any notice, telecommunication, e-mail & SMS involved with their visas and Health Insurance Cards renewal process
- Applicants must comply with the student visa policy
- Immediate updating from the student's side for Student Support Service office with any changes may occur to the student's communication channels (Tel Nos. & E-mails)

Students under Abu Dhabi University visa sponsorships, together with GCC students who wish to have UAE health insurance plans should also apply through the Student Affairs Department.

### 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 Office.

### 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 access to the university. Students are picked-up and dropped off at designated areas around the city of Abu Dhabi or the city of Al Ain in accordance to the student's preferred type of service.

## Information Management & Technology Services

IMTS department provides Information systems and technology for computing across ADU. Details of services provided for students are as follows;

### Student user account

All ADU students are provided with a user account based on unique student ID number, this account is used for accessing all ADU online services and computer facilities in ADU.

An example of ADU student account 00000000@students.adu.ac.ae

Email Format: "Student Number" @students.adu.ac.ae

Example Email Address: 00000000@students.adu.ac.ae

### Access to student account

Student receives an auto generated password and use it to log to My ADU portal. They should set their own password after their first log on to the portal. Students need to protect and ensure that their password is secure; student account and password are owned by the students and they are responsible for keeping it secure.

How to enable the password to student account?

1. Go to ADU portal <http://my.adu.ac.ae>.
2. User will be prompted to answer security questions
3. Choose and set a permanent password for the account.

**Note:** Password should be changed every 3 months (90 days).

### Student Online Learning Services

Student online learning services are very important tools for students in ADU; these services are called;

Student Information Systems that enable students to access their student information, course registration, online payment, viewing schedule and grades.

Blackboard, which is the primary eLearning platform for all ADU students. Students can access the subject/course materials on blackboard, assignments, e-textbooks. It is the primary tool for Faculty and Student interaction and can facilitate collaboration in the course.

Office 365 includes the complete academic license Microsoft Office Suite. Microsoft Office 365 provides student access to Email, download and install Microsoft Office application that can use be used by current students on their personal computers.

One Drive, a cloud storage hosted by Microsoft provides students 1TB of storage space online.

These services are all accessible on ADU student portal. <http://my.adu.ac.ae>.

### Technology facilities on campus

Students on campus are provided with Free Access to Internet via Wireless network. Students can connect to Wireless SSID "Student" for a secure connection or an alternative "OPEN-ACCESS" with direct access to Internet, often used for guests or visitors.

ADU have several computer laboratory design and built base on the course or program offered by ADU. The labs have a secure connection and mostly have limited licensed software installed for the course.

Lecture rooms are equipped with audio and visual technology for classroom presentation.

Availability of Inter Campus Lecture Room for Video Conference classes for Abu Dhabi and Al Ain. This provides a more interactive classroom experience for both faculty and students.

Printer, copier and scanners are available on campus for students, Student ID card is required to access this service. The printers are located in the male and female side of the library. Students can print from the general purpose labs and the OPAC work stations located in the library. Plotter is also available for Engineering students.

### Policies & Procedure

All student related policies and procedure are made available on student portal. <http://my.adu.ac.ae>.

Help Desk and Online Support

For all general IT support queries,

Email: [ithelpdesk@adu.ac.ae](mailto:ithelpdesk@adu.ac.ae) or go to AskADU ([ask.adu.ac.ae](http://ask.adu.ac.ae)).

For telephone support: Dial +971 2 501-5959

Student needing assistance on technical support related service can walk-in into IMTS help desk or raise it through AskADU ([ask.adu.ac.ae](http://ask.adu.ac.ae)).

Student can use the student ID card to gain access to ADU Campus. Alternatively, student can register a fingerprint for biometric authentication.

ADU provides a robust platform for distance learning. The students have access to Blackboard Learn for student coursework, assessment, and Respondus Lockdown Browser & Respondus Monitor for online exams. Online lecture is through Microsoft Teams enables secure collaboration with faculty and students while some of the software is made available to the student via the workplace site.

## Bookshop

The Abu Dhabi University Bookstore is dedicated to provide students, faculty and staff quality textbooks on time, combining service with value pricing. The suitability of adopted textbooks for the course has been reviewed and evaluated thoroughly by the Colleges. In addition, ADU partnered with major international

publishers to provide advantages in textbook prices and selection.

ADU considers e-books potential to provide a more effective and efficient teaching strategy and deliver of content to students. Timely availability, cost efficient, vast available online resources, highly interactive and adaptable into new editions are some of the advantages of e-books.

Abu Dhabi University Bookstore is constantly striving to supply what the consumer is asking for and continually reviews what is available in the marketplace, improving on what is available and providing new products and services as needed.

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 and internet access. 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 manager 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. Reference Service
- c. Full Text e-Journals Search
- d. Group Study Rooms
- e. Information Literacy Sessions
- f. Interlibrary Loan
- g. Online Library Catalog

h. Library guides

General Rules

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:	8:00 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.

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:

• Lamartin Valley	• Starbucks Coffee
• Cinnamon City	• Pizza Hut
• Subway	• Hardees
• Nabras Restaurant	• Circle K Supermarket
• Tim Hortons	

Contact Center

Abu Dhabi University Contact Center 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 600 number (600550003) and guests/vendors who call the Operator (02-501-5555). 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 Center is open from 9 a.m. to 6 p.m., Sunday to Thursday and has 8 lines hubbed to the 600 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 center of what we do. The Contact Center supports a wide range of service initiatives aimed at helping different departments within the Abu Dhabi University like managing the Operator line – 02-501-5555, outbound calling projects, sending 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 enquiries call 600550003 or email [Admissions@adu.ac.ae](mailto:Admissions@adu.ac.ae)

The Contact Center team do a follow-up call with the prospects after the first conversation or after the meeting via school visits, open days, exhibitions, information session and mall booth.

The Contact Center team should have a good sales skills over the phone to follow up with prospects to share new information, call the prospect and make sure that we assist prospects or parents and advise them about what Abu Dhabi University offers.

Our Commitment to Quality

The ADU Contact Service Center 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 Center 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 Center has been consistently performing highly with more than 97% average in the last 7-month.

Employment Opportunities for Students

The ADU Contact Service Center 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 Center 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 center 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.

Environmental Health and Safety

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

Line responsibility for good health and safety practice begins with each person in the campus, the supervisor in the workplace, laboratory or classroom and all 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 Environment, 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 used equipment, substances and work systems used are suitable for their intended purposes and take all practical steps to meet safety requirements;
- Protect the health and safety of Abu Dhabi University faculty, staff, students and visitors and Contractors who are present in the university campuses;
- Comply with all applicable UAE, Abu Dhabi laws, and legislations and associated codes of practice;
- 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;
- Ensure proper storage, segregation and disposal of the generated waste according to the UAE Environmental regulation.

The Environmental Health & Safety (EH&S) Committee was established in Abu Dhabi University with the responsibility of recommending University-wide health and safety policies; ensuring overall institutional compliance with policies, statutes, and regulations; monitoring the effectiveness of the EH&S programs; identifying the risk at the workplace and providing central health and safety services to all areas of the University.

For EH&S and security related matters, you may contact the following numbers: 02-5015860, 02-5015977 and 02-5015236.

# 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:

Grade	Grade Point	Percentage	Meaning of the Grade
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	0.00	Less than 70	Fail
P (credit)	N/A	N/A	Pass
S	N/A	N/A	Assigned for Successful completion of graduate courses
U	N/A	N/A	Assigned for Unsuccessful completion of graduate courses
I	N/A	N/A	Assigned for Incomplete course work
IP	N/A	N/A	In Progress
T	N/A	N/A	Transferred Course
W	N/A	N/A	Withdrawal from a Course
WA	N/A	N/A	Withdrawal from a Course due to exceeding Absence Limit
H	N/A	N/A	Final grade 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:

<b>A</b>
Excellent Mastery of Course Materia.
<b>B+</b>
Very Good mastery of course material
<b>B</b>
Good performance in the course
<b>C+</b>
Satisfactory performance in the course
<b>C</b>
Poor performance in the course
<b>F</b>
Unacceptable Performance in the Course (Failure)
<b>P (credit)</b>
Assigned for Successful completion of graduate courses including thesis and dissertation
<b>S</b>
Satisfactory completion of graduate courses (This is not computed in the student's GPA but determines student's progress towards completion of degree requirements.)
<b>U</b>
Unsatisfactory completion of graduate 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.

Advanced courses may not be taken if the course with an Incomplete grade is a pre-requisite for the advanced course. This grade is not computed in the student's SGPA and passed credit hours.

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.

IP (In Progress)

The "IP" grade is awarded when certain course-related activities, such as internships and projects 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.

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".

W (Withdrawal from a course)

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 from a course due to absences)

The "WA" grade reflects the administrative withdrawal of the student from the course for exceeding the absence limit as per ADU Attendance Policy. This grade is not computed in the student's GPA but determines student's 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.) This grade is not computed in the student's SGPA and passed credit hours.

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:

Grade	Grade Point	Percentage	Meaning of the Grade
A	4.00	90-100	Excellent
B+	3.50	85-89	Very Good
B	3.00	80-84	Very Good
C+	2.50	75-79	Good
C	2.00	70-74	Good
F	0.00	Less than 60	Fail
P (credit)	N/A	N/A	Pass
P (non-credit)	N/A	N/A	Pass
I	N/A	N/A	Assigned for Incomplete course work
IP	N/A	N/A	In Progress
T	N/A	N/A	Transferred Course
W	N/A	N/A	Withdrawal from a Course
WA	N/A	N/A	Withdrawal from a Course due to exceeding Absence Limit
H	N/A	N/A	Final grade 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:

<b>A</b>
Excellent Mastery of Course Material
<b>B+</b>
Very Good Mastery of Course Material
<b>B</b>
Very Good Mastery of Course Material
<b>C+, C</b>
Good Mastery of Course Material
<b>F</b>
Unacceptable Performance in the Course (Failure)
<b>P (credit)</b>
Satisfactory Completion of Internship
<b>P (non-credit)</b>
Satisfactory completion of Internship. (This grade is not computed in the student's GPA but determines student's progress towards completion of degree requirements.).
<b>I (Incomplete)</b>

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.

Advanced courses may not be taken if the course with an Incomplete grade is a pre-requisite for the advanced course.

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. This grade is not computed in the student's SGPA and passed credit hours.

IP (In Progress)

The "IP" grade is awarded when certain course-related activities, such as internships and projects 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.

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".

W (Withdrawal from a course)

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 from a course due to absences)

The "WA" grade reflects the administrative withdrawal of the student from the course for exceeding the absence limit as per ADU Attendance Policy. This grade is not computed in the student's GPA but determines student's 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). This grade is not computed in the student's SGPA and passed credit hours.

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 Postgraduate 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. The pre-core courses are not counted towards the GPA, although they appear on student's transcripts.

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

Some programs/courses may be offered in a time-shortened period not less than 6 weeks, often called a term, which nonetheless offers class contact time and out-of-class assignments equivalent to a semester 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", "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 ADU until the end of

a given semester. The CGPA is obtained by dividing the total quality points earned from the initial enrollment at ADU 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", "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 seventh week of classes, during each academic semester, mid-semester advisory grades will be submitted by instructors of all undergraduate courses. Valid mid-semester advisory grade entries will include A, B+, B, C+, C, D+, D, F, and P. Grade reports for all students will be made available to the students and the advisors of the students. The University 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.

## Graduation with Honors

ADU grants Latin honors to eligible students graduating from postgraduate programs. The eligibility requirement is to achieve a CGPA of 3.60 or above.

The titles of the Latin Honors and the corresponding CGPAs are as follows:

- Distinction: 3.60 - 3.84
- Distinction with Honor: 3.85 - 4.00

For Professional Diploma in Teaching, the eligibility requirement is to achieve a CGPA of 3.50 or above.

- Cum Laude: 3.50 - 3.69
- Magna Cum Laude: 3.70 - 3.89
- Summa Cum Laude: 3.90 - 4.00

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

### Student Academic Classification

\*Non-honors Academic Classification for Postgraduates according to student's CGPA upon graduation:

- Good: 3.0 - 3.29
- Very Good: 3.3 - 3.59

\*Non-honors Academic Classification for Professional Diploma in Teaching according to student's CGPA upon graduation:

- Satisfactory: 2.0 - 2.49
- Good: 2.5 - 2.99
- Very Good: 3.0 - 3.49

## Retention of Final Examinations

Faculty are encouraged to make graded final examinations or papers available to students at the end of the semester. The College will retain a copy of each student's graded final examination/paper and examples from across the range of student performance of graded responses to all assessment instruments of the last two presentations of the course to evaluate program effectiveness.

## Student Assessment and Late Coursework Guidelines

ADU 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 ADU 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 ADU 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

### Roles and Responsibilities

The task of achieving excellence in assessment requires collaboration among four parties: the Manager of the Center for Faculty Development, College Deans, Department Chairs/Program Directors, Faculty and Students.

- The role of the Director of the Center for Faculty Development is to plan faculty development activities on student assessment, such as workshops and seminars.

- The role of the College Dean is

- to ensure that colleges have their own discipline-specific assessment guidelines and procedures that are consistent with ADU Student Assessment guidelines;

- to ensure that these guidelines and procedures are periodically reviewed; and

- to ensure that departments use assessment results for program improvement.

- The role of the department chair/program director/coordinator is:

- to collaborate with faculty members in developing assessment guidelines and procedures that are appropriate to their major fields;

- to ensure that faculty members implement these guidelines and procedures;

- to ensure that faculty members inform students of assessment criteria;

- to review assessment methods and criteria; and

- to ensure that assessment results are used for continuous improvement of learning and instruction

- The role of faculty members is:

- to inform students at the beginning of the semester of the assessment methods and criteria that will be used in assessing their performance and achievement;

- to provide students with feedback on their performance and how it can be improved. Effective feedback should be provided in a timely and constructive manner and includes both comments and grades.

## Late Submission Coursework

1. The due date for each class assignment or project should be clearly indicated to the students in the course outline.

Assignments received more than two weeks after the due date should not be accepted.

2. 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.
3. 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% and 20%. 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,
6. Al Haj

Al Umra is not valid excuse 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 Advising: Mission and Objective

The Academic Advising office was founded in 2011 as one of Abu Dhabi University's strategic initiatives to support students in achieving their potential and academic goals.

The mission of Abu Dhabi University Academic Advising Office is to guide and support students during their academic journey to ensure they succeed in achieving their goals and career plans. This is done through constant and consistent communication with each student by forming a partnership with faculty mentors and academic advisors to create and maintain a solid foundation of engaged learning, an inner drive for proactive participation, and a strong sense of personal responsibility.

### Main Objectives of the Academic Advising office:

1. Develop academic programs that are consistent with

students' goals and actual strengths to support them in the challenge of making plans and taking decisions that are relevant to their interests and appropriate to their level.

2. Advise and assist students with respect to ADU policies and procedures.
3. Provide accurate and timely information regarding university requirements, policies, and procedures.
4. Guide and motivate students in developing themselves and taking more responsibility for planning their own academic career.
5. Act as a focal point between the students and the University in order to ensure that the students fulfill all their academic requirements.

### Responsibilities of Academic Advisors:

1. Advise and assist students with respect to ADU courses and programs.
2. Assist students with registration issues and offer guidance with course selection.
3. Identify options for students to satisfy specific degree requirements, evaluate and make recommendations on petitions, and make adjustments to the student's study plan.
4. Evaluate the students' level of development and uphold their growth by assessing the key factors and generating the required reports when necessary.

### The Role of the Faculty Mentor:

Here in Abu Dhabi University, we are deeply committed to helping you succeed in college.

The faculty mentoring initiative is one such endeavor. It is designed to make your transition to college a smooth one. In the beginning of your freshman year, a faculty mentor will be assigned to you from University College. In your sophomore year, you will be assigned to a faculty mentor from your major.

### The Faculty Mentor will:

1. Provide information about degree programs to aid students in making informed decisions regarding their majors and minors.
2. Deliver general guidance related to the student's field of interest.
3. Assist students with their choices of majors and minors.
4. Mentor students throughout their academic journey in ADU

5. Provide comprehensive feedback regarding students' performance.
6. Meet the students with academic support to monitor their progress and recommend the support needed for their academic development.

### Responsibilities of Students:

Successful advising is subject to a number of factors; all of which contribute to the overall success of a student. It is dependent on the shared understanding of, and commitment to, the advising process by students, advisors, and the university. Students will be informed of their academic responsibilities in the advising process.

### The responsibilities of students include:

1. Recognizing the importance of the relationship with their advisors.
2. Getting the necessary information needed to understand degree requirements in their respective degree program.
3. Seeking the assistance of advisors/faculty mentors or other university resources on a regular basis.
4. Keeping their assigned advisors/faculty mentors informed of any academic difficulty and challenges they may be facing.
5. Taking full responsibility of their decisions in accordance with the best advice and information given.

### Advising student with Academic Support Notice:

Prior to the beginning of the registration period for each regular semester, an advising hold is placed on the record of each enrolled undergraduate student who has completed 16 credit hours and above with a cumulative GPA below 2.5. The advising hold prevents a student from registering for courses in the subsequent semester or term. The advising hold for any student can only be removed by the student's academic advisor of his/her college.

In order to be eligible for removal of an advising hold, each relevant student must make an appointment for an advising session with his or her academic advisor through the University's electronic advising system and must attend the advising session. The student should prepare a proposed set of courses for the relevant semester and/or term prior to the advising session.

The student's academic advisor must record the substance of the advising session in the University's electronic advising system, including the agreed upon set(s) of courses the student will take in the subsequent semester and/or term. The advisor will remove the advising hold in view of the student at the end of the advising session.

**Advising Tools, Purpose And Design**

A variety of advising tools are provided to promote efficient and effective communication between students and advisors.

**1. Academic Advising Website**

- a. Advising webpage for each college.
- b. Registration guidelines.
- c. The study plan should be more detailed and specific.
- d. Inclusion of the Advisor Handbook ( soft copy);
- e. Information about the Professional Advisors, and their office timings.

**2. Student Online Account**

- a. Recommended Plan of Study - standard plan for every student of that particular major.
- b. Plan of Study In-Progress- includes the courses that have been completed in a particular semester until date and GPA.
- c. The assigned Professional Advisor details indicating instructor's name, qualifications, office extension, office room number/ address, office hours, e-mail ID.
- d. Link to access a pdf file of the student handbook.
- e. A list of minors and electives being offered.

- The system should be able to automatically** generate the student's final exam schedule considering the courses taken in that particular semester rather than providing the complete list of all courses and all the exam dates.
- f. The system should be able to automatically generate the student's final exam schedule considering the courses taken in that particular semester rather than providing the complete list of all courses and all the exam dates.
  - g. The system should include a step-by-step tutorial for all students to make them familiar with the registration and advising processes.

**3. Academic Advising Manuals**

- a. Introduction to Academic Advising;
- b. Registration guidelines;
- c. Placement tests;
- d. Information of the respective college;
- e. Courses offered;
- f. A detailed Study Plan according to each discipline;
- g. Information about the Professional Advisors, and their office timings;

- h. Campus Academic Support services and Resources.

**4. Online Academic Advising/Faculty Mentoring Forms**

- a. Academic Advising forms – The one to one advising meetings between the academic advisors and students are recorded through on line e-advising forms. A system generated report which summaries the outcomes of the meetings is emailed to the advisor and student advisee's ADU mail accounts.
- b. Faculty Mentoring forms - The one to one mentoring meetings between the faculty and the students' mentees are recorded through the on line e-mentoring forms. A system generated report which summarizes the outcomes of the meetings is emailed to the faculty mentor and student mentee's ADU mail accounts.

**5. Interactive CDs, DVDs or Minimal PDFs (for newly enrolled students)**

- a. Detailed Study Plan for each discipline;
- b. General Education planner;

**6. Power Point Slides (for orientation sessions)**

- a. General information about Abu Dhabi University;
- b. Information about UC, CAS, COBA, COE;
- c. Courses offered in each college; and
- d. Detailed Study Plan for each discipline.

**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 thirteenth 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.

# THE OFFICE OF RESEARCH AND SPONSORED PROGRAMS

## I. Research Objectives:

Abu Dhabi University (ADU) is a research-active university, playing a distinctive role in the development and application of research-informed knowledge and innovation in the Gulf region. ADU is committed to innovative research that is world class in terms of originality, significance and potential impact.

ADU recognizes that its ability to compete in an increasingly competitive higher education market will depend largely on its academic reputation, ranking and on gaining quality accreditation. Research is absolutely key to all three of these areas. High quality ranking, academic reputation and accreditation cannot be achieved without strong scholarship and research.

Research is highlighted as one of the core aspects in ADU's Vision 2022 for providing a world-class learning experience. In its newly-formed 2020-2025 Research, Innovation and Impact Strategic Plan, ADU articulates clearly its commitment to research and innovation in line with Abu Dhabi Vision 2030.

Thus, ADU's Strategic Plan prioritizes the research agenda. The principal objectives of ADU's research strategy are:

- Enhance Academic Reputation and International Collaboration
- Foster an Enquiry-Based Culture
- Connect with Industry and Society

## II. Research Vision & Mission:

### Vision

To be an exemplary University with a culture of creativity and enquiry that drives all that we do and benefits our faculty, students and broader society.

### Mission

Our faculty and students engage in research that enriches the teaching and learning experience and invest in our academic community to support research excellence and the delivery of an enquiry-based curriculum.

## III. Research Structure:

Research activities at ADU are managed by the Office of Research and Sponsored Programs (ORSP), which is headed by the Director of Research, who reports to the Provost. The ORSP serves as the focal point for all research activities and policies, as well as external and internal communications related to research.

### The Office of Research and Sponsored Programs

The Office of Research and Sponsored Programs (ORSP) oversees all research activities at ADU. It provides the overall infrastructure and administers faculty scholarship programs. The ORSP also administers a number of other programs such as Grants & Contracts, Undergraduate Research (specifically, student-faculty collaboration in conducting research projects) and the annual Undergraduate Research Competition.

### ORSP Services

The ORSP provides many services that focus on increasing research productivity among faculty and students, including:

- Driving and implementing the research strategy at Abu Dhabi University
- Managing and administering all aspects of university-funded initiatives to support research including the four faculty research grants
- Managing and facilitation student-centered research initiatives including the Undergraduate Research Fund and Student Research Scholarship Agreement
- Promoting and managing Intellectual Property agreements and facilitating filing and prosecution of patent applications by ADU researchers
- Organizing, conducting and managing the GCC-wide annual Undergraduate Research Competition
- Administering faculty consultancy agreements with external organizations including industrial partners
- Spearheading research capacity building through developing training programs for faculty and students and supporting professional development through research conference attendance
- Monitoring, tracking and reporting the research productivity at Abu Dhabi University
- Promoting, supervising and managing all external research funding and coordinating with external granting agencies
- Collecting and providing research reports for all internal and external stakeholders, including data for internal annual reports, accreditation agencies, and the Ministry of Education
- Ensuring adherence to regulations of government, the university and other funding agencies
- Overseeing the Institutional Review Board (IRB) for Human Subjects activities

## IV. Research Support for Faculty:

Research initiatives for faculty serve the purpose of strengthening the research culture among faculty at Abu Dhabi University. The faculty research initiatives consist of internal and external opportunities; four funding programs managed by the ORSP and external competitive funding programs:

### Internal

1. Faculty Research Incentive Grant

The purpose of this grant is to provide seed funding to faculty to conduct applied research pertaining to their area of expertise and to the country as general. It serves as a generic research funding initiative that allows faculty to strengthen their research capabilities. All faculty members at ADU are eligible to apply for this fund.

2. Teaching & Learning Grant

Students are at the heart of ADU's mission. One of the main goals of ADU's 2022 Vision is to incorporate a holistic learning experience for our student by employing effective teaching and learning methods. The purpose of this initiative is to support this goal through research that informs and improves classroom teaching & learning with direct relevance to ADU environment.

### 3. Action Research Grant

This research program has been designed to provide and support service excellence, which serves as a major goal of ADU's 2022 vision. The purpose of this research program is to facilitate and support the key objective of this goal, i.e. to drive process efficiency and effectiveness with 'out of the box' solutions and best practices in ADU. The goal of this grant is to pursue useful and practical research with outcomes that are highly pertinent to issues faced by Abu Dhabi University.

### 4. Research Equipment Grant

The purpose of this initiative is to provide an avenue for researchers to acquire top-quality, high-end scientific equipment to support their research that cannot be covered by the limited funding allocated for acquiring such items through other initiatives.

## External

Various opportunities prevail throughout the academic year which encompass external entities awarding ADU faculty members with an award amount to conduct research. The awardees are selected based on originality, outstanding quality, practicability, qualifications of the researchers, and the strength & relevance to the entity's research agenda. The two most notable funding initiative cycles are run annually by the Department of Education and Knowledge (ADEK).

### 1. Abu Dhabi Award for Research Excellence (AARE)

The AARE is a competitive funding program for outstanding research proposals in targeted areas within Abu Dhabi. Research funded by the AARE program is expected to advance scientific and technological development within the Emirate of Abu Dhabi. Applicants are required to demonstrate the potential impact of their research and identify how this impact may be realized, for a maximum award amount of AED 1,000,000. All full-time faculties, from a range of multiple disciplines, are eligible to apply and receive the three-year award amount.

### 2. Abu Dhabi Young Investigator Award (AYIA)

The AYIA is a competitive funding program open to researchers who are within 6 years of obtaining their terminal degree (PhD or equivalent) for outstanding research proposals in targeted areas within Abu Dhabi. Research funded by the AYIA program is expected to advance scientific and technological development within the Emirate of Abu Dhabi. Applicants are required to demonstrate the potential impact of their research and identify how this impact may be realized, for a maximum award amount of AED 200,000. All ADU researchers who meet the degree criteria are eligible to apply and receive the two-year award amount.

## V. Research Support for Students:

Research activities by students are supported through the following types of projects that are managed by the ORSP:

### 1. Undergraduate Research Scholarship

This scholarship aims to develop research skills among ADU's top students and to contribute to ADU's commitment toward Abu Dhabi's vision of a knowledge-based economy. The aim of the scholarship is to foster undergraduate research and encourage our undergraduate students to engage in research at early stages of their academic careers to enhance employability opportunities. This scholarship is granted to students who submit high-potential research proposals to the ORSP and demonstrate an excellent academic record.

### 1. Undergraduate Research Competition

ADU's Office of Research annually organizes the GCC-wide Undergraduate Research Competition (URC). This competition aims at encouraging universities in the region to promote scientific research among undergraduate students and to make it an integral part of university education, given the significance of scientific research in advancing the country to the top ranks. Participating in this competition provides students with a great opportunity for competitive interaction with students from other universities across the GCC. Additionally, the competition serves to strengthen critical and analytical thinking skills among undergraduate students and to enhance students' confidence in their research abilities, to explore new frontiers in their fields of study and to prepare them for graduate level studies. The competition is the first and the largest such event in the GCC comprising all universities and all major disciplines.

# COLLEGES, INSTITUTES AND PROGRAMS



## COLLEGE OF ARTS AND SCIENCES

### Introduction

The College of Arts and Sciences operates 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.

### 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.

# EDUCATION DEPARTMENT

## Vision

The Education Department 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.

## Mission

The mission of the Education Department 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. The Department of Education prepares students for professional careers in education and related fields through three academic programs (Educational Leadership, Special Education, and Teaching), as well as through partnerships with schools, agencies, universities, and the private sector where interests and expertise intersect.

# 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:

- Employ a wide range of methods and approaches in teaching different subjects such as Mathematics, Sciences, English, Arabic, Social studies, Islamic studies, and Information Technology.
- Implement effective classroom management strategies.
- Utilize educational technology in the learning and teaching of different subjects.

- Recognize the key concepts of curriculum policy formation and curriculum development;
- Implement different types and techniques of measurement and evaluation in different classroom settings.
- Deploy requisite knowledge and skills of dealing with special needs students.

All program learning outcomes (PLOs) are designed to ensure that they meet the appropriate level of rigor for the specific degree as per international criteria, and the PLOs are aligned with, and mapped to, the UAE Qualifications Framework (level 9 for Master degree and level 10 for Doctoral degree).

ADU has established procedures by which all its courses must comply with a standard master syllabus. The master syllabus describes the course learning outcomes, links the course learning outcomes to the program learning outcomes, and demonstrates that the outcomes are consistent with the requirements of the UAE Qualifications Framework for the level of the degree. In addition to this, the syllabus outlines all the important procedures and materials that are used to achieve these learning outcomes. It serves as a base for coordinating the teaching process, especially in multi-section and multi-instructor courses.

