

THE AMERICAN UNIVERSITY IN DUBAI

GRADUATE CATALOG
2011-2012

AUD

**AMERICAN
UNIVERSITY
IN DUBAI**

THE AMERICAN UNIVERSITY IN DUBAI
The American University in Dubai
Dubai, United Arab Emirates
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Effective Fall 2011

The statements and policies set forth in this Catalog (effective September 2011) are for informational purposes only and should not be construed as the basis of a contract between the student and the institution. While every effort is made to provide accurate and current information, AUD reserves the right to change, without notice to the individual student, any provision in this Catalog. Every effort will be made to keep students advised of any such changes.

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ABOUT THE AMERICAN UNIVERSITY IN DUBAI (AUD)

OVERVIEW

The American University in Dubai is a private, non-sectarian institution of higher learning founded in 1995. AUD's enrollment in 2010-2011 averaged 2,628 students. In Spring 2011, ninety-four nationalities were represented in the AUD student body.

AUD offers both undergraduate and graduate degrees and a Certificate in Middle Eastern Studies.

A four-year Bachelor's (B.B.A.) degree is offered in Business Administration (with optional majors in Accounting, Economics, Finance, Management, Marketing, and Marketing Communications). B.F.A. (Bachelor's of Fine Arts) degrees are offered in Visual Communication (with majors in Advertising [Creative], Digital Media, Graphic Design, Photography, and Studio Art), and Interior Design (with an optional emphasis in Integrated Computational Design). The university also offers the Bachelor's of Science degree in Computer and Information Technology (B.S.C.I.T.)* with optional majors in Application Development for Commerce and Industry, Database Development and Operations and Network Infrastructure Design and Administration and a Bachelor's of Communication and Information Studies (B.C.I.S.) with majors in Digital Production and Storytelling, and Journalism. The AUD School of Engineering, established in 2001 through collaboration

with the Georgia Institute of Technology, offers the Bachelor's of Science (B.S.) degree in Civil, Computer, Electrical, and Mechanical Engineering. AUD's five-year undergraduate degree offering is the B.Arch. (Bachelor of Architecture).

The Master's of Business Administration (M.B.A.) is offered as a generalist degree, with the option to specialize in Finance or Marketing. It consists of a twelve-course curriculum delivered in the evening.

Effective Fall 2011, The American University in Dubai offers four new degree programs: the Bachelor of Arts in International Studies (B.A.I.S.), Bachelor of Science in Computer Science (B.S.C.S.), Master of Education (M.Ed.), and Master of Science in Construction Management (M.S.C.M.).

In addition to courses in their chosen program/major, undergraduate students in all disciplines must follow a curriculum in Arts and Sciences. This is in fulfillment of the general education portion of their degree requirements.

Through its Center for English Proficiency (C/EP), the university also conducts Intensive English programs designed to develop university-level English language skills in students requiring additional language study before commencing university.

The university's faculty possess appropriate academic credentials. Furthermore, many are or have been practicing professionals of note. In terms of faculty composition, North

Americans have the highest representation of any national group.

AUD's multi-complex facility has been conceived with the objective of supporting the university's programs (both academic and extra-curricular) to an American standard. The campus surroundings include Dubai Internet City and Media City

* No longer accepting students effective Spring 2011

AUD DEGREE PROFILE

Graduate

Master's Degree Programs

- Business Administration (M.B.A.)
 - General
 - Finance
 - Marketing
- Education (M.Ed.)
- Science in Construction Management (M.S.C.M.)

Undergraduate

Bachelor's Degree Programs

- International Studies (B.A.I.S.)
- Business Administration (B.B.A.)
 - Accounting
 - Economics
 - Finance
 - Management
 - Marketing
 - Marketing Communications

- Communication and Information Studies (B.C.I.S.)
 - Digital Production and Storytelling
 - Journalism
- Engineering (B.S.)
 - Civil
 - Computer
 - Electrical
 - Mechanical
- Computer and Information Technology (B.S.C.I.T.)*
 - Application Development for Commerce and Industry
 - Database Development and Operations
 - Network Infrastructure Design and Administration
- Computer Science (B.S.C.S.)
 - Databases
 - Game Design and Development
 - Network Security
- Architecture (B.Arch.)
- Visual Communication (B.F.A.)
 - Advertising (Creative)
 - Digital Media
 - Graphic Design
 - Photography
 - Studio Art
- Interior Design (B.F.A.)
 - Integrated Computational Design

* The university is no longer accepting students for this degree program as of Spring 2011

CERTIFICATE PROGRAM

AUD offers a Certificate in Middle Eastern Studies consisting of 18 credit hours of undergraduate course work.

* Details of the undergraduate programs are contained in the AUD *Undergraduate Catalog*.

ACCREDITATION AND LICENSURE SUMMARY

- The American University in Dubai is accredited by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) to award Bachelor's and Master's degrees (see www.sacscoc.org). Contact the COC at 1866 Southern Lane, Decatur, Georgia, 30033 or call 404-679-4500 exclusively for matters specific to the accreditation of The American University in Dubai.
- AUD is officially licensed by the Ministry of Higher Education and Scientific Research of the United Arab Emirates. The Ministry has accredited the university's programs in International Studies, Business Administration (both undergraduate and graduate), Communication and Information Studies, Engineering, Computer and Information Technology, Computer Science, Architecture, Visual Communication and Interior Design, Education (graduate), Construction Management

(graduate), in addition to a Certificate in Middle Eastern Studies program.

U.A.E. Ministry: PO Box 45133, Abu Dhabi,
U.A.E.; tel: +971-2- 642-7772

- AUD is approved to operate by the State of Georgia Nonpublic Postsecondary Education Commission (NPEC).

NPEC: 2082 East Exchange Place, Suite 220,
Tucker, Georgia 30084-5305; tel: +1-770-414-3300

- The American University in Dubai has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE), located in Olathe, Kansas. The business programs in the following degrees are accredited by the IACBE:
 - Bachelor of Business Administration (B.B.A.), with majors in Accounting, Economics, Finance, Management, Marketing and Marketing Communications
 - Master of Business Administration (M.B.A.), with concentrations in Finance and Marketing.

IACBE: PO Box 3960, Olathe, Kansas 66063 USA;
tel: +1-913-631-3009

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- The university's undergraduate majors in Marketing Communications and Advertising (Creative) have been accredited by the International Advertising Association (IAA) in New York.

IAA World Service Center: 521 Fifth Avenue, Suite 1807, New York, NY 10175; tel: +1-212-557-1133

- The Civil, Computer, and Electrical Engineering programs of AUD's School of Engineering are accredited by the Engineering Accreditation Commission of ABET.

ABET: 111 Market Place, Suite 1050, Baltimore, MD 21202-4012, tel: +1-410-347-7700

- The Bachelor of Science in Computer and Information Technology (B.S.C.I.T.) program is accredited by the Computing Accreditation Commission of ABET.

ABET: 111 Market Place, Suite 1050, Baltimore, MD 21202-4012, tel: +1-410-347-7700

AUD GOVERNING BOARD

Dr. Steve Franklin (Chairman)

Chief of New Business Development, Wells Real Estate Funds

Dr. Habib Al Mulla (Vice-Chairman)

Managing Partner and Founder, Habib Al Mulla & Co. Advocates & Legal Consultants

Mr. Elias Bou Saab (Secretary)

Executive Vice President, The American University in Dubai

Mr. Joseph Ghossoub

Chairman and CEO, Menacom Group; Former World President, International Advertising Association (IAA)

Mr. Justin J. Cooper

Senior Advisor to President William J. Clinton

Dr. Lance de Masi

President, The American University in Dubai

Dr. Ghassan Salamé

Professor of International Relations at Sciences Po, Paris and Columbia University, New York and Dean of the Paris School of International Affairs (PSIA); Former Minister of Culture, Lebanon

ADMINISTRATION

The administration of The American University in Dubai endeavors to fulfill the university's Mission in terms of both academic excellence and attention to the student as an "individual." Operatively, this entails the enforcement of academic policies and procedures, the availability of staff for counseling and advisement, the support of extra-curricular activities that develop the "whole person," and a general sense of fairness in all dealings.

Dr. Lance Edward de Masi

President

M.B.A. (1977), Indiana University; M.A., Indiana University; B.A., St. John Fisher College; Honored, Ph.D. Hum. Lit., Schiller International University (London)

Mr. Elias Bou Saab

Executive Vice President

M.A. (1994), Boston University; B.B.A., American InterContinental University

Dr. Jihad Nader

Provost/Chief Academic Officer

Ph.D. (1987), University of Toronto; M.B.A., American University of Beirut; B.B.A., American University of Beirut

Dr. Susan Feneck

Special Assistant to the President and Grievance Officer

Ed.D. (2000), University of Sarasota; M.S., Canisius College; B.A., Canisius College

Mrs. Maya Amiouny*Chief Financial Officer*

M.B.A. (1986), American University of Beirut; B.B.A., American University of Beirut

Mrs. Peggy Awad*External Relations Manager*

M.Ed. (2009), American InterContinental University; B.S., Wright State University

Ms. Reina Dib*Marketing Communications Manager*

B.S. (1998), Lebanese American University

Mrs. Matilda Jabbour*Registrar*

Technical Baccalaureate (1985), Business Automation Training Center (Beirut)

Mr. David Moinette*Director of Library Services*

M.L.I.S. (1992), University of Oklahoma
B.A., University of Oklahoma

Mr. Elie Sawaya*Director of Central Services*

Lebanese Baccalaureate (1986)

Mr. Frank Seifae*Manager of IT Services*

M.S. (2003), Boston University;
B.S., Northeastern University

Ms. Jennifer Sheldon*Director of Institutional Effectiveness*

M.B.A. (2006), Regent University;
M.A., Regent University;
B.A., Missouri Baptist University

Mr. George Slim*Director of Human Resources*

B.S. (2004), Lebanese American University

MISSION AND GOALS**AUD Mission**

The Mission of The American University in Dubai is to fulfill the broad educational needs of a culturally diverse student body by achieving excellence in teaching and learning, ultimately resulting in the intellectual, personal, and professional success of its graduates and the advancement of society.

Philosophy and Purpose of the University

The university community believes it has a special commitment to support each individual's goals. To this end, the university places emphasis on the educational, professional and personal growth of each student. AUD, as an international institution of higher education, encourages global understanding by providing an atmosphere of cultural diversity and opportunities for international education. Programs, policies

and activities – which have been designed to implement this Philosophy and Purpose Statement – are evaluated periodically and changed, as necessary, to meet the needs of the student body and the institution.

Purpose-related Goals of the University

In support of its Philosophy and Mission, AUD's Goals are as follows:

- To cultivate and reward excellence, especially as it affects the imparting, acquisition, and advancement of knowledge;
- To guide students in the use of their knowledge and skills for personal and professional fulfillment;
- To foster an appreciation of the history and on-going development of human culture;
- To develop critical thinking, effective communication and lifelong learning skills;
- To promote the value of ethical behavior, responsibility, and commitment;
- To provide academic programs, services, facilities, and technologies that offer diverse opportunities for learning;
- To recruit and retain a diverse faculty of qualified educators, providing them with the environment and opportunity to flourish;

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- To foster intercultural understanding as a basis for preparing students as members of a global community;
- To contribute to the economic and societal development of Dubai, the United Arab Emirates and beyond.