Curriculum (Professional Post-Graduate Diploma in Teaching - English)

Core Courses21 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 470	Education in UAE	3	-
EDC 471	Classroom Management	3	-
EDC 473	Educational Psychology and Learning	3	-
EDC 474	School Curriculum	3	-
EDC 475	Educational Technology	3	-
EDC 481	Practicum Course	6	EDC 471, EDC 474, CE 1

Core Elective Courses

3 Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 476	Methods of Teaching Arabic	3	-
EDC 477	Methods of Teaching Islamic	3	-
EDC 478	Methods of Teaching Math	3	-
EDC 479	Methods of Teaching Science	3	-
EDC 480	Methods of Teaching English	3	-
EDC 482	Methods of Teaching Social Studies	3	-
EDC 483	Methods of Teaching Information Technology	3	-
EDC 484	Methods of Teaching Fine Art and Graphic Design	3	-
EDC 485	Methods of Teaching French	3	-

PROFESSIONAL POST-GRADUATE DIPLOMA IN

TEACHING Study Plan (Taught in English Language)

Semester I			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 474	School Curriculum	3	-
EDC 471	Classroom Management in Inclusive Settings	3	-
EDC 475	Educational Technology	3	-
CE 1	Core Elective 1	3	-

Semester II			Total Credit Hours : 12
Course Code	Course Title	Credit Hours	Prerequisite(s)
EDC 470	Education in UAE	3	-
EDC 473	Educational Psychology and Learning	3	-
EDC 481	Practicum Course	6	EDC 471, EDC 474, CE 1

# MASTER OF EDUCATION IN LEADERSHIP



### Program Mission

This program helps graduates who complete the MEd in Leadership to become more knowledgeable and to be able to demonstrate skills and attitudes required for effective team and school leadership as well as leadership at all levels.

### Program learning outcomes

- Develop a strategic plan in Education for their area of interest.
- Develop professional development programs in learning and teaching.
- Apply organized administrative services in school management.
- Provide services in education that will help families, community and institutional services.
- Exhibit ethical and cultural leadership as they serve in the field of Education
- Create instructional leadership and supervision to help other teachers and students
- Produce action research and initiatives to improve Learning and Education field.

## Curriculum Pre-Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDA 100	Foundation of Education	3	-
EDC 302	Developmental Psychology	3	FWS 210
EDC 202	Introduction to Educational Psychology	3	PHY 201
EDA 302	Classroom Management	3	CAI 204
CAI 202	School Curricula: Concepts and Structure	3	EDA 100
CAI 204	Introduction to Teaching	3	EDA 100
EDC 301	Measurement and Evaluation in Education	3	CAI 204 + STT 100 + ITD 100
EDC 402	Introduction to Special Education	3	EDC 202
EDT 301	Instructional Design	3	CAI 204
EDT 303	Instructional Technology	3	ITD 100

Core Courses

24 Total Credit Hours

### Required Courses for Master of Education in Leadership

No.1	Course Code	Course Title	Credit Hours
1	EDA 501	Leadership in Education	3
2	EDA 540	Institutional Enhancement	3
3	EDA 542	Professional Development	3
4	EDA 580	Internship and Capstone Project	3
5	CAI 515	Curriculum Development and Instructional Supervision	3
6	EDC 514	Research Methodology in Education	3
7	EDC 516	Program Assessment	3
8	EDC 519	Information System in Education	3

Core Electives

6 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
EDA 511	Philosophy of Education	3	-
EDA 512	History of Education in UAE	3	-
EDA 519	Women in Leadership	3	-
EDA 521	Comparative Education	3	-
EDA 525	Qualitative Research Design	3	-
EDC 527	Quantitative Research Design	3	-

• It Depends on student's situation and BA courses

MASTER OF EDUCATION IN

LEADERSHIP Study Plan

Semester I		Term A		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)		
EDA 501	Leadership in Education	3	-		
CAI 515	Curriculum Development and Instructional Supervision	3	-		

Semester I		Term B		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)		
EDA 540	Institutional Enhancement	3	-		
EDC 514	Research Methodology in Education	3	-		

Semester II		Term A		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)		
EDA 519	Information System in Education	3	-		
	Elective 1	3	-		

Semester II		Term B		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)		
EDA 542	Professional Development	3	-		
EDC 580	Capstone Course / Research Project	3	-		

Semester III		Term B		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)		
EDA 516	Program Assessment	3	-		
	Elective 2	3	-		

MASTER OF SCIENCE IN

SPECIAL EDUCATION



Program Vision

The vision of the Master degree in Special Education program is to offer high quality education, experience, and training to graduate students that aligned with the needs of UAE society and the region through excellence in teaching, students learning, faculty scholarship and engagement in community development.

Learning Outcome

Graduates of the program are expected to be able to

- Develop a strategic plan in Special Education for their area of interest
- Develop professional development programs in special education
- Apply organized administrative services in special education
- Provide services in special education that will help special needs families, community and institutions
- Exhibit ethical and cultural leadership as they serve in the field of special education
- Produce action research and initiatives to improve Learning and Education field.

Curriculum

Pre-Core Courses

Students whose bachelor degree is not in the field of Education can select 5 courses from this group

No.1	Course Code	Course Title	Credit Hours	Prerequisite Course
1	EDA 100	Foundation of Education	3	No prerequisite
2	EDC 302	Developmental Psychology	3	FWS 210
3	CAI 204	Introduction to Teaching	3	EDA 100
4	EDC 301	Measurement and Evaluation in Education	3	CAI 204, STT 100, ITD 100
5	EDC 202	Introduction to Educational Psychology	3	FWS 210 or EDC 302
6	EDC 402	Introduction to Special Education	3	EDC 202 or EDC 302
7	EDA 302	Classroom Management	3	CAI 204
8	EDT 301	Instructional Design	3	CAI 204
9	CAI 202	School Curricula: Concepts and Structure	3	EDA 100
10	EDT 303	Instructional Technology	3	ITD 100

Core Courses

24 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
SPEDC 501	Special Education and Exceptionality	3	-
SPEDC 502	Measurement and Evaluation in Sp.Ed	3	-
SPCAI 503	Curriculum Development and Instructional Strategies in Sp.Ed	3	-
SPEDC 504	Early childhood and Intervention Programs	3	-
SPEDC 507	Administration, Management and Organizing Policies and services in Sp.Ed	3	-
SPEDA 580	Internship / Capstone Course	3	-
SPEDC 506	Research Methods in Sp.Ed	3	-
SPEDT 511	Assistive Technology in Special Education	3	-

Elective Courses

6 Total Credit Hours

Course Code	Course Title	Credit Hours	Prerequisite(s)
SPEDC 520	Seminar in Learning Disabilities	3	-
SPEDC 521	Seminar in Mental Handicaps and Intellectual Challenges	3	-
SPEDC 522	Seminar in Emotional and Behavioral Disorders	3	-
SPEDC 523	Seminar in Sensory and Physical Disabilities	3	-
SPEDC 524	Seminar in Language and Communication Disorder	3	-
SPEDC 525	Seminar in Gifted and Talented Education	3	-
SPEDC 526	Seminar in Remedial Education	3	-
SPEDC 527	Seminars in Autism	3	-
SPEDC 505	Advanced- Current Issues in Sp.Ed	3	-

MASTER OF SCIENCE IN

SPECIAL EDUCATION

Study Plan

Semester I		Term A	Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)	
SPEDC 501	Special Education and Exceptionality	3	-	
SPEDC 502	Measurement and Evaluation in Sp.Ed	3	-	

Semester I		Term B	Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)	
SPEDC 504	Early Childhood and Intervention Programs	3	-	
SPEDC 506	Research Methods in Sp.Ed	3	-	

Semester II		Term A	Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)	
SPEDC 507	Administration, Management and Organizing Policies and services in Sp.Ed	3	-	
	Elective Course 1	3	-	

Semester II		Term B	Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)	
SPEDT 511	Assistive Technology in Special Education	3	-	
SPEDA 580	Internship / Capstone Course	3	-	

Semester III		Term A	Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)	
SPCAI 503	Curriculum Development and Instructional Strategies in Sp.Ed	3	-	
	Elective Course 2	3	-	





Introduction

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

- Master of Business Administration (MBA)
- Master of Strategic Leadership (MSL)
- 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 COB'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).
- Emphasis on academic integrity.

- Personalized academic advising.
- State-of-the art facilities.
- Accreditation by the UAE Ministry of Higher Education and Scientific Research (CAA) and International accreditations (AACSB and EQUIS).
- 90% and above employment rate among graduates.

College Vision

To be a leading globally connected business school fostering sustainability for business and society.

College Mission

With a student-centric philosophy, the business school prepares graduates to drive organizational transformation through leadership in business sustainability.

Goals

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

1. Review, Revise and Diversify Program Portfolio for Regional Relevance
  - a. Enhance current undergraduate and postgraduate programs
  - b. Introduce new stand-alone degree programs
2. Excel and Innovate in Program Design and Delivery
  - a. Recruit and retain qualified, competent, and diverse faculty
  - b. Maintain a comprehensive assurance of learning process
  - c. Ensure rigor and relevance in program design and delivery
3. Enhance Student Enrollment, Progression, and Success
  - a. Provide a student-centered learning environment
  - b. Deliver personalized academic advisement services
  - c. Implement a comprehensive student enrollment and retention plan
4. Conduct High Impact Applied Research in Sustainability
  - a. Conduct and disseminate high impact applied research
  - b. Lead business sustainability research in the region
  - c. Enhance research involvement with business & community
5. Enhance Academic, Corporate, and Alumni Engagement Nationally and Internationally
  - a. Enhance alumni relations and corporate connections
  - b. Participate in events directed towards the community
  - c. Increase international partnerships and student enrollment
6. Foster Professional Development and Life-Long Learning
  - a. Recruit, train, and retain qualified and competent staff
  - b. Develop initiatives for faculty and staff life-long learning
  - c. Maintain collegial culture and efficiencies in internal operations

# 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. Develop functional strategies for sustainable organizational performance
3. Apply appropriate knowledge from different business functions in the context of managerial decisions or in relation to financial market operations
4. Evaluate business performance using quantitative, qualitative, and data analytics tools, techniques, and methods
5. Incorporate sustainability practices /principles in organizational decision making
6. Communicate complex business issues effectively in written and/or verbal form.

All program learning outcomes (PLOs) are designed to ensure that they meet the appropriate level of rigor for the specific degree as per international criteria, and the PLOs are aligned with, and

mapped to, the UAE Qualifications Framework (level 9 for Master degree).

ADU has established procedures by which all its courses must comply with a standard master syllabus. The master syllabus describes the course learning outcomes, links the course learning outcomes to the program learning outcomes, and demonstrates

that the outcomes are consistent with the requirements of the UAE Qualifications Framework for the level of the degree. In addition to this, the syllabus outlines all the important procedures and materials that are used to achieve these learning outcomes. It serves as a base for coordinating the teaching process, especially in multi-section and multi-instructor courses.

### 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	No Prerequisite
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	No Prerequisite
HRM 531	Corporate Performance Management	3	HRM 526
HRM 535	Employment Law and Relations	3	No Prerequisite
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
AVS 561	Airport Operations	3	-
AVS 562	Aviation Regulations & Safety / Quality Management Systems	3	-
AVS 563	Aircraft Fleet Strategy	3	-
AVS 564	Certification of Aviation Products and Services	3	-
TEM 571	Sustainable Tourism Management	3	MGT 482-PC**
TEM 572	Tourism and Event Marketing	3	MGT 482-PC**
TEM 573	Event Management	3	MGT 482-PC**
RMI 520	Risk Management and Insurance	3	-
RMI 525	Regulatory Aspects of Insurance	3	RMI 520
RMI 530	Enterprise Risk Management	3	RMI 520
EQM 520	Process Improvement	3	SCM 540
EQM 525	Quality Tools and Frameworks	3	SCM 540
EQM 530	Designing Organizations for Excellence	3	SCM 540
MIS 556	Innovation and Technology Management	3	MGT 482-PC*
MGT 518	Sustainability Strategies	3	MGT 482-PC* + ACC 482-PC*
MGT 519	Building Strategic & Dynamic Capabilities	3	MGT 482-PC*

\*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	No Prerequisite
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	No Prerequisite
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	No Prerequisite

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 STRATEGIC LEADERSHIP



Program Goals

- 1. Produce graduates with leadership competencies that can be applied in socially responsible organizations in the UAE and the global context
- 2. Develop professionals with leadership capabilities to achieve organizational sustainability
- 3. Produce graduates with ethical leadership behavior who can assume responsible leadership roles in the UAE's public and private sectors

Program Learning Outcomes

- 1. Apply concepts and theories of leadership on organizational issues to provide solutions that are sustainable in a cross-cultural context.
- 2. Employ the principles of teamwork and collaboration in creating, managing and leading group activities.
- 3. Evaluate ethical leadership behavior using relevant tools and applied research.
- 4. Incorporate sustainability in organizational decision making .

Curriculum

Total Credits: 30 Credit Hours

Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 500	Strategic Dimensions of Business Functions	3	-
MSL 522	Leadership and Communication	3	MSL 500
MGT 524	Research Methods in Business	3	MSL 500
MSL 525	Leading Organizational Change	3	MSL 514
MSL 501	Developing a Leader Within You	3	MSL 522
MSL 514	Organizational Behavior	3	MSL 500
MSL 503	Contemporary Issues in Leadership	3	MSL 522
MSL 502	Leading and Building High Performing Teams	3	MSL 514
MSL 599	Project in Leadership	3	MSL 522 + MGT 524
CE 1	Core Elective 1	3	-

Core Elective

Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 561	Cross-Cultural Management	3	MSL 514
MSL 513	Negotiation and Conflict Resolution	3	MSL 514

MASTER OF

STRATEGIC LEADERSHIP

Study Plan - Full Time Mode

Semester I		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 500	Strategic Dimensions of Business Functions	3	-
MSL 522	Leadership and Communication	3	MSL 500

Semester II		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 514	Organizational Behavior	3	MSL 500
MGT 524	Research Methods in Business	3	MSL 500

Semester III		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 501	Developing a Leader Within You	3	MSL 522
MSL 502	Leading and Building High performing Teams	3	MSL 514

Semester IV		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 525	Leading Organizational Change	3	MSL 514
MSL 503	Contemporary Issues in Leadership	3	MSL 522

Semester V		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MSL 561	Elective	3	MSL 514
MSL 599	Project in Leadership	3	MSL 522, MGT 524

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:

1. Critically evaluate contemporary businesses administration issues with an emphasis on sustainable business practices and the various approaches to address them.
2. Apply a range of quantitative and/or qualitative research methods to solve current and dynamic business problems.
3. Apply advanced knowledge in business management and practical research skills to solve complex business problems and/or create sustainable business organizations.
4. Defend research/dissertation that: (a) contains critical evaluation and synthesis of existing body of knowledge in a relevant area of business administration; (b) makes original contribution and impact to knowledge in business administration; (c) adheres to the ethical standards in executing business administration research; and (d) merits publication.
5. Demonstrate superior proficiency in articulating research ideas in writing and presentations

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

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, iBT min 79 / ITP min 550 (taken at ADUKG or Amideast only) / Academic IELTS 6.0 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 Defense.

The Doctoral Dissertation Requirement

Doctoral graduates are judged by the quality of their dissertation research. An Abu Dhabi University doctoral student is expected to produce a dissertation that:

- Is based on original research that makes a significant contribution to the knowledge in the discipline;
- Reflects the integration of practice and scholarly work;
- Addresses a problem of interest to current practitioners;
- Is of publishable quality; and
- Demonstrates expertise in a specialization area within the degree program, as well as competence in evaluating the literature and practice of that area of specialization.

The research strategy, scope of the research and academic rigor should be consistent with the highest level dissertation research that is expected in the discipline. Faculty members should direct students to research areas that will satisfy these requirements and assure that research proposals and conceptual designs provide the foundations for high-quality work. A dissertation is expected to consist of objective research; it is not an essay or a statement to support a position. The following guidelines will assist in developing a dissertation:

- The purpose of the dissertation should be clear, achievable and consistent throughout.
- The concepts, ideas, and questions should be specific, clearly defined, relevant to the problem identified in the dissertation, and of significant depth.
- The point of view from which the research is conducted should be of significant breadth, fair and objective, and clearly stated.
- If empirical data are used, it should be defined, measured, collected, analyzed and interpreted with the highest level of rigor.
- All assumptions made by the author of the dissertation should be clear, justifiable and consistent.
- Implications and consequences of the research should be completely and clearly articulated, realistic, and significant.
- Inferences and conclusions made by the author of the dissertation should be clear, supported by the research, reasonable, consistent and of significant depth.

Selection of a dissertation research topic is a collaborative effort between the student and the prospective chairperson. A student works independently to complete the dissertation, but must be in contact with the chairperson and the appropriate committee member on a regular basis to assure that the work will satisfy the quality expectations of the University. Failure to obtain the chairperson's approval at appropriate stages of the research may result in a completed dissertation that is not approved and requires substantial revision or selection of another topic.

One Publication Dissertation Requirement

The DBA program at ADU requires a minimum of one article for journal publication. At least one article must be accepted for publication in a scientific, refereed journal listed in SCOPUS journal list prior to the dissertation defense. The publication must be based on data that are analyzed by the student and it must be connected to the theme or themes of the dissertation. Publication in journals which are solely based on a submission/acceptance pays model is not accepted as part of dissertation requirements. The article(s) are to be coauthored with one or two members of the dissertation committee. Students must be first author on all articles. As first authors, students are responsible for:

- Development and articulation of a concept or idea for research;
- Development of a proposal to pursue this idea;
- Development of a research design;
- Conducting research and analysis;
- Writing major portions of a manuscript;
- Designing an intervention or assessment (if relevant); and
- Interpreting results.

Having met all of these requirements, the student may request for a final oral dissertation defense.

The Composition of the Dissertation Committee

The dissertation committee comprises a maximum of two members (chairperson and committee member). To ensure continuity of supervision, the chairperson member must be a full-time faculty of the College of Business at ADU and the committee member could either be internal to ADU or an external to ADU. He/she should possess either a PhD or equivalent Doctoral qualification and should have had experience in doctoral supervision. Once a committee has been approved, any changes in committee membership must be approved by the Head of the DBA Program and Dean of College of Business. Should a new chairperson or member require any dissertation modifications, the student would be required to comply with the request. All students are expected to meet frequently with their dissertation committee members to discuss their academic progress and ensure that they are progressing satisfactorily through the program. It is the student's responsibility to schedule meetings with the dissertation committee.

DOCTOR OF  
BUSINESS ADMINISTRATION  
PROGRAM Study Plan

Phase I: Coursework including Research Proposal  
Academic Year I 39 Total Credit Hours

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

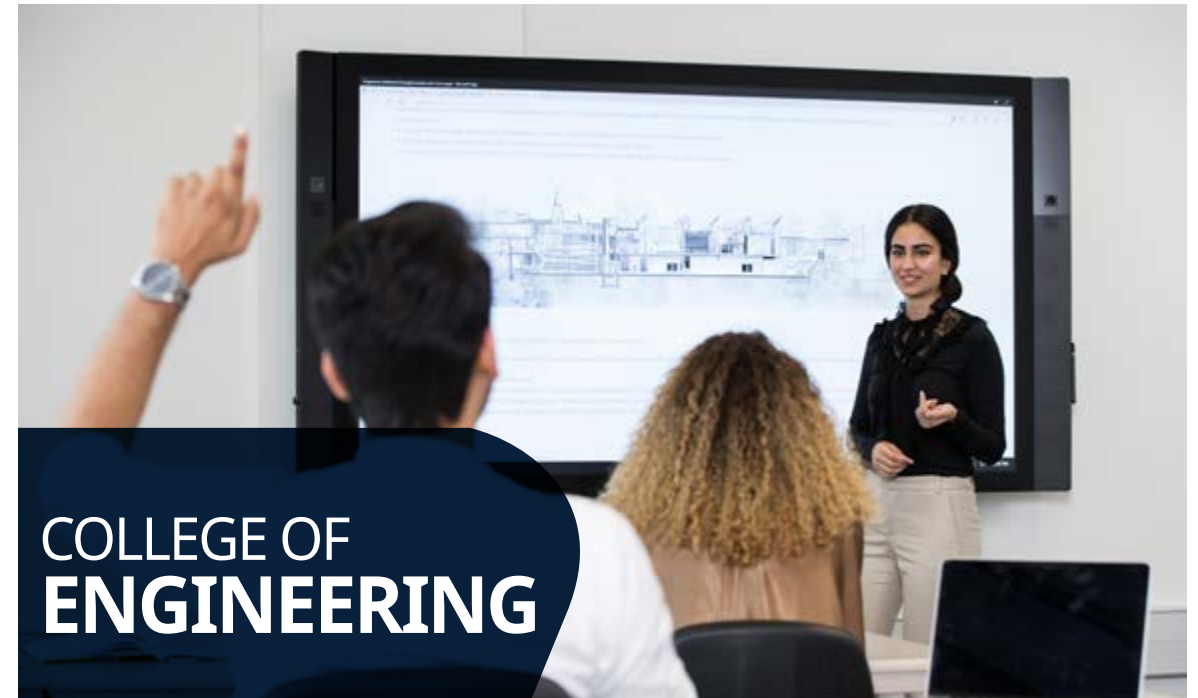
Research Proposal Defense

Phase II: Dissertation		27 Total Credit Hours	
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			



## COLLEGE OF ENGINEERING

### Introduction

Dean - Dr. Hamdi Sheibani

The College of Engineering (COE) at Abu Dhabi University offers fourteen bachelor's degree programs, eight master's degree programs, and four minors making it one of the most comprehensive suites of engineering program offerings in the UAE. All our degrees are designed following American and UAE standards to produce rounded graduates who are well-trained complex-problem solvers, talented designers, effective team players and communicators, life-long learners, and holistic citizens always upholding their professional responsibilities in service of their society and community.

Our masterfully-designed programs prepare our graduates to work in the public or private sectors including for governments, hospitals, factories, companies, airlines, consultants, contractors, banks, and schools. That is why they easily find jobs in the Gulf region in general and in the UAE in particular, whether it is in the high-tech, energy, service, computing, telecommunication, manufacturing, oil and gas, construction, or design industries. Our programs also prepare graduates to pursue further studies anywhere in the world.

### Accreditation

Accreditation is a testament of program and graduate quality. It gives employers, parents, students, and graduate schools a piece of mind that they have made the right choice in selecting employees or graduate school applicants. All COE programs are accredited by the Commission for Academic Accreditation of the Ministry of Education in the UAE. Additionally, COE programs are reviewed and approved by the Western Association of Schools and Colleges in the USA as part of ADU's institutional accreditation. COE students additionally enjoy program-specific world-class accreditation by some of the best accrediting bodies of engineering, computing, and architecture programs in the world.

RIBA Validation is a peer review process that monitors compliance with internationally recognized minimum standards in architectural education and encourages excellence and diversity in student achievement. The COE Bachelor of Architecture program is RIBA-accredited.

### College Vision and Mission

The vision of the COE is to be internationally recognized for quality education, applied research, innovation and advancing regional development.

The mission of the COE at Abu Dhabi University is to produce highly

qualified graduates and innovative applied research, meeting the development needs of the UAE, the region, and the international community.

Objectives

The objectives of the COE 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

Curricular Structure

Graduate programs curricula in the COE are designed to meet the UAE Qualification Framework – Level 9. The programs offer both a breadth of advanced technical topics to produce well-rounded graduates and a depth through specialized advanced courses. Students customize their degrees to their aspirations through advanced technical and non-technical elective courses. Students also complete a major project or original thesis as a culminating experience before graduation. All COE graduate programs are completed in two years. Students who find themselves needing to take additional courses to prepare for their graduate studies can do so from our wide spectrum of preparatory courses offered at the undergraduate-level.

Co-Curricular Activities

Students in the college are offered learning and professional development opportunities beyond the classroom and the laboratory through numerous co-curricular activities including field trips, competitions, exhibitions, invited talks, seminars, training, conferences, and forums. They have a track record of securing top

places in major national and international competitions throughout the academic year. The College empowers students by supporting the following professional student clubs, most of which are student branches of international professional societies:

- Institute of Electrical and Electronics Engineers (IEEE) Student Branch
- American Society of Mechanical Engineers (ASME) Student Section
- American Society of Civil Engineers (ASCE) Student Chapter
- American Institute of Chemical Engineers (AIChE) Student Chapter
- Architecture and Design Club
- Aviation Club

Postgraduate Programs

The College offers the following postgraduate programs:

- Master of Engineering Management
- Master of Project Management
- Master of Science in information Technology

Faculty and Laboratories

To support the delivery of its programs, the College hires 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 in the new Umm Al Emarat Building in ADU's Abu Dhabi Campus. These labs are furnished with the state-of-the-art equipment and benches to help our students acquire the hands-on experience needed to pursue a successful professional engineering career. COE labs include:

- Environmental Engineering Lab
- Construction Materials & Structures Lab
- Hydraulics & Fluid Mechanics Lab
- Soil Mechanics Lab
- Manufacturing CAD/CAM Lab
- Thermofluids Lab
- Control and Mechatronics Lab
- Machine Shop
- Communications Lab

- Microelectronics Lab
- Circuits & Internet of Things Lab
- Power & Renewable Energy Lab
- Bio-Imaging and Machine Learning Lab
- Process Control & Reaction Lab
- Process Technologies & Instrumentation Lab
- Unit Operations Lab
- Model Making Lab
- General Purpose Computer Labs
- Computer-Aided Design Labs
- Networking & Cloud Computing Lab (Cisco Academy)
- Mobile & Security Lab
- Scientific Air Traffic Management Lab (sATM)
- Classic Aviation Simulation Lab

College of Engineering in Al-Ain

ADU has recently commissioned a new state of the art campus in the vibrant and booming city of Al-Ain. The COE is now fully equipped to deliver our quality programs in Al-Ain supported by a full suite of well-equipped engineering laboratories to better serve Al-Ain community and create the engineering talent highly needed by the growth in the local and global markets.

Assessment and Curricular Review

Programs in the COE are constantly up-to-date thanks to robust and rich assessment practices at the program and course levels providing the feedback necessary for continuous improvement. The College is responsive to market and stakeholder needs. Elective and core courses in hot areas are constantly added to ensure the competitiveness and the high employability of the College graduates.

# 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 (COB). The program accepted the first cohort of students in Spring 2010. The program consists of 10 courses (30 credit hours), 6 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, Architecture, Computer Science or Information Technology.

### 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

- <sup>1</sup> Electives: The six credit hours of program electives could be utilized by choosing anyone of the following three options:
- a. Research Project (3 credit hours) plus one elective from either basket
  - b. The two courses in the Management basket.
  - c. 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 484-PC
MEM 504	Quality Engineering	3	Knowledge of basic statistics
MEM 506	Operations Research & Simulation	3	No Prerequisite
MEM 509	Information Technology Management	3	No Prerequisite
MEM 511	Operations and Supply Chain Management	3	Completing 18 CHs.
ACC 522	Advanced Managerial Accounting	3	ACC 482-PC
MGT 523	Strategic Management	3	Last Semester

### Electives/ Baskets<sup>2</sup>

### 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	No Prerequisite
	MEM 508	Engineering Risk Management	3	No Prerequisite

<sup>2</sup>To 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	No Prerequisite
MEM 501	Project Management	3	No Prerequisite
MEM 502	Advanced Engineering Economics	3	GEN 484-PC

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

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 511	Operations and Supply Chain Management	3	Completing 18 CHs
MGT 523	Strategic Management	3	Last Semester
	Elective 2 (or Research Project)	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 at Abu Dhabi University. 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 (PMP) 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 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 <sup>1</sup>	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. Research Project (3 credit hours) plus one program elective from either basket.
- b. Two courses from the Project Management Elective Basket

Core Courses18 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 484-PC*
	FIN 512	Financial Management	3	GEN 484-PC*+ ACC 482 PC*
Theme 2: Project HR Management and Leadership	HRM 517	Human Resource Management in a Global Environment	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	Completing 18 Chs.

\*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	3	-

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Management & Business Elective 2	3	-
	Project Management Elective 2 (Research Project)	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 successful completion of 30 credit hours for graduation. Students must successfully complete Track 1 a Master's Research Thesis with 9 credits (Track 1) or a Professional Project of 3 credits (Track 2) They must take 6 credits from a list of three required College/program core courses before attempting any other course. They must take 12-15 credits from the program elective courses if they follow Track 1, or 15-18 credits if they follow Track 2, in both cases after consultation with their faculty advisor. Students that follow Track 2 must select at least 3 credits from the basket of elective courses. The cumulative grade point average (CGPA) of the student must be at least 3.0 out of 4.0 in order to graduate. Upon successful completion of the program, students will receive a Master of Science in Civil Engineering degree from the College of Engineering

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	2	6
Program Courses	4	12
Program Electives <sup>1</sup>	1	3
Masters Thesis <sup>2</sup>	3	9
Total	10	30

- 1 Program Elective may be replaced by program course
- 2 A student may replace Master’s thesis with the following:
- a. CIV598 Professional Project (3 credit hours); and
  - b. Program Elective (3 credit hours) and ptoqram course (3 credit hours)

Core Courses<sup>1</sup>

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 509	Probability, Decision Theory, and Stochastic Processes	3	Graduate Standing
CIV 514	Engineering Research Methods and Communications	3	Graduate Standing

A student must take 2 courses out of the 3 core courses

Program Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 503	Finite Element Analysis	3	Graduate Standing
CIV 515	Advanced Reinforced Concrete Design	3	Graduate Standing
CIV 516	Engineering Bridge Design	3	Graduate Standing
CIV 518	Pre-stressed Concrete Design	3	Graduate Standing
CIV 521	Advanced Foundations	3	Graduate Standing
CIV 522	Advanced Soil Mechanics	3	Graduate Standing
CIV 526	Slopes and Earth Dams	3	Graduate Standing
CIV 531	Urban Transportation Planning	3	Graduate Standing
CIV 534	Public Transportation	3	Graduate Standing
CIV 542	Groundwater Hydrology	3	Graduate Standing
CIV 544	Coastal Processes and Harbor Engineering	3	Graduate Standing
CIV 561	Construction Project Management	3	Graduate Standing
CIV 589	Advanced Civil Engineering Materials	3	Graduate Standing

Elective Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 502	Engineering Economics	3	Core Courses Completion
MEM 504	Quality Engineering	3	Core Courses Completion
MEM 506	Operations Research & Simulations	3	Core Courses Completion
ARC 620	Efficient Building Systems	3	Core Courses Completion
ARC 630	Passive Design Strategies	3	Core Courses Completion
ARC 635	Professional Responsibility in Sustainable Environmental	3	Core Courses Completion

MASTER OF SCIENCE IN

CIVIL ENGINEERING

Study Plan

The credits of the MSCE program are distributed over 4 regular semesters. The details of the program study plan are shown below. All courses are assigned 3 credit hours load.

Semester I			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
CIV 502	Advanced Engineering Mathematics	3	Graduate Standing
CIV 509	Probability, Decision Theory, and Stochastic Processes	3	Graduate Standing
CIV 514	Engineering Research Methods and Communications	3	Graduate Standing

Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Program Course 1	3	Completion of 2 core courses
	Program Course 2	3	Completion of 2 core courses
	Program Course 3	3	Completion of 2 core courses

Semester III			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Program Course 4	3	Graduate Status
	Elective Course (or program Course 5)	3	Graduate Status
	CIV599A Research Thesis (or program Course for project option)	3	Graduate Status

Semester IV			Total Credit Hours : 6
Course Code	Course Title	Credit Hours	Prerequisite(s)
	CIV599B Research Thesis (or Elective course for project option)	3	Graduate Status
	CIV599C Research Thesis (or CIV 598 professional Project for project option)	3	Graduate Status

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	Graduate status
ITE 512	Network Security	3	Graduate status
ITE 520	Mobile application development	3	Graduate status
ITE 521	Embedded Linux and Applications	3	Graduate status
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 SCIENCE IN

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	Graduate status
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	No Prerequisite
ARC 635	Professional Responsibility in Sustainable Environmental Design	3	No Prerequisite
ARC 640	Architectural Research Methods	3	No Prerequisite
ARC 690	Capstone Project	3	Completion of 24 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	No Prerequisite
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	Capstone Project	3	Completion of 24 Cr. hours
ARC 691	Thesis	6	Completion of 24 Cr. hours

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 marsh 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

	Project Option		Thesis Option	
Program Component	Courses	Credit Hours	Courses	Credit Hours
Program Core	8	24	8	24
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	Graduate Standing
ECE 501	Advanced Embedded System Design	3	Graduate Standing
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	Graduate Standing
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	Graduate Standing
ECE 634	Optoelectronic Devices and Circuits	3	ECE 510
ECE 635	Special Topics in ECE	3	Graduate Standing
ITE 500	Rich Internet Application	3	Graduate Standing
ITE 510	Advanced Data Communication and Networks	3	ITE 510
ITE 520	Mobile Application Development	3	ITE 520

\*Students who lack the expected knowledge for unconditional admission must complete the required prerequisite undergraduate courses as recommended by the graduate advisor or take a challenge exam.

Possible Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CEN 304	Electronic Devices and Circuits	3	-
CEN 305	Microprocessors and Firmware Programming	3	-
CEN 345	Power Systems	3	-
EEN 220	Electric Circuits II	3	-

MASTER OF SCIENCE IN

ELECTRICAL AND COMPUTER

ENGINEERING

Study Plan (Full Time)

Semester I		Total Credit Hours : 9	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	Graduate Standing
ECE 510	Advanced Communication Systems	3	Graduate Standing
ECE 520	Advanced Power System Analysis	3	Graduate Standing

Semester II		Total Credit Hours : 9	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 501	Advanced Embedded System Design	3	Graduate Standing
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)

Semester I		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	Graduate Standing
ECE 510	Advanced Communication Systems	3	Graduate Standing

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

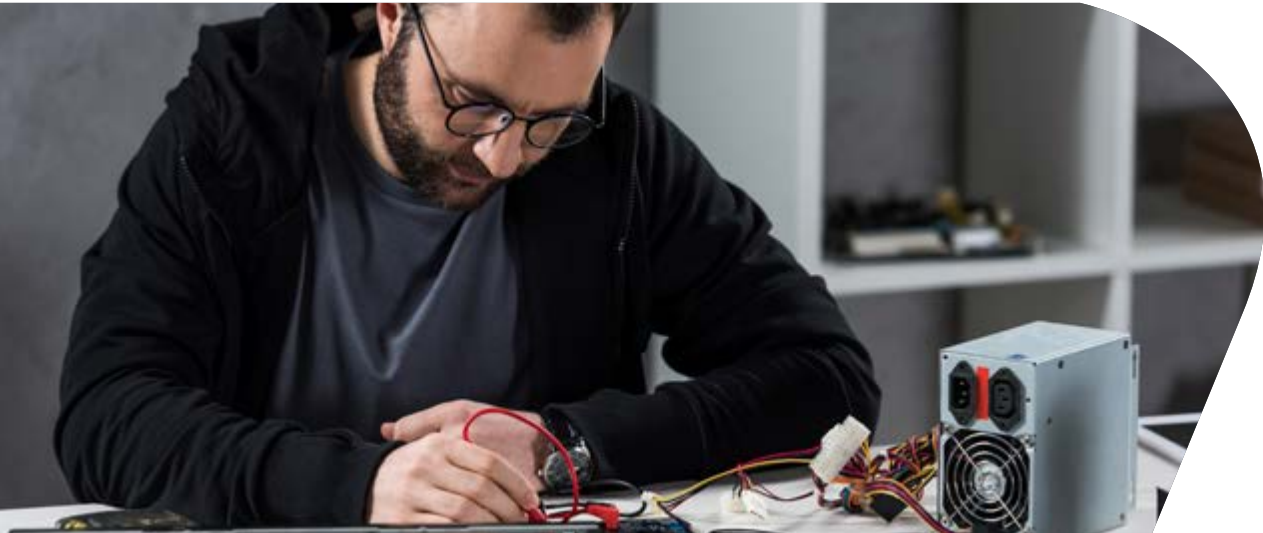
Semester III		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 520	Advanced Power System Analysis	3	Graduate Standing
ECE 611	Advanced Mixed-Mode Integrated Circuit Design	3	ECE 500

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

# MASTER OF ENGINEERING IN ELECTRICAL AND COMPUTER ENGINEERING



### Introduction

The College of Engineering (COE) at Abu Dhabi University offers the Master of Engineering in Electrical and Computer Engineering (MEngECE) program. The College also offers a Master of Science in Electrical and Computer Engineering program (MSECE). The MEngECE responds to regional and international market demand for engineers with a unique blend of advanced ECE and Engineering Management backgrounds, thus preparing the Electrical and Computer Engineering project managers and industrial leaders of tomorrow. The MEngECE program has seven technical courses and three engineering management courses. Students are also expected to complete a capstone project in the area of Electrical and Computer Engineering project management. 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 MEngECE 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 Electrical and Computer Engineering Management. 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. Moreover, they also receive the advanced business training required to successfully manage the large scale and complex projects of today. 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 has been designed in consultation with industrial leaders and managers in the areas of Electrical and Computer Engineering. 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. Eng 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	Courses	Credit Hours
Program Core	10	30
Project	1	3
Total	11	33

### Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	Graduate Standing
ECE 501	Advanced Embedded System Design	3	Graduate Standing
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	Graduate Standing
ECE 611	Advanced Mixed-Mode Integrated Circuit Design	3	ECE 500
MEM 502	Advanced Engineering Economics	3	GEN 200
MEM 510	Innovation and Entrepreneurship	3	Graduate Standing
ECE 621	Computer and Machine Vision	3	Graduate Standing
ECE 690	Electrical and Computer Engineering Project	3	15 credits

\*Students who lack the expected knowledge for unconditional admission must complete the required prerequisite undergraduate courses as recommended by the graduate advisor or take a challenge exam.

### Possible Pre-core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
CEN 304	Electronic Devices and Circuits	3	-
CEN 305	Microprocessors and Firmware Programming	3	-

CEN 345	Power Systems	3	-
EEN 220	Electric Circuits II	3	-

MASTER OF ENGINEERING IN

ELECTRICAL AND COMPUTER ENGINEERING

Study Plan (Full Time)

Semester I		Total Credit Hours : 9	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	Graduate Standing
ECE 510	Advanced Communication Systems	3	Graduate Standing
ECE 520	Advanced Power System Analysis	3	Graduate Standing

Semester II		Total Credit Hours : 9	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 501	Advanced Embedded System Design	3	Graduate Standing
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
MEM 502	Advanced Engineering Economics	3	GEN 200

Semester IV		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 510	Advanced Communication Systems	3	Graduate Standing
ECE 690	Electrical and Computer Engineering Project	3	15 credits

MASTER OF ENGINEERING IN

ELECTRICAL AND COMPUTER ENGINEERING

Study Plan (Part Time)

Semester I		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 500	Integrated Circuit Design	3	Graduate Standing
ECE 510	Advanced Communication Systems	3	Graduate Standing

Semester II		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
ECE 501	Advanced Embedded System Design	3	Graduate Standing
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	Graduate Standing
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
MEM 502	Advanced Engineering Economics	3	Graduate Standing

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

Semester VI		Total Credit Hours : 6	
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 510	Innovation and Entrepreneurship	3	Graduate Standing
ECE 690	Electrical and Computer Engineering Project (Management-based)	3	15 credits

# MASTER OF SCIENCE IN MECHANICAL ENGINEERING



### Introduction

The Master of Science in Mechanical Engineering (MSME) program is offered by the College of Engineering at Abu Dhabi University (ADU). The MSME program has been designed to provide a wide range of technical knowledge and skills that would enhance analytical abilities and knowledge in the area of Mechanical Engineering. The program is also beneficial for working ME professionals seeking competitive edge to aid promotional opportunities by obtaining a master's degree in Mechanical Engineering on a carefully designed schedule that minimizes disruption of work commitments.

Students with a bachelor degree in mechanical engineering and related fields are eligible to apply. However, students with undergraduate degrees other than mechanical engineering may be admitted on conditional basis. Such students will have to take some undergraduate-level deficiency courses, as determined by the graduate advisor after examination of their undergraduate transcripts.

### Program Mission

The mission of the MSME program is to provide an opportunity for fresh graduates in ME related fields as well as working ME professionals to obtain a master's degree in Mechanical Engineering on a carefully designed schedule that minimizes disruption of work commitments. The program is designed to provide ME professionals with a wide range of technical knowledge and skills that would enhance their analytical abilities and knowledge in the area of Mechanical Engineering, thus making them an asset to their organization.

### Curriculum

The Master of Science in Mechanical Engineering is a 30-credit hour program. Table 1 summarizes the degree requirements of students taking the thesis option. Students have to complete 8 graduate level courses (24 credit hours) in addition to a master's thesis (6 credit hours). Students electing to pursue a project option have to take one additional graduate level technical elective course and a graduate project (3 credit hours) as per details shown in Table 3. This path is ideal for students wishing to complete the degree in 1.5-2 years and to use their advanced degree as a foundation for a career in industry related to design and analysis, testing, consulting, or management.

	Project Option		Thesis Option	
Program Component	Courses	Credit Hours	Courses	Credit Hours
Program Core	9	27	8	24
Capstone/Thesis	1	3	2	6
Total	10	30	10	30

Table 1: Summary of Course Requirements (Project/Thesis Option)

### Core Courses

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEC 511	Advanced Mathematics and Applied Statistics		-
MEC 513	Advanced Thermo-Fluid		-
MEC 515	Linear Elasticity		-
MEC 522	Advanced Heat Transfer		-
MEC 524	Finite Element Applications in Solid Mechanics & Heat Transfer		-
MEC 526	Renewable Energy		-
Elective 1	Technical Elective 1		-
Elective 2	Technical Elective 2		-
Elective 3	Technical Elective 3 (Project Option)		-
MEC 588	Graduate Project (Project Option)		-
MEC 589	Thesis 1 (Thesis Option)		-
MEC 599	Thesis 2 (Thesis Option)		-

Students who lack the expected knowledge for unconditional admission must complete the required prerequisite undergraduate courses as recommended by the graduate advisor. Table 2 shows the expected prerequisite knowledge for the MSME:

Table 2: Expected Pre-core Requirement

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEC 465 or equivalent	Introduction to the Finite Element Method	3	-

MASTER OF SCIENCE IN

MECHANICAL ENGINEERING

Study Plan

Table 3: Study Plan

The following is the study plan for a typical full-time student:

First Year: Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEC 511	Advanced Mathematics and Applied Statistics	3	-
MEC 513	Advanced Thermo-Fluid	3	-
MEC 515	Linear Elasticity	3	-

First Year: Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
MEC 524	Finite Element Applications in Solids & Heat Transfer	3	-
MEC 522	Advanced Heat Transfer	3	-
MEC 526	Renewable Energy	3	-

Second Year: Semester I			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Technical Elective 1	3	-
	Technical Elective 2	3	-
MEC 598	Master Thesis 1 (Thesis Option)	3	-

Second Year: Semester II			Total Credit Hours : 9
Course Code	Course Title	Credit Hours	Prerequisite(s)
	Technical Elective 3 (Project Option)	3	-
MEC 588	Graduate Project (Project Option)	3	-
MEC 599	Master Thesis 2 (Thesis Option)	3	-

Technical Elective Courses

The following are the Technical courses for the MSME:

GROUP A: Students can select up to three technical courses from the following:

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEC 551	Computational Fluid Dynamics (CFD) & Heat Transfer (HT)	3	MEC 524 + min. of 15 credits
MEC 552	Mechanical Design Optimization	3	MEC465 or Equivalent + min. of 15 credits
MEC 553	Online condition-based Monitoring of Rotating Equipment	3	MEC 511 + min. of 15 credits
MEC 554	MEMS (Microelectromechanical systems)	3	Min. of 15 credits
MEC 555	Bio-Materials	3	Min. of 15 Credits
MEC 556	Solar Energy	3	MEC 522 + min. of 15 credits
MEC 557	Advanced Mechatronics	3	Min. of 15 Credits
MEC 558	Computer Aided Analysis of Multi-Body Systems	3	Min. of 15 Credits
MEC 559	Design of Robotics Manipulators	3	Min. of 15 Credits
MEC 560	Production Systems Operations	3	Min. of 15 Credits
MEC 561	Dynamics of Mechanical Systems	3	Min. of 15 Credits
MEC 562	Transport Phenomena in Porous Media	3	Min. of 15 Credits

GROUP B: Students can select maximum of one course from the following group as a technical elective:

Course Code	Course Title	Credit Hours	Prerequisite(s)
MEM 501	Project Management	3	None
MEM 504	Quality Engineering	3	Knowledge of basic statistics

Admission Requirements:

A Bachelor's Degree recognized by the UAE Ministry of Higher Education in Mechanical Engineering or related degree.



## MASTER OF LAW IN ARABIC

## ماجستير في القانون باللغة العربية

### مهمة البرنامج:

يقوم هذا البرنامج على منح درجة الماجستير في القانون بتخصصين: الاول القانون العام والثاني القانون الخاص، حيث يختار الطالب التركيز الذي يناسبه.

### أهداف البرنامج:

1. اكساب الدارسين المعارف و المهارات المتخصصة في مجالي القانون العام و الخاص على المستويين النظري و العملي؛ بما يساهم في رفع درجة قدراتهم التنافسية في سوق العمل القانوني في دولة الامارات.
2. تطوير المهارات البحثية و العلمية للدارسين في مجال الدراسات و الابحاث المتعمقة في فروع كل من القانون العام و الخاص المختلفة؛ بما يساهم في تطوير النظم القانونية القائمة.

3. تطوير قدرات الدارسين على تحليل النصوص التشريعية و الاجتهادات القضائية و الفقهية المرتبطة بالقوانين.
4. تعزيز مكانة جامعة ابوظبي كمركز للدراسات القانونية و مساهم رئيس في مجال تطوير البحث العلمي في مجال القانون.
5. تلبية حاجة المجتمع الاماراتي من الكفاءات الأكاديمية القادرة على التدريس بالجامعات و المستشارين القانونيين و المحكمين المتخصصين في مجال فض النزاعات القانونية.

Master of Public Law Curriculum

Core Courses  
33 Total Credit Hours

المقرر الدراسي لبرنامج الماجستير  
في القانون العام

المتطلبات الاجبارية  
إجمالي عدد الساعات المعتمدة: 33

Course Code رقم المساق	Course Title اسم المساق	Prerequisite(s) المتطلب السابق	Credit Hours عدد الساعات المعتمدة
LAİN 503	القانون الدولي العام مع التعمق باللغة الانجليزية	لا يوجد	3
LACR 501	القانون الجزائري مع التعمق	لا يوجد	3
LARM 506	منهج البحث القانوني مع التعمق	لا يوجد	3
LAAD 502	القانون الإداري مع التعمق	لا يوجد	3
LAPO 504	القانون الدستوري والنظم السياسية مع التعمق	لا يوجد	3
LAFI 505	المالية العامة مع التعمق	لا يوجد	3
LADI 590	رسالة الماجستير	لا يوجد	9

Major Electives  
6 credit Hours

Course Code رقم المساق	Course Title اسم المساق	Prerequisite(s) المتطلب السابق	Credit Hours عدد الساعات المعتمدة
LAPR 507	قانون الإجراءات الجزائية مع التعمق	لا يوجد	3
LAIS 512	نظام الحكم في الاسلام مع التعمق	لا يوجد	3
LAAC 516	العقود الإدارية مع التعمق	لا يوجد	3
LAFE 517	التشريعات الإقتصادية والمالية مع التعمق	لا يوجد	3
LACI 512	القانون الجنائي الدولي مع التعمق	لا يوجد	3

MASTER OF  
PUBLIC LAW -  
Study Plan

الخط الدراسية لبرنامج  
الماجستير في القانون العام

السنة الاولىFirst Year				
	Course Code رقم المساق	Course Title اسم المساق	Credit Hours عدد الساعات المعتمدة	Prerequisite(s) المتطلب السابق
الفصل الأول (Semester 1)	LAİN 503	القانون الدولي العام مع التعمق باللغة الانجليزية	3	لا يوجد
	LACR 501	القانون الجزائري مع التعمق	3	لا يوجد
	LARM 506	منهج البحث القانوني مع التعمق	3	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			9	
الفصل الثاني (Semester 2)	LAAD 502	القانون الإداري مع التعمق	3	لا يوجد
	LAFI 505	المالية العامة مع التعمق	3	لا يوجد
	LAPO 504	القانون الدستوري والنظم السياسية مع التعمق	3	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			9	

السنة الثانيةSecond Year				
	Course Code رقم المساق	Course Title اسم المساق	Credit Hours عدد الساعات المعتمدة	Prerequisite(s) المتطلب السابق
الفصل الأول (Semester 1)		متطلب اختياري	3	لا يوجد
		متطلب اختياري	3	لا يوجد
	LADI 590	تسجيل رسالة الماجستير ( اعداد الخطة - تجميع المادة العلمية)	3	اجتياز المساقات السابقة
Total Credit Hours/إجمالي عدد الساعات			9	
الفصل الثاني (Semester 2)	LADI 590	رسالة الماجستير	6	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			6	

Master of Private Law Curriculum

Core Courses

33 Total Credit Hours

المقرر الدراسي لبرنامج الماجستير  
في القانون الخاص

المتطلبات الاجبارية  
إجمالي عدد الساعات المعتمدة: 33

Course Code رقم المساق	Course Title اسم المساق	Prerequisite(s) المتطلب السابق	Credit Hours عدد الساعات المعتمدة
LAJT 505	فقه المعاملات مع التعمق	لا يوجد	3
LACI 501	قانون المعاملات المدنية مع التعمق	لا يوجد	3
LARM 506	منهج البحث القانوني مع التعمق	لا يوجد	3
LACO 502	القانون التجاري مع التعمق	لا يوجد	3
LAIS 503	القانون الدولي الخاص مع التعمق	لا يوجد	3
LACP 504	قانون الإجراءات المدنية مع التعمق	لا يوجد	3
LADI 590	رسالة الماجستير	لا يوجد	9

Major Electives  
6 credit Hours

المتطلبات الاختيارية  
6 ساعة معتمدة

Course Code رقم المساق	Course Title اسم المساق	Prerequisite(s) المتطلب السابق	Credit Hours عدد الساعات المعتمدة
LAIP 507	قانون الملكية الفكرية مع التعمق باللغة الانجليزية	لا يوجد	3
LACA 508	التحكيم التجاري الداخلي والدولي مع التعمق	لا يوجد	3
LACL 509	حماية المستهلك مع التعمق	لا يوجد	3
LAIT 514	عقود التجارة الدولية مع التعمق	لا يوجد	3
LAIA 516	الجوانب القانونية للإستثمار مع التعمق	لا يوجد	3

الخط الدراسية لبرنامج  
الماجستير في القانون الخاص  
MASTER OF  
PRIVATE LAW -  
Study Plan

السنة الاولى First Year				
	Course Code رقم المساق	Course Title اسم المساق	Credit Hours عدد الساعات المعتمدة	Prerequisite(s) المتطلب السابق
الفصل الأول (Semester 1)	LACI 501	فقه المعاملات مع التعمق	3	لا يوجد
	LAJT 505	قانون المعاملات المدنية مع التعمق	3	لا يوجد
	LARM 506	منهج البحث القانوني مع التعمق	3	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			9	
الفصل الثاني (Semester 2)	LACO 502	القانون التجاري مع التعمق	3	لا يوجد
	LACP 504	قانون الإجراءات المدنية مع التعمق	3	لا يوجد
	LAIS 503	القانون الدولي الخاص مع التعمق	3	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			9	

السنة الثانية Second Year				
	Course Code رقم المساق	Course Title اسم المساق	Credit Hours عدد الساعات المعتمدة	Prerequisite(s) المتطلب السابق
الفصل الأول (Semester 1)		متطلب اختياري	3	لا يوجد
		متطلب اختياري	3	لا يوجد
	LADI 590	تسجيل رسالة الماجستير ( اعداد الخطة - تجميع المادة)	3	اجتياز المساقات السابقة
Total Credit Hours/إجمالي عدد الساعات			9	
الفصل الثاني (Semester 2)	LADI 590	رسالة الماجستير	6	لا يوجد
Total Credit Hours/إجمالي عدد الساعات			6	



## البرامج الأكاديمية للكتليات العسكرية

### الرسالة

تهدف البرامج الأكاديمية للكتليات العسكرية إلى تطوير معايير عالية الجودة ومهنية استثنائية في كل من الدورات العسكرية والمدنية ، وكذلك تزويد الأفراد بالمعرفة والمهارات في مجالات التخطيط والتحليل ، مما يمكنهم من حل المشكلات وأداء واجباتهم ومسؤولياتهم بتفان ودقة.

### رسالة برامج الماجستير

تسعى البرامج الأكاديمية في الكليات العسكرية - كلية القيادة والأركان المشتركة الى تقديم وتطوير برامج أكاديمية متميزة في مجال العلوم العسكرية والمدنية من خال نخبة من الأساتذة والأكاديميين لإعداد قادة مؤهلين ذوي معارف علمية ومهارات تطبيقية متميزة في إدارة الموارد البشرية والعلاقات الدولية و التحليل والتخطيط الاستراتيجي والقدرة على حل الإشكاليات للقيام بالمسؤوليات المستقبلية المنوطة بهم على كافة الجوانب المعرفية والفنية والمهاراتية العسكرية لخدمة القوات المسلحة بفاعلية في دولة الإمارات العربية المتحدة.

### أهداف برامج الماجستير

1. تطوير مناهج أكاديمية عالية الجودة ذات مستوى مهني راقٍ في مجال العلوم العسكرية والمدنية.
2. إعداد ضباط مؤهلين تأهيلاً جيداً لخدمة القوات المسلحة الإماراتية، متسلحين بمهارات التحليل والتخطيط والقدرة على حل المشكلات؛ مما يساعدهم على التعامل بنجاح مع تحديات الدفاع الوطني في القرن الحادي والعشرين.
3. الالتزام بأعلى المعايير العالمية للجودة العلمية والمخرجات التعليمية.

### الرؤية

تمثل البرامج الأكاديمية للكتليات العسكرية شراكة استراتيجية وأكاديمية بين جامعة أبوظبي والقيادة العامة للقوات المسلحة لدولة الإمارات العربية المتحدة ، بهدف إعداد خريجين مؤهلين تأهيلاً عالياً لتلبية الاحتياجات المستقبلية للقيادة العامة. حيث بدأت الشراكة في عام 2009 بتوقيع مذكرة تفاهم.

أجل إعداد قادة ذوي كفاءات عالية ومهارات متميّزة في إدارة الموارد البشرية والعلاقات الدولية والتحليل والتخطيط الاستراتيجي بما يحقق طموحات القوات المسلحة الإماراتية المستقبلية.

رؤية برامج الماجستير

تطمح البرامج الأكاديمية في الكليات العسكرية - كلية القيادة والأركان المشتركة، بأن تكون رائدة في تقديم البرامج الأكاديمية والتدريبية ضمن معايير عالمية من

برنامج الماجستير في إدارة الموارد البشرية (30 ساعة معتمدة

أهداف البرنامج

- 1. إعداد خريجين لديهم القدرة على إظهار الكفاءة في إدارة مهام الموارد البشرية وقيادتها على المستويين الوطني والدولي.
- 2. إعداد خريجين لديهم المعرفة والمهارات اللازمة في الإدارة الاستراتيجية وتطبيق مفاهيمها.
- 3. إعداد خريجين لديهم القدرات الفاعلة على إجراء الأبحاث.
- 4. إعداد خريجين قادرين على استعمال مفاهيم تقييم الوظائف وتقييم الأداء.

المخرجات التعليمية

- يتوقع أن يكون الخريجون قادرين على:
- تقييم الممارسات المحلية والعالمية لإدارة الموارد البشرية.
- استخدام المعرفة والمهارات والبحوث التطبيقية في إدارة الموارد البشرية ومعالجة قضاياها.
- تحليل دور إدارة الموارد البشرية في دعم استراتيجية المنظمة.
- استيعاب الأبعاد الأخلاقية والقانونية والاجتماعية في إدارة الموارد البشرية.

مسابقات البرنامج

إجمالي الساعات المعتمدة: (30) ساعة معتمدة

المسابقات التمهيدية

تطرح للطلاب الذين لم يسبق لهم دراسة مساقات في مجال إدارة الأعمال ، ويعفي الطالب من دراسة كل أو بعض هذه المساقات في حال دراسته لها (أو ما يعادلها ) من قبل في المراحل الدراسية السابقة لالتحاقه بالبرنامج.

الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	MGT 482-PC	مقدمة في الإدارة	0	لا توجد
2	BUS 482-PC	الأساليب الكمية في الإدارة	0	لا توجد

المسابقات الإلزامية (21 ساعة معتمدة):

الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 517	إدارة الموارد البشرية في بيئة عالمية	3	MGT 482-PC أو ما يعادله
2	HRM 526	إدارة أداء العاملين	3	HRM 517
3	HRM 532	التعويض والمزايا	3	HRM 517
4	HRM 535	قانون العمل والعلاقات	3	HRM 517
5	MGT 514	السلوك التنظيمي	3	MGT 482-PC أو ما يعادله
6	MGT 524	أساليب البحث في الإدارة	3	MGT 482-PC BUS 482-PC أو ما يعادلها
7	MGT 523	الإدارة الاستراتيجية في بيئة دولية	3	يُطرح في الفصل الأخير

المسابقات الاختيارية (9 ساعات معتمدة):

الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 529	إدارة التدريب والتطوير	3	HRM 517
2	HRM 531	إدارة الأداء التنظيمي	3	HRM 526
3	MGT 522	القيادة ومهارات الاتصال	3	MGT 482-PC أو ما يعادله
4	MGT 525	التغيير التنظيمي	3	MGT 514
5	HRM 522	التفاوض وفص النزاعات لمدرء الموارد البشرية	3	MGT 514
6	MGT 527	إدارة الأزمات	3	MGT 482-PC أو ما يعادله
7	MGT 528	بحوث العمليات	3	BUS 482-PC أو ما يعادله
8	MGT 520	أخلاقيات الأعمال وحوكمة الشركات	3	لا يوجد
9	MGT 521	إدارة الأعمال الدولية	3	MGT 482-PC أو ما يعادله

المناهج الدراسي لبرنامج الماجستير في إدارة الموارد البشرية :

الفصل الأول				
الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 517	إدارة الموارد البشرية في بيئة عالمية	3	MGT 482-PC أو ما يعادله
2	MGT 524	أساليب البحث في الإدارة	3	MGT 482-PC, BUS 482-PC ,أو ما يعادلها

الفصل الثاني				
الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	MGT 514	السلوك التنظيمي	3	MGT 482-PC أو ما يعادله
2	HRM 526	إدارة أداء العاملين	3	HRM 517

الفصل الثالث				
الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 535	قانون العمل والعلاقات	3	HRM 517
2	-	مساق اختياري ( 1 )	-	-

الفصل الرابع				
الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 522	التفاوض وفض النزاعات لمدراء الموارد البشرية	3	MGT 514
2	-	مساق اختياري ( 2 )	-	-

الفصل الخامس				
الرقم	رمز المساق	اسم المساق	الساعات المعتمدة	المتطلبات السابقة
1	HRM 532	التعويض والمزايا	3	HRM 517
2	MGT 523	الإدارة الاستراتيجية في بيئة دولية	3	يُطرح فى الفصل الأخير

شروط قبول برنامج الماجستير في ادارة الموارد البشرية ( باللغة العربية للعسكريين):

القبول الدائم

1. أن يكون الطالب حاصلًا على درجة البكالوريوس أو الليسانس بمعدل تراكمي (2.5 من 4.0) أو ما يعادلها
2. أن يكون حاصلًا على (400) درجة في TOEFL أو (4.0) درجات في IELTS الأكاديمي.
3. أن يكون حاصلًا على (1250) درجة في امتحان EMSAT في اللغة العربية

القبول المشروط:

1. إذا كان المعدل التراكمي في درجة البكالوريوس أو الليسانس من (2.0) إلى (2.49) فإنه يحق للطالب تسجيل 9 ساعات للفصل الاول كحد أقصى ويجب عليه الحصول على معدل تراكمي (3.0) على الأقل في أول فصل دراسي له (يحق للطالب إعادة مساق واحد لرفع معدله التراكمي).
2. أن يكون حاصلًا على (400) درجة في TOEFL أو (4.0) درجات في IELTS الأكاديمي.

بالنسبة للطلاب الذين لم يسبق لهم دراسة مساقات في مجال إدارة الأعمال ، فإنه يتعين عليهم دراسة (المساقات التمهيدية ) قبل الالتحاق بالبرنامج. ويعفى الطالب من دراسة كل أو بعض هذه المساقات في حال دراسته لها (أو ما يعادلها ) من قبل في المراحل السابقة على الالتحاق بالبرنامج.

MASTER OF

INTERNATIONAL RELATIONS  
PROGRAM



Program Goals

The Master's program in International Relations is considered one of the unique programs at the level of the United Arab Emirates, and the program provides students with advanced theoretical knowledge, studies and skills in areas that the country urgently needs, and the program prepares graduates for diplomatic and leadership positions.

Program Learning Outcomes

On completion of the program, graduates of Abu Dhabi University Master of International Relations program will be able to:

- Critically evaluate the major theoretical and analytical perspectives within the field of international relations.
- Apply theoretical, conceptual and methodological approaches to contemporary International Relations issues
- Demonstrate critical thinking and analytical skills to address complex international relations challenges in regional and global contexts.
- Apply appropriate foreign policy decision-making models to critically analyze and explain foreign policy choices
- Communicate complex international relations issues and/or research findings effectively.

Curriculum

Total Credit Hours: 31

Program Core Requirements	31 credit hours
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Pre-Core Courses

Course Code	Course Title	Prerequisite	Credit Hours
MIR482-PC	Introduction to International Relations	-	0

Core Courses

Course Code	Course Title	Prerequisite	Credit Hours
MIR 501	Research Methodology in Social Sciences	-	3
MIR 502	Theory of International Relations	-	3
MIR 503	International Crisis Management	-	3
MIR 504	Foreign Policy Analysis	-	3
MIR 505	The United Arab Emirates Foreign Policy	MIR 502, MIR 504	3
MIR 506	The Gulf and the World	MIR 502	3
MIR 507	International Nuclear Politics	MIR 502, MIR 503	3
MIR 508	International Terrorism	MIR 502, MIR 503	3
MIR 509	Regional and International Security	MIR 502, MIR 503, MIR 504	3
MIR 510	Graduation Project	MIR 501, MIR 502	4
Total Credit Hours			31

MASTER OF

INTERNATIONAL RELATIONS

PROGRAM Study Plan

Course Code	Course Title	Prerequisite	Credit Hours
Semester1			
MIR 501	Research Methodology in Social Sciences	-	3
MIR 502	Theory of International Relations	-	3
MIR 504	Foreign Policy Analysis	-	3
Credit Hours			9
Semester2			
MIR 503	International Crisis Management	-	3
MIR 505	The United Arab Emirates Foreign Policy	MIR 502, MIR 504	3
MIR 506	The Gulf and the World	MIR 502	3
Credit Hours			9
Semester3			
MIR 507	International Nuclear Politics	MIR 502, MIR 503	3
MIR 508	International Terrorism	MIR 502, MIR 503	3
MIR 509	Regional and International Security	MIR 502, MIR 503, MIR 504	3
Credit Hours			9
Semester4			
MIR 510	Graduation Project	MIR 501, MIR 502	4
Credit Hours			4
Total Credit Hours			31



# CODE OF CONDUCT

## Academic Integrity

### 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.

All borrowed materials – direct or indirect (paraphrased) – require acknowledgments of the sources

Examples of materials borrow that require referencing are texts, graphs, photos/images, etc. from external sources such as internet, journals, books, and alike.

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.
4. Copying sections of text from a source and replacing several individual words or phrases with synonyms, or similar words.

#### Turnitin (anti-plagiarism software)

The faculty at Abu Dhabi University use a variety of techniques to authenticate student work. All written work is authenticated using Turnitin detection software. Turnitin is designed to detect various types of plagiarism in submitted documents, including text wherein individual words have been replaced by synonyms, or similar words. Any submitted written work that is suspected of plagiarism will be referred to the Office of Academic Integrity for further investigation. Students violating the University's Academic Integrity Policy are subject to penalties that include dismissal from the University.

#### 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, CVs, 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.

## Excerpts of Examinations Protocols and Rules - Students' Responsibilities

### I. Introduction

The Office of Academic Integrity (OAI) has formulated Examinations' Protocols and Rules that govern students' conduct during examinations. It is the responsibility of students to be familiar with these rules and comply with them.

### II. Types of Examinations

Examinations at Abu Dhabi University (ADU) can be either "closed book" or "open book." In "closed book" examinations, access to all materials related to the course is strictly prohibited. In "open book" examinations, students are allowed to have access to all materials during examination, with the exception of those specifically prohibited by the instructor. In the absence of any specific information, examinations are to be considered as "closed book."

## III. Students' Responsibilities

### A. Pre Examination

1. Switch-off your mobile phones (and all other electronic devices) and place them in front of the examination room and

away from where you are seated.

- 2. Put all the materials such as books, notes, etc. in front of the examination room and away from where you are seated.
- 3. Select your seat randomly and avoid seating next to friends, family, and/or associates.
- 4. Bring and use only the type of calculator that is allowed by the instructor.

**B. During Examination**

- 1. Read and sign the “Warning Section” on the top of the Exam Cover Sheet.
- 2. Sign the exam’s “Attendance Sign-Up Sheet.”
- 3. Refrain from looking at someone else’s exam paper
- 4. Refrain from engaging in any form of communication (e.g., talking and/or whispering) with other students.
- 5. Refrain from any movements that can raise suspicions of illicit activities.
- 6. Refrain from engaging in any arguments with the instructor or proctor.
- 7. Write answers on the papers provided by the proctor.
- 8. Use the back of your answer sheets for any required calculations.

**C. After Examination**

- 1. Finish the examination on time and stop writing answers when instructed to do so.
- 2. Leave the room quietly.
- 3. Collect your belongings.
- 4. Report any concerns or problems to the OAI staff.

**Excerpts of Procedural Guidelines for Examinations and Proctoring**

**I. Introduction**

The content and particulars of examinations are decided by the faculty members and communicated to the proctors and other concerned individuals such as IT staff. The overriding responsibility of the Office of Academic Integrity (OAI) is to ensure the integrity of the examination processes.

The responsibility for providing proctors to administer examinations rests with colleges and academic units. In the event of any shortfalls, the OAI will arrange for additional proctors to meet the needs of colleges and academic units.

The Procedural Guidelines for Examinations and Proctoring are described in the following sections. It is the responsibility of faculty members and proctors to be familiar with these rules and comply with them.

**II. Personal and Professional Attributes of Proctors**

- Good reputation,
- Ability to take a supervisory role in the administration of examinations, and
- Lack of conflict of interest, both “in fact” and “in appearance.”

**III. Types of Examinations**

Irrespective of the type of examination, and to minimize the possibility of students’ violations of the Academic Integrity Policy, faculty members are requested to prepare more than one version of an exam (this could be done by simple rearrangement of the questions or changing numbers in the exercises, etc.). In addition, all examinations should have the standard Exam Cover Sheet.

Examinations at ADU can be either “closed book” or “open book.” In “closed book” examinations, access to all materials related to the course is strictly prohibited, unless the materials are provided by the instructor (e.g., a formula sheet). In “open book” examinations, students are allowed to have access to all materials, with the exception of those specifically prohibited by the instructor. In the absence of any specific information, examinations are to be considered “closed book.”

**IV. Types of Proctors**

- Proctor – the person responsible for monitoring exam-taking activities to ensure compliance with applicable rules and procedures.
- Roving proctor – the person representing the college and responsible for all examinations in any given examination time slot. The roving proctor is responsible for overseeing the activities of all proctors and addressing any issues of concern.

**V. Assigning Proctors**

The scheduling of final examinations is the responsibility of the Office of the Registrar. The responsibility of the OAI is the assignment of proctors, which is done in collaboration with the colleges.

**VI. Proctoring Duties**

**A. Pre Examination**

- 1. Be available in the examination rooms 20 minutes and rearrange the chairs to create physical separation between students.
- 2. Review each examination information sheet for special requirements requested by the instructor.
- 3. Allow students into the examination room ten (10) minutes before the exam time.
- 4. Ensure random seating of students as they enter the classroom and take-up seats.
- 5. Request each student to display valid Student ID (other valid IDs with photo such as driving license may be acceptable).
- 6. Instruct students to put away all unauthorized materials, including mobile phones and other electronic devices in front of the examination room and away from where they are seated.
- 7. Review with students major items that constitute cheating (e.g. speaking, exchanging information, accessing unauthorized materials such as mobile phones, etc).
- 8. Ensure each student receives the correct version of the exam.
- 9. Place the examination papers in front of students, faced-down, and one-by-one.
- 10. Announce the start of the examination, write the time of the examination on the whiteboard (e.g., exam duration two (2) hours, starting time 09:00 a.m., and finishing time 11:00 a.m.), and adjust the finishing time, if necessary (e.g., exams starting with some delays require finishing time to be extended to compensate for the delay).
- 11. Start the exam.

**B. During Examination**

- 1. Preventing conducts that are violations of the provisions of the AIP (e.g., cheating), and
- 2. Detecting acts of violations of the provisions of the AIP (e.g., catching cheating activities).

Prevention - The continuous vigilance and engagement of proctors are the two necessary conditions to prevent violations.

Detection of Violations – In instances where direct evidence of violations exists (e.g., students using and/or possessing

handwritten or electronically stored course related materials), the proctor should take the following actions:

- 1. Approach the student.
- 2. Collect the Student ID and the examination papers.
- 3. Secure the evidence of violation such as handwritten notes or electronic devices.
- 4. Notify the instructor of the course or the roving proctor.
- 5. Complete and submit to the OAI the Exam Violation Documentation Form along with the evidence of cheating (e.g., notes, mobile phones, or other electronic devices).
- 6. Notify the roving proctor and/or the representative of the OAI, in cases of non-cooperating students.

In instances where the violations of the AIP is suspected, but no direct evidence is observed, students should be allowed to complete the exam. However, once the exam is completed, students’ exam papers should be marked as “suspected case of cheating,” the instructor of the course notified, the Exam Violation Documentation Form completed, and the case referred to the OAI.

In addition to the above broad guidelines, proctors need to follow specific rules during examinations, as outlined below:

- 1. Ensure unauthorized electronic devices are kept away from the proximity of students.
- 2. Remind students that any violations of the AIP will result in the ejection of students from the examination room.
- 3. Instruct students to read and sign the “Warning Section” on the top of the Exam Cover Sheet.
- 4. Circulate exam’s “Attendance Sign-Up Sheet” to collect students’ signatures.
- 5. Prevent students to enter the examination room after 30 minutes from the start of the exam. In these cases, the Non-Admitted Late Comers Notification Form should be completed and submitted to the OAI.
- 6. Prevent students to leave the examination room prior to 40 minutes from the start of the exam.
- 7. Prohibit use of any unauthorized materials or resources unless specifically allowed by the instructors.
- 8. Monitor students to ensure they are focused on completing the examination.
- 9. Maintain a physical presence at all times by walking around and paying close attention to students’ behavior and conduct.

10. Monitor students' conduct while on emergency break (e.g., using the restrooms).
11. Enforce the following exam-taking rules:
  - a. No talking between and among students,
  - b. No answering of questions by students or proctors,
  - c. No exchanges of any kind of materials between and among students, and
  - d. No change of seats unless for valid reasons and with the consent of the proctor.

### C. After Examination

1. Finish the examination on time and orderly.
2. Secure the completed examination papers.
3. Deliver completed exams to the representative of the college or the roving proctor.
4. Ensure students remain seated until the proctor collects the examination papers.
5. Collect examination papers from students, one-by-one.
6. Account for the total number of exam copies by counting completed exam papers, match the numbers against the number of students on the "Attendance Sign-Up Sheet", and the head count.
7. Validate the completeness of total copies of the exam (i.e., exams taken plus excess copies should be equal to the number of copies originally received).
8. Contact the IT staff to secure the lab for the lab-based examinations.
9. Remind students to collect their personal belongings.
10. Handover any items left behind by students to the Security Officer or the OAI Representative.



# COURSE DESCRIPTIONS

## COLLEGE OF ARTS AND SCIENCES General Education Courses

### Professional Post-Graduate Diploma in Teaching

#### Core Courses

**EDC 470 E- Education in UAE**

Credit Hours: 3  
Prerequisite: None

This course is designed to enable students to understand the educational system of the United Arab Emirates, its historical development, and stages undergone by the developments that have accompanied the state and the Union.

It will support the students in identifying the philosophy of education, social and economic objectives of the UAE community, types of schools, different phases of education, higher education, Principal and teacher's license system in UAE and educational vocational system. In addition to understand the nature and components of the curriculum with its cultural, psychological, philosophical, social and economic elements that are applied in UAE schools and different educational institutions and mechanisms of its implementation, educational outcomes,

characteristics of Emirati student according to the contents of the national document.

**EDC 471 E - Classroom Management in Inclusive Settings**  
Credit Hours: 3  
Prerequisite: None

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 E - Special Education**  
Credit Hours: 3  
Prerequisite: None

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 E - Educational Psychology**  
Credit Hours: 3  
Prerequisite: None

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 E- School Curriculum**  
Credit Hours: 3  
Prerequisite: None

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 inelegancies theory, curriculum planning, development, integration, and evaluation.

**EDC 475 E - Educational Technology**  
Credit Hours: 3  
Prerequisite: None

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 equipment's 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 E - Practicum**  
Credit Hours: 6  
Prerequisite: EDC 471, EDC 474, CE 1

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 477 E - Methods of Teaching Islamic Education**  
Credit Hours: 3  
Prerequisite: None

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 education 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 E - Methods of Teaching Mathematics**  
Credit Hours: 3  
Prerequisite: None

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 E - Methods of Teaching Science**

**Credit Hours: 3**  
**Prerequisite: None**

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 E - Methods of Teaching English Language**

**Credit Hours: 3**  
**Prerequisite: None**

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 E - Methods of Teaching Social Studies**

**Credit Hours: 3**  
**Prerequisite: None**

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 E - Methods of Teaching Information Technology**

**Credit Hours: 3**  
**Prerequisite: None**

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.

**EDC 484 E - Methods of Teaching Fine Arts and Graphic Design**

**Credit Hours: 3**  
**Prerequisite: None**

This course covers theoretical and practical basis for methods of teaching Fine Arts and Graphic design. This course involves hands-on applications of curriculum activities in art education with a special emphasis the variety of methods for art activities that teach the elements and principles of art within the art classroom. The importance and role of the visual arts in the school curriculum will be stressed through lectures, visuals and discussion and projects. Students will create and design a thematic curriculum unit in visual arts that will be presented to the class and outlined in terms of time, scope, grade levels and activity applications. Students will create a portfolio of activities and lesson plans particular to the thematic unit.

**EDC 485 E - Methods of Teaching French**

**Credit Hours: 3**  
**Prerequisite: None**

This course aims to familiarize teachers

with pedagogical approaches, methods, strategies and tools that are susceptible to make the French teaching and learning process more effective and more efficient. This course provides teachers with teaching methods and means suitable with the interests, needs, and abilities of the new generations of learners on one hand, and adapted to the requirements, challenges, and issues of the 21st century on the other hand.

# Master of Education in Leadership

## Core Courses

**EDA 501 - Leadership in Education**

**Credit Hours: 3**  
**Prerequisite: None**

This course is designed to give students entering the Educational Leadership program an understanding of the complex roles and challenges of the education field including school administration, planning and teacher development, while focusing on the constantly changing nature of administrative responsibility. Students develop an integrated view of the knowledge base, research and practice of leadership, planning and administration within a context of multiple perspectives and a wide range of thinking. The purpose of the course is to increase understanding about education in the UAE, the role of educational administration, the forces that are moving education into a new era, the transitions that are occurring, and the use of the latest, best practices to improve education.

**EDA 540 - Institutional Enhancement**

**Credit Hours: 3**  
**Prerequisite: None**

This course focuses on the process of development of fundamental concepts and procedures relative to effective planning and change. The course will cover the main issues related to enhancement capacity programs and institutional development and help leaders and managers to plan, implement, improve, change and create supportive environment. Course will cover research in organizational settings, organizational theory, change theory, and organizational development. Students will learn apply the criteria to develop

and evaluate instructional methods and strategies to enhance schools and learning environment and improve learning process. Students will learn about international programs and they will write, design and create individual projects, create local standers, and design programs to assist leaders for academic leadership covering strategic planning and implementation, people management and corporate governance, and resources management.

**EDA 542 - Professional Development**

**Credit Hours: 3**  
**Prerequisite: None**

This course will help students to be successful as school leaders and especially beginning school administrators, the course will help them to develop their skills, attitudes and behaviors they currently hold and use, and accordingly develop a plan for growth and help other teachers to learn and grow. The course will help them to understand how to continue to learn, practice and reflect upon skills, attitudes, as well as the behaviors they need in order to be increasingly effective in their current worksites and for future leadership roles. An understanding of the impact of their work upon a given district is also required. Self-assessment of one's own strengths and areas of challenge and how the leader communicates are the main focus points in this course. The initial reflection and development of a Professional Development Plan begins in this course. Peer coaching with a class member is an essential element.

**EDA 580 - Internship and Capstone Project**

**Credit Hours: 3**  
**Prerequisite: None**

The purpose of the principal internship is to bridge the gap between theory and practice, and students' academic and experiential learning. In the internship, students will engage in self-assessment of strengths, weaknesses, areas of particular interest and will increasingly

assume responsibility for continuing their professional development by planning for and completing a program of field-based experiences. This internship should provide opportunities to work with and to learn from administrators in schools. Through field-based experiences, the student has the opportunity to strengthen his/her qualifications and gain experience. Through careful planning, the student should be able to accomplish the level of professionalism. The Capston project is designed to meet the needs of the individual for specific study of particular problems in education. This course concludes the development of a professional portfolio or an action research project. This capstone/research project is an opportunity for students to make the transition from a customer to a producer of knowledge and innovation in the field of education. Teachers as researchers investigate some area of educational theory or practice, gather and analyze information and draw conclusions to add to the body of knowledge in the field of curriculum. Projects entail working toward the solution of an educational program within his/her own educational environment. The capstone experience may be the comprehensive portfolio of an action research project. Action research projects are intended to be original work, completed in consultation with a committee of advisors. Conferences, presentations and discussions occur under the guidance of a major professor.

**CAI 515 - Curriculum Development and Instructional Supervision**

**Credit Hours: 3**  
**Prerequisite: None**

This course is designed to specifically help educators, leaders and administrators gain the knowledge, skills and attitudes necessary in curriculum Development and Instructional Supervision to support schools, teachers and students in their learning and professional development, guide ongoing curriculum and instructional development, improve school effectiveness and responsiveness to the community. The course will provide opportunities to actively engage in thinking and

learning about the material covered in the field of curriculum development and Instructional supervision. Feature discussions, cooperative learning activities, and lecture presentations will provide students with the main issues, skills, knowledge, recent and modern models in curriculum supervision. Participants will learn strategies for empowering teachers and administrators to become active, responsible teachers and supervisors, so they will achieve greater success in the dissemination of their skills and knowledge. This advanced course will focus also on learning to design and deliver effective professional development events for educators in their schools. This train-the-trainer course is intended to improve the participants' skills in designing and delivering success strategies to educators. The course content will cover skills that are drawn from best practices in academic curriculum design, learning styles applications, active learning strategies, learner-centered instruction, corporate training, instructional supervision and personal development seminars.

**EDC 514 - Research Methodology in Education**

**Credit Hours: 3**  
**Prerequisite: None**

This course is an applied educational research class for those students pursuing an advanced degree in education. It is designed to provide students with related subjects of the research paradigms used in education as well as opportunities to apply specific research methods related to these paradigms, the course will covered definition and evaluation of the Purpose/ Problem statement, the research/scientific hypothesis, the statistical hypothesis, the null hypothesis, alternative hypotheses, directional or non-directional, Ethical issues in empirical research, types of educational reference resources, sources and effects of sampling error, characteristics and consequences of biased samples, types of probability and non-probability based sampling plans randomness, types of variables and how they are used, research validity, measurement instruments, types of research designs--advantages and

disadvantages, descriptive statistics.

**EDC 516 - Program Assessment**

**Credit Hours: 3**  
**Prerequisite: None**

This course focuses on the philosophies, methods and processes of evaluation and assessment in curriculum and instruction in education to provide the framework for discussing curricular and program planning theories/models, resources for decision-making, research. And evaluation methods that create a learner centered environment. Attention is given to frameworks for program evaluation, methods of data collection, and the ethics and standards of evaluation practice. The influence of societal trends and issues relevant to curriculum assessment and planning are addressed. Emphasis is on strategies for anticipating future societal needs and developing educational curriculum to meet those needs. Matters of diversity, workforce development, ethical/legal issues in curriculum planning and education are also included.

**EDC 519 - Information System in Education**

**Credit Hours: 3**  
**Prerequisite: None**

This course will Examine of the uses of information in the management of educational institutions and issues administrators face in the management of this information, including collection, storage, and dissemination. The course focuses on integration and communication of information for decision-making; it includes an introduction to validity and reliability in tests and measurements; further points of discussion include the use of specific tools, such as school schedulers and student records, and human, technological, and legal issues in sharing information. Students will work in teams to develop "hands-on" projects. They will learn the process and skills needed in assessment conducted, evaluate, and apply through this course gives them, as well as their own experiences and programs in schools and districts. The knowledge they will learn can enhances decision-making for

their schools and students information, records, and teachers' documentation. Program and the creation of a practices systems Action Plan to be successful in their school, beginning apply and enhance school administration should reflect upon the skills, attitudes and behaviors they currently hold. Class sessions will feature discussions, cooperative learning activities, and lecture presentations; they will provide opportunities to actively engage in thinking and learning about the material covered. Students are expected to come to class prepared to thoughtfully discuss assigned readings and to participate in activities based upon the concepts.

**Core Electives**

**EDA 511 - Philosophy of Education**

**Credit Hours: 3**  
**Prerequisite: None**

This course provides a study of the educational implications of Idealism, Realism, Neo-Thomism, Experimentalism and Existentialism. Significant factors will include the curricula emphasis, preferred method, ethics, and aesthetics stressed by each philosophy. Attention is placed on the learner's ability to identify and describe his or her own philosophy of education. Students will explore questions about the purposes, ends, and means of education, and assess their own philosophy through readings, discussions, and lectures. The central aims of the course will be to provide students with content knowledge about philosophical debates about controversies in education and to improve their skills in understanding philosophical ideas, assessing the strengths and weaknesses of different philosophical arguments, seeing the relevance of philosophical theories to their own experience, and formulating and defending their own views on controversial issues.

**EDA 512 - History of Education in UAE**

**Credit Hours: 3**  
**Prerequisite: None**

This course is designed to enable students to understand the educational system of the United Arab Emirates, its historical development, and stages undergone by the developments that have accompanied the state and the Union. It will support the students in identifying the philosophy of education, social and economic objectives of the UAE community, types of schools, different phases of education, higher education, Principal and leadership and teacher's license system in UAE. In addition to understand the nature and components of the curriculum with its cultural, psychological, philosophical, social and economic elements that are applied in UAE schools and different educational institutions and mechanisms of its implementation, educational outcomes, characteristics of Emirati student according to the contents of the national document. Also the course aims to provide the context of discussion among students to argue education issues from a reflective perspective of leaders and teacher's actions and practices; aiming to develop students' abilities to understand and critique the educational reality according to a scientific and objective basis. Students in this course will discuss the growth and development of the educational movement in UAE society, and analyze the role of the educational system in building a cohesive community equipped with science and able to cope with the requirements of this era using language of technology. Also, the students will discuss the educational system in the framework of multi-cultural community.

**EDA 519 - Women in Leadership**

**Credit Hours: 3**  
**Prerequisite: None**

This course is designed to provide an overview of the historical and contemporary challenges of women's leadership in educational settings. The course particularly focuses on engaging students in recognizing and promoting the socio-political nature of administrative

work and the imbalance of gender in leadership positions. Significant theoretical and conceptual frameworks that draw upon critical aspects of women's leadership will be covered. Recent literature relative to women in leadership will be reviewed; this course is formatted to study, critique and analyze major developments as well as perspectives that inform gender and education. Hence, debates on women's roles, status, and contributions mainly in education will be examined. The course aimed to facilitate discussion based on required readings. Full and active engagement in meaningful dialogue regarding relevant issues concerning women in administrative roles and leadership development is expected of each student.

**EDA 521 - Comparative Education**

**Credit Hours: 3**  
**Prerequisite: None**

The course provides an overview of the methods, major concepts and current trends in comparative education. It will enable students to identify strengths and limitations of international comparative research, and to learn about relevant studies. The assignments will support these learning objectives, and in addition, help students to develop specific research skills that are necessary to produce academic literature reviews and research papers. This course will explore these questions. First, review the ways in which comparative and international educational research has been pursued, focusing on issues of theory and methodology, second: balancing reading between theoretical and methodological treatments of comparative education. Also review a number of recent examples of empirical work. After a general exploration of major methodological and theoretical issues in the area of Comparative and International Education, the course will examine literature addressing two overarching themes: Education and Economic Development and Quality, Standards, and Accountability.

**EDC 525 - Qualitative research Design**

Credit Hours: 3

Prerequisite: None

This course focuses on the qualitative methods used for research in schools and other organizations, the students will learn how to collect data and how to manage their understanding about the data collected from different recourse. They will cover all the concepts and the techniques used in this methods and how to design their research. Analyzing and writing findings, hypotheses, questions, and all components in this design will be covered to develop student’s skills. Students will be involved in structured learning activities to learn about processes of qualitative research. Fieldwork relations and beginning data analysis. Applying concepts to practice, the students will learn how to design their research and select the topics, and then they will learn how to use different material and tools, statistical procedures and writ the final report. The important of qualitative research in educational field and other fields will help leaders in this field to understand effective variables on the learning, culture, ethnicities, values and any related factors.

**EDC 527 - Quantitative Research Design**

Credit Hours: 3

Prerequisite: None

This course focuses on the quantitative methods used for research in schools and other organizations, the students will learn how to collect data and how to manage their understanding about the data collected from different recourse. They will cover all the concepts and the techniques used in this methods and how to design their research. Analyzing and writing findings, hypotheses, questions, and all components in this design will be covered to develop student’s skills. Students will be involved in structured learning activities to learn about processes of quantitative research. Fieldwork relations and beginning data analysis. Applying concepts to practice, the students will learn how to design their research and select the topics, and then they will learn how to

use different material and tools, statistical procedures and write the final report. The important of quantitative research in educational field and other fields will help leaders in this field to understand effective variables on the learning, culture, ethnicities, values and any related factors.