VISION

- Enhanced standards and quality in program offerings;
- Greater diversification in program portfolio;
- Greater emphasis on the liberal arts;
- Ever more “American” in terms of the total educational experience;
- Strengthened integration with local community (university as a “point of reference”);
- Expanded facilities and technology application.

VALUES

There are seven (7) Values that underpin AUD’s operations and development and that characterize its dealings with students, faculty, staff, and other constituents:

- *Whole Person Education* – AUD values the intellectual, personal

and professional development of its students;

- *Excellence* – AUD values excellence in all that it does and is committed to continuous improvement in its educational offerings and services;
- *Integrity* – AUD values honesty and transparency and has high standards of legal- adherence, morality and ethics;
- *Service* – AUD values all of its constituencies and partners with its stakeholders in the achievement of their objectives and aspirations;
- *Diversity* – AUD values diversity in all its manifestations and recognizes its contribution to the quality of university life;
- *Tolerance* – AUD values respect and open-mindedness as proper responses to concepts, opinions and customs that are diverse, new or unfamiliar.
- *Accountability* – AUD believes that all members of the university community are responsible for fulfilling their roles in support of the institutional Mission and Purpose-related Goals and that evaluation of individual performance should be based on the degree to which this responsibility is satisfied.

FACILITIES

The campus of The American University in Dubai is the material expression of the university’s Mission and character. Two words come to mind in describing this campus – American and world-class: “American” because of its sobriety and Jeffersonian architectural rigor, “world-class” because of the notable quality of the physical plant and accompanying facilities.

Indeed, the facilities that comprise the multi-edifice campus are nothing less than impressive, whether they be found in the academic wings, student and faculty housing or administrative complex. Specifically, 14 buildings dot the campus today, a Student Center, housing indoor sports facilities, food-court, 50 offices and 20 classrooms/labs – in addition to several other amenities - being the latest addition.

The accomplishment of AUD’s objective to deliver a genuinely American education is facilitated by the sports facilities (soccer field, outdoor track, tennis/volleyball/basketball courts, swimming pool) and other space that provide students with the opportunity to engage in extracurricular activities which constitute student life on a typical US-based campus. A 900-seat auditorium serves as a venue for student assemblies, conferences, and cultural events. A Student Center, housing indoor sports facilities, was inaugurated in September, 2008. A central indoor stadium is designed so that it can be dismantled into two independent courts used for indoor football, handball, basketball or volleyball. This stadium has a capacity of 2,500 spectators,

in addition to an outdoor spectator's gallery that faces the soccer field and accommodates a public of 300. Separately, there are two squash playgrounds and a 1,600-square feet gymnasium for males and females and an aerobics/dancing/music room.

Advanced technology supports all aspects of campus operations; most appropriately, the delivery of the university's academic programs. Specifically, 15 computer labs with both IBM and Macintosh hardware form the basis for instruction in IT, business administration and the applied arts. Two language laboratories serve to enhance teaching effectiveness in the university's intensive/academic English courses.

The Blackboard system™ is deployed to provide instructional support in all courses offered by the university, and students can access it from any location in the world where there is Internet connectivity.

Among the software packages that are of special usefulness for M.B.A. students in carrying out research for term papers and theses are the Statistical Package for the Social Sciences (SPSS), the MINITAB statistical package, the LINDO package for linear programming, SIMUL8.0 simulation software, Visual Interactive Sensitivity Analysis (VISA) software for the decision sciences, and IBM® SPSS® Amos structural equation modeling software for marketing research. Additionally, other searchable databases, such as Business Source Premier, Emerald, Datamonitor's MarketLine, EIU Country Reports, Reuters Business Insights

and Lexis Nexis are accessible from any workstation connected to the AUD computer network, and are especially useful to M.B.A. students. These databases provide online access to thousands of full-text papers and other material published in a large number of leading international academic and professional business publications.

AUD's School of Engineering houses several labs, including those used by students in the Computer Science and CIT programs. The physics lab is equipped with Pasco equipment for conducting a broad range of experiments in motion dynamics, electricity and magnetism. The engineering computer labs house over 100 PC's, equipped with educational and professional engineering software including MatLab, Maple, PSPICE, AutoDesk, Primavera, GeoSuite, ETABS, SAFE, SAP2000, and Heastad Methods software.

The Electrical and Computer Engineering Labs comprise 14 stations with complete sets of oscilloscopes, digital multimeters, triple DC power supplies, logic analyzers, function generators, operational amplifiers, and semiconductor curve tracers. The labs are also equipped with educational equipment for electric power systems including DC motors, 3-phase motors, transformers, induction motors, and variable speed drives. The Civil Engineering Labs are equipped with an Instron Universal Testing Machine, a concrete crusher, and materials and geotechnical equipment for specific gravity, hardness, toughness, soil classification, compaction, permeability, consolidation, direct shear and

triaxial testing. The labs also house multiple workstations for fluid dynamics and hydraulic experiments, as well as theodolites, and total stations for field surveying.

STATEMENT ON INTEGRITY

As an institution committed to quality, The American University in Dubai views integrity as an underlying tenet to its Mission and Purposes. The university uses the integrity tenet as a foundation for all of its operations, services, and programs. Integrity serves as an integral foundation to university governance at the level of the Governing Board and in all university operations, institutional representations, advertising, marketing, and services. Honesty and integrity are essential to these functions and serve as the basic contract defining the relationship between the university and its constituencies.

The intention of the university is to advance the intellectual and social condition of learners in a diverse society through quality academic programs, services and other learning opportunities. The university strives to provide students with a learning environment anchored by the highest caliber of instruction built on a solid intellectual and ethical foundation.

STATEMENT ON RESEARCH

The American University in Dubai is a teaching-focused institution of higher

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learning. This is consistent with the university's belief that the most relevant contribution it can make is to graduate students prepared to meet the needs and challenges of a dynamic Middle East and world subject to constant and rapid change. In addition to engaging in on-going efforts to improve pedagogical effectiveness, faculty exercise their role in the achievement of this objective through professional interaction and scholarly activity. The latter may take the form of applied or non-applied research and serves to either expound or expand a body of knowledge, while enhancing the currency of the faculty member's knowledge base.

AUD's *Policy on Support for Faculty Research, Scholarly and Creative activities*, found in the *Faculty Handbook*, outlines mechanisms such as course buyouts for faculty members who secure external grant funding, competitive faculty-student mentorship grants, teaching load reductions for faculty members who teach graduate-level courses, and a competitive faculty teaching offset program for faculty members who submit well-developed research, scholarly or creative activity plans.

INSTITUTIONAL EFFECTIVENESS

AUD is committed to continuous improvement of its academic programs and student services. Assessment at AUD is an ongoing process that evaluates the effectiveness of every aspect of the university. Data are regularly gathered and analyzed for the purpose of making improvements where

needed. The university's model of institutional effectiveness and planning is based on the student as the center of the educational experience. Thus, students, along with all other university stakeholders, may be asked to participate in various types of assessment activities, including surveys, focus groups, and faculty review of course outcomes.

Stakeholder confidentiality is protected in all university assessment processes.

The information gathered from assessment activities is used to improve student learning, services, and the overall institution.

AUD requests student involvement in the assessment process to further enhance the benefits to students and their educational experience.

ADMISSIONS

MISSION

The Mission of the Office of Admissions at AUD is to provide excellent service to all prospective students and to ensure that the admissions process is completed in a timely and comprehensive manner.

PURPOSE

Pursuant to the Mission of AUD, the Office of Admissions consists of a professional team that assists prospective students gain accessibility to opportunities in higher education. The Admissions team is held to a high level of integrity and is charged with providing quality service and accurate information to all students. AUD admits to its degree programs students who possess appropriate credentials and the demonstrated capacity and potential to successfully complete the educational programs provided by the university and meaningfully participate in the total educational experience offered by AUD.

GOALS

- To provide accurate information on educational opportunities to prospective students; and
- To recruit students consistent with AUD's goals;

- To provide quality services to prospective and new students;
- To provide access to higher education.

ADMISSIONS PHILOSOPHY

A hallmark of AUD is its culturally diverse student population. AUD students come from many different countries and backgrounds and bring a wide range of viewpoints, special interests and talents to enrich the learning community. ***Selection of students is based on an individual assessment of each applicant. Final acceptance is not granted until the university has received all required admissions documents.*** To assist the admissions personnel in making informed decisions, an admissions interview may be required.

Academic Requirements

- An earned undergraduate degree from an institution accredited by the Ministry of Higher Education and Scientific Research in the U.A.E. or by the relevant national or regional institutional accrediting body in the case of international applicants.
- A 3.00 GPA (on a 4.00 scale) or better in undergraduate study. For students with post undergraduate credits earned at more than one institution, a separate GPA is calculated for each institution.

English Language Requirements

All students must achieve a TOEFL® score of 550 (CBT 213, 79-80 iTB) or an equivalent score in a test approved by the U.A.E. MOHESR.

Exceptions:

- A native speaker of English who has completed his/her undergraduate education in an English medium institution in a country where English is the official language
- A student admitted to and graduated from an English medium institution who can provide evidence of having achieved (upon admission to the undergraduate program) a TOEFL® score of 500 or its standardized equivalent approved by the U.A.E. Ministry of Higher Education and Scientific Research

M.B.A. Program-specific Admission Criteria

- Graduate Management Admissions Test (GMAT®) - The preferred overall GMAT® score is 500 or higher. The M.B.A. Admissions Committee will also take cognizance of the three GMAT® sub-scores (Math, Verbal, and Analytical Writing Assessment) for purposes of assessing each candidate's specific aptitude strengths and weaknesses. Subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who have not taken the GMAT® at the time of application *may* be

granted conditional admission (see p. 17), with a requirement that they submit satisfactory GMAT® scores *not later than the end of the first term following admission.*

- Applicant's work experience: Candidates who have a minimum of two years of work experience will be given preference for admission.
- The Committee follows a balanced approach in evaluating each candidate on their individual scores for the Undergraduate GPA, GMAT®, and TOEFL®, and their work experience. This is based on the principle that ample satisfaction by an applicant of one or more of these criteria may be to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.
- Students who have earned their undergraduate degree in an unrelated major may be required to pursue one or more graduate foundation courses. The Graduate Foundation Course Program consisting of various discipline-specific modules is designed to prepare potential students who do not have the necessary competencies in the core areas of accounting, microeconomics, finance, and statistics. These students are required to enroll and satisfactorily complete an appropriate series of non-courses in the Foundation Course Program prior to beginning the M.B.A. curriculum. The courses required of each such student

will be determined on a case-by-case basis following a review of the student's academic record.

M.Ed. Program-specific Admission Criteria

- Undergraduate degree: Preferably in education or in a discipline related to a content area of teaching that is applicable to primary or secondary education.
- Graduate Record Examination (GRE®): a minimum combined score of 900 on the verbal and quantitative portions.
- The applicant's history, including length of teaching experience, skills, and evidence of content knowledge (for applicants seeking admission at the secondary level) will be assessed at the time of admission to determine admission eligibility and whether certain courses could be waived. If waived, the student will be required to take the alternative course as indicated by the Dean.

M.S.C.M. Program-specific Admission Criteria

- Undergraduate degree: In Engineering, Architecture, or a closely-related discipline, from a recognized institution.