**Master of Science in Special Education**

**Core Courses**

**SPEDC 501- Special Education and Exceptionality**

Credit Hours: 3

Prerequisite: None

This course is designed to give students the basic overview of all the areas and categories of special education. The course will provide an advanced educational knowledge base consisting of philosophical, historical, psychological, educational, social and legal foundations. The purpose is to prepare students to work and to be able to manage, design, and develop strong background in special education programs.

**SPEDC 502 - Measurement and Evaluation in Sp.Ed**

Credit Hours: 3

Prerequisite: None

This course is designed to cover methods, approaches, tools and scales used to identify the special needs, developing formal and institutional screening tools for diagnoses and assessment. Class sessions will feature discussions, cooperative learning activities, and lecture presentations and will provide opportunities to actively engage in learning the various types of assessment along with the ability to select or design and implement the appropriate assessment tool. Authentic assessment strategies, specifically designed to support and inform instruction are the hallmark of best practices in special education. The expert teacher also analyzes evaluation data to make informed decisions about student progress.

**SPCAI 503 - Curriculum Development and Instructional Strategies in Sp.Ed**

Credit Hours: 3

Prerequisite: None

This course is designed to give students the basic overview of background in special education curriculum and instruction as a central to educational improvement; they will study the different methodology and instructional strategies in special education. Also the course will provide them with the most recent approaches and methods in curriculum development for the students with special needs. The course will prepare them to take on increased responsibilities in the planning, implementation, research, and evaluation of curriculum, instruction and assessment through develop their own project and design curriculum outlines model. The study of curriculum and instruction not only entails content, methodology and assessment but also entails an understanding of why curriculum and instruction are important in affecting change both within and outside of schools. The study of curriculum can help students to design materials and instructional procedures for teaching exceptional individuals. Curriculum selection, program design, and classroom organization are considered with commonalities across exceptionalities emphasized.

**SPEDC 504- Early childhood and Intervention Programs**

Credit Hours: 3

Prerequisite: None

This course is designed to provide students with subject matter, curriculum, learner characteristics, reflection opportunities, and intervention techniques to use with young children who have moderate to severe disabilities. Students will be provided with lectures and reading materials to integrate and reflect on current trends and research in early childhood and intervention programs. Students will focus on instructional content and practice that are appropriate for young children with disabilities. In addition, field experiences, and case studies will

provide students with opportunities to apply and synthesize knowledge relative to being a teacher in early childhood special education.

**SPEDC 507- Administration, Management and Organizing Policies and Services in Sp.Ed**

Credit Hours: 3

Prerequisite: None

This course will cover the development and implementation of policy and procedures, leadership skills, resource management, legislation and policies, program and financial management, philosophical orientation to inclusive programming, legal and policy issues, equity and the tension between responsibilities for services delivery between general and special educators, services and program evaluation, instructional practices, community and parent engagement in services delivery. This course is designed to provide students with selected modern and recent issues in special education such inclusive schools, new strategies, women in special education, rehabilitation, families and community, advocating, law and socio-political issues.

This course is an analysis of important conceptual and practical issues that face special education professionals. It illustrates the background and status of special education through current analysis of fundamental guiding practices. It focuses on key practices in special education services with the latest information on assessment, instruction, early intervention, transition, and school reform. Also, it provides an analysis of social, political, legal, and economic activity reflected in special education practice.

**SPEDA 580 - Internship / Capstone Course**

Credit Hours: 3

Prerequisite: None

The purpose of the principal internship is to bridge the gap between theory and practice, and students’ academic and experiential learning. In the internship, students will engage in self-assessment of strengths, weaknesses, areas of

particular interest and will increasingly assume responsibility for continuing their professional development by planning for and completing a program of field-based experiences. This internship should provide opportunities to work with and to learn from administrators in schools. Through field-based experiences, the student has the opportunity to strengthen his/her qualifications and gain experience. Through careful planning, the student should be able to accomplish the level of professionalism. The Capston project is designed to meet the needs of the individual for specific study of particular problems in education. This course concludes the development of a professional portfolio or an action research project. This capstone/research project is an opportunity for students to make the transition from a customer to a producer of knowledge and innovation in the field of education. Teachers as researchers investigate some area of educational theory or practice, gather and analyze information and draw conclusions to add to the body of knowledge in the field of curriculum. Projects entail working toward the solution of an educational program within his/her own educational environment. The capstone experience may be the comprehensive portfolio of an action research project. Action research projects are intended to be original work, completed in consultation with a committee of advisors. Conferences, presentations and discussions occur under the guidance of a major professor.

**SPEDC 506 - Research Methods in Sp.Ed**

Credit Hours: 3

Prerequisite: None

This course is an applied educational research class for those students pursuing an advanced degree in education. It is designed to provide students with related subjects of the research paradigms used in education as well as opportunities to apply specific research methods related to these paradigms, the course will covered definition and evaluation of the Purpose/ Problem statement, the research/scientific hypothesis, the statistical hypothesis, the null hypothesis, alternative hypotheses,

directional or non-directional, Ethical issues in empirical research, types of educational reference resources, sources and effects of sampling error, characteristics and consequences of biased samples, types of probability and non-probability based sampling plans randomness, types of variables and how they are used, research validity, measurement instruments, types of research designs--advantages and disadvantages, descriptive statistics.

**SPEDT 511 - Assistive Technology in Special Education**  
Credit Hours: 3  
Prerequisite: None

This course exposes students to a variety of technologies used by and with persons with exceptionalities. Students will gain hands-on skills in designing technology-based instructional materials for students with a wide range of exceptionalities. A focus on Universal Design for Learning is at the core of this course—with a goal of providing students with the ability to adapt technology, instruction, and assessment to meet a range of student needs. Exposure to adaptive and assistive technologies, as well as state-of-the-art software and hardware, will take place during the course.

This course includes lecture, testing, prepared products, and classroom activity/ participation and laboratory activities/ practice. This course stresses the need to use cooperative learning teams when teaching students who have disabilities and many of the assignments reflect this approach. Class lectures will supplement information from the assigned readings.

Core Electives

**SPEDC 520 - Seminar in Learning Disabilities**  
Credit Hours: 3  
Prerequisite: None

This course provides the current perspectives on issues related to the

legal and theoretical principles of special education and related services provided for the students with learning disabilities, curriculum adaptation and universal design to serve students with mild disabilities. Selected topics are explored through readings and discussion, and research. The students are expected to cover issues like inclusion education, accountability, diversity, recent and advanced programs and practices.

**SPEDC 521 - Seminar in Mental Handicaps and Intellectual Challenges**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in Intellectual and Developmental Disabilities, new approaches and researches, family and early intervention programs, rehabilitation and community services and legislations. Medical, genetic research and intervention. This course provides the current perspectives on issues related to the legal and theoretical principles of special education and related services provided for the students with Intellectual and Developmental Disabilities, selected topics are explored through readings and discussion, and expletory research. The students expected to understand issues like inclusion education, accountability, diversity, recent and advanced programs and practices.

**SPEDC 522 - Seminar in Emotional and Behavioral Disorders**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in emotional and behavioral impairments, behavior therapy and analyses, behavior analysis approach and teacher's intervention in the classroom, Behavior management, family and early intervention programs, rehabilitation and community services. Behavioral management and behavioral analyzes strategies. Legislation, and will cover the inclusive, behavior treatment within support groups and classrooms.

**SPEDC 523 - Seminar in Sensory and Physical Disabilities**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in developmental disabilities (Sensory and Physical), the course will focus in new approaches and researches early intervention programs, and rehabilitation and community services. These issues and studies include sensory and physical and health disorders: Deafness, Blindness. Related services, teaching, technology and treatment approaches. Inclusive education and school management.

This course designed to help students to Examines current research on Sensory and Physical Disabilities. It is designed to increase students' awareness of the causes and characteristics of a variety of sensory and physical disabilities, together with current approaches to service provision. Causes of sensory disabilities, physical and health disabilities and the support needs will be examined. Several specific programs will be studied in greater detail, and students will be expected to complete an in-depth study in one of these areas.

**SPEDC 524 - Seminar in Language and Communication Disorders**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in Language and communication disorders, new approaches and researches, speech therapy and rehabilitation and community services and new techniques. This course will focus in new approaches and researches in early intervention programs, and rehabilitation and community services. These issues and studies include speech, language, and communication disorders.

This course design to help students to Examines current research on language and communication disorders. It is designed to increase students' awareness of the causes and characteristics of a

variety of speech problems, language and communication disorders together with current approaches to service provision. And the support needs will be examined. Several specific programs will be studied in greater detail, and students will be expected to complete an in-depth study in one of these areas.

**SPEDC 525 - Seminar in Gifted and Talented Education**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in gifted and talented programs, new approaches and researches, international experiments and schools in this field, community services and legislations. This course covers focus in new methods and educational programs for gifted and talented characteristics, needs, and rehabilitation and community services and new techniques. This course will focus in new approaches and researches in this field. Evaluation, assessment and prepare qualified teachers and resource room.

This course design to help students to Examines current research on Gifted and Talented It is designed to increase students' awareness of the characteristics and the educational needs of giftedness and talented students. current approaches to service them. And the support needs will be examined. Several specific programs will be studied in greater detail, and students will be expected to complete an in-depth study in one of these areas.

**SPEDC 526 - Seminar in Remedial Education**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in gifted and talented programs, new approaches and researches, international experiments and schools in this field, community services and legislations. This course covers focus in new methods and educational programs for gifted and talented characteristics, needs, and rehabilitation and community services and new techniques. This course will focus in new approaches

and researches in this field. Evaluation, assessment and prepare qualified teachers and resource room.

This course design to help students to Examines current research on Gifted and Talented It is designed to increase students' awareness of the characteristics and the educational needs of giftedness and talented students. current approaches to service them. And the support needs will be examined. Several specific programs will be studied in greater detail, and students will be expected to complete an in-depth study in one of these areas.

**SPEDC 527 - Seminars in Autism**  
Credit Hours: 3  
Prerequisite: None

This course covers the most advanced issues in Autism, new approaches and researches, family and early intervention programs, rehabilitation and community services and legislations. This course covers issues related to different resources and new programs in the field of Autism and related services in special education. This course will cover readings and research on narrative people with Autism as well as field visits to Autism center in UAE.

This course design to help students to examine current research on Autism and related services programs provides for persons with autism and their families. Programs and activities designed to increase students' awareness and knowledge of the characteristics and the educational, psychological, social, medical needs and support needs for Autism. Several specific programs will be studied in greater detail, and students will be expected to complete an in-depth study in one of these areas.

**SPEDC 505 - Advanced Current Issues in Sp.Ed**  
Credit Hours: 3  
Prerequisite: None

This course is designed to provide students with selected modern and recent issues in special education such as inclusive schools, new strategies, women in special education, rehabilitation, families

and community, advocating, law and socio-political issues, assessment, leadership and teacher development, transition between services, and post school life. This course is an analysis of important conceptual and practical issues that face special education professionals. It illustrates the background and status of special education through current analysis of fundamental guiding practices. It focuses on key practices in special education services with the latest information on assessment, instruction, early intervention, transition, and school reform. Also, it provides an analysis of social, political, legal, and economic activity reflected in special education practice.

# COLLEGE OF BUSINESS

## 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: No Prerequisite

Leadership is an essential ingredient in any attempt to manage and achieve organizational 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 provide students fundamental management concepts and explore the connection between communication and leadership. Particularly, the course 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 relevant and recent research 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 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.

MGT 524 - Research Methods in Business

Credit Hour: 3  
Prerequisite: BUS 482-PC + MGT 482-PC

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.

The students will be also introduced to emerging topics such big data and analytics. This course places special emphasis on developing an understanding of ethical principles in research, namely the issues related to plagiarism, rights of human subjects in relation to privacy and no harm inflicted, data protection and the importance of sound research for decision making.

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. 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

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**

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 a selection. Students will be asked to develop a 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 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.”

This course starts with an introduction to the main concepts, theories, and practices of training and development. After that, the process of learning is examined in depth in order to develop a through theoretical understanding of learning among students. Then the course focuses on various concepts, theories and techniques related to training need assessment, planning for training, conducting training (with a particular emphasis on the knowledge and skill transfer process), and training evaluation. At the end of the course, the course will cover issued related to career planning, such as employee and management development and succession planning. 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 sustainable performance of companies of different size across various industries in the UAE and the region. 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 for sustainable performance in organizations in the UAE and the region. 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.

**zHRM 535- Employment Law and Relations**

**Credit Hour: 3**  
**Prerequisite: No prerequisite**

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.

**HRM 532 - Compensation and Benefits**

**Credit Hour: 3**  
**Prerequisite: HRM517**

This course teaches students how to design an effective compensation and benefits system in their organizations in the UAE and the region. 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.

**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 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 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 Technology and 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.

**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. 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.

**AVS 561 - Airport Operations**  
**Credit Hour: 3**  
**Prerequisite: MGT482-PC\***

The aviation industry is a fast growing, global and very competitive industry relying on high investments and sophisticated technology in all areas of its business activities. In addition, aviation is highly regulated to ensure utmost safety for passengers. There is a high demand for future aviation section managers to understand this complex environment and the many management challenges. Only the interaction and combination of human resources, technology, operations, training and fierce cost control bring the traveling public a safe and affordable product. This course provides an insight into both the airline business and also the major infrastructure needed for aviation, the airport.

**AVS 562 - 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.

**AVS 563 - Aviation Regulations & Safety /Quality Management Systems**  
**Credit Hour: 3**

Prerequisite: MGT482-PC\*

The civil aviation industry is a strongly regulated industry. International standards and recommended practices shall be adopted in national law and have been developed over many years by the International Civil Aviation Organization (ICAO) established in 1944. Managers involved in aviation must have an understanding of the regulations & what they are responsible & accountable for by law. This course will start with outlining & reviewing the regulations & the responsibilities and in particular with regard to safety. It will then address the development and application of Safety Management Systems (SMS). A further regulatory requirement is the establishment of Quality Management Systems (QMS) and their implementation in organizations. SMS and QMS are subject to continuous auditing to ensure effectiveness. This course will rely on respective regulations from ICAO and for Europe through EASA, the USA through the FAA, and the UAE through the GCAA.

**AVS 564 – Certification of Aviation Products and Services**  
**Credit Hour: 3**  
**Prerequisite: MGT482-PC\***

The civil aviation industry is a strongly regulated industry. In consequence, manufacturers, operators, infrastructure providers and also service providers have to obey stringent rules and requirements. This applies to new entries into the aviation sector but also to established businesses subject to a continuous safety oversight system by state authorities. This course will start with outlining & reviewing the regulations & requirements applicable to certification of such activities and the subsequent safety oversight for any of such activity in the aviation sector be it airline, airport, maintenance organization or any other. Based on examples for certain activities particular compliance requirements are analyzed in detail. It will be discussed how the management has to cope with this requirements and how and what respective processes are required to be implemented in a respective company. This course will rely on respective regulations from ICAO and for Europe through EASA (widely adopted in the UAE), and the UAE Civil Aviation Regulations (GCAR).

**TEM 571 Sustainable Tourism Management**  
**Credit Hour: 3**  
**Prerequisite: MGT482-PC**

Tourism Management develops an understanding of tourism as a system, and describes the different elements of that system as well as the external (non-tourism) systems that both influence and are influenced by tourism. The course aims to familiarize students with the need for sophisticated management so that the full potential of tourism as a positive and sustainable force may be realized.

**TEM 572 Tourism and Event Marketing**  
**Credit Hour: 3**  
**Prerequisite: MGT482-PC**

While most organizations that operate in the Tourism and Event Management

industry would advocate the importance of marketing in their overall business success, the understanding and application of marketing principles is often superficial and deficient in depth and breadth. Therefore, this post graduate course is designed to build on students pre-existing marketing knowledge, focusing on the strategic issue of the 'green' customer, creating effective communication plans, understanding industry trends, together with an appreciation of the marketing skills required for sectors, such as the transportation, attractions and packaged tour sectors. At the completion of this course, students will not only have a greater appreciation of the broader role of tourism and event marketing but have the opportunity to develop and demonstrate their ability to create effective integrated marketing communication strategies.

**TEM 573 Event Management**  
**Credit Hour: 3**  
**Prerequisite: MGT482-PC**

Events have always played an important role in human society. Whether they are personal celebrations, festivals, carnivals, corporate gatherings, trainings and workshops, people have always been organizing and attending events. In addition, the event management industry has indeed become one of the business growth success stories of our decade.

All events are dynamic and challenging. As a result, they require expertise in several business disciplines, together with an understanding of the social and cultural impacts on stakeholders. This course will introduce students to the emerging field of event management and will highlight the dynamic and challenging nature of event management.

**RMI 520 - Risk Management and Insurance**  
**Credit Hour: 3**  
**Prerequisite: No Prerequisite**

This course provides students with a solid and advanced knowledge in risk management and insurance. The course first covers the nature of risk and how it can be managed using different techniques. It provides in-depth analysis of all types of

applications of risk management including personal, commercial, liability and financial risk. The course then assesses the impact of using insurance as a primary mechanism by which risk is managed within society. Topics of particular emphasis include: types of insurers, insurance company operation, life and health insurance, employee benefit and social insurance, personal and liability insurance which covers homeowner insurance, auto insurance and property insurance.

**RMI 525 - Regulatory Aspects of Insurance**  
**Credit Hour: 3**  
**Prerequisite: RMI520**

This course provides students with a solid and practical knowledge in both institutional and operational regulatory aspects of insurance in the UAE in accordance with the Federal Insurance Law No. 6 of 2007 and its executive regulations. In particular, the course covers the establishment of Insurance Authority and its responsibilities as a regulator of the insurance sector in the UAE, the requirements to license insurance companies and insurance consultancies and how these companies operate in addition to the code of conduct and ethics. Further, also the main executive regulations which organize various aspects of insurance sector in the UAE are also covered.

**RMI 530 - Enterprise Risk Management and Sustainability**  
**Credit Hour: 3**  
**Prerequisite: RMI520**

This course provides students with a solid and advanced knowledge in the Enterprise Risk Management. The aim of the Enterprise Risk Management (ERM) is to instill in students the key principles underlying the implementation and application of ERM within an organization, including governance and process as well as quantitative methods of risk measurement and modelling. The student should gain the ability to apply the knowledge and understanding of ERM practices to any type of organization.

**EQM 520 - Sustainable Process Management**

Credit Hour: 3  
Prerequisite: SCM540

The course is focused on providing students with an introduction of process improvements philosophies and tools such as lean and six sigma. The course includes statistical tools and applications for students to be used in software applications like Excel and Minitab. Students will learn six sigma/lean tools that will improve management efficiencies that can be applied to all levels in an organization. Students will also be able to solve complex problems that develop in an organization's process management and will also be able to design the company's values and culture towards quality.

**EQM 525 - Sustainable Quality Management**

Credit Hour: 3  
Prerequisite: SCM540

The purpose of this course is to train the students on the practical aspects of implementing quality in an organization. This includes tools definition, measurement, analysis, improvement and control. Students will also learn various techniques both quantitative and qualitative, to be utilized while implementing lean. Moreover, the course offers case studies and step-by-step guide in effective implementation of quality tools and framework. Students will develop skills in understanding complex industrial and service processes in a comprehensive way. Students will enhance their skills that can be applied to process improvement and six-sigma implementation.

**EQM530 - Experimental Design and Organizational Excellence**

Credit Hour: 3  
Prerequisite: SCM540

The course aims at providing the students with an insightful guide about quality management and robust design for excellence. Students will learn common experiments and methods of analysis, Design of experiment, Taguchi Orthogonal Arrays, Signal to Noise Ratio and Strategies

for Robust design.

The course will also emphasize on variation reduction and performance improvement for excellence.

Students will use practical examples from leading organizations and will apply Design of experiment technique for developing robust designs of these organizations.

**MGT 518 - Sustainability Strategies**

Credit Hour: 3  
Prerequisite: MGT 482-PC + ACC482-PC

Sustainability has become a critical topic in the corporate strategy realm, in the long term, all organizations must live in harmony with their environments.

Developing a sustainable strategy requires robust decision making to balance economic, environmental and social consideration. The objective of the course is to deepen the understanding of the Sustainability Strategies that help clarify the opportunities and challenges in this regard. The course presents a clear analysis of the challenge of using environmentalism as a source of competitive advantage when, where and how to integrate a green focus to business. Specific topics covered in the course aim to help students understand how sustainability can be better perceived, understood and implemented.

This course takes a pragmatic business perspective to assist students to thoroughly understand how to integrate sustainability into their organizations and create responsible business practices across cultures and borders.

**MGT 519 - Building Strategic & Dynamic Capabilities**

Credit Hour: 3  
Prerequisite : MGT 482-PC

The aim of this course is to use theory and case studies in order to analyses Strategic Capabilities in the various Business Environments and to explain how strategic capabilities can ensure sustainable competitive advantage. It examines the way firms and markets are organized in different manner under different business environment with the aim to achieve distinctive capabilities and therefore to

formulate distinctive strategies. It explains the way capabilities are modeled, their contribution to an appropriate Strategy, their dimensions and the way they are developing, the way they are audited and presents their dynamic character and their sustainability. Finally it enters into the steps for analyzing Resources and Capabilities of an Organization. It explains the reasons of possible differences and the way they are likely to change. It will enable students to understand the way capabilities lead to various competitive strategies.

**Pre-Core Courses**

**MGT 482-PC Introduction to Management**

Credit Hour: 2  
Prerequisite: No Prerequisite

This course examines, in depth, the role that managers plays 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 statistical analysis, placing emphasis on the application of data analytics for a wide range of business problems. The course begins with an overview of basic quantitative techniques to compile and present summary measures of business data, and moves

on to inferential tools to aid managerial decision making. At the end of the course, students should be able to apply a variety of statistical methods to analyze historical data, model future trends, and devise managerial implications.

**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 of 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 Strategic Leadership

**Core Courses**

**MSL500- Strategic Dimensions of Business Functions**

Credit Hour: 3  
Prerequisite: No Prerequisite

This course is designed to provide students with a foundation on the strategic dimensions of the key business functions. The course is offered with an assumptions that the target students are experienced senior level managers, and are familiar with the roles and responsibilities of various functional units of business operations such as Finance and Accounting, Marketing, and Human Resource Management, and therefore this course does not teach students the operational details of these functional units. Instead, the course aims to provide a clear picture on the nature and complexity of various functional aspects, and their impact on organizational decision making at a strategic level. In addition, the course also intends to demonstrate the importance of research skills and the use of data for managerial decision making.

This course provides an important foundation to the whole programme by helping students identify a suitable topic for further research.

**MSL522 - Leadership and Communication**

Credit Hour: 3  
Prerequisite: MSL 500

Sophisticated communication skills are critical to effective strategic leadership. Successful leaders understand the needs of their followers and are able to lock into powerful channels of communication to engage their followers and secure maximum contribution to their plans. This course is designed to help senior managers understand their potential to convey powerful messages and to critically analyze the impact of the media

and pressure groups on stakeholders and organizational strategy, and to develop innovative ways of using the media to best effect.

The course will lean heavily on Fourth Quadrant Thinking, namely, that the most successful organizations are not those that focus on performance, but those that invest considerable effort on developing a meaningful or purposeful culture. The values of the organization and its leaders, the ethical framework under which it operates are the keys to success. This course will help you identify how best to use your self-awareness and communication skills to lead others in socially responsible ways. It includes topics such as convincing others of the need for major change, activating corporate values, driving employee engagement, dealing with major public relations issues and the importance of aligning your values with the corporate values to ensure ethical leadership.

**MGT 524 - Research Methods in Business**

**Credit Hour:** 3  
**Prerequisite:** MSL 500

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.

The students will be also introduced to emerging topics such big data and analytics. This course places special emphasis on developing an understanding of ethical principles in research, namely the issues related to plagiarism, rights of human subjects in relation to privacy and no harm inflicted, data protection and the importance of sound research for decision making.

**MSL525 - Leading Organizational Change**

**Credit Hour:** 3  
**Prerequisite:** MSL 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.

**MSL501 - Developing a Leader Within You**

**Credit Hour:** 3  
**Prerequisite:** MSL 522

This course is designed for business leaders with direct experience of managing teams who wish to develop their leadership skills to inspire others to 'exceptional performance'. The course aims to improve on the existing

knowledge, skills and attitudes (KSA) necessary to lead and motivate people, while developing effective strategies in a socially responsible manner. It aims to help you become an 'authentic', well-rounded ethical leader. The course uses the latest thinking in the use of psychometric tools for leadership development. Working with skilled coaches, students will be given the opportunity to analyze their own personality dimensions, to identify the most critical components of their personality and to apply this to gain a deeper understanding of their leadership effectiveness. Only through a deep awareness of their leadership qualities will the students be able to develop an effective plan for personal development which they will implement throughout the program. This course will help you understand some of the secrets to developing, motivating, inspiring and sustaining high-performing teams to drive sustainable organizational success.

**MSL514 - Organizational Behavior**

**Credit Hour:** 3  
**Prerequisite:** MSL 500

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 their success or failure in achieving these goals. Specific topics covered in this course include: theoretical foundations of organizational behavior; 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 taught concepts, theories and frameworks in the workplace. By doing so, this course prepares students to manage the behavior of individuals and groups within an organization in order to achieve organizational goals.

**MSL503 - Contemporary Issues in Leadership**

**Credit Hour:** 3  
**Prerequisite:** MSL 522

Leadership is a glue that holds the organization together. It makes employees give his/her best to achieve sustainable organizational goals. The course has been designed to help the students to earn for themselves the knowledge, skills, competencies and behaviors of successful leaders in the contemporary business world. The course will expose the students to the business challenges of a truly flat world and also provide them with a skill set to find out sustainable business solutions. Overall, the course will help the students to earn sustainable leadership skills and competencies in simulated real life situations.

**MSL502 - Leading and Building High Performing Teams**

**Credit Hour:** 3  
**Prerequisite:** MSL 514

This course delivers knowledge and insights into Leading and Building High Performance Teams. Such a process is considered as one of the most important and complex challenges facing any strategic leader. The course is experiential and theoretical in terms of representing an opportunity to be part of a real time team building experience and reflecting on the academic foundation of such experience. The course will consider a range of theories and conceptual models about the nature of teamwork. It provides an understanding that strategic leaders need to direct and coordinate team problem solving, provide performance expectations, clarify roles, assist in conflict resolution, provide feedback, facilitate self-correction, increase task involvement and share information and goal setting. Strategic leadership involves an ability of the senior management team to supply critical thinking, identify changes and reprioritize organisational resources in the light of ongoing change. Such leadership capabilities at this senior level in the organization need to be grounded in sustainability such that the team process assumes resilience and robustness over time. Students will be able to encompass and assume core behaviors that enable the strategic leadership of effective teams to have an in depth understanding of overt and covert interpersonal team process skills and an understanding of the impact such skills have upon team performance. The need to understand

and negotiate interdependent relationships between team colleagues, departments and senior managers will be clarified. Models for multicultural team effectiveness will be developed that foster the synergistic resolution of organizational issues and problems enhancing the delivery of valid strategic decisions. The course content relates issues of sustainability and teamwork with the economic, social and environmental systems ensuring that senior managers have a collective team view regarding issues of efficiency, social equity and environmental accountability. The course allows for the coaching of students both as team leaders and team players. Course members will pursue and experience this goal of synergistic team performance in simulated and action learning projects.

**MSL599 - Project in Leadership**

**Credit Hour:** 3  
**Prerequisite:** MSL 522 + MSL 524 (Last Semester)

The goal of this course is to apply the student's research skills and familiarity with the challenges faced by leaders so that the student can propose a project based approach to address one of those challenges. The type and nature of the project are to be arranged between the student and the faculty. These two parties must agree on a topic and as a minimum requirement, the student must define the project problem and its magnitude, conduct a literature review that covers the classic and emerging methods and techniques in addressing the problem, and propose a systematic approach to address the problem. Students are to work on their project at a steady pace over one semesters to complete all requirements and submit it for evaluation. While developing the appropriate sections of the project, students are expected to utilize the knowledge and skills they acquired while taking all their courses in the MSL program, especially the Research Methods and the Contemporary Issues in Leadership courses.

**Elective Courses**

**MSL 561 - Cross-Cultural Management**

**Credit Hour::** 3  
**Prerequisite:** MSL 514

This course addresses practical cross-cultural 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 and receiving feedback, training and development, meeting management, sales and 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.

**MSL513 - Negotiation and Conflict Resolution**

**Credit Hour:** 3  
**Prerequisite:** MSL 514

This course is a practical approach to the principles and practices of negotiation and dispute resolution. The course has a special focus on how managers and leaders can resolve conflicts in the workplace and improve internal and external 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.

# 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: 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 - Analysis

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 chose 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. 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.

**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 484-PC

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: No Prerequisite

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: Completing 18 CHs

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: No Prerequisite**

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: No Prerequisite**

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 484-PC - 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  
Prerequisite: 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: Completing 18 CHs

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 484-PC

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 uncertainly, 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: GEN 484-PC\* + ACC 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 517 - 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: Ordinary differential equations (ODEs): Linear equation of order one and Bernoulli's equation, integrating factors, coefficients linear in the two variables, linear equations with constant coefficients, nonhomogeneous equations with undetermined coefficients auxiliary equation and hyperbolic functions, and variation of parameters. Partial differential equations (PDEs): Method of separation of variables, boundary value problems, orthogonality of sines, cosines, solutions of Laplace's equation, solution inside a rectangle and inside a circular disk, vibrating membranes; numerical methods for solution of ODEs and PDEs, and advanced topics in linear algebra (matrices, eigenvalue problems, bases, transformations, and numerical solutions); linear algebra applications in advanced engineering models: Artificial Neural Networks (ANN), and Linear Programming- Simplex Method. The course concludes with a research-based project on applications of the above material in engineering problems

**CIV 509 – Probability, Decision Theory, and stochastic processes**

Credit Hour: 3  
Prerequisite: Graduate Standing

A course that covers advanced topics in probability and provides an introduction to Bayesian statistical decision theory and stochastic processes. Topics include:

The role of uncertainty in engineering projects. Introduction to sample spaces and events; random variables; axioms of probabilities; simple probabilities of events. Probability of union and intersection; conditional probability; combinatorics: Counting methods; applications to engineering problems. Total probability theorem; Bayes theorem; engineering applications. Random variables and distributions: discrete and continuous probability functions(PMF); cumulative distribution function (CDF); histogram and probability distribution models. Jointly distributed random variables; joint PMF; marginal PMF; conditional PMF. Moments and expectation; engineering applications; common probabilistic models: Bernoulli and Binomial distributions; Poisson distribution. Geometric and negative binomial distribution; Time between events: exponential distribution; Gamma distribution; Models from limiting cases: Normal distribution, central limit theorem; using normal tables; lognormal distribution. Extreme value distribution; Beta, chi-square, t and F distributions and tables. Statistical inference: classical and Bayesian methods; hypothesis testing; engineering applications. Introduction to statistical decision theory; decision trees; engineering applications. Bayesian statistical decision theory; goal function; Bayes risk function; prior and posterior distributions. Introduction to stochastic process; stationarity; ergodicity; Markov chains; engineering applications. The course includes a project report and presentation.

**CIV 514 – Engineering Research methods and Communications**  
Credit Hour: 3

**Prerequisite:** Graduate Standing

A course that in the first part concentrates on the elements of writing and presenting a research topic and in the second part on engineering research methods. The first part of the course concentrates on how to investigate, develop, write and present a research topic and assigns time for discussion with the students in order to arrive at their research project for the course. The second part concentrates on engineering research methods.

Topics include: models' approximation to reality, assumptions and limitations of theoretical solutions, 1-, 2-, and 3-dimensional examples and criteria for selection of appropriate model. Uncertainty in engineering systems, linearity assumption, examples of non-linear and chaotic systems. Data collection, instrument precision, human errors, incomplete data sets, hypothesis testing, discrepancy between laboratory and field experiments; examples. Soft information, and incorporation of soft and hard data in the technical analysis; examples and applications. From theoretical models to numerical models; errors in numerical models; running known cases to establish proper knowledge of applied numerical model. Black-box models, artificial neural networks and genetic algorithms, examples and applications. The course includes a project report and presentation

**Program Courses**

**CIV 503 – Finite Element Analysis**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

A first course on linear finite element analysis that introduces the theory of elasticity and, equilibrium and compatibility equations, virtual work principle; plane stress and plane strain conditions. This course covers the formulation of different common finite elements and study of mesh layout, refinement and convergence characteristics. Application of finite element modelling and analysis techniques applicable for various civil engineering problems are covered. Use of different software to solve typical civil engineering problems are also included in this course content

**CIV 542 – Groundwater Hydrology**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

A course that covers advanced topics in groundwater hydrology. Topics include: Introductory concepts in hydrogeology; the water situation in the UAE; quantity

and quality of groundwater in the UAE; needs. Soil structure, porosity, void ratio, water content, specific yield, specific retention; soil classification system; properties of silts and clays. Darcy's law; continuity equation; stratified aquifers; effective hydraulic conductivity. 1-dimensional steady state flow in confined aquifers; regional groundwater Toth's flow problem; 1- dimensional steady state flow in unconfined aquifers; Dupuit assumptions and limitations. Flow inside earth dams; unconfined aquifer under recharge; groundwater flow to streams and solution for the groundwater divide. Transient flow problems; Transport equation; applications. Flow in fractures; cubic law. Saltwater intrusion; Variable density flow equation and problems. Construction dewatering: groundwater control; sumps, drains, deep well and wellpoint systems design, construction, and installation. Unsteady radial flow to a well: Theis method for confined aquifers; Cooper and Jacob method for confined aquifers; Hantush- Jacob method for leaky aquifers. Neuman's method for unsteady radial flow in unconfined aquifers; software presentation. Introduction to stochastic groundwater hydrology. The course includes a research-based project on applications of the above material in groundwater engineering problems.

**CIV 518 – Pre-stressed Concrete Design**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course discusses the properties of pre-stressed concrete constituents; the applications of pre-stressed concrete elements and components in various Civil Engineering applications. This course mainly covers the analysis of flexural behavior of simple and composite pre-stressed concrete girders; calculation of pre-stressed losses for simple prestressed concrete beams; design of pre-stressed concrete beams for flexure using current design procedures; construction of moment-curvature and load-deflection curves for pre-stressed concrete beams. The analysis and design of pre-stressed concrete columns and simple slabs are also covered in this course

**CIV 515 – Advanced Reinforced Concrete Design**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

This design course on reinforced concrete focuses on the advanced analysis and design of reinforced concrete elements. This 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 544 – Coastal Processes and Harbor Engineering**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

This course covers advanced topics related to coastal processes and harbor engineering. The topics include: (1) Coastal zones hydrodynamics (reviewing tides, storm surges, waves within the nearshore and surf zone); (2) Coastal geomorphology (including littoral drift and sediment transport, equilibrium beach profiles); (3) Erosion mitigation (beach nourishment, coastal armoring; beach fill and soft engineering structures; hard engineering structures; tidal inlets, and shoreline management); (4) Port (harbor) planning and layout (elements, design principles and considerations); (5) Design loads on coastal structures (geotechnical aspects; soil-structure interaction design considerations); (6) Design aspects of coastal structures (gravity type quay walls; sheet pile bulkheads; piled waterfront structures; breakwater; offshore deep water terminals).

**CIV 589– Advanced Civil Engineering Materials**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course provides students with detailed knowledge on advanced construction and building materials used in civil infrastructure, such as advanced cement composites, advanced steel, advanced

fibre reinforced polymer structural composites, advanced engineered wood composites, sustainable materials for the built environment and smart materials. The composition, microstructure, characteristics, mechanical properties and performance of these materials will be introduced in detail, and their availability, cost and their use in civil engineering will be discussed as well, based on which the students will develop the ability to make professional decisions about materials selection for civil engineering design within an environmentally sustainable and practical context

**CIV 522– Advanced Soil Mechanics**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course presents an in depth knowledge and understanding of concepts and principles of : soil formation and soil deposition, mineralogical Composition of Soils, Mineral Identification, Soil structure; Clay-Water Electrolyte System, Electrokinetic Phenomena, Groundwater, Permeability and Seepage through soils; Flow through saturated Soils, Effective Stress, pore water pressure, Critical Hydraulic Gradient, Seepage in Two and Three Dimensional Space, Laplace Equation, Flow Nets for isotropic and Anisotropic Soils, Numerical Solution, SEEP/W Program, Stresses, strains and elastic deformation within soil masses, Equilibrium and Compatibility, Stress-Strain principles and Definitions, Volumetric Strain and Bulk Modulus, Shear Stress/ Strain, Mohr-Circle Stresses, principal Stresses, Octahedral Stresses, Stresses Induced by Loads, consolidation and settlement of soils, Terzaghi's one-Dimensional Soil consolidation Theory, primary and secondary Consolidation, Time Rate of Settlement, and shear strength of soils; Mohr-Coulomb Failure Criteria, Direct Shear and Triaxial Tests, Shear Strength of granular and Cohesive Soils, Modulus of Elasticity and Poison's Ratio from Triaxial test, Stress Paths, Correlation for Effective Stress Friction Angle, Anisotropy in Undrained Shear Strength, Sensitivity and Thixotropic Characteristics of Clays

**CIV 526– Slopes and Earth Dams**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course presents fundamentals of problems of slope stability; seepage in composite sections and anisotropic materials; methods of stability analysis; mechanism of failure of natural and artificial slopes; remedial measures to correct slopes, computer programs to analyze slopes, compaction; and field observations, principles of earth dam design; selection of site, classification of earth dams, causes of failure, foundation design, embankment design, piping through embankment and foundation of dams and design criteria for filters.

**CIV 521– Advanced Foundations**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course presents essential Soil Mechanics Concepts, Soil Exploration and In-situ Testing, Shallow Foundation Design; Combined Footings, Mat Foundation Design; Rigidity of Soil- Structure System, Relative Stiffness of Structure and Foundation Soil, Rigid Method, Non-rigid methods; Coefficient of Subgrade Reaction, Simplified Elastic method, Finite Element Method, applications on STAAD Foundation program and MIDAS GTS NX program. Deep Foundations; Axial Load Capacity from Static Load Test, Axial Load Capacity Based on Analytical Methods, Group Effect, Group Capacity. Settlement of Deep Foundations, Load Settlement Response, Load Transfer Curves, t-z Curves. Lateral capacity of pile. Design of sheet pile walls. The course will use the software programs STAAD Foundation and MIDAS GTS NX

**CIV 531– Urban Transportation Planning**  
Credit Hour: 3

**Prerequisite:** Core Courses Completion

The course will analyze 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; sustainable transportation concepts; demonstration of computer applications related to transportation planning.

**CIV 534– Public Transportation**

Credit Hour: 3

Prerequisite: Core Courses Completion

The course will present the current technological and engineering aspects of public transportation systems; the 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; advanced public transportation systems

**CIV 561– Construction Project Management**

Credit Hour: 3

Prerequisite: Core Courses Completion

As technological integration and construction complexity increase, so do construction lead times. To stay competitive companies have sought to shorten the construction times of new infrastructure by managing construction development efforts effectively by using different project management tools. An introduction to the management of international construction projects with emphasis on international economics, marketing, contracts, design and specifications, and case studies. In this course important aspects of construction project management are taught

**CIV 516– Engineering Bridge Design**

Credit Hour: 3

Prerequisite: Core Courses Completion

This course covers an overview of the construction and design processes of selected highway bridges, materials of construction, and specifications. Design of superstructure and substructure is addressed with primary focus on the application of AASHTO LRFD specifications. The course also covers some hydraulic and infrastructure aspects related to highway bridge design. In depth design aspects of prestressed-girder superstructure bridges; fundamentals of cable-stayed bridges,

and basics of segmental post-tensioned bridges also be covered.

**Elective Courses**

**MEM 502- Engineering Economics**

Credit Hour: 3

Prerequisite: Core Courses Completion

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 uncertainly, investment worth, pricing of firms and finance instruments, interest rate term structure, fixed income instruments duration, etc. It includes also case studies related to the engineering economics of emerging technologies such as RFID in specialized manufacturing and remote health services implementation in specialized healthcare organizations (ethical issues related to the quality of service, charges, and evaluations of economic alternatives for the 2nd case will be emphasized).

**MEM 504- Quality Engineering**

Credit Hour: 3

Prerequisite: Core Courses Completion

This course covers statistical approaches such as regression, design of experiment, non parametric statistics, Taguchi method, etc... that are useful to Quality Engineering. It also covers process and product quality; quality assurance and standards (Six-Sigma, Lean Engineering, ISO9000); quality planning; quality control; measurement and metrics, sampling and quality audit, as well as process 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, tools and techniques in real world organization. Ethical issues related to sampling and quality audit and process will be emphasized.

**MEM 506- Operations Research and Simulations**

Credit Hour: 3

Prerequisite: Core Courses Completion

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.

**ARC 620- Efficient Building Systems**

Credit Hour: 3

Prerequisite: Core Courses Completion

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 630- Passive Design Strategies**

Credit Hour: 3

Prerequisite: Core Courses Completion

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 Responsibilities in Sustainable Environmental Design**

Credit Hour: 3

Prerequisite: Core Courses Completion

This course aims to expose graduate students to the importance of understanding the history of the notion of sustainable development and design in order to assess the importance of concept and policies attached to it. This course aims also at helping students to have a careful overview of both large and small scales, in understanding environmental issues as well as societal and economic imperatives. The 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 rely on debate around notion of sustainable development, in different geographical contexts, in order to build on cases studies and theoretical approaches. Students will understand the need of continuously assimilate information from various scientific disciplines in their professional development

**Master 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 Java Scrip 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 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 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: Graduate Status

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 crypto-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: Graduate Status

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, airplane 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 Electrical and Computer Engineering and Master of Engineering in Electrical and Computer Engineering

## Core Courses

**ECE 500 – Integrated Circuit Design**  
Credit Hour: 3  
Prerequisite: Graduate Standing

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: Graduate Standing

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: Graduate Standing

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 present 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: Graduate Standing

Recently, research has focused on a new range of materials and technologies that fall under the umbrella of nanotechnology. Optical devices, for instant, 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: Graduate Standing

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 Scrip 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.

# Master of Science in Mechanical Engineering

## Core Courses

**MEC 513: Advanced Thermo-Fluid**

Credit Hours: 3  
Pre-requisite: Graduate status

Study the fundamental concepts and laws of classical thermodynamics – e.g., pressure and temperature; energy, work, heat, entropy; and the first law and second law of thermodynamics. Review of vectors, tensors, tensor notation, hydrostatics and stresses in fluids, and Eulerian and Lagrangian viewpoints. Develop conservation of mass, momentum, and energy laws and examine their properties. Analyze boundary layer flows, potential flows, and introduce transition to turbulence and turbulent flows.

**MEC 515: Linear Elasticity**

Credit Hours: 3  
Pre-requisite: Graduate status  
Co-requisite: MEC 511

Stress and strain in three dimensions, fundamental field equations of linear elasticity; deformation: displacements, strains and compatibility; equilibrium; three dimensional Hooke's law; energy methods and related principles; two-dimensional problems in elasticity; stress function solutions in Cartesian and Polar coordinates; torsion of prismatic and thin-walled members; stresses in thick and thin-walled pressure vessels and rotating discs; linear elastic fracture mechanics; anisotropic elasticity. Ethical and autonomous learning techniques will be employed throughout the course where relevant.

**MEC 522: Advanced Heat Transfer**

Credit Hours: 3  
Pre-requisite: MEC 511 and MEC 513

Review of fundamentals of heat transfer modes (conduction, convection, radiation). Steady State conduction with internal heat generation. Solution of 2-D conduction and fins problems. Laminar Boundary layer concepts and solution of Laminar and turbulent convection problems. Different forms solutions for heat exchangers. Black body and gray surface radiation exchange. Boiling and condensation heat transfer.

**MEC 511: Advanced Mathematics and Applied Statistics**

Credit Hours: 3  
Pre-requisite: Graduate status

This course focuses on mathematical formulation and analysis of Mechanical engineering processes and systems, including initial and boundary value problems. The course will include matrices and vectors, system of equations, ordinary and partial differential equations, and complex variables. Mathematical methods such as separation of variables, Laplace transformation, Fourier transformation, integral transformation, orthogonal functions and Bessel functions will be covered. Applications to structural analysis, fluid mechanics, Heat transfer and dynamical systems to practical mechanical engineering problems are demonstrated.

**MEC 524: Finite Element Applications in Engineering**

Credit Hours: 3  
Pre-requisite: MEC 465 or Equivalent + MEC 515 and MEC 511

This is a second level course in the area of finite element applications in engineering. The course provides a brief review of basic FE in solids and builds on the knowledge gained in the introductory course in FEA. The course expands on the theory of variational and weighted residual methods and their use in formulating the FE equations for general PDE's. The course provides theoretical treatment for the formulation of isoparametric and special elements and their applications in engineering problems. Various types

of elements, singularity elements and extended FE will be discussed. The numerical methods for spatial and time integration, solution of linear algebraic equations, and the evaluation of eigenvalues will be introduced. Application in solid mechanics will include elastic problems and linear elastic fracture mechanics problems. In each application area the basic governing equations will be outlined and methods of their finite element formulation will be discussed. Students will use commercial program (ANSYS) in mini-project in the above areas. Ethical and autonomous learning techniques will be employed throughout the course where relevant.

**MEC 526: Renewable Energy Systems and Analysis**

Credit Hours: 3  
Co-requisite: MEC 522

This course introduces the basic technical and economic criteria to design efficient energy conversion processes of the traditional as well as renewable energy systems. The course discusses design strategies to increase energy efficiency and more green operation. This introduces also spectrum of the most used energy systems and design and selection criteria based on long-term economic viability and overall energy management strategies

**Technical Courses:**

**MEC 551: Computational Fluid Dynamics (CFD) & Heat Transfer (HT),**

Credit Hours: 3  
Pre-requisite: MEC 524 + min. of 15 credits

This is a foundation course in the area of numerical methods in fluid dynamics and heat transfer. The course provides a brief review of the variational, residual methods and Galerkin FE formulation methods, then develops the Galerkin formulation in the application of conduction heat transfer with radiation and convection boundary conditions. Both steady state and transient conditions will be considered. Direct time integration schemes, treatment of nonlinearities, accuracy and convergence characteristics will be discussed. In the second area of application, the course provides a unified

theoretical treatment for the formulation of the finite element, finite volume and finite difference methods in fluid dynamics. The formulation is presented for general engineering problems in incompressible fluid mechanics and convection diffusion analyses. The course is aimed at giving students an overview of the use, limitations and applications of various numerical techniques in the above fields. The use of a commercial program (ANSYS, FLUENT) in a project type of work will provide the students with an overview of the capabilities and limitations of such programs available in the market. Ethical and autonomous learning techniques will be employed throughout the course where relevant.

**MEC 552: Optimization Theory and Application to Mechanical Design,**

Credit Hours: 3  
Pre-requisite: MEC465 or Equivalent + min. of 15 credits

General mathematical model of optimum design problems; formulation of optimal design mechanical problems, Graphical optimization; Review of calculus concepts: gradient vector, Hessian matrix and quadratic forms; unconstrained and constrained problems, inequality constraints and Karush-Kuhn-Tucker (KKT) conditions; linear programming methods for optimum design; steepest descent method, search and quasi-Newton methods, finite element formulation for optimal design problems, optimal design of mechanical dynamic systems, design sensitivity analysis; introduction to genetic algorithms and particle-swarm techniques; applications.

**MEC 553: Condition Based Monitoring (CBM) of Rotating Equipment**

Credit Hours: 3  
Pre-requisite: MEC 511 + min. of 15 credits

This is a first course in online condition health monitoring aiming at introducing basics of monitoring techniques and the use of vibration and acoustic measurements in online monitoring of rotating equipment. The course covers the following topics: Review of basic vibrations concepts; Overview of condition monitoring systems; Vibration transducers;

Vibration signals from rotating machines; Basic signal processing techniques: Fourier and fast Fourier transforms, Time-frequency analysis and wavelet transforms; Diagnostic techniques; Rolling elements bearings faults and detection; Journal bearing analysis, stability and monitoring; Inverse analysis for crack detection, crack size estimates and remaining safe life.

**MEC 554: Fundamentals of MEMS (Microelectromechanical Systems)**

Credit Hours: 3  
Pre-requisite: Min. of 15 credits

This course introduces the fundamental engineering knowledge of MEMS (Microelectromechanical Systems). The students will also learn about the nano-materials and smart materials and their operation characteristics and limitations. In this course fabrication technique of the MEMS components is provided with concentration on the key components including actuation transducers and microfluidic chips. The students will be expected to employ the course knowledge by participating in design project of MEMS system

**MEC 555: Bio-Materials**

Credit Hours: 3  
Pre-requisite: Min. of 15 credits

This course introduces the science and engineering of Biomaterials. The introduced biomaterials are: metals, ceramics, polymers, composites. The structure and properties of biomaterials and the biologic tissues will be studied. Specific implant applications including biocompatibility will be addressed.

**MEC 556: Solar Energy**

Credit Hours: 3  
Pre-requisite: MEC 522 + min. of 15 credits

This course will focus on fundamentals of solar energy conversion, solar cells, optical engineering, photoelectrochemical cells, thermoelectric generators, and energy storage and distribution systems. The course covers solar energy insolation and global energy needs, current trends in photovoltaic energy engineering, solar cell material science, design and installation of solar panels for residential and industrial applications

and connections to the national grid and cost analysis of the overall system. In addition, basic manufacturing processes for the production of solar panels, environmental impacts, and the related system engineering aspects will be included to provide a comprehensive state-of-the art approach to solar energy utilization.

**MEC 557: Advanced Mechatronics**

Credit Hours: 3  
Pre-requisite: Min. of 15 Credits

This course aims to introduce the students to the design and analysis techniques of mechatronic systems with key focus on the biomedical technology. Students will learn how to integrate mechanical and electromechanical systems by utilizing a commodity microcontroller. The Design and analysis of the fundamental mechatronic system will enable the students to integrate the sensing and actuation components with the microcontroller and generate advanced mechatronic workstation. The medical mechatronics concepts are reinforced through computer design and simulation using MATLAB toolbox.

**MEC 558: Computer Aided Analysis of Multi-Body systems**

Credit Hours: 3  
Pre-requisite: Min. of 15 Credits

This course will cover the kinematics, dynamics, and analysis of flexible mechanisms. It also cover the constrained mechanical systems with flexible components, Numerical methods, Computer-Aided Analysis, Applications, Large scale deformable bodies, Finite element method, and Constrained motion of interconnected rigid and deformable bodies. It will introduce coordinate reduction, computational methods, and applications using computer software, e.g. ADAMS

**MEC 559: Design of Robotics Manipulator**

Credit Hours: 3  
Pre-requisite: Min. of 15 Credits

This course aims to provide the student with advanced kinematics concepts and it is application to the design, analysis and control of robotic manipulators. It focuses

on studying the kinematic synthesis of planar linkages and Higher-order precision point and approximate synthesis. Also it focuses on studying function, and path-angle problems, spatial kinematics and coordinate transformation. It will also introduce the learner to forward and inverse kinematics of articulated mechanical arms, rigid body motion and dynamics of robots, Trajectory generation, and robot control.

**MEC 560: Production Systems Operations**

Credit Hours: 3

Pre-requisite: Min. of 15 Credits

This is a Production Systems Operations course which deals with analytical principles of manufacturing systems design, analysis and control; emphasis placed on stochastic analysis; role of variability and impact on cycle time; push versus pull production strategies including Kanban and constant WIP control; probability, queueing theory, Little's Law, heavy traffic approximation and queueing networks.

**MEC 561: Dynamics of Mechanical Systems**

Credit Hours: 3

Pre-requisite: Min. of 15 Credits

This course will include studying the concepts of Degrees of freedom, generalized coordinates, principle of virtual work, D'Alembert's Principle, Lagrange's Equation, and Hamilton's Principle both in planar and spatial motion to develop equations of motion and Newton-Euler equations for rigid bodies.

**MEC 562: Transport Phenomena in Porous Media**

Credit Hours: 3

Pre-requisite: Min. of 15 Credits

Over recent years, fluid flow, heat transfer and mass transfer through porous media has seen an explosive increase in research attention and this is evident through the creation of new journals existing journals conference and workshop on this topic. This rapidly increasing research activity has been mainly due to the increasing number of important application in porous media in many modern industries and many other heat transfer process both

natural and artificial. This graduate course is intended as advanced course in the field of transport phenomena in porous media. Fluid flow, heat and mass transfer play a major role in different engineering discipline such as in civil in the area of concrete corrosion, chemical in petroleum industries, biomedical in flow in lungs and bones and in mechanical engineering such as in filters. This course will give the student a strong knowledge of porous media and its application. The course will cover different applications in the Mechanical engineering field.

# Master of Science in Sustainable Architecture

## Core Courses

**ARC 600 - Approaches to Sustainable Design**

Credit Hours: 3

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 Hour: 3

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**

Credit Hours: 3

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

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

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

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 also.

**ARC 630: Passive Design Strategies**

Credit Hours: 3

Prerequisite: No Prerequisite

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

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

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 (Prerequisite Completion of 24 Cr. Hours)**

Credit Hours: 3

The ARC 690 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 ARC 690 project could 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.

**Thesis ARC 691 (Credit Hour 6: for those selecting (ARC691) in place of (ARC 690) they may do so in lieu of ARC 640)**

The ARC 691 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.

MILITARY PROGRAM

Master of International Relations

Core Courses

**MIR 501 Research Methodology in International Relations**

Credit Hours: 3

Prerequisite: None

This course aims at developing students' political research skills through providing an advanced knowledge about formulating research proposals and theoretical frameworks. This is applied by using various research methods and techniques such as the research problem and question, case study methods, literature review, content analysis (quantitative and qualitative), survey methods and personal interviews, and discourse analysis. The course is also an important academic prerequisite for preparing the graduation project.

**MIR 502 Theory of International Relations**

Credit Hours: 3

Prerequisite: None

The course will cover the main explanatory paradigms and theories in international relations. The aims of this course are to provide International Relations Master students a thorough background in the discipline of International Relations; to establish student's intellectual control over key theoretical concepts and arguments, while strengthening individual critical and analytical abilities; and to use theories of International Relations to deeply understand issues, developments and realities of International Relations. The

course will focus on Classical realism, Neo-realism, and Neo-Classical Realism; Liberalism and Neo-liberalism, Critical Theory, Feminism, Constructivism, Theories of Conflict, International Society Approach, Theories of Integration, the theoretical relationship between international relations and international law, Globalization and theories of change.

**MIR 503 International Crises Management**

Credit Hours: 3

Prerequisite: MIR 501 & MIR 502 & MIR 504

The course covers the main concepts related to international crisis management, the theoretical attitudes in international crises analysis, methodologies of analyzing international crisis management, different types of international crises, strategies, tools and factors of International crisis management, decision-making during the crisis, and factors affecting crisis management. The course, also, includes different case studies of international crises that the theoretical knowledge gained by students will be reinforced by practical experience.

**MIR 504 Foreign Policy Analysis**

Credit Hours: 3

Prerequisite: None

Foreign policy analysis is an important component of the academic discipline of International Relations. The practice of foreign policy is a key political activity of nearly all states. Foreign policy actions and discourses may shape, or reflect the structure of world politics. This course will look at foreign policy actors, processes, goals, instruments, and contexts. The political, institutional, social and psychological dimensions of foreign policy will be examined. We shall cover both theoretical approaches and particular issue-areas and cases.

**MIR 505 The UAE Foreign Policy**

Credit Hours: 3

Prerequisite: MIR 501, MIR 502, MIR 504

This course analyzes the making and implementation of the foreign policy of the United Arab Emirates (UAE). The course, also, combines three major elements: (1) A study of the history of Emirates relations since independence in 1971. (2) Analysis of the domestic, regional and international factors affecting the UAE foreign policy. (3) A discussion of the major policy issues in the contemporary foreign policy of the UAE. The Gulf Cooperation Council (GCC) between cooperation and integration, the future of Iraq, the future of the Arab-Israeli conflict and the Arab Spring. The list of issues includes the Iranian Nuclear program and the threat of extremism and terrorism. Such issues are of significant influence for the future of the Gulf, the Arab world, and the Middle East. Hence, they must be of great importance to the UAE foreign policy.

**MIR 506 The Gulf and the World**

Credit Hours: 3

Prerequisite: MIR 501, MIR 502, MIR 504

This course is designed to provide the students with a deep understanding of the international significance of the Gulf region and the major challenges of regional security and the influence of global transformations on the region. Students will also discuss the ways in which the Gulf Cooperation Council states tackle regional and international political, economic and security challenges both individually and collectively.

**MIR 507 International Nuclear Politics**

Credit Hours: 3

Prerequisite: MIR 501, MIR 502, MIR 504

This course will introduce students to the politics and history of nuclear weapons, its significance, the strategies developed for their use, the consequences of their development, and the efforts to control and reverse their proliferation. In

addressing these issues, the students will study a variety of case studies, including the 5 formal nuclear weapon states as well as key regional players. Ultimately, the course raises questions about the nuclear strategies that have been pursued by different states. Given the current security threat landscape facing the Gulf today, it is pertinent for the students to familiarize themselves with the major players and concepts within the subject.

**MIR 508 International Terrorism**

Credit Hours: 3

Prerequisite: MIR 501, MIR 502, MIR 504

This course emphasizes the international dimensions of terrorism and its associated transnational patterns and problems. The course examines the evolution of the phenomenon of terrorism, which has reemerged as a lead feature of contemporary international relations. It addresses the questions of definition of terrorism, history of the concept, perspectives on causes, and the emergence of New Terrorism after September 11, 2001. The course will also deal with several terrorism-related issues such as cyber terrorism, international counter-terrorism, and weapons of mass destruction. And the final part of the course will focus on terrorism in five main regions: America, Asia, Europe, Africa and the Middle East.