- Graduate Record Examination (GRE®): A minimum GRE® score of 600 in the Quantitative portion of the exam is required for admission. The *Engineering Admissions Committee* will also take into consideration the sub-scores in the other portions of the GRE® to assess the candidate's aptitude strengths and weaknesses.
- A minimum of three years of work experience as a field or design engineer is recommended. Students with fewer than three years of documented work experience will be evaluated on a case-by-case basis by the *Engineering Admissions Committee*.
- Students lacking the following courses or their equivalent in their undergraduate studies will be required to take a placement examination, administered by the *Engineering Graduate Academic Committee*:
 - ENGG 255 – Engineering Design and Economics
 - ENGG 300 – Probability and Statistics in Engineering
 - ECVL 360 – Structural Analysis I
 - ECVL 420 – Construction Engineering and Management

Depending on the student performance in the placement examination, the student may be required to take undergraduate level prerequisites prior to enrolling in the subsequent graduate level courses.

PROCESS /DOCUMENTATION FOR GRADUATE ADMISSIONS

Application Process

Applications for admission to AUD's graduate programs are evaluated by the Graduate Admissions Committee of the respective graduate program, which consists of the Program Director as Chair, two graduate faculty members appointed by the Program Director, and one representative of the Admissions Office. The Committee employs a balanced approach, based on the principle that ample satisfaction by an applicant, of one or more of these criteria, may to a reasonable extent compensate for deficiencies in one or more of the other criteria used in the applicant's evaluation.

Submission of Documents

Students should be aware that all records, letters and other documents provided in the original to AUD as part of the admissions process will remain university property. The university reserves the right to evaluate the adequacy of all credentials submitted for admission. Furthermore, students are reminded that omission or falsification of information constitutes sufficient reason for rejection or dismissal. This dismissal, requiring the President's approval, may occur at any time during a student's residence at AUD; i.e., upon discovery of the omission/falsification.)

To be considered for admission to an AUD graduate program, applicants must submit the following documents and information:

1. An *Application for Admission* to an AUD graduate program, duly completed, signed and dated by the applicant. The application must clearly specify the program and specialization option to which the applicant wishes to be admitted.
2. Original, official transcripts of academic record from all universities, colleges or other postsecondary institutions attended by the candidate; to be sent directly to the Admissions Office. Transcripts should be attested by the appropriate higher education authority in the country in which the undergraduate degree was granted, and must be translated into English if they are issued in a language other than English.
3. Undergraduate and Graduate Diplomas – originals required for verification.
4. A statement of the applicant's career objectives, special professional and

academic interests, and other reasons why the candidate wishes to pursue their choice of program at AUD, as well as the applicant's special skills, expertise and interests that might contribute towards enriching the graduate learning at AUD.

5. CV or résumé describing professional and academic experience.
6. Official test scores (as required for each program):
 - M.B.A. applicants: Official GMAT® score sent directly to the Admissions Office. AUD's GMAT® code is 0063. GMAT® scores must be submitted at the time of application; however, subject to the evaluation and approval of the M.B.A. Admissions Committee, applicants who have not taken the GMAT® at the time of application may be granted conditional admission (see p. 17), with a requirement that they submit satisfactory GMAT® scores not later than the end of the first term following admission.
 - M.Ed. applicants: Official GRE® score sent directly to the Admissions Office. AUD's GRE® code is 7493.
 - M.S.C.M. applicants: Official GRE® score sent directly to the Admissions Office. AUD's GRE® code is 7493.
7. Evidence of satisfying the English language requirement: TOEFL® or its standardized equivalent approved by MOHESR sent directly from the testing agency to AUD's Admissions Office. Tests must have been

completed within the past twenty-four months immediately preceding the date of the application for admission. The University's TOEFL® code is 0063.

8. *Reference Forms*: Graduate Admissions Committees will look for evidence of each candidate's maturity, seriousness of intent, perseverance, academic and professional preparedness, promise and potential, and chances of successful completion of the graduate program. Candidate is required to submit two *Reference Forms* or letters of recommendation completed by present or former university instructors or employers.
9. Color passport photocopy and two passport-size pictures.
10. Non-refundable application fee of AED 200.

Admission on Probation

Applicants whose undergraduate GPA is below 3.0, but who otherwise amply satisfy the selection criteria, may at the Admissions Committee's discretion be granted admission on probation. These candidates' course load during the first term may be restricted by the Admissions Committee and will under no circumstance exceed six credit hours. They will be required to achieve a cumulative GPA of 3.0 within the first six credit hours attempted. Probationary status will be lifted and full admission will be granted upon satisfaction of this requirement. ***Failure***

to satisfy this requirement will result in termination of the students' enrollment in the graduate program.

Conditional Admission

Subject to the evaluation and approval of the Admissions Committee, applicants who largely satisfy the admission criteria except for incomplete information or documentation that can, in the Committee's judgment, be completed within a short time, may be granted conditional admission for one term. These applicants will be notified of the information or documentation that needs to be completed and provided by the end of the term, as a condition for their continued enrollment. ***Non-satisfaction of this condition by the end of the first term following conditional admission may result in termination of the student's enrollment in the graduate program.***

Provisional Admission

The Admissions Committee may grant applicants provisional admission to a graduate program. Typically, these are applicants whose area of undergraduate studies is not in the proposed degree field, whose evaluation by the Admissions Committee reveals deficiencies in one or more of the foundation areas normally considered pre-requisite for success in the respective graduate program, but for whom there is nonetheless sufficient promise as potential graduate students.

For each applicant in this category, the Admissions Committee will specify an appropriate non-credit course sequence (see Foundation Course Program as designated for each graduate program) that the candidate must successfully complete before being permitted to proceed to graduate-level courses. Successful completion of this course sequence, assessed at the end of each term by the Academic Committee, will require achievement of a cumulative GPA of 3.0 or higher in this sequence. However, no credit towards the graduate degree will be given for successful completion of this sequence.

Special Admission

Applicants who, for special reasons, are interested in taking one or more selected courses in an AUD graduate program, but do not desire to complete the program requirements at AUD, may, at the discretion of the Admissions Committee, be granted special admission to take the specific course(s) requested. Examples of applicants for special admission include:

1. Students in graduate programs at other universities who wish to take one or more courses in an AUD graduate program for credit towards their program requirements at their home universities, and
2. Individuals pursuing a professional designation (e.g., Certified Public Accountant, Professional Engineer, etc.) who may be required to take specific graduate-level courses in one or more disciplines as part of the

qualification requirements for that professional designation.

Application Deadlines

Applications for admission to AUD's graduate programs are accepted throughout the year for Fall, Spring and Summer I entering classes. To allow enough time for the evaluation of applications and the selection of accepted candidates, we encourage applicants to submit their applications in advance of the following meeting times. The Program Director's Office must receive all required documentation for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified below.

The Master of Business Administration (M.B.A.) Admissions Committee reviews applications for (1) applications for the Spring 2012 semester are reviewed on October 9, 2011 and December 15, 2011 and January 5, 2012) applications for the Summer I 2012 term are reviewed on February 16, 2012 and April 19, 2012; and, 3) applications for the Fall 2012 term are reviewed on June 21, 2012 and August 26, 2012. The M.B.A. Program Director's Office must receive all required documentation (see above) for each candidate, prior to their full-review by the Admissions Committee. Applicants are therefore expected to submit their completed documentation at least two weeks prior to the scheduled application review dates, specified above.

The Master of Education (M.Ed.) Admissions Committee reviews applications for (1) Fall 2011 semester on June 23, 2011 and August 28, 2011; (2) Spring 2012 semester on October 9, 2011; December 15, 2011 and January 4, 2012; and (3) Summer I 2012 on February 16, 2012 and April 19, 2012.

The Master of Science in Construction Management (M.S.C.M.) Admissions Committee reviews applications for (1) Spring 2012 semester on October 27, 2011, December 15, 2011 and January 5, 2012; (2) Summer I 2012 term on April 19, 2012; and, (3) Fall 2012 semester on April 19, 2012, June 14, 2012 and August 23, 2012.

Entry Dates

Classes in the graduate programs begin in Fall (late August), Spring (early January), and Summer I (early May). For specific starting dates, please consult the Academic Calendar section of this *Catalog*.

Transfer Credits

Requests for the transfer of graduate credits completed at other accredited institutions of higher learning towards completion of a graduate program at AUD will be evaluated by the appropriate Admissions Committee on a case-by-case basis. The number of graduate courses transferred or accepted for credit towards a graduate degree at AUD may not exceed two (2) courses or six (6) credit hours.

As a rule, such transfer or acceptance will be highly restricted and may only be granted in cases where there is ample evidence that the graduate coursework in question is at least equal in scope and quality to comparable graduate coursework at AUD. In assessing such evidence, the appropriate Admissions Committee will make use of a wide variety of instruments and information sources, such as recognized guides to post-secondary institutions and programs, the other institutions' catalogs and/or web sites, course syllabi, and letters from instructors at those other institutions describing in detail the applicant's work in these courses. ***In all cases, students must earn the majority of their final year credits towards the graduate program at AUD.***

INITIAL REGISTRATION DEFERRAL

Acceptance into a graduate program, regardless of type, is valid only for the semester for which an applicant initially applies. If an applicant is granted admission for a specific academic term and for some reason fails to enroll in that term, the applicant may request, in writing, to defer his/her admission to the following term only. Admission for the following term will depend on available places and the admissions criteria in effect at the time.

FINANCIAL INFORMATION/SCHOLARSHIPS

TUITION AND FEES

University institutional policy requires all students to pay tuition and fees in advance. A student whose account is delinquent will not be allowed to register for the subsequent semester until the balance owed is paid in full. SAP students receiving financial aid may be allowed a tuition deferment based upon the anticipated receipt of funds. This is granted solely at the discretion of AUD, based on the official notice of approval from the granting or lending agency. The university evaluates institutional tuition and fee rates in the second semester of each academic year, and rates may be subject to change at the beginning of the following academic year.

A tuition and fee schedule is included in this *Catalog*.

MEDICAL INSURANCE

Private health insurance covering care in the U.A.E. is mandatory for all AUD students except U.A.E. nationals. In order to meet this requirement by enrolling in the AUD-sponsored health insurance plan, students are charged a non-refundable fee on their Fall semester bill covering the period September 1 through August 31.

For this fee to be waived, students are required to provide evidence of currently valid private health insurance covering care in the U.A.E. (original insurance card) to the Finance Department. ***Deadline to do so is the last day of the Fall semester Drop/Add (see AUD Academic Calendar).***

Failure to provide this evidence before the deadline will result in cancellation of the option to waive the health insurance coverage and associated fee.

REFUNDS

All refund requests will be processed within **30 days**. Refunds are governed by the following regulations:

(1) Tuition (except IELP)

In the event that a student withdraws or is dismissed from all classes during the term, refunds of tuition and fees will be calculated according to the following schedule:

Schedule	Refund
During the first week*	75%
During the second week**	50%
During the third week	25%
After third week	0%

In the event that a student withdraws from partial classes during the term, refunds will be calculated according to the following schedule:

Schedule	Refund
Until the end of Drop/Add***	100%
After Drop/Add	0%

(2) Tuition (IELP)

Schedule	Refund
Until the end of Drop/Add	75%
After Drop/Add	0%

(3) Housing Fees and Charges

The one-time, housing security deposit is refundable at the end of the semester if no dorm damage has occurred.

The housing reservation fee is non-refundable and nontransferable unless the student’s application for admission is rejected or the student cancels their admission (including conditional) one month prior to the start of the semester for which he/she has paid.

* 100% for new students in the first semester of attendance with the exception of the reservation and enrollment deposit of AED 5,000 which is non-refundable.

** Sunday-Thursdays

*** The refund amount will be a credit to the student’s account and carried forward to the following semester. Non-returning students will receive a refund within 30 days of submitting a request form. Check the AUD Academic Calendar for dates of Drop/Add.

Note: AUD has a Refund Policy specific to legal residents of the U.S. State of Georgia. This Policy has been written to be in compliance with Standard Nine of *Georgia’s Minimum Standards and Criteria for NPEC Institutions*. The existence of this Policy is announced during Student Orientation and referenced at the time of exit from AUD (during the account settlement process) of any Georgia resident who requests a refund. A copy of this Policy is available in the Finance Department, the Registrar’s, and the office of the Director of Institutional Effectiveness.

SCHOLARSHIP

THE HH SHEIKH MOHAMMED BIN RASHID AL MAKTOUM SCHOLARSHIP FOR ACADEMIC ACHIEVEMENT

Background and Objective

In May, 1999, on the occasion of the Second Commencement Exercises of The American University in Dubai held under his patronage, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the U.A.E. and Ruler of Dubai, announced the creation of scholarships for eligible prospective AUD students. The university's Administration has designated the scholarships to carry Sheikh Mohammed's name, citing how His Highness' gesture reflects a deep commitment to education as the driving force in the accomplishment of Dubai's and the U.A.E.'s public agenda. The HH Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement have been conceived with the objective of rewarding academic excellence and responding to financial need; as such, they will act as an incentive and reward for superior scholastic performance, as well as providing an economic contribution to the acquisition of an American-accredited university degree.

Eligibility

In order to be eligible for a Scholarship, new students must be an applicant to one of

AUD's degree programs, undergraduate or Master's. High school applicants should have at least a 90% grade average (or equivalent). Master degree candidates (for U.A.E. nationals only) must have a minimum 3.0 GPA.

Coverage/Renewal

A Scholarship entitles the recipient to a waiver of tuition for one academic year (2 semesters/ 30 credit hours) until graduation.

The Scholarship does not cover either overloads or courses taken in the Summer terms. The Student must enroll for two successive semesters and carry a full load of academic credits (12 to 16 hours) each semester. Scholarships are renewed on a yearly basis and students are expected to maintain a Grade point Average of 3.0 or above by the end of each academic year. Failure to comply with any of the above could result in the withdrawal of the scholarship*.

* Changes in major (program)/concentration may result in student forfeiture of the scholarship.

Application Process

In order to apply, a new student must fill out an AUD application for The HH. Sheikh Mohammed Bin Rashid Al Maktoum Scholarships for Academic Achievement no later than **July 15**. Upon examination of a student's academic status and the submission of updated documents, renewal of a scholarship for existing holders will be reassessed once a year prior to beginning of

the Fall semester.

Repeating a Course

The Scholarship program will not cover the repetition of any course previously taken and passed at AUD.

Withdrawal from a Course

Students are allowed to withdraw from a maximum of two courses during the entire period of Scholarship coverage.

The penalty for exceeding this two-course withdrawal is reflected in the *Tuition, Fees and Expenses* section of this *Catalog* (see p.114).

GENERAL POLICIES

INSTITUTIONAL CHANGE

This *Catalog* is current as of the time of printing. From time to time, it may be necessary or desirable for AUD to make changes due to the requirements and standards of the university's accrediting and licensure bodies, or due to market conditions, employer needs, or other reasons. AUD thus reserves the right to make changes to any provision of this *Catalog*, including the amount of tuition and fees, academic programs and courses, policies and procedures, faculty and administrative staff, the calendar and other dates, as well as other provisions.

AUD also reserves the right to make changes in equipment and instructional materials, to modify curriculum and, when size and curriculum permit, to combine classes. ***Students have the responsibility to understand and be familiar with the information presented in this Catalog.***

GOVERNMENT REGULATIONS

The American University in Dubai complies with all laws and regulations of the territorial jurisdiction in which its campus is located.

Furthermore, as an American-accredited institution, AUD complies with the spirit of relevant United States legislation in so far as is possible/advisable given the cultural, historical, architectural, and legal contexts within which the university operates in the United Arab Emirates.

DRUG-FREE ENVIRONMENT

As a matter of rigorous policy, AUD prohibits the manufacture and unlawful possession, use, sale or distribution of illicit drugs and alcohol by students and employees on its property and at any university activity. Further information on the university's policies can be found in the *Student Handbook*. Any violation of these policies will result in appropriate disciplinary actions up to and including dismissal in the case of students and termination in the case of employees, even for a first offense. ***Violations of the law will also be referred to the appropriate law enforcement authorities.*** Students or employees may also be referred to abuse help centers. Information on the school's drug-free awareness program and drug and alcohol abuse prevention program may be obtained from the Office of the Dean of Student Services.

CIVIL RIGHTS COMPLIANCE

AUD does not discriminate on the basis of race, religion, age, national origin, gender, sexual orientation, or handicap among qualified persons in the recruitment and admission of students, the operation of any of its educational programs and activities, and the recruitment and employment of faculty and staff. The university provides a means to ensure a prompt resolution of all complaints regarding violations of the above policies and a means to ensure due process to all employees and students who believe that the university's policy of non-discrimination is being violated or that they have been victims of sexual harassment.

UNLAWFUL HARASSMENT

AUD is committed to the policy that all members of the university community, including its faculty, students, and staff, have the right to be free from unlawful discrimination in the form of sexual harassment by any other member of the university community. Should a student or staff member feel that he/she has been unlawfully harassed, they should immediately inform the Dean of Student Services (students) or supervisor (staff)*. Unlawful harassment refers to behavior that is not welcome, which is personally offensive or undesirable to the recipient. All students and employees must be allowed to work and study in an environment free from unsolicited and unwelcome sexual overtures and advances. Unlawful harassment undermines the employee/student/university relationship, and it will not be tolerated.

* of accused

STUDENT RECORDS INTEGRITY

AUD practices the standard of developing and implementing effective management systems that ensure integrity, confidentiality, security and accurate interpretation of institutional records. As such, AUD has implemented policies and procedures to protect the security of the student records in our electronic database (CampusVue), created adequate backup procedures, and updated procedures for approving grade changes. The integrity and confidentiality of student

record information continues to be one of the highest priorities of the university.*

* AUD upholds the commitment to respect and protect the privacy of student information according to AUD policy and the Family Educational Rights and Privacy Act (FERPA) of 1974.

STUDENT RECORDS ACCESS AND RELEASE

The university has established a policy for the release of records containing information on students.

- Each student attending AUD shall have the right to inspect and review the contents of his/her education records, including grades, records of attendance and other information. Parents are not entitled to inspect and review financial records of their students. Parental access to a student's records will be allowed without prior consent if the student is a dependent as defined in Section 152 of the Internal Revenue Code of 1986 (USA).
- A student's education records are defined as files, materials, or documents including those in electronic format that contain information directly related to the student and are maintained by the institution. Access to a student's education records is afforded to school officials who have a legitimate educational interest in the records, such as for purposes of recording grades, attendance, and advising, and

determining financial aid eligibility.

- Students may request a review of their education records by submitting a written request to the Provost/Chief Academic Officer. The review will be allowed during regular school hours under appropriate supervision. Students may also obtain copies of their education records for a nominal charge.
- Students may request that the institution amend any of their education records, if they believe the record contains information that is inaccurate, misleading or in violation of their privacy rights. The request for change must be made in writing and delivered to the Registrar with the reason for the requested change stated fully. Grades and course evaluations can be challenged only on the grounds that they are improperly recorded. The instructor or staff member involved will review the request, if necessary meet with the student, and then determine whether to retain, change, or delete the disputed data. If a student requests a further review, the Provost/Chief Academic Officer will conduct a hearing, giving the student a full and fair opportunity to present evidence relevant to the disputed issues. The student will be notified of the Provost/Chief Academic Officer's decision. Copies of student challenges and any written explanations regarding the contents of the student's record will be retained as part of the student's permanent record.
- Directory information is information on a student that the university may release to third parties without the consent of the student. AUD has defined directory information as the student's name, address(es), telephone number(s), email address, birth date and place, program undertaken, dates of attendance, credential awarded. If a student does not want some or all of his or her directory information to be released to third parties without his/her consent, the student must present such a request in writing to the Registrar within the term of the student's initial enrollment.
- The written consent of the student is required before personally identifiable information from education records on that student may be released to a third party, except for those disclosures referenced above, disclosures to accrediting commissions and government agencies, and other disclosures permitted by law. All students are requested to complete the *Release Form* as part of the admission process.
- A student who believes that AUD has violated his or her rights concerning the release of or access to his or her records may file a complaint with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, S.W., Washington, D.C. 20202-4605.

HEALTH HISTORY

AUD prides itself in offering quality health services. To maintain our standards and fully address the health and medical needs of our students, the AUD Health Center requires that all AUD students submit the *Student Health History Form* (available at the AUD Health Center) to the Health Center. ***This Form must be endorsed by a physician.***

All health information is confidential. Only the following staff members have access (as needed): President, Executive Vice President, Dean of Student Services, and Housing Manager (for dorm students). All student medical records are kept under a locked filing system, and they are not released to others without the written consent (*Authorization of Health Information Release*) of the student or his/her parents.

STUDENTS WITH SPECIAL NEEDS/DISABILITIES

Non-Discrimination Statement

AUD does not discriminate against individuals on the basis of physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant program, benefit, or service provided by AUD.

Special Needs

The American University in Dubai is committed to providing reasonable accommodations and equal access to university programs and activities for students with documented disabilities/special needs. A reasonable accommodation is one that is consistent with academic standards of the university and does not require substantial course or program alteration.

The Office of Student Support welcomes and encourages students with disabilities to identify themselves and to seek access to needed accommodations.

It is the responsibility of all special needs students to contact the Assistant Dean of Student Services for an interview and needs assessment prior to their first term of enrollment. To ensure that accommodations are provided in a timely fashion, the university strongly encourages students to submit accommodation requests well in advance of the start of any coursework for which the accommodation is requested. The Assistant Dean maintains a file on each special needs student including specifics on needed accommodations and adaptations.

This information will be kept confidential except that relevant faculty and staff may be informed if they are expected to provide accommodations or if emergency treatment may be required.

For more information, students should contact Student Support within the Student Services Office.

CAMPUS SECURITY/CRIME AND SAFETY PREVENTION PROGRAM

AUD is concerned about the safety and welfare of its students and employees. Therefore, AUD has implemented a security policy for the protection of students, staff and faculty. AUD maintains a log of all crimes committed and reported on its campus. Information is updated annually. Updated information for the prior calendar year is made available, upon request, to all continuing students, faculty and staff each year. For emergency situations, students are asked to call the UNIVERSITY HOTLINE at 555. A security guard will get in touch with the appropriate authority or university staff member for appropriate action.

GENERAL STATEMENT OF PHILOSOPHY ON STUDENT CONDUCT

AUD believes strongly in promoting the development of personal and social responsibility and also believes in a humanistic approach to discipline conducive to academic pursuits; however, AUD recognizes that its responsibility for the protection of personal and institutional rights and property is a primary focus of the disciplinary process. The administration reserves the right to develop any policy or take any action(s) deemed appropriate to maintain the safety and well-being of any or all students. Policies and procedures on offenses related to persons, property, campus operations and welfare, health or safety can be found in the *AUD Student Handbook*.

CODE OF STUDENT CONDUCT

AUD is an academic community committed to the educational and personal growth of its students. Behavior that infringes upon rights, safety or privileges or that impedes the educational process is unacceptable and may lead to sanctions up to and including dismissal from the university. An explanation of violations of university regulations can be found in the *AUD Student Handbook*.

CONDUCT COUNCIL

The Conduct Council is a committee of academics, administrative staff and students which serves to investigate alleged breaches of the AUD Code of Student Conduct, determine culpability and prescribe penalty. The Council operates on an ad hoc basis under the chairmanship of the Dean of Student Services. Its composition and mode of operation mirror that of the Honor Council (see *AUD Student Handbook*), except that an administrative staff member replaces the Dean, Chair or Program Director of the unit alleging disintegrity.

DISCLOSURE

Students are encouraged to share personal experiences while participating in classes at AUD. However, students must be aware that should they disclose to any AUD faculty member or staff information that may cause harm to themselves or others. Faculty members and staff are required to report such

information to the Program Director, Provost/Chief Academic Officer, or President.

AUD TECHNOLOGY USE POLICY

Information technology resources include all university-owned computers, peripherals, and related equipment and software; voice and data communications infrastructure, all other associated tools, instruments, and facilities; and the services that make use of any of these technology resources. Users are encouraged to use the university computing systems in an effective, efficient, ethical, and lawful manner.

AUD invests in technology resources in order to accomplish more effectively university-specific tasks, goals, and learning objectives. As expected in a contemporary environment, the presence of technology on campus is pervasive. University operating processes and procedures are nearly always computer-supported, and course syllabi more frequently than not reflect the imparting of technological learning outcomes and the use of technology in pedagogy.

Computer users at AUD are required to use proper social and professional etiquette when using the AUD systems. Use of the network implies consent for monitoring of traffic that is necessary for smooth administration of the resource. University computing resources shall not be used for purposes that could reasonably be expected to cause directly, or indirectly, excessive strain on computing systems or unwarranted and unsolicited interference with use of email or email systems.

AUD does not condone the use of inappropriate language and visuals when storing, replicating or transmitting messages by/to instructors, staff or students. The AUD computing facilities and network infrastructure is a distributed and shared environment. Improper behavior that could disrupt the computing resources may be ground for termination of access or other penalties deemed appropriate. Anyone accessing or utilizing university computer systems, related data files, and information shares the responsibility for the security, integrity, and confidentiality of information.

GRIEVANCE PROCESS

Grievance Officer

The Grievance Officer facilitates the resolution of grievances within the AUD community through the Grievance Process as outlined below. The Grievance Officer offers confidential, informal, independent, and neutral dispute resolution services by providing mediation, information, advice and referrals as appropriate.

Grievance Procedure

To resolve an issue,

- Grievants ***should directly communicate*** with the person with whom they have a complaint. It is the grievant's responsibility to do this before any further action is pursued;

- If grievants wish to formalize the process; they are required to seek the counsel of the **Grievance Officer** *within ten working days* of the incident leading to the complaint;
 - If the grievant wishes to pursue the matter further, he/she should submit a written complaint to the Grievance Officer with the following information:
 - his or her description of the incident(s);
 - the name of the person with whom he/she has a concern/complaint;
 - a suggested remedy.
 - The Grievance Officer will then contact the respective Dean, Chair or Program Director (academic issues), Department Director (non-academic issues), or Supervisor (as appropriate) and provide them with the information regarding the complaint;
 - The Dean, Chair or Program Director (academic issues), Department Director (nonacademic issues) or Supervisor will then begin the investigation of the complaint;
 - The Dean, Chair or Program Director (academic issues), Department Director (non-academic issues) or Supervisor will provide a report reflecting the findings and giving recommendations *within ten working days* of the filing of the written complaint;
- If a written report is not received within this timeframe, the Grievance Officer will forward the grievance to the Provost/Chief Academic Officer (academic issues), Dean of Student Services (non-academic issues) or respective Senior Supervisor;
 - The Grievance Officer in consultation with the Provost/Chief Academic Officer (academic issues), Dean of Student Services (non-academic issues) or Senior Supervisor, will summarize the decision and rationale in writing within ten working days to the grievant, the respondent, and the Dean, Chair or Program Director (academic issues), Department Director (nonacademic issues) or Supervisor.
 - Appropriate action will be taken by the Dean, Chair or Program Director (academic issues), Department Director (non-academic issues) or Supervisor *within five working days* after receiving the summary of the decision/rationale.
 - Confirmation in writing that action has been taken will be provided to the Grievance Officer *within five working days*.

If at anytime during this process, input is not provided within the stated timeframe, the Grievance Officer will collaborate with the appropriate parties to move the process forward. It is the responsibility of the Grievance Officer to keep the university

Complaint Log. In the event that a grievance filed in Summer I or Summer II cannot be processed within the prescribed timeframe because one or more of the parties to the grievance are not available, the grievance will then be processed within the ten-day period immediately following the start of the Fall semester.

Grievance Appeal Process

In the event that the above procedure does not yield a satisfactory resolution, the grievant may appeal to the President in writing. The grievant may seek the counsel of the Grievance Officer in preparing the appeal.

- This appeal must be received in the Office of the President *within five working days* after the grievant, the respondent, and the Dean, Chair or Program Director, Department Director or Supervisor have received written notification of the action.
- The decision previously made can only be overturned by the President if **additional extremely compelling information** is deemed relevant to the case outcome.

CONFLICT OF INTEREST CLAUSE

No Council member shall sit in review of any decision he or she previously rendered which

comes before the Council for review. This imperative applies to situations where the Council's decision is actually being challenged and applies in situations where there may be an appearance of impropriety for a Council member to review a decision based on either direct or indirect contact with the matter in question.

OFFICE OF THE REGISTRAR

The Registrar's Office supports AUD's academic initiatives by fulfilling the following functions:

- Maintaining student academic information;
- Conducting and managing the process of registration;
- Monitoring and reporting on student satisfactory academic progress and academic eligibility such as degree completion, probations and suspensions, honor roll and graduation roll;
- Coordinating and issuing official enrollment and academic certifications as required by the students, such as proof of enrollment letters, ID cards and transcripts and diplomas;
- Posting of transfer credits for new and in-school transfers;
- Checking and updating student grades and degree audits;
- Furnishing data for advising, instruction and policy development.

MISSION

The Mission of the AUD Registrar's Office is to support the educational goals of the institution, with an emphasis on conducting registration and keeping academic records.

PURPOSE

The purpose of the Registrar's Office is to provide students, faculty and administration with those support services required in the planning/ implementation of academic activities. The Registrar's Office strives to fulfill its Mission by creating and maintaining records that accurately reflect student achievement; and endeavors to accomplish this through an effective scheduling and registration process; database management and reporting as well as other daily services required by its constituents.

GOALS

- To ensure the implementation of academic policies and procedures that support the Mission of the institution;
- To facilitate the student registration process enabling students to become more efficient in planning for their needs and to improve retention;
- To support the university's efforts to provide quality service for students making office-related functions as efficient and seamless as possible;
- To support AUD's continuous assessment process by providing timely and accurate information for administrative purposes and accreditation bodies;
- To contribute significantly to improving academic support

infrastructure by collaborating with both academic and administrative departments.

POLICIES

Policy on Academic Record Retention and Storage

In order to fulfill its commitment to the security, confidentiality and integrity of its student academic records, The American University in Dubai follows a Policy on Academic Record Retention and Storage. Details of this Policy are available in the Office of the Registrar and the Office of Institutional Effectiveness.

Directory Information Changes

It is the responsibility of the student to contact the Registrar's Office immediately in the event of any address, telephone number or email address changes. An online request form for Directory Information Changes is available on the Registrar's webpage (www.aud.edu/Registrar/forms.asp).

Release of Grades

Final grades are released by the Registrar's Office one week after the end of each academic term. All grade reports are mailed to the student's mailing address of record.

Registration

The Office of the Registrar is responsible for overseeing the registration process and maintaining students' records. The registration period is limited to the exact time assigned in the registration schedules (www.aud.edu/Registrar/RegAdv.asp) When the student has an overdue library book, an incomplete admissions file, is in possession of school property or is delinquent in the payment of fees, he/she will not be allowed to register until the irregularity is remedied.

Drop/Add

Students may make schedule changes without penalty during each academic term's Drop/Add period.

Withdrawal from Courses

Students who withdraw officially from graduate courses (using the designated withdrawal form) before the final examination will receive a grade of W. A grade of W may not be awarded after the final examination in the course.

Students on scholarship must follow the relevant scholarship rules and regulations concerning withdrawal. Failure to do so entails financial penalties (see p. 114 of this *Catalog*).

Withdrawal from the University

AUD students intending to withdraw from the university must submit a written notice to the Registrar's Office. Any outstanding tuition or fee charges owed must be paid at the time of withdrawal. Student requests for official or unofficial AUD transcripts are not honored until outstanding charges are paid.

The Last Date of Attendance is used as the official date of withdrawal in all cases for refund calculations. ***W or F grades will be assigned to all courses based on whether the withdrawal occurs before (W) or after (F) the term withdrawal date specified in the university Calendar.***

A student desiring to re-enroll at AUD after a period of one year from the official date of withdrawal is considered a new student. Students in this situation must contact the Admission's Office to re-activate their files. They will be required to provide updated information and pay the current Reservation and Enrollment deposit. A student desiring to re-enroll after less than a one year period since the official date of withdrawal should contact the Registrar's Office to initiate the reenrollment process.

Official Student Schedule

Students are advised that their official schedule is as recorded by the Registrar at the end of Drop/Add. Students may view this schedule from the AUD website (<http://aud.edu/myaud/index.asp>) or via direct link (<http://schedule.aud.edu>).

Request for Transcripts

A transcript is not considered official unless it is issued by AUD. Requests for transcripts from The American University in Dubai must be made by filling out an online request form on the Registrar's webpage (www.aud.edu/Registrar/forms.asp). The fee for each official transcript is 20 Dhs.* ***The student should allow two to four working days for the processing of transcript requests.*** Students can request special mail services at an additional cost.

No official transcripts are issued to a student whose file is incomplete. Transcript cannot be released to a third party without a Consent to Release Education Records Exception Form signed by the student.

* The university prefers payment by money order, cashier's check or cash. If payment is made by personal check, transcripts will be held for 10 full days or until the check has cleared.

Certificates of Enrollment

Students may request a certificate of enrollment or a formal letter from the Office of the Registrar by filling out the Letter Request Form, available on the Registrar's webpage (www.aud.edu/Registrar/forms.asp). ***Two to four working days for the processing of letter requests should be allowed.***

Names on Diplomas

The name that appears on a student's diploma will be consistent with the name that appears in the student's file upon admission and is corroborated by a passport or identity card.

Diploma Replacement

If an original AUD diploma is destroyed or lost, a duplicate may be ordered from the Registrar's Office. The *Duplicate Diploma Request Form* must be filled by the graduate; and any evidence that the original diploma was lost, stolen or destroyed must be attached to the *Request Form* (e.g., police report, fire department report). If the original diploma is damaged, the *Duplicate Diploma Request Form* must be submitted to the Registrar's Office with the damaged diploma attached. The reverse side of the duplicate diploma will be stamped with the words, "Duplicate issued on MM/DD/YY to replace lost/destroyed original diploma." In order to receive this duplicate, graduates must pay the university's diploma fee.

Attestation of Diplomas

The Office of the Registrar is responsible for processing the issuance of all diplomas and transcripts for attestation by the U.A.E. Ministry of Higher Education and Scientific Research. ***Obtaining the actual attestation is the student's responsibility.***

LIBRARY

MISSION

The Library has both primary and complementary Missions. The *primary Mission* of the American University in Dubai Library is to provide information resources and services to support the instructional programs and educational goals of the university; namely, to help students prepare for a career, develop life-long learning and critical thinking skills and to promote diversity in the student body and educational programs. The *complementary Mission* is to support the research and staff development needs of AUD faculty and staff.

PURPOSE

The AUD Library supports the institution's goal to prepare students personally and professionally for their careers. The Library, along with the AUD administration, is committed to acquiring resources and establishing services that support and enhance the curriculum and respond to the needs of patrons.

GOALS

The Library's operational goals include facilitating access to information through:

- The development of the library print collection, electronic information resources and access to external information sources;

- The library's organization and arrangement for access;
- Appropriate reference services and user education programs;
- The maintenance of facilities of an adequate size and quality to house collections, resources, and equipment and to provide adequate space for patrons and library personnel.

LIBRARY OVERVIEW

The Library at the American University in Dubai provides books, magazines/journals and electronic resources to enrich the university's educational program. AUD's Library has a large English language collection of approximately 104,000 volumes, both print and e-books. The Library provides an extensive collection of around 63 online resources offering access to over 30,000 full-text journals, magazines, international newspapers and e-resources. The Library also provides over more than 340 print journals, magazines and newspapers.

An interlibrary loan agreement is maintained with the British Library to enable students to access materials not found in the AUD Library.

The Library catalog and many of the databases can be accessed both on-campus and off-campus. Such access creates a "library without walls" open 24/7 for students.

The AUD Library provides the tools needed to complete research and create presentations. It contains 59 computers with all the latest software in three computer labs and the Reference area. There is also a workstation equipped to handle the needs of the visually-impaired. There are also three scanners, networked printers (color and black and white), a photocopier and three study rooms.

AUD's library staff is committed to providing support to AUD's students. Staff knowledge of information resources, professionalism and willingness to assist provide a learning environment where students feel comfortable knowing help is readily available. Librarians provide students with mentoring in various search techniques and offer assistance in choosing resources to use for information searches. Instructional sessions and workshops on individual databases are provided to ensure that students develop the skills needed to research the full range of information resources. ***Experienced library staff is on duty each day until closing and on weekends to provide research assistance to graduate students. In addition, students can make an appointment for individual library instruction.***

LIBRARY - HOURS OF OPERATION

- During the semester:
 - Sunday to Wednesday: 8:00 a.m. to 11:00 p.m.
 - Thursday: 8:00 a.m. to 7:00 p.m.
 - Friday: 3:00 p.m. to 7:00 p.m.
 - Saturday: 11 a.m. to 10:00 p.m.

- During the semester breaks:
 - Sunday to Thursday: 9:00 a.m. to 6:00 p.m.
 - Friday and Saturday: Closed

STUDENT SERVICES

AUD faculty and staff work with students from the time of their admission to their graduation and beyond to ensure their academic and professional success, and their social integration and general well being. These caring professionals are available to help students in many ways, providing support and referrals as needed. AUD prides itself in taking an active role in the Dubai community, and offers its students unparalleled opportunities to be part of Dubai's development through participation and interaction with the local community organizations and initiatives.

The Student Services Office plays a vital role in the campus community. The Office provides personal counseling referrals, special needs assistance, academic support and tutoring, career services, student activities planning, sports and recreational programs, health and housing services.

MISSION

The Office of Student Services supports the university's Mission and Purpose by providing support and resources for orientation, transition, retention and graduation, and eventual employment of AUD students; so that they may be prepared both personally and professionally throughout their university experience and careers.

PURPOSE

The purpose of the Office of Student Services is to assist students in the integration process so that they can readily become part of the university community. In addition, a range of services, such as tutoring, workshops, academic support, job placement, psychological counseling, and athletic, cultural, and recreational activities are offered to help students attain their professional and personal goals.

GOALS

- To support the purpose and goals of the institution;
- To provide services that will enable students to become more effective and efficient in utilizing and enhancing their knowledge;
- To provide the individual student with experiences to promote self-discipline, self-assurance and mastery of the intricacies of personal and professional challenges;
- Together with the Office of Academic Affairs, to produce graduates for the business and professional communities who possess the integrity, determination, judgment, motivation, ability and education to assume responsible positions of leadership and who can meet the demanding challenges posed by contemporary society; and

- To liaise with employers to provide internships and employment opportunities for in-school and graduating students.

DIVISIONS OF STUDENT SERVICES

Dean of Student Services

The Dean's Office, in the person of the Dean of Student Services, assists students with the assimilation process so they can readily become part of the university community. The Dean helps students interpret, clarify and understand university policies and procedures and receives student complaints, suggestions, and concerns. The Dean serves on all honor and conduct councils. One of the primary responsibilities of the Dean is to safeguard and represent students' interests. The Dean of Student Services manages and provides direction to all divisions of Student Services and is available to meet with students and parents who have concerns related to any aspect of university life.

Health Services

Health Services, headed by the Health Center Director (Registered Nurse) and supported by two staff nurses, offers both preventive and daily health care and health education designed to support the physical and emotional health of students and staff. Health services are available 24 hours a day. The

Health Center is open weekdays from 8:00 a.m. – 9:30 p.m. (during Summer II, 8:00 a.m. – 6:00 p.m.). After working hours and during weekends, emergency health services are provided by staff nurses who reside on campus and are on call. Students who need to contact the nurse on call for emergency cases should call the UNIVERSITY HOTLINE 555. The security guard on duty will then contact the nurse on duty who will attend to the student's needs. There are two treatment rooms equipped for emergencies in the Male and Female Dormitories. First Aid Guides are posted in all dorm rooms, in the Library, in the Adjunct Rooms, at the Main Reception, and at all the security guard locations. Health services are available for all students, faculty and staff. Services include treatment for minor health emergencies and conditions, dispensing medication for minor health problems, providing individuals with medical referrals, and offering information on health-related issues.

The university Health Center maintains a close relationship with the American Hospital in Dubai (AHD). The university Health Center refers students to this facility and others in the area. Special AUD student rates are offered at the AHD.

Preventive medicine is also emphasized at AUD. The university Health Center promotes health awareness and education through health days conducted throughout the academic year. Past sessions have included Nutrition and Eating Disorders, Blood Drives, Drugs and Narcotics Awareness, Sexually Transmitted Diseases, Anxiety and Stress Management, Stop Smoking Campaign, Healthy Skincare, Health Hazards

in Youth, and Vision Disorders. The university Health Center maintains health records on all AUD students. Students should make sure that their health records are current and up-to-date. Newly enrolled students complete a medical history form that is kept on file in Student Health Services. All students are required to have this form completed by a licensed physician. Students with medical problems or disabilities that may require care or restrict their campus activities submit to the Health Director and/or Student Support Manager a letter from their family physician describing their conditions, restrictions, and special requirements. Information about a student's health is not released to those not involved in the student's immediate care without the expressed permission of the student. All health forms are included in the AUD admissions packet.

Blood testing for residence visas is facilitated and organized through the AUD Health Center. This service is offered only to students and staff sponsored by the university.

AUD Health Services does not issue statements or excuses for class attendance.

Housing

The motto of AUD Housing is "Making our dorm your home." The Housing Division does this by ensuring safe, clean, and comfortable housing for students who require on-campus housing. The Housing Manager, assisted by two Dormitory Controllers, and eight Student Resident Assistants, manages

the Division. AUD student housing consists of four residential buildings, two for males and two for females. The male and female dormitories are totally segregated. On the ground floor of each building there is a fully equipped kitchen, a student lounge, a laundry room, and a TV room. AUD has clear guidelines for what constitutes inappropriate behavior in student housing. It is the responsibility of students to abide by these rules at all times.

The Housing Manager oversees security, receives and arranges for maintenance and repairs in the dorms, handles roommate conflicts and general complaints, enforces housing rules and regulations, and offers emotional support to students to ensure a safe, comfortable, and peaceful living and learning environment. There are a number of important rules and regulations that govern student housing. The *AUD Housing Kit* contains all housing information.

Resident Assistants work in both the dormitories and the Housing Office. They report directly to the Housing Manager and assist with various duties. These include, but are not limited to: receiving maintenance requests, recording complaints, answering questions, making appointments for the Housing Manager, and conducting tours for prospective students and their parents. In addition, Resident Assistants report any violations of housing rules, damage to dormitories, maintenance needs and suggestions for improvements in the dorms. Resident Assistants, working in close collaboration with the Housing Manager and Student Activities Coordinator, plan and host

various dorm activities and programs. Any dorm student interested in applying for a Resident Assistant position should contact the Housing Manager.

Counseling

Students face a variety of challenges which affect their personal growth, emotional wellbeing and success in university. Conflicts and problems often arise which prevent students from reaching their full-potential. Students may find that their usual ways of handling problems are not working well for some reason.

That is why AUD offers one-on-one personal counseling services. The Personal Counselor's role is to assess the problem and provide support and guidance for students experiencing personal problems. The confidentiality of the counseling sessions is protected by the counselor's code of ethics.

Students can talk about the problems they are facing, explore related thoughts, feelings and understand their personal resources. For some students, one conversation is all they need to make things better, while others may return for several appointments. The Personal Counselor provides referrals to qualified, certified, and experienced counselors, psychologists, psychiatrists and therapists equipped to aid students with psychological problems, learning disabilities, and/or other serious issues. This list is also available to students who wish to obtain external counseling.

Counseling Services also offer seminars and work shops on mental health detection and prevention. These are designed to help student's identify, understand and respond to general mental health issues.

Career Services

The Career Services team is committed to assisting students and alumni in seeking rewarding and meaningful careers through developmental career counseling, hosting networking driven events, and facilitating career planning workshops.

A wide spectrum of individualized services is offered, including CV and cover letter writing, interview techniques, job search strategies, professional development, aptitude assessment and general career counseling.

The university's Career Services Manager is available to provide on-to-one career consultation and to assist those who are seeking to make a career move, either within their organization or with future employers. Active support in identifying appropriate employment opportunities is offered through individual professional development planning and networking events. *Evening appointments with the Career Services Manager can be made upon request.*

STUDENT SERVICES PROGRAMS

Dorm Forum

Dorm Forums are held once per semester for all of AUD's dorm residents. All residents have the opportunity to freely voice their concerns and ask questions. The Housing Manager and Dean of Student Services facilitate the meetings. The Student Support Manager, the Student Athletics Coordinator, and the Student Activities Coordinator may also attend these meetings on a periodic basis.

General Student Forum

The AUD Student Forum is designed, executed and managed by the AUD Student Government Association, under the guidance of the Student Activities Coordinator. It is held during the Spring semester and is a means by which the university collects student feedback regarding university-related issues. These issues include general academic issues that are not specific to an academic unit and non-academic issues.

AUD Annual Gala Dinner and Awards Ceremony

The AUD Gala Dinner/Awards Ceremony is an annual AUD event held in the spring of each academic year. The Awards Ceremony recognizes students who have strongly contributed and brought glory to AUD through athletics, club activities, community

service, leadership and academics. The ceremony is scheduled during the middle of April with a reception following the ceremony.

* All students who fulfill the obligation of their student leadership contract are invited to attend the annual Student Leadership Luncheon held in the spring of each academic year.

STUDENT SERVICES - HOURS OF OPERATION

- Health Services: Weekdays from 8:00 a.m. to 9:30 p.m. After working hours and during weekends, emergency health services are provided by staff nurses who reside on campus and are on call 24 hours a day and 7 days a week.
- Counseling: Sunday and Thursday from 2:00 p.m. to 5:00 p.m., Monday from 10:00 a.m. to 3:00 p.m., and Wednesday from 1:00 p.m. to 5:00 p.m. A counselor is also available by appointment in the evening, including workshops scheduled in the evening hours.
- Academic Support Services: Weekdays from 9:00 a.m. to 6:00 p.m., and also available by appointment in the evening.
- Student Activities hours: Coordinator available on weekdays from 9:00 a.m. to 6:00 p.m., and is also available by appointment in the evening. The majority of student activities and club meetings take place during evening hours.
- Career Services hours: Weekdays from 9:00 a.m. to 6:00 p.m. A Career Services representative is also available by appointment in the evening.
- Athletics hours: Weekdays from 9:00 a.m. to 6:00 p.m. The Athletics Coordinator is also available by appointment in the evening. The majority of games and practices take place during evening hours.

EXTERNAL RELATIONS

MISSION

The Mission of the External Relations Office is to build and sustain enduring relationships between the university and its alumni and with academic, corporate and government entities that will help increase visibility and awareness of AUD while ultimately benefiting members of the university community, most notably the students and faculty.

PURPOSE

The External Relations Office aims to establish and manage local, regional and international relations, alumni relations and special projects/events that will help further increase the visibility and awareness of AUD's programs and activities while fostering intercultural understanding among its students and preparing them for the global community.

GOALS

- To establish relationships locally, regionally, and internationally with different entities and to build programs such as student exchange/study abroad programs, internships, and scholarships;
- To ensure recruitment and participation of students in study abroad and exchange programs;
- To organize workshops, conferences, and activities to cultivate and maintain AUD's relationship with its students and external partners;
- To identify external events/activities/conferences beneficial to our students/faculty while encouraging them to take part and serve as AUD Ambassadors;
- To properly implement an action plan for increasing awareness of AUD's External Relations Office by liaising with respective departments at AUD;
- To establish a solid Alumni Association through varied activities and programs.

AUD ALUMNI ASSOCIATION

The AUD Alumni Association (AUDAA) is the student's link to the university after graduation. The Association extends the AUD community beyond graduation, forging a lifelong bond with the university.

The purpose of the Association is to promote excellence in all aspects of its alumni, establish a relationship between each graduate and the university, promote communication amongst graduates and the community, and to create a powerful professional network.

To learn more about the Alumni benefits, Alumni events and ways to give back to the AUD community, contact audalumni@aud.edu or check the AUD webpage www.aud.edu/AlumniRelations.asp

OFFICE OF ACADEMIC AFFAIRS

The office of Academic Affairs (synonymous with the Office of the Provost/Chief Academic Officer) is responsible for the design and delivery of AUD's academic programs and the quality of academic life at the university.

PROVOST/CHIEF ACADEMIC OFFICER

The Provost/Chief Academic Officer oversees the appointment and promotion of all academic staff (Deans, Chairs, Directors, faculty members and academic support staff), chairs the Academic Council, serves on the Administrative Council, and chairs or is a member of various standing and ad hoc committees whose work impacts academic life at the university.

The Provost/Chief Academic Officer also performs external outreach and representation functions that are aimed at building collaborative relationships and promoting the academic well-being and reputation of the university with the academic and professional communities and with government bodies, locally, regionally, and internationally.

MISSION

As the Chief Academic Officer of The American University in Dubai, the Provost/Chief Academic Officer is responsible for overseeing all aspects of academic affairs at the university. Working closely with the President, the primary Mission of the Office

of the Provost/Chief Academic Officer is to lead the development and supervise the implementation of academic strategies, policies and procedures whose purpose is to ensure the fullest achievement of the university's educational Mission and Goals. To this end, the Provost/Chief Academic Officer collaborates with the President and the Executive Vice President in allocating resources to the different academic units and academic support functions through the budgetary process.

PURPOSE

The purpose of the Office of the Provost/Chief Academic Officer is to ensure that students are provided with an educational experience of the highest quality. Corollary to this purpose is the provision of an academic environment that is conducive to faculty members' growth and accomplishment through excellence in teaching, scholarly and professional contributions, and service.

GOALS

- To foster academic leadership in all academic units at AUD;
- To help new faculty to integrate quickly and successfully into AUD's teaching-focused, student-centered culture;
- To pursue excellence in student

learning by continually upgrading the quality of teaching and enhancing teaching effectiveness;

- To enhance communication between faculty, Deans and Chairs, and the Provost/Chief Academic Officer's Office;
- To recognize, publicize, and celebrate faculty accomplishments;
- To oversee the planning and budgeting process for academic units;
- To upgrade the organizational and administrative setup of the academic units for higher effectiveness in program delivery and student learning;
- To provide faculty with opportunities for professional involvement and outreach that would serve the community and enhance student learning.

FACULTY RECOGNITION

In addition to the President's Award for Teaching Excellence, Institutional Effectiveness, and Service, the following Awards, granted annually by the Provost/Chief Academic Officer, serve to recognize faculty achievement in teaching, research and other spheres of endeavor:

Provost's Award for Innovation in Teaching

Awarded according to the following criteria:

- evidence of effective use of the innovation to enhance student learning;
- support for the innovation by academics, both within and outside AUD, and by professionals in the discipline;
- potential for continued use and long-term impact of the innovation on teaching and learning.

Provost's Award for Outstanding Research

Awarded according to the following criteria:

- track record of activity and productivity in research and scholarly work;
- originality and quality of the research or scholarly work;
- local and international recognition of the research or scholarly work;
- contribution of research to conceptual knowledge in the academic discipline;
- contribution of research to applications and practices in the professional discipline.

Provost's Award for Creativity in Design and the Visual Arts

Awarded according to the following criteria:

- originality of the creative work;
- evidence of local and international recognition of the creative work such as participation in local and international exhibitions, displays, competitions, etc., and/or presentation at adjudicated conferences and/or publication in adjudicated journals;
- evidence (e.g., through media coverage) of cultural and social significance of the creative work and its impact on the human experience and on public opinion.

Provost's Award for Outstanding Literary Achievement

Awarded according to the following criteria:

- originality of the literary work;
- evidence of local and international recognition of the literary work such as interviews with the author, discussions in the media, citations, participation in local and international literary competitions and contests, presentations at adjudicated literary events, publication in adjudicated journals;
- evidence (e.g., through media coverage) of cultural and social

significance of the literary work and its impact on the human experience and on public opinion.

ACADEMIC POLICIES AND PROCEDURES

STATEMENT ON ACADEMIC FREEDOM

Academic freedom is the freedom for faculty to discuss all relevant matters in the classroom, to pursue other professional academic activities related to student learning and research, and to explore all avenues of inquiry, learning and instruction in an institution of higher learning. However, academic freedom is accompanied by academic responsibility, which implies faithful performance of assigned academic duties and obligations including a presentation of course content that meets the requirements and learning objectives of each course. Academic responsibility also requires that faculty members make clear that they are not speaking for the institution, unless expressly authorized to do so by AUD, particularly in areas of politics, topics related to religious beliefs, and commercial endorsements. Faculty members should at all times act with integrity, express themselves within the confines of law and competent authority, show respect for the rights of others to hold differing opinions, be accurate, exercise appropriate restraint, be culturally sensitive, and make every effort to indicate that statements they make express their own views and not those of AUD. The American University in Dubai recognizes and will uphold for all its faculty, full-time and adjunct, the freedom to pursue knowledge wherever it may lead, the freedom to test received wisdom, and the freedom to research, review and put forward new, controversial, or unpopular ideas or opinions within the standards of scholarly inquiry and professional ethics, without interference and without

placing themselves in jeopardy of losing their jobs or any of their rights or privileges as AUD faculty.

STUDENT ADVISING AND REGISTRATION

Graduate students should contact their Program Director for academic advising and approval of courses prior to registration.

Students are encouraged to maintain close contact with their Program Director during their time at AUD. Program Directors provide them with information and perspective related to academic policy and concerns, specific course related problems/issues and other academic matters. However, students are required to become intimately familiar with the various program requirements and necessary requisite coursework and sequencing and are expected to assume responsibility for program planning and course selection. *Ultimately the responsibility for fulfilling degree requirements rests squarely with the student.*

ACADEMIC YEAR

AUD defines the academic year as a period of time in which a full-time student is expected to complete two semesters (Fall, Spring) of instructional time. AUD's academic calendar operates on the semester system with each semester consisting of 15 weeks of scheduled classes plus a 16th week for study/make-up classes and final examinations. The Summer sessions are optional and fall outside the academic year. A detailed Academic Calendar is included in this *Catalog*.

ACADEMIC CREDIT HOURS AND COURSE LOADS

One unit of academic credit is generally awarded for each scheduled class hour (clock hour) per week; e.g., three hours of academic credit is equal to approximately three hours in the classroom per week. Therefore, for every three hours of academic credit awarded, the student receives a total of approximately 45 hours of instruction per term. Summer sessions entail a higher number of weekly hours.

AUDITS

A student may audit a course at his/her discretion and with the permission of the Dean, Chair or Program Director of the academic unit offering the course. *An audited (i.e., not-for-credit) course may not be taken for credit at a later date.* The normal fee schedule governs audited courses.

COURSE SEQUENCING

Students admitted to a graduate program may be required to follow a specific course sequence, which will depend on the student's program option at admission (i.e., choice of concentration if applicable). All course sequences will be based on a set schedule, and will be designed to make it possible – assuming a Fall term start and a course load of two courses per semester – to complete a program in just six consecutive terms (excluding Summer II); i.e., in less than two years. This program completion time would

become significantly shorter for students who take a full course load of three or more courses per term.

Students should consult the course sequencing charts in the program-specific sections of this Catalog.

ATTENDANCE AND CLASS PARTICIPATION

At the graduate level, classroom activities and the learning process in general can be greatly enriched through the active participation of students. It is therefore expected that students will contribute continually to the learning outcomes of the program by attending all class sessions and bringing their diverse professional backgrounds to bear on the lectures, discussions, presentations, and other classroom activities.

While attendance will be taken at the start of each class session, it is not attendance per se, but the amount and quality of class participation that may, at the discretion of the instructor, be included in the evaluation plan and final grade determination for the course. The weight assigned to class participation may vary depending on the subject matter and nature of each course, but will not exceed 15% of the final grade. Instructors will state their policy on class participation in their course syllabi, including the weight assigned to class participation in the final grade determination.

GRADING SYSTEM

Grade reports are issued to students at the completion of each semester/term. Grades are based on the quality of work as shown by written tests, term papers, presentations and projects as indicated on the course syllabus.

The following scale is used in the evaluation of academic performance and grading in all graduate programs:

Grade	Grade Point	Description
A	4.0	Excellent
A-	3.7	Very Good
B+	3.3	Good
B	3.0	Good
B-	2.7	Minimally Acceptable
C+	2.3	Minimally Acceptable
C	2.0	Minimally Acceptable
F	0.0	Failing
I	---	Incomplete
W	---	Withdrawal
IP	---	Thesis, In Progress
P	4.0	Thesis, Pass

Course Grade Definitions*

A | Excellent

This grade is awarded for outstanding academic performance and the demonstration of exceptional mastery of the subject matter of the course.

B | Good

These grades signify above average academic achievement as evidenced by work that exceeds the minimum expectations for passing the course.

C | Minimally Acceptable

This grade designates academic achievement at the minimum level required for passing the course.

* a + or – following a grade indicates somewhat better or less good performance than that reflected by the definition provided.

F | Failure

This grade indicates failure to meet the minimum requirements for satisfactory completion of the course. It carries no quality points, and the course must be repeated and passed before credit is granted.

Grade*

An asterisk appearing next to a grade indicates that the course was repeated due to a low grade (C or F) obtained the first time the student took the course. When a student repeats a course, a new grade is assigned for the retaking of the course in the semester or term in which it was retaken. The asterisk appears next to the lower of the two grades,

and the higher grade is included in the CGPA computation. Credits for both the original taking and the retaking of the course will be counted as attempted credits in rate of progress calculations.

I | Incomplete

This grade is issued in rare cases for extenuating non-academic circumstances that prevent the student from completing all course requirements on time. A grade of “I” requires the approval of the Program Director. The incomplete coursework must be completed by the end of the subsequent term; otherwise, the Incomplete will be changed automatically to a grade of F.

W | Withdrawal

Students who withdraw officially from graduate courses (using the designated withdrawal form) before the final examination will receive a grade of W. A grade of W may not be awarded after the final examination in the course.

Thesis Grades

IP | In Progress

This symbol is submitted in lieu of a grade when a thesis is still in progress at the end of the first term of registration for the thesis, and in subsequent terms within the time limit for completion, until the thesis is completed, submitted, evaluated and a final grade (P or F) is assigned.

P | Pass

This symbol designates satisfactory completion of the thesis. It is assigned four quality points. Upon completion, a thesis can only be assigned one of two grades: P or F.

Grade Point Average

Earned quality points are calculated for each course by multiplying the quality point value for the grade received for the course by the credit hour value of the course. For example, a 3 credit course with a grade of B would earn nine quality points (credit value of course [3] times quality point value of B [3]). As illustrated below, the Cumulative Grade Point Average (CGPA) is calculated by dividing the total earned quality points by the total attempted credits.

On-line Access to Grades

All AUD students have the capability to access their grades on-line through the student portal. This practice is highly encouraged at AUD. Students should contact the Registrar’s Office on how to access the student portal.

Grade Changes

All grade changes must be processed within one month subsequent to the issuance of the grade. Faculty members must complete a *Grade Change Form*, together with evidence supporting the change and the revised grade

breakdown. The Form must be signed by the Dean/Program Director and the Provost before it is sent back to the Registrar's Office for processing.

Grade Appeal

Questions and concerns about grades often result from misunderstandings about grading practices and expected standards. Direct communication between instructors and the students usually clear up these misunderstandings. In some cases, however, a grade appeal is warranted.

Students have the right to appeal a grade and request a reconsideration of the assigned grade; however, they must provide sufficient, tangible evidence to support their request for a re-examination of the assigned grade. Reasons for reconsideration of a grade appeal may include:

- Miscalculation of marks;
- Misgrading of a paper, project or exam;
- Application of an evaluation or grading system which was not included in the course syllabus;
- A departure from the instructor's previously announced standards;
- Assignment of a grade on some basis other than the student's performance in the course;
- **Demonstrable** evidence of discrimination or prejudice in the assignment of the grade;

- Arbitrary assignment of grade (lack of consistent and equitable standards for grading).

Grade Appeals will be dismissed if:

- Allegations by the student do not indicate erratic grading;
- The basis of the disagreement is with the instructor's particular grading standards;
- The appeal is not submitted within the given one month period subsequent to the issuance of the grade.

Students should follow the steps listed below to clarify any questions about a particular grade or the instructor's grading policy:

1. The student should make an appointment with the appropriate instructor when there is any question about a particular grade or the instructor's grading policy. Students in the Study Abroad Program (SAP) may contact the instructor via telephone or email;
2. The student seeking additional clarification related to grading should make an appointment with the appropriate Dean or Program Director;
3. The student seeking further recourse related to a grade received should make an appointment with the Provost/Chief Academic Officer. The Provost/Chief Academic Officer will discuss the questions raised with the instructor,

give the student a perspective regarding the grade and review the mechanism for appeal;

4. The student may request a Grade Appeal Council to review the matter. Composition/ operations of the Council parallel those of the Honor Council;
5. In the event that the grade in question is received in a course taught by the Provost/Chief Academic Officer, the Dean or Program Director will discuss the matter with the President, give the student a perspective regarding the grade and review the mechanism for appeal. All grade appeals must be submitted within one month subsequent to issuance of the grade;
6. If a student chooses to appeal a decision beyond the Grade Appeal Council decision, all documentation can be submitted to the Provost/Chief Academic Officer for review. Final review may be requested of the university's Grievance Officer.

Additional information/documentation on the grade appeal process can be obtained at the Office of the Provost/Chief Academic Officer.

ACADEMIC HONESTY

At AUD, students are expected to demonstrate academic integrity by completing their own work, assignments and assessments. Effective planning and progress must be accomplished for students to be successful in their degree program of study. Submission

of work from another person, whether it is from printed sources or someone other than the student; previously graded papers; papers submitted without proper source citation; or submitting the same paper to multiple courses without the approval of all instructors involved can result in a failing grade or be reported to the Dean/Program Director for appropriate sanction or disciplinary actions. All students are expected to maintain the standards as set forth in the Code of Student Conduct and Statement on Academic Honesty.

AUD HONOR CODE PLEDGE

The administration, faculty and student government of AUD believe strongly in the Academic Policies and Procedures concept of an honor system. This belief is based on the knowledge that in competitive professional environments, greater emphasis is placed on originality and integrity of ideas and work. All members of the AUD academic community, including faculty, students, and administration, are expected to assist in maintaining the integrity of the university, which includes reporting incidents that violate the Statement on Academic Honesty.

To this end, all students are asked to adhere to an honor pledge that reads as follows:

“As a student of The American University in Dubai, I pledge that all tests taken by me and that all work submitted by me will be original and solely the results of my own efforts. Furthermore, as a student and member of the academic community of The

American University in Dubai, I am bound to uphold standards of personal integrity and honesty and to accept my personal, academic and professional responsibilities in the community.

Specifically, I pledge:

- *to adhere to the university’s policy on cheating and plagiarism;*
- *not to lie or steal in my university undertakings;*
- *not to evade the truth or deceive;*
- *to inform the appropriate faculty member and Dean or Program Director of my School or Department of any and all cases of academic dishonesty and violations of the Honor Code.”*

Violations of the Honor Code are handled as set forth in the *Student Handbook*. All members of the AUD academic community, including faculty, students and administration, are expected to assist in maintaining the integrity of the university, which includes reporting incidents that violate the Statement on Academic Honesty.

PENALTIES FOR ACADEMIC INTEGRITY VIOLATION

First-time Offense

Following deliberation, the Honor Council will determine a penalty commensurate with the seriousness of the offense and the degree of student culpability. *This penalty may be as severe as dismissal from the university.*

Second-time Offense

The sanction for second-time offenders *is dismissal* from The American University in Dubai. A student found guilty will be immediately withdrawn from all courses for which he/she is registered and assigned a grade of F in the course in which the violation occurred. Dismissal from the university must be ratified in writing by the Chief Academic Officer before going into effect.

Students who aid in someone else’s cheating or plagiarism are equally at fault and will be sanctioned accordingly.

Students in need of clarification of the above Policy may consult the Dean of Student Services. All other academic staff – faculty/Deans/Program Directors – may also be of assistance, particularly as students seek to apply the principles of this Policy to their specific discipline/ program of study.

THE GRADUATE ACADEMIC COMMITTEE

The Graduate Academic Committee for each program consists of two full-time graduate faculty members and the Graduate Program Director as Chair. The Committee reviews the status and academic performance of graduate students each term to ensure that the academic standards of the graduate program are met. The Committee makes decisions on specific actions or future levels of academic performance that are required of students who are found not to be in good academic standing, and these decisions are communicated to each student in writing.

ACADEMIC PROBATION

In its review following the end of each semester or term, the program's Graduate Academic Committee will identify cases of noncompliance with the above standards and place the following students on academic probation:

- Students whose CGPA has fallen below 3.0.
- Students for whom the number of B- grades has reached two or who have been assigned one grade of C+ or lower.

To remain in the graduate program, students on academic *probation (other than those admitted on probation) must revert to good academic standing within two semesters/ terms from the date they are placed on probation.* The Graduate Academic Committee will inform each student placed on probation, in writing, of the specific outcomes required for reversion to good academic standing within the two term period.

Conditions Applicable to Students on Academic Probation

Students on Academic Probation must consult with the Program Director prior to selecting their courses and obtaining their academic advisor's approval to register.

MAINTENANCE OF GOOD ACADEMIC STANDING

1. Minimum Cumulative Grade Point Average (CGPA)

Students admitted to an AUD graduate program on probation must have a CGPA of 3.0 or higher in their first term to remain in the program. All graduate students are required to maintain their CGPA at 3.0 or higher in order to remain in good academic standing.

2. Limits on Grades below B-

A graduate student who receives a second minimally acceptable grade, either C+ or C, will be placed on Academic Probation. *A graduate student who receives a third grade less than a B- will be terminated from the graduate program.*

A student who receives a grade of F will be placed on Academic Probation. The course in which an F is earned must be retaken the next term the course is offered. *A student who receives a second F grade will be terminated from the graduate program.*

3. Limit on Repeated Courses

A graduate student may not repeat more than three courses. Within this limit, the same course may only be repeated once. All failed courses must be repeated. *Failure in the same course twice will result in terminating*

the student's enrollment in the graduate program. When a student repeats a course, the new grade assigned is substituted for the previous one in calculating the CGPA.

4. Limit on Ws

Students who withdraw from a course receive a grade of W. Students may receive no more than three W grades.

APPEAL OF TERMINATION

A student who has been terminated from the graduate program may be readmitted by filing an appeal to the graduate Program Director, within fifteen days of notification. The School housing the program will reach a decision upon critically assessing the student's academic performance, his/her overall contributions to the classroom learning environment