**MIR 509 Regional and International Security**

Credit Hours: 3

Prerequisite: MIR 501, MIR 502, MIR 504

This course provides the foundations for analyzing the enduring questions of regional and international security. The course develops the analytic tools that are useful for understanding how the regional or international environments generate threats and opportunities for states. The course covers a broad spectrum of traditional and non- traditional security issues (non-military and human security) examined from a regional and global context. The field of security issues is no longer limited to traditional security threats such as military threats, terrorism, law enforcement and critical infrastructure protection; it also includes non-traditional security threats such as humanitarian intervention, economic security, and

environmental security. This postgraduate program, also, examines the theoretical and conceptual frameworks that tend to explain geopolitical security issues and interests.

**MIR 510 Graduation Project**

Credit Hours: 4

Prerequisite: MIR 501 and MIR 502

All students in the M.A. program should complete a graduation project on a subject of their choice as part of their degree. The graduation project offers students the opportunity to develop, organize and carry out completed research project that will further develop their research and written skills.

توصيف المساقات لتخصصي

ماجستير في القانون العام والخاص باللغة العربية

كلية القانون

ماجستير في

القانون الخاص

المتطلبات الإجبارية

اسم المساق: فقه المعاملات مع التعمق

رمز المساق: LAJT 505

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

يتناول هذا المساق دارسة الأسس والمرتكزات العامة للعقود في الشريعة، مع عرض سريع لنظرية العقد، متضمنة الإشارة إلى ما تتميز به الشريعة عن غيرها. كما يتناول بالدراسة والتحليل عددا من العقود المشروعة، وآخر من العقود غير المشروعة، وثالثا من العقود المختلف فيها، إضافة لعدد من العقود والمعاملات المعاصرة.

عنوان المساق: قانون المعاملات المدنية مع التعمق

رمز المساق: LACI 501

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول المساق دراسة الطالب للنظرية العامة للالتزام من حيث مصادره وأحكامه.

المنهج الخاص: يتضمن المساق دراسة تفصيلية وتحليلية ومقارنة لأحد الموضوعات الحديثة في قانون المعاملات المدنية مثل: المسؤولية المدنية وتطبيقاتها العملية بخصوص ذوي المهن الحرة والمسؤولية المدنية الإلكترونية، دور المسؤولية المدنية في حماية البيئة من التلوث، نظرية العقد مع التركيز على احد العقود الهامة في الواقع العملي، نظرية البطلان وتبعية الهالك ونحوها من

الموضوعات الحديثة التي تحتاج إلى البحث والمناقشة.

عنوان المساق: قانون المعاملات التجارية مع التعمق (متطلب اجباري)

رمز المساق: LACO502

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول هذا المساق دراسة أحكام قانون المعاملات التجارية بشكل عام مثل الأعمال التجارية والتاجر والتزاماته والعقود التجارية والأوراق التجارية وعمليات البنوك.

المنهج الخاص: يتضمن المساق دراسة تفصيلية وتحليلية لأحد الموضوعات في قانون المعاملات التجارية مثل: نظام الإفلاس والصلح الواقي من الإفلاس، اندماج الشركات وتصفيتها، مسؤولية الناقل البحري والجوي، التأمين البحري، الاعتماد المستندي.

عنوان المساق: قانون الإجراءات المدنية مع التعمق (متطلب اجباري)

رمز المساق: LACP504

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتضمن دراسة التنظيم القضائي في دولة الإمارات العربية المتحدة ودراسة الاختصاص القضائي ونظرية الدعوى وإجراءاتها ونظرية الأحكام القضائية وطرق الطعن في هذه الأحكام.

المنهج الخاص: يتضمن دراسة معمقة وتحليلية لأحد الموضوعات في قانون الإجراءات المدنية مثل: نظرية الحكم القضائي وطرق الطعن فيها، نظرية المصلحة في الدعوى والتحكيم الإلكتروني.

عنوان المساق: القانون الدولي الخاص مع التعمق (متطلب اجباري)

رمز المساق: LAIS503

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: دراسة النظرية العامة للجنسية، نظرية التنازع من حيث شروط تطبيق قواعد التنازع، تنازع الاختصاص القضائي الدولي.

المنهج الخاص: يتضمن دراسة احد موضوعات التنازع مثل: الاختصاص القضائي الدولي، الإحالة والنظام العام والعقود الدولية، إجراءات الخصومة المدنية الدولية، المسائل الأساسية في التحكيم الخاص الدولي مع دراسة مقارنة للأنظمة القانونية المتعلقة به والبعد الفلسفي والقانوني لأنواع التحكيم المختلفة والقواعد القانونية المنطبقة على كل منها.

عنوان المساق: طرق واساليب البحث القانوني

رمز المساق: LARM506

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

يعالج المساق قسمين رئيسيين: الاول يتضمن التعريف بالبحث القانوني وأسس وضع خطط البحث بأساليبها المختلفة ، والأصول التي يتعين مراعاتها من حيث الشكل والموضوع، والتعرف على أدوات البحث القانوني. وكيفية الرجوع إلى المراجع ، وأسس التوثيق السليم، كيفية الاستفادة من شبكة المعلومات عبر الانترنت ووسائل التكنولوجيا الحديثة في البحث العلمي كذلك أساليب التحليل واستنباط النتائج . القسم الثاني من المساق يتضمن اعداد الطالب بحث مكتوب في مجال القانون العام تتوافر فيه شروط البحث العلمي القانوني بحيث يتم تقويمه من لجنة مناقشة تتألف من المشرف واحد اعضاء هيئة التدريس المعنيين.

القانونية والأخلاقية لبراءات الاختراع الماسة للمجال الحيوي كذلك العلاقة الشائكة بين حقوق الملكية الفكرية وحقوق الإنسان، أثر البيئة الرقمية على حق المؤلف والحقوق المجاورة.

عليها دولياً مع القواعد القانونية المنصوص عليها في قانون حماية المستهلك في دولة الإمارات العربية المتحدة. كما يمكن أن يتناول المساق شرح وتحليل القواعد القانونية والتي تهدف إلى حماية المستهلك من الشروط التعسفية، ومن المنتجات التجارية المعيبة وغير صالحة للاستخدام، وغيرها من القواعد اللازمة لحماية المستهلك.

### عنوان المساق: التحكيم التجاري الداخلي والدولي مع التعمق

رمز المساق: LACA 508

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتضمن منهج الدراسة لهذا المساق التعريف بالتحكيم التجاري وأهميته ودوره في حل المنازعات التجارية على الصعيد الداخلي والدولي، وإجراءات التحكيم والقانون الواجب التطبيق في التحكيم.

المنهج الخاص: يتضمن دراسة تفصيلية وتحليلية مقارنة لأحد الموضوعات المرتبطة بالتحكيم مثل دور التحكيم في تسوية المنازعات الناشئة عن عقود التجارة الدولية، بطلان حكم التحكيم، وحجية حكم التحكيم وتنفيذه، أهم الاتفاقيات الإقليمية في التحكيم، استقلال شرط التحكيم عن العقد الأصلي.

### عنوان المساق: الملكية الفكرية (باللغة

#### الانجليزية) مع التعمق

رمز المساق: LAIP 507

المتطلبات السابقة: لا يوجد

الساعات المعتمدة: 3

يتناول هذا المساق التعريف بحق الملكية الفكرية وتحديد عناصره، يعالج هذا المساق فرعي قانون الملكية الفكرية وهما الملكية الأدبية والفنية والملكية الصناعية. القواعد القانونية الخاصة بحماية الملكية الفكرية على الصعيدين المحلي والدولي، المنظمات الدولية المعنية بحماية الملكية الفكرية، كما أن هذا المساق يخص جزءاً هاماً منه لمعالجة الاتفاقيات والمعاهدات الدولية المرتبطة بحقوق الملكية الفكرية

المنهج الخاص: ويتضمن دراسة معمقة لإحدى مفردات الملكية الفكرية مثل: العلامة التجارية، براءات الاختراع، الرسوم والنماذج الصناعية، الاسم التجاري المصنفات الأدبية والفنية المشمولة بالحماية، الحماية القانونية لبرامج الحاسوب وقواعد البيانات، الإشكاليات

### اسم المساق: الجوانب القانونية للاستثمار مع التعمق

رمز المساق: LAIA 516

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

يتناول المساق دراسة التشريعات المنظمة للاستثمار من حيث تعريف الاستثمار وبيان أنواعه ومعايير تدويل الاستثمار. كما يتناول المساق شرح المشاكل التي تواجه الاستثمار و أهم الأساليب المستخدمة في حل هذه المشكلات. ويشرح المساق الضمانات التي يتمتع بها المستثمر الأجنبي حسب قوانين الاستثمار في دولة الإمارات ومقارنتها بالاتفاقيات والمعاهدات الدولية.

### اسم المساق: عقود التجارة الدولية مع التعمق

رمز المساق: LAIT 513

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول المساق شرح الإطار القانوني المنظم للتجارة الدولية على الصعيدين الوطني والدولي وتحديد أهم المصادر التي تحكم التجارة الدولية بما في ذلك لاتفاقيات الدولية.

المنهج الخاص: يتضمن هذا المساق شرح وتحليل دراسة لواحد أو أكثر من موضوعات التجارة الدولية مثل: عقد البيع الدولي حسب اتفاقية الأمم المتحدة بشأن عقود البيع الدولي للبضائع لعام 1980، التحكيم التجاري كوسيلة لحل المنازعات الدولية، و الاعتماد المستندي.

### عنوان المساق: قانون حماية المستهلك مع التعمق

رمز المساق: LACL 509

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول المساق شرح المبادئ القانونية العامة التي تنظم وسائل حماية المستهلك والضمانات القانونية المتوفرة له في كافة مراحل التعاقد.

القسم الخاص: يعالج المساق احد الموضوعات المتعلقة بحماية المستهلك مثل: حماية المستهلك في العقود الالكترونية والقانون الواجب التطبيق عليها، او دراسة مقارنة للقواعد القانونية التي تتعلق بحماية المستهلك وحقوقه وفقاً للمبادئ المتعارف

الدستوري والنظم السياسية كتفسير النصوص الدستورية والقضاء الدستوري ومبدأ الفصل بين السلطات، والرقابة على دستورية القوانين.

### اسم المساق: طرق وأساليب البحث القانوني

رمز المساق: LARM 506

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

يعالج المساق قسمين رئيسيين: الاول يتضمن التعريف بالبحث القانوني وأسس وضع خطط البحث بأساليبها المختلفة ، والأصول التي يتعين مراعاتها من حيث الشكل والموضوع، والتعرف على أدوات البحث القانوني. وكيفية الرجوع إلى المراجع ، وأسس التوثيق السليم، كيفية الاستفادة من شبكة المعلومات عبر الانترنت ووسائل التكنولوجيا الحديثة في البحث العلمي كذلك أساليب التحليل واستنباط النتائج . القسم الثاني من المساق يتضمن اعداد الطالب بحث مكتوب في مجال القانون العام تتوافر فيه شروط البحث العلمي القانوني بحيث يتم تقويمه من لجنة مناقشة تتألف من المشرف واحد اعضاء هيئة التدريس المعنيين.

## المتطلبات الاختيارية

### اسم المساق: العقود الادارية مع التعمق

رمز المساق: LAAC516

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول المساق دراسة نشأة العقود الادارية واركائها وخصائصها والاثار المترتبة عليها والقواعد القانونية التي تحكم ابرامها. كما يحكم المساق سلطات الادارة وحقوق المتعاقدين معها.

المنهج الخاص: يعالج المساق التنظيم القانوني الخاص باحد الموضوعات المتصلة بالعقود الادارية كانهاء العقود الادارية والاثار المترتبة على ذلك، طرق فض المنازعات الادارية وبالاخص عن طريق التحكيم في القانون الاماراتي والقوانين المقارنة.

المنهج الخاص: يتضمن المساق دراسة تحليلية تطبيقية لأحد الموضوعات المتعلقة بالمنازعات الادارية كدعوى الإلغاء، التحقيق الإداري والمخالفات التأديبية او بالوظيفة العامة أو العقد الإداري، أو القرارات الإدارية.

### اسم المساق: القانون الجزائي مع التعمق

رمز المساق: LACR501

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتضمن دراسة النظرية العامة للجريمة والعقوبة ، وكذلك دراسة النظرية العامة للمسئولية الجزائية بصورها المختلفة مع موانعها.

المنهج الخاص: يتضمن دراسة تحليلية مقارنة لأحد الموضوعات المتعلقة بالقانون الجزائي مثل: القصد الجنائي، مبادئ المحاكمة العادلة، النظرية العامة في الإثبات الجزائي، مبدأ الشريعة الجنائية، البطلان في القانون الجزائي، نظرية الاختصاص في القانون الجزائي. مع مقارنة كل ذلك بالقواعد التي وردت في الشريعة الإسلامية والقوانين المقارنة.

### اسم المساق: القانون الدولي العام مع التعمق (باللغة الانكليزية)

رمز المساق: LAIN503

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يعالج المساق نظرية القانون الدولي العام، مصادره، أشخاصه، المنازعات المسلحة، ، النظرية العامة للمنظمات الدولية.

### اسم المساق: القانون الدستوري والنظم السياسية مع التعمق

رمز المساق: LAPO504

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: ويشتمل على دراسة المبادئ العامة للقانون الدستوري والنظم السياسية وكذلك دراسة التنظيم الدستوري للسلطات الاتحادية وفقاً لدستور دولة الإمارات.

المنهج الخاص: يتضمن دراسة معمقة لموضوع أو أكثر من موضوعات القانون

# ماجستير في القانون العام

## المتطلبات الإجبارية

### عنوان المساق: المالية العامة

رمز المساق: LAFI 505

لا يوجد المتطلبات السابقة:

المتطلبات اللاحقة : لا يوجد

الساعات المعتمدة: 3

يتناول هذا المساق الإتجاهات الحديثة في علم المالية العامة هو العلم الذي يعني بدراسة المشاكل المتعلقة بالحاجات العامة فهناك نفقات عامة يجب تغطيتها ، وينحصر دور المالية العامة في حدود الحصول على الإيرادات اللازمة لتغطية النفقات.

سيكون ذلك من خلال طرح وتحليل ما يلي:

إبراز العلاقة بين المالية العامة وفروع القانون العلاقة بين المالية العامة والقانون الدستوري 2 - العلاقة بين المالية العامة والقانون الإداري 3 - العلاقة بين المالية العامة والقانون الدولي العام

4 - العلاقة بين المالية العامة والسياسة.

5 - العلاقة بين المالية العامة والإقتصاد

و بيان المقصود بالنفقة العامة وعناصرها ،والتمييز بين النفقة العادية والنفقة غير العادية . تقسم النفقات من حيث أثرها إلى نفقات حقيقية وأخرى تحويلية مع إبراز العوامل التي تؤثر في حجم الإنفاق العام.

ثم دراسة أنواع الرقابة على المالية العامة. لا سيما أن هذه الرقابة هي إما رقابة إدارية أو رقابة برلمانية وارتباطا بذلك الوقوف على الأسباب الحقيقية للزيادة في الإنفاق العام وآثار النفقات العامة على الإنتاج القومي وعلى الإستهلاك القومي.

### اسم المساق: القانون الإداري

رمز المساق: LAAD502

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتضمن المساق مدخل عام لدراسة النظريات العامة للقانون الإداري ونشاط الإدارة في تنفيذ القوانين والضبط الإداري ونظام المرافق العامة، والوسائل القانونية للإدارة ، والرقابة على أعمال الإدارة من حيث ماهيتها وأنواعها وآثارها.

تطبيقات على بعض الجرائم الدولية.

### اسم المساق: نظام الحكم في الإسلام مع التعمق

رمز المساق: LAIS 512

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول هذا الجانب دراسة نظم الحكم في العصور المختلفة، الحقوق والحريات وغير ذلك.

المنهج الخاص: يتناول هذا المساق دراسة معمقة لموضوع أو أكثر من الموضوعات الآتية:

تتناول هذه المادة عدة موضوعات ، مثل: مكانة نظام الحكم وأهميته في الحياة الإسلامية ، ووسائل تفويض السلطة، جهاز الحكم في الدولة الإسلامية . أحكام الوزارة ومجلس الشورى، وقضاء الحسبة، وقضاء المظالم.

المبادئ أو القواعد العامة في نظام الحكم مثل مبدأ المساواة ومبدأ العدل بالإضافة إلى موضوعات أخرى تتعلق بمسائل معاصرة من نظام الحكم و مؤسسات المجتمع المدني ودورها في تنظيم المجتمع الشورى وطرق تعيين رئيس الدولة في نظام الحكم الإسلامي.

### اسم المساق: التشريعات المالية والاقتصادية مع التعمق

رمز المساق: LAFE 517

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

يتناول هذا المساق دراسة عامة للتشريعات المتعلقة بالنشاط الاقتصادي والمالي في الدولة . كما يتضمن المساق في منهجه الخاص دراسة تحليلية معمقة في أحد موضوعات التشريعات الاقتصادية مثل: النظام القانوني للتجارة الدولية بالتركيز على نظام الجات أو دراسة للنظام المصرفي أو نظام الاسواق المالية أو تشريعات الاستثمار أو الشركات المتعددة الجنسيات والمعاملات الاقتصادية الدولية التي تعبر الحدود الوطنية .

### اسم المساق: قانون الاجراءات الجزائية مع التعمق

رمز المساق: LAPR 507

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول هذا المساق دراسة الاصول والاجراءات الجزائية : التحري والاستدلال والتحقيق الابتدائي والمحكمة وطرق الطعن في الأحكام الجزائية.

المنهج الخاص: يتناول هذا المساق دراسة معمقة لموضوع أو أكثر من النظريات الجزائية الخاصة مثل: نظرية البطلان في قانون الاجراءات الجزائية، مبدأ الشرعية الإجرائية من حيث قواعدها وأساسها وعناصرها المتعارف عليها في النظم الإجرائية المعاصرة ،الجزاءات الإجرائية كوسيلة للرقابة القضائية على ضمان المحاكمة العادلة ، حجية الحكم الجنائي.

### اسم المساق: القانون الجزائي الدولي مع التعمق

رمز المساق: LACI 512

المساقات المسبقة: لا يوجد

المساقات المشتركة: لا يوجد

الساعات المعتمدة: 3

المنهج العام: يتناول المساق التعريف بالقانون الجزائي الدولي وكيفية نشأته ووسائل تنفيذه، التعريف بالقضاء الجزائي الدولي ومصادره وتطوره التاريخي.

المنهج الخاص: يتناول هذا المساق التعريف بمبادئ القانون الجنائي الدولي مثل مبدأ الشرعية وحق الدفاع وسائر الأسس التي يقوم عليها هذا القانون ، كما سيتم التركيز على المحاكم الجنائية الدولية من حيث بيان الجرائم التي تختص المحكمة الجنائية الدولية بنظرها والاجراءات المتبعة امامها. وإجراء

وفترة التجربة والخصوصية للعامل، والجهات التنظيمية للعمل، والتعويض وحقوق قانونية أخرى. الهدف العام من هذا المساق هو تزويد الطلاب بملحة عامة عن البيئة القانونية لدولة الإمارات العربية المتحدة بشأن علاقات العمل، بما في ذلك الوعي القانوني والاجتماعي والاقتصادي والسياسي التي تؤثر على القانون، واستراتيجيات العمل في إدارة الأعمال.

### اسم المساق : السلوك التنظيمي

رمز المساق: HRM 514

المتطلبات السابقة: HRM 517

الساعات المعتمدة: 3

يقدم هذا المساق إطار العمل لفهم القيم والتوجهات وسلوك الأفراد والمجموعات في المؤسسات. ويصف المساق كيفية عمل الأفراد والمجموعات لتحقيق الأهداف وأسباب النجاح والفشل في تحقيق هذه الأهداف. أما الموضوعات المحددة التي ستغطي في هذا المساق فتشمل: النظريات المتعلقة بالسلوك التنظيمي ونشأتها، والشخصية والاختلافات الفردية، وأثر القيم والاتجاهات والرضا الوظيفي على السلوك التنظيمي، ونظريات التحفيز، وديناميكية المجموعات واتخاذ القرارات، والاتصال والقيادة، والسلطة، والسياسات وتأثيرها على بيئة المنظمة، وتصميم المنظمات ودوره في تحقيق أهداف المنظمة. كما يركز المساق على التطبيقات العملية للمفاهيم، والنظريات وإطار العمل في بيئة العمل. ومن خلال القيام بذلك، فإن المساق يجهز الطلاب بإدارة السلوك أو الأفراد والمجموعات في المنظمات لتحقيق أهداف المنظمة

### اسم المساق : أساليب البحث في الإدارة

رمز المساق: MGT 524

المتطلبات السابقة: MGT 482-PC &

PC 482-BUS أو ما يعادلها

الساعات المعتمدة: 3

يهدف هذا المساق إلى تدريب الباحث أو المهني في مجال إدارة الأعمال على كيفية تحديد متغيرات إدارة الأعمال الأكثر أهمية ودراستها. وعادة فإن إدارة الموارد البشرية وتصميم بحوث الأعمال تكون على شكل الأبحاث الإحصائية، ودراسات الحالة، الأبحاث التحليلية أو التحليل الشامل. ونباقش المساق قضايا محددة تتعلق بمشاريع الأبحاث في مجال إدارة الأعمال من حيث صياغة أسئلة البحث والقيام بجمع المعلومات وتحليلها وتقديم

الطلاب بمفاهيم نظام إدارة الأداء، واستخدام نظم إدارة الأداء كأداة قوية للمدير المباشر في إدارة الموارد البشرية، والاستفادة من أداء الموظفين. ويبدأ مسار المساق بمقدمة متعمقة حول نظم إدارة الأداء، بما يسمح للطلاب بتطوير فهم شامل عنها، وبتقييم نقاط القوة والضعف فيها. ويتم التركيز بشكل خاص على تحديد مقاييس للأداء الصحيح، وعمليات جمع البيانات المتعلقة بهذه المقاييس. ويخلص هذا المساق إلى تجهيز الطلاب بالمعرفة والمهارات اللازمة في تنفيذ الأداء ومعالجته على مستوى الفرد والجامعة والمستويات التنظيمية، كما يهدف إلى إعداد الطلاب لتصميم أنظمة فعالة لإدارة الأداء في منظماتهم.

### اسم المساق : التعويض والمزايا

رمز المساق: HRM 532

المتطلبات السابقة: HRM 517

الساعات المعتمدة: 3

يعلم هذا المساق الطلاب كيفية تصميم نظام للتعويض الفعال ونظم المزايا في مؤسساتهم. وتشمل الموضوعات التي يتم تناولها ضمن منهج التعويض: أهمية التعويض النقدي، وتحديد القيمة النسبية للوظائف، ومخططات الأجور على أساس الأداء والتعويض غير المباشر. من أجل ترسيخ التطبيق العملي لهذه المفاهيم والنظريات والممارسات، سيطلب من الطلاب إنشاء شركات افتراضية، والتي سوف تضطر إلى اتخاذ قرار بشأن القضايا المتصلة بالتعويض والمزايا. ويتم فحص مواضيع التعويضات والمزايا في سياق التطورات المعاصرة المتصلة بإدارة الموارد البشرية في دولة الإمارات العربية المتحدة وعالمياً. وتشمل هذه التطورات زيادة هجرة اليد العاملة وزيادة الاعتماد على المغتربين، والتوطين، والطبيعة المتغيرة للأعمال في عامل يتجه نحو العولمة، وتأثير الابتكار التكنولوجي والمنظمات الافتراضية، وأثر العوامل الديموغرافية على الاستعانة بمصادر خارجية للعمل، والقضايا ذات الصلة بموضوع المالية مثل الركود وتقليص الحجم.

### اسم المساق : قانون العمل والعلاقات

رمز المساق: HRM 535

المتطلبات السابقة: HRM 517

الساعات المعتمدة: 3

يشتمل هذا المساق على نظرة عاملة على أحكام قانون العمل منها: عقد العمل بين صاحب اعمل والعامل، وحماية العامل،

## البرامج الأكاديمية للكلية العسكرية

## ماجستير في إدارة الموارد البشرية

### المساقات الإجبارية

#### اسم المساق : إدارة الموارد البشرية في بيئة عالمية

رمز المساق: HRM 517

المتطلبات السابقة: PC-482 أو ما يعادله

الساعات المعتمدة: 3

إن الهدف الرئيسي لهذا المساق هو تزويد الطلاب في الأساسيات في إدارة الموارد البشرية في بيئة الأعمال العالمية اليوم، إضافة إلى الفهم الدقيق للمفاهيم الرئيسية والنظريات والممارسات العملية في إدارة الموارد البشرية في كل من السياقين المحلي والعالمي، حيث أن قوة العمل في دولة الإمارات العربية المتحدة متنوع، وتتكون أساساً من الوافدين من مختلف أنحاء العالم. وضمن هذا المساق يتم التركيز بشكل خاص على الممارسات المحلية والعالمية الأساسية فيما يتعلق بعمل تحليل وتصميم الوظائف، الاختيار والتعيين، والتدريب والتطوير، وإدارة المكافآت، وتقييم الأداء، وإدارة التعويضات، وقانون وعلاقات العمل وإدارة بيانات الموظفين، ونظم تطوير نظام الاختيار والتعيين لإحدى المنظمات في دولة الامارات العربية المتحدة. كما يتطرق المساق إلى مناقشة التحديات العالمية المتوقعة من إدارة الموارد البشرية في المستقبل، لغرض تزويد الطلبة لفهم عميق لأسباب اختلاف ممارسات إدارة الموارد البشرية في جميع أنحاء العالم، واستخدام النظريات والممارسات العملية المناسبة لكل تطبيق محدد.

#### اسم المساق : إدارة أداء العاملين

رمز المساق: HRM 526

المتطلبات السابقة: HRM 517

الساعات المعتمدة: 3

تم تصميم هذا المساق بهدف تعريف

### اسم المساق: بحوث العمليات

رمز المساق: MGT 528

المتطلبات السابقة: BUS 482-PC أو ما يعادله

الساعات المعتمدة: 3

ان المساق يساعد الطلاب على تطوير المعرفة العملية للنماذج المختلفة في اتخاذ القرار والحلول التي يمكنهم تطبيقها في قضايا الاعمال. يركز المساق: (1) تطوير النماذج الرياضية لقضايا الاعمال المعقدة، (2) تحديد البات الحلول لتحليل هذه النماذج، (3) استخدام ادوات البرامج الالية من خلال الحاسوب لحل هذه النماذج بطرق واقعية، (4) تحليل مخرجات النتائج باستخدام الحاسوب لتقديم التوصيات المناسبة لتطبيقها، و (5) توصيل هذه التوصيات للإدارة. وفي نهاية المساق سيحصل الطلاب على المعرفة المناسبة لبناء وحل النماذج الرياضية لمشاكل الاعمال العملية المعقدة باستخدام ما تم تعلمه من المساق. وسيتاح لهم الفرصة باستخدام الحاسوب لحل المشاكل الكبيرة ودراسات الحالات ذات العلاقة..

يفهم عميق لعملية التغير و وديناميات التغير. أما الجزء الثاني من المساق فيركز على القيادة من خلال إدارة التغير . وهذا الجزء يتناول المناهج الاستراتيجية المتنوعة لإدارة التغير وكذلك استجابات القيادة لتغيرات المحددة . و سوف يتعلم الطلاب الكفاءات القيادية الأساسية من خلال تنمية الكفاءات ، والتفكير النظري و نظم التفكير . وتعتبر هذه الكفاءات ضرورية لبدء وإدارة و تنفيذ التغير داخل المنظمات. هذا الجزء من الدورة أيضا يعطي الطلاب فرصة لتقييم القدرات القيادية من حيث تحديد نقاط القوة لدى قيادتهم وفرص التحسين في خمسة كفاءات رئيسية وهي : الذكاء العاطفي، بناء الثقة ، مساعدة الآخرين ، والتفكير الإبداعي ، و نظم التفكير . وهذا التقييم الذاتي للقيادة يسمح للطلاب بمواصلة تطوير الشخصية فيما يتعلق بالعلاقة مع القيادة وتطوير المهارات الإدارية. و بعد الانتهاء من هذه الدورة. يكون قد تم إعداد الطلاب لقيادة وإدارة التغير في مؤسساتهم.

### اسم المساق : القيادة ومهارات الاتصال

رمز المساق: MGT 522

المتطلبات السابقة: MGT 482-PC أو ما يعادله

الساعات المعتمدة: 3

تعتبر القيادة عنصراً أساسياً في أية محاولة لتحقيق أهداف جماعية. وترتكز عملية القيادة على التفاعل بين أفراد المجموعة أو المنظمة. ويعتبر التواصل العنصر المركزي في تحقيق الفعالية بين القادة والأتباع. ولذا، سيدرس هذا المساق العلاقة بين التواصل والقيادة. وبشكل خاص، سنناقش إسهام مجال التواصل في القيادة. وسوف نركز على هذا المساق الفرصة لتتعرف على أساليب القيادة متضمناً النجاح منها والفاشل. ويتضمن المساق كذلك كافة الأبحاث التي أجريت حول القيادة في القرن الماضي. وتشكل دراسة الحالات عناصر رئيسة من عناصر المساق. وسيتم مناقشة وتحليل الحالات الواقعية و المصطنعة التي تعالج قضايا مهمة لجميع موضوعات المساق، المواضيع قد تتضمن القيادة الفردية، قيادة الفريق، قيادة التغير وتطوير الرؤية والاتجاهات الاستراتيجية، والتركيز على الاخلاقيات في القيادة.

التوصيات. يناقش المساق قضايا محددة التي تتعلق بمشاريع الاحداث من حيث صياغة أسئلة البحث، جمع البيانات وتحليلها، وتقديم التوصيات. ويتناول المساق منهج الأبحاث الكمية والنوعية واستخدام الأساليب المتعددة كطريقة لتحقيق التوازن للحصول على طريقة بحث عملية لتحقيق أكبر منفعة عملية للمهنيين في مجال الاعمال. وسيكون الطلبة على دراية باقتراح مواضيع الساعة وجديدة ذات البيانات المتعددة وتحليلها. يتناول المساق أيضا تطوير وفهم المبادئ الأخلاقية في البحوث واحترام الملكية الفكرية للأشخاص والحفاظ على سرية البيانات وأهمية اتخاذ القرارات عند القيام بالأبحاث.

### اسم المساق : الإدارة الاستراتيجية في بيئة عالمية

رمز المساق: MGT 523

المتطلبات السابقة: آخر فصل

الساعات المعتمدة: 3

لقد تزايدت البيئة التنافسية العالمية ليوم بشكل كبير، ولم يواجه المديرون تحدياً أكبر من التخطيط الاستراتيجي والإدارة الاستراتيجية. حيث أصبحت المؤسسات تعمل في بيئة ديناميكية، تتغير بسرعة. وهذا المساق يُوهِل الطالب لمواجهة التحديات المذكورة آنفاً من خلال التركيز على صياغة استراتيجية وتنفيذها وتقييمها، والتحكم في بيئة تنافسية عالمية. هذا المساق يعلم الطالب صياغة استراتيجية في مستويات وظيفية متعددة، على مستوى الوحدات، والتنظيم ككل على المستويات العالمية، مع الإشارة بشكل خاص إلى أخلاقيات العمل والمسؤولية الاجتماعية، والحوكمة الجيدة للشركات، وتركيز خاص على المنطقة التي قد تفشل فيها تنفيذ الاستراتيجيات، وسيتم تدريس الطلاب التقنيات إدارة التغير المختلفة جنباً إلى جنب مع المهارات القيادية اللازمة لتنفيذ الاستراتيجيات وسيتم تدريس الطلاب تقنيات إدارة التغير المختلفة جنباً إلى جنب مع المهارات القيادية اللازمة لتنفيذ الاستراتيجيات. ويخلص المساق إلى إعطاء لمحة عامة عن مختلف المقاييس التقليدية والجديدة وأساليب التقييم لفاعلية الاستراتيجية. وهذا بالطبع يعد المديرين لاستخدام مختلف المفاهيم والأطر والنظريات وأساليب الإدارة الاستراتيجية لتحقيق ميزة تنافسية مستدامة لمنظماتهم.

## المساقات الاختيارية

### اسم المساق : إدارة التدريب والتطوير

رمز المساق: HRM 529

المتطلبات السابقة: HRM 517

الساعات المعتمدة: 3

يهدف هذا المساق إلى تزويد الطلبة بمعرفة النظريات والممارسات المتعلقة بمسؤولية إدارة الموارد البشرية في تزويد الموظفين بالتدريب والتطوير الملائمين من أجل تحقيق قدراتهم الكاملة في مكان العمل، حتى يتم تمكينهم من الاستجابة بطريقة فعالة ومرنة فيما يتعلق بمتطلبات العمل في المؤسسة ، إذ يحتاجون إلى اكتساب وتطوير المعرفة والمهارات اللازمة لأداء أعمالهم. ويعتبر التطوير والتدريب جزءاً من مهام إدارة الموارد البشرية. ويناقش المساق دور التدريب والتطوير ضمن أدوات إدارة الموارد البشرية، ويزود الطلبة بمعرفة حول تأثير التدريب والتطوير على المؤسسة في المدى البعيد. ويعرض المساق أنشطة الموارد البشرية ضمن سياق إدارة المعرفة والحاجة لإيجاد ”مؤسسة متعلمة“ وتطويرها والمحافظة على استمرارها.

### اسم المساق : التفاوض وفض النزاعات لمدراء الموارد البشرية

رمز المساق: HRM 522

المتطلبات السابقة: MGT 514

الساعات المعتمدة: 3

هذا المساق مقدمة عملية في مبادئ وعمليات التفاوض وحل الخلافات. ويركز بشكل خاص على التواصل والوساطة لتسوية النزاعات التي تطرأ في مكان العمل لتحسين التعاون بين الموظفين. ويركز البرنامج بصفة خاصة على تعريف الطلبة بمجموعة كبيرة من التصرفات غير الأخلاقية والتي عادة ما تحدث في المؤسسات، وعلى توفير قاعدة من المهارات اللازمة للتوسط بين الافراد المتنازعة والتغلب على الخلافات، وبذلك تحقق المصالحة وتزداد روح التعاون في مكان العمل إلى الحد الأعلى.

### اسم المساق: إدارة الأزمات

رمز المساق: MGT 527

المتطلبات السابقة: MGT 482-PC

الساعات المعتمدة: 3

إن المساق يساعد الطلبة على تحضير إجراءات إدارة الازمات المرنة والقبالة للتطبيق. ومن خلال المساق سيتعلم الطلبة المهارات الأساسية المطلوبة لتحضير استراتيجية لإدارة الأزمات قابلة للتطبيق وواقعية لزيادة فرص النجاح في بيئة العمل المتغيرة وحالات عدم التأكد والغير متوقعة. ويحتوي المساق أيضا على حالات دراسية عديدة لأمثلة مختلفة من الازمات والتي من خلالها سيقوم الطالب بمراجعة أهم العوامل والتحديات في إدارة المخاطر لتخفيض نسبة عدم التأكد وبالتالي الصعوبات التي تنتج عنها والتأكد من استمرارية العمل.

### اسم المساق: إدارة الأداء التنظيمي

رمز المساق: HRM 531

المتطلبات السابقة: HRM 526

الساعات المعتمدة: 3

يتناول هذا المساق إدارة الموارد البشرية من منظور استراتيجي، ويركز على كيفية تطبيق بطاقة الأداء المتوازن كأداة استراتيجية لتحسين أداء الشركات في مختلف الصناعات. ويهتم الجزء الأول من هذا المساق بتعليم الطلاب كيفية استخدام هذه الأداة لتحقيق المواءمة بين غرض المنظمة وأهدافها تشغيلية. بينما يهتم الجزء الثاني بتعليم الطلاب كيفية توحيد الموظفين من خلال برنامج تعزيز الأداء الاستراتيجي بمساعدة بطاقة الأداء المتوازن، ويتم التركيز على مداخل وأساليب الإدارة في تطبيق بطاقة الأداء المتوازن في المنظمات. وتتضمن هذه المداخل والأساليب خلق الوعي التنظيمي، وتحديد الأهداف الفردية والجماعية، وربط تلك الأهداف بنظام المكافآت. وهذا المساق يعلم الطلاب أيضا كيفية تقييم فعالية تنفيذ بطاقة الأداء المتوازن، وإجراء التعديلات اللازمة على أساس التغذية العكسية.

### اسم المساق: التغير التنظيمي

رمز المساق: MGT 525

المتطلبات السابقة:MGT 514

الساعات المعتمدة: 3

يوفر هذا المساق للطلبة فهم النظريات والممارسات المرتبطة بالقيادة و التغير التنظيمي حيث يركز الجزء الأول من المساق للتعرف على التغير و إدارة التغير . وتشمل الموضوعات التي يتم تناولها : طبيعة التغير، عوامل التغير ، أبعاد التغير، عملية إدارة التغير ، و دور مختلف العوامل التنظيمية والبيئية في إدارة التغير . و الهدف الرئيسي من الجزء الأول من هذا المساق هو تزويد الطلاب

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**AL AIN NEW CAMPUS**

# Academic Calendar 2020-2021

# ABU DHABI UNIVERSITY

## ACADEMIC YEAR 2020-2021

### FALL SEMESTER 2020-2021

WEEK	JULY 2020							EVENTS
	S	M	T	W	T	F	S	
				1	2	3	4	
	5	6	7	8	9	10	11	<b>25 June</b> English Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
	12	13	14	15	16	17	18	<b>27 June</b> Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
	19	20	21	22	23	24	25	
	26	27	28	29	<b>30</b>	<b>31</b>		<b>15 July</b> English Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
								<b>16 July</b> Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
								<b>30 July</b> <b>Arafat Day *</b>
								<b>31 Jul - 3 Aug</b> <b>Eid Al Adha Holiday *</b>

Notes:  
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(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.

ABU DHABI UNIVERSITY  
ACADEMIC YEAR 2020-2021

FALL SEMESTER 2020-2021

WEEK	AUGUST 2020							EVENTS
	S	M	T	W	T	F	S	
1							1	5 Aug Financial Aid / Scholarship Requirements for RETURNING Students for Fall 2020-2021 Submission Deadline.
	2	3	4	5	6	7	8	12 Aug English Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
	9	10	11	12	13	14	15	13 Aug Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
	16	17	18	19	20	21	22	13 Aug Arabic Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
	23	24	25	26	27	28	29	13 Aug Financial Aid Requirements for New Prospective Students Fall 2020 -2021 Submission Deadline
	30	31						16 Aug Winter Term Internship Program Application Submission Begins
								20 Aug <b>Islamic New Year *</b>
								26 Aug English Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
								27 Aug Arabic / Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students
								27 Aug Deadline for Admission / Transfer Credit
								27 Aug Registration Deadline for Newly Admitted Students
								27 Aug Deadline of Submissions for Declaration/Change of Major
								30 Aug <b>First Day of Classes</b>
								30 Aug Payment Deadline for Newly Admitted Students
								30 Aug - 3 Sep Add / Drop Period with 100% Refund

- PUBLIC HOLIDAY
- EXAMINATION DATES
- FIRST/LAST DAY OF CREDIT CLASSES

WEEK	SEPTEMBER 2020							EVENTS	
	S	M	T	W	T	F	S		
			1	2	3	4	5	<b>3 Sep</b>	Payment Deadline for Current Students
<b>2</b>	6	7	8	9	10	11	12	<b>6 - 10 Sep</b>	Course Withdrawal Period with 75% Refund
<b>3</b>	13	14	15	16	17	18	19	<b>13 Sep</b>	Orientation for Newly Admitted Male / Female Students
<b>4</b>	20	21	22	23	24	25	26	<b>13 - 17 Sep</b>	Course Withdrawal Period with 50% Refund**
<b>5</b>	27	28	29	30				<b>20 Sep</b>	Graduation Online Application Begins
								<b>24 Sep</b>	Term A Course Withdrawal Deadline for Postgraduate Students

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ABU DHABI UNIVERSITY

ACADEMIC YEAR 2020-2021

FALL SEMESTER 2020-2021

WEEK	OCTOBER 2020							EVENTS
	S	M	T	W	T	F	S	
					1	2	3	
6	4	5	6	7	8	9	10	1 Oct Winter Term Internship Program Application Submission Deadline
7	11	12	13	14	15	16	17	10 Oct Term A Postgraduate Last Day of Classes
8	18	19	20	21	22	23	24	11 - 13 Oct Term A Postgraduate Final Exams Week ***
9	25	26	27	28	29	30	31	15 Oct Release of Mid-Semester Grades
								15 Oct Release of Final Grades for Term A Postgraduate Students ***
								18 Oct Term B Postgraduate Classes Begins
								18 - 19 Oct Term B PG Add / Drop Period with 100% Refund
								18 Oct Release of the Winter 2020-2021 Term and Spring 2020-2021 Semester Schedules
								19 Oct Deadline of Payment for Term B Postgraduate Students
								22 Oct Graduation Online Application Deadline
								25 Oct Grade Appeals Deadline for Spring 19-20 Semester and Sum 19-20 Term Final Grades ****
								25 Oct Advising and Early Registration Begins
								29 Oct Birthday of Prophet Muhammad

- PUBLIC HOLIDAY
- EXAMINATION DATES
- FIRST/LAST DAY OF CREDIT CLASSES

WEEK	NOVEMBER 2020							EVENTS
	S	M	T	W	T	F	S	
10	1	2	3	4	5	6	7	1 Nov Spring Semester Internship Program Application Submission Begins
11	8	9	10	11	12	13	14	5 Nov Collection of Dean's List Certificate
12	15	16	17	18	19	20	21	5 Nov Course Withdrawal Deadline (UG )
13	22	23	24	25	26	27	28	12 Nov Course Withdrawal Deadline (PG Term B)
	29	30						28 Nov Last Day of Classes
								29 Nov - 12 Dec Final Exams Period ***

WEEK	DECEMBER 2020							EVENTS
	S	M	T	W	T	F	S	
			1	2	3	4	5	1 Dec Commemoration Day
	6	7	8	9	10	11	12	2 - 3 Dec UAE National Day
	13	14	15	16	17	18	19	13 - 31 Dec Fall Break
	20	21	22	23	24	25	26	14 Dec Final Grades Released****
	27	28	29	30	31			24 Dec Spring Semester Internship Program Application Submission Deadline

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ABU DHABI UNIVERSITY  
ACADEMIC YEAR 2020-2021

WINTER SEMESTER 2020-2021

WEEK	DECEMBER 2020							EVENTS
	S	M	T	W	T	F	S	
			1	2	3	4	5	
	6	7	8	9	10	11	12	30 Dec Arabic / English / Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students in Winter Term 2020 - 2021
	13	14	15	16	17	18	19	31 Dec Deadline of Admissions / Transfer Credit
	20	21	22	23	24	25	26	31 Dec Deadline of Submission for Declaration / Change of Major
	27	28	29	30	31			31 Dec Registration Deadline for Newly Admitted Students

WEEK	JANUARY 2021							EVENTS
	S	M	T	W	T	F	S	
						1	2	1 Jan Gregorian New Year
1	3	4	5	6	7	8	9	3 Jan First Day of Classes
2	10	11	12	13	14	15	16	3 Jan Summer Term Internship Program Application Submission Begins
3	17	18	19	20	21	22	23	3 Jan Payment Deadline for Newly Admitted Students
4	24	25	26	27	28	29	30	3 - 4 Jan Add/ Drop Period 100% Refund
	31							4 Jan Payment Deadline for Current Students
								5 - 6 Jan Course Withdrawal Period 75% Refund
								6 Jan Financial Aid/Scholarship requirements for RETURNING Students for Spring 2020/2021 Submission Begins
								6 Jan Financial Aid/ Scholarship requirements for NEW Prospective Students for Spring 2020/2021 Submission Begins
								7 - 10 Jan Course Withdrawal Period 50% Refund**
								17 Jan Graduation Online Application Begins
								28 Jan Release of Mid-Term Grades
								28 Jan Graduation Online Application Deadline

- PUBLIC HOLIDAY
- EXAMINATION DATES
- FIRST/LAST DAY OF CREDIT CLASSES

WEEK	FEBRUARY 2021							EVENTS
	S	M	T	W	T	F	S	
5		1	2	3	4	5	6	3 Feb Course Withdrawal Deadline
6	7	8	9	10	11	12	13	4 Feb Financial Aid /Scholarship Requirements for RETURNING Students for Spring 2020/2021 Submission Deadline
	14	15	16	17	18	19	20	
	21	22	23	24	25	26	27	11 Feb Financial Aid Requirements for NEW Prospective Students Spring 2020/2021 Submission Deadline
	28							13 Feb Last Day of Classes
								14 - 16 Feb Final Exams Period***
								18 Feb Final Grades Released****
								21 Feb Scholarships Requirements for NEW Prospective Students Spring 2020/2021 Submission Deadline
								25 Feb Summer Term Internship Program Application Submission Deadline

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# ABU DHABI UNIVERSITY

ACADEMIC YEAR 2020-2021

## SPRING SEMESTER 2020-2021

WEEK	FEBRUARY 2021							EVENTS
	S	M	T	W	T	F	S	
1		1	2	3	4	5	6	
	7	8	9	10	11	12	13	<b>17 Feb</b> Arabic / English / Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students in Spring 2020 - 2021
	14	15	16	17	18	19	20	
	<b>21</b>	22	23	24	25	26	27	<b>18 Feb</b> Deadline of Submissions for Declaration/ Change of Major
	28							<b>18 Feb</b> Admissions/Transfer Credit Deadline
								<b>18 Feb</b> Registration Deadline for Newly Admitted Undergraduate Students
								<b>21 Feb</b> <b>First Day of Classes</b>
								<b>21 Feb</b> Payment Deadline for Newly Admitted Students
								<b>21 - 25 Feb</b> Add/Drop Period with 100% Refund
								<b>25 Feb</b> Payment Deadline for Current Students
								<b>28 Feb - 4 Mar</b> Course Withdrawal Period with %75 Refund

WEEK	MARCH 2021							EVENTS
	S	M	T	W	T	F	S	
2		1	2	3	4	5	6	
3	7	8	9	10	11	12	13	<b>4 Mar</b> Orientation for Newly Admitted Male / Female Students
4	14	15	16	17	18	19	20	
5	21	22	23	24	25	26	27	<b>7 - 11 Mar</b> Course Withdrawal Period with 50% Refund**
	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>				<b>18 Mar</b> Term A Course Withdrawal Deadline for Postgraduate Students
								<b>21 Mar</b> Graduation Online Application Begins
								<b>28 Mar - 10 Apr</b> <b>Spring Break</b>

- PUBLIC HOLIDAY
- EXAMINATION DATES
- FIRST/LAST DAY OF CREDIT CLASSES

WEEK	APRIL 2021							EVENTS
	S	M	T	W	T	F	S	
					<b>1</b>	<b>2</b>	<b>3</b>	<b>13 Apr</b> First day of Ramadan *
	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>17 Apr</b> <b>Term A Postgraduate Last Day of Classes</b>
6	11	12	13	14	15	16	<b>17</b>	<b>18 - 20 Apr</b> <b>Term A Postgraduate Final Exams Week ***</b>
7	<b>18</b>	<b>19</b>	<b>20</b>	21	22	23	24	<b>22 Apr</b> Term A PG Final Grades Released****
8	<b>25</b>	26	27	28	29	30		<b>22 Apr</b> Graduation Online Application Deadline
								<b>22 Apr</b> Release of Mid-Semester Grades
								<b>25 Apr</b> <b>Term B First Day of Classes for Postgraduate Students</b>
								<b>25 - 26 Apr</b> Term B PG Add/Drop Period with 100% Refund
								<b>25 Apr</b> Release of the Summer 2020-2021 Term and Fall 2021-2022 Semester Schedules
								<b>26 Apr</b> Deadline of Payment for Term B Postgraduate 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.

ABU DHABI UNIVERSITY

ACADEMIC YEAR 2020-2021

SPRING SEMESTER 2020-2021

WEEK	MAY 2021							EVENTS
	S	M	T	W	T	F	S	
							1	
9	2	3	4	5	6	7	8	<b>2 May</b> Grade Appeals Deadline for Fall 2020-2021 Semester and Winter 2020-2021 Term Final Grades ****
10	9	10	11	12	13	14	15	<b>2 May</b> Advising and Early Registration for Students Begins
11	16	17	18	19	20	21	22	<b>3 May</b> Fall Semester 2021-2022 Internship Program Application Submission Begins
12	23	24	25	26	27	28	29	<b>9 May</b> Collection of Dean's list Certificate
	30	31						<b>12 May</b> Course Withdrawal Deadline (UG)
								<b>13 - 15 May</b> Eid Al Fitr Holiday*
								<b>20 May</b> Course Withdrawal Deadline Term B Postgraduate Students
								<b>31 May</b> Fall Semester 2021-2022 Internship Program Application Submission Deadline
								<b>31 May</b> Fall Semester 2020-2021 Internship Program Application Submission Deadline

WEEK	JUNE 2021							EVENTS
	S	M	T	W	T	F	S	
13			1	2	3	4	5	<b>6 June</b> Last Day of Classes
	6	7	8	9	10	11	12	<b>7 - 16 June</b> Final Exams Period***
	13	14	15	16	17	18	19	<b>17 June</b> Summer Break Begins
	20	21	22	23	24	25	26	<b>19 June</b> Final Grades Released****
	27	28	29	30				

- PUBLIC HOLIDAY
- EXAMINATION DATES
- FIRST/LAST DAY OF CREDIT CLASSES

SUMMER SEMESTER 2020-2021

WEEK	JUNE 2021							EVENTS
	S	M	T	W	T	F	S	
			1	2	3	4	5	
	6	7	8	9	10	11	12	<b>16 Jun</b> Arabic / English / Math Placement Test for New <b>Abu Dhabi &amp; Al Ain</b> Undergraduate Students in Summer 2020 - 2021
	13	14	15	16	17	18	19	<b>17 Jun</b> Deadline of Submissions for Declaration/Change of Major
1	20	21	22	23	24	25	26	<b>17 Jun</b> Deadline for Admissions/Transfer Credit
2	27	28	29	30				<b>17 Jun</b> Registration Deadline for Newly Admitted Students
								<b>20 Jun</b> First Day of Classes
								<b>20 Jun</b> Payment Deadline for Newly Admitted Students
								<b>20 - 21 Jun</b> Add/ Drop Period 100% Refund
								<b>21 Jun</b> Payment Deadline for Current Students
								<b>22 - 23 Jun</b> Course Withdrawal Period 75% Refund
								<b>23 Jun</b> Financial Aid/Scholarship Requirements for RETURNING Students for Fall 2021/2022 Submission Begins
								<b>23 Jun</b> Financial Aid/ Scholarship Requirements for NEW Prospective Students for Fall 2021/2022 Submission Begins
								<b>24 - 27 Jun</b> Course Withdrawal Period 50% Refund**

- Notes:
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  - (4) Grade appeal deadline is one week prior to the early registration in the following regular semester.

# ABU DHABI UNIVERSITY

ACADEMIC YEAR 2020-2021

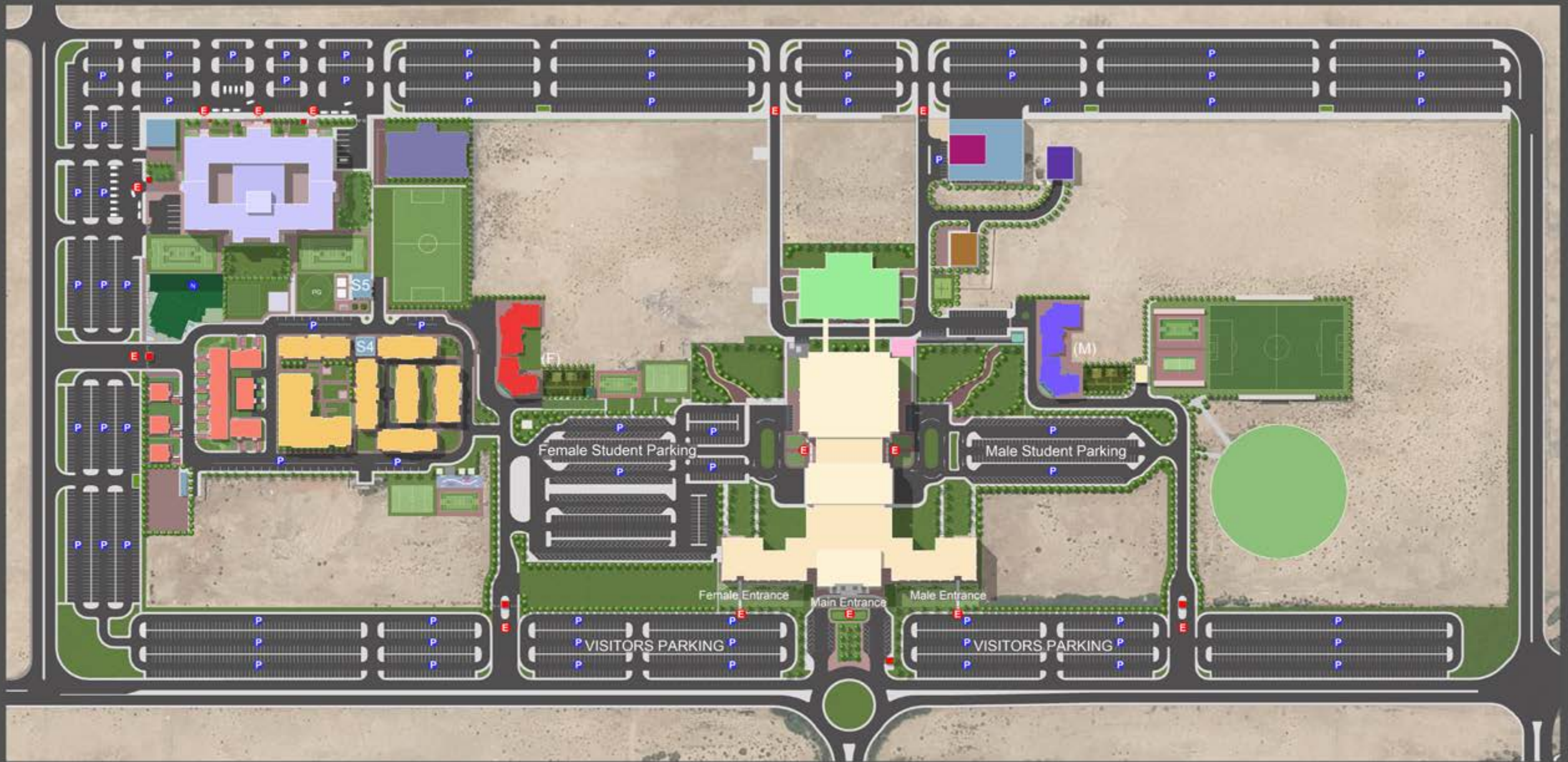
## SUMMER SEMESTER 2020-2021

WEEK	JULY 2021							EVENTS
	S	M	T	W	T	F	S	
					1	2	3	
3	4	5	6	7	8	9		<b>4 Jul</b> Graduation Online Application Begins
4	10	11	12	13	14	15		<b>15 Jul</b> Release of Mid-Term Grades
	16	17	18	<b>19</b>	<b>20</b>	<b>21</b>		<b>19 Jul</b> <b>Arafat Day *</b>
5	<b>22</b>	23	24	25	26	27		<b>20 - 22 Jul</b> <b>Eid Al Adha Holiday *</b>
	28	29	30	31				<b>22 Jul</b> Financial Aid /Scholarship Requirements for RETURNING Students for Fall 2021/2022 Submission Deadline
								<b>24 Jul</b> Graduation Online Application Deadline
								<b>28 Jul</b> Course Withdrawal Deadline



















WEEK	AUGUST 2021							EVENTS
	S	M	T	W	T	F	S	
6	1	2	3	4	<b>5</b>	6	7	<b>5 Aug</b> <b>Last Day of Classes</b>
	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	12	13	14	<b>7 Aug</b> Reading days for Postgraduate Students
	15	16	17	18	19	20	21	<b>8 - 11 Aug</b> <b>Final Exams Period ***</b>
	22	23	24	25	26	27	28	<b>9 Aug</b> <b>Islamic New Year *</b>
	29	30	31					<b>12 Aug</b> Financial Aid Requirements for NEW Prospective Students Fall 2021/2022 Submission Deadline
								<b>14 Aug</b> Final Grades Released*****



AL AIN NEW CAMPUS



#### ADU BUILT UP AREAS OF ALL THE BUILDINGS AND OTHER DETAILS

	ADU MAIN EDUCATION BUILDING		STUDENT NEW & OLD MALE ACCOMODATION		SUBSTATION & SERVICES
	MAIN EDUCATION BUILDING EXTENSION		STUDENT NEW & OLD FEMALE ACCOMODATION		WAREHOUSE
	BRITISH SCHOOL ( BISAD )		FACULTY/ STAFF ACCOMODATION		SPECIALIZED LABS BUILDINGS
	BISAD SPORTS CENTER		EXECUTIVE & DEANS VILLAS		NEW CRICKET SPORTS FIELD
	FACILITIES MANAGEMENT OFFICES		MOSQUE & COMMUNITY CENTER		NURSERY
					GUARD
					ENTRANCE
					PARKING



### ABU DHABI UNIVERSITY

#### CAMPUS SITE LAYOUT PLAN (CURRENT STATUS)

SACLE 1/1250



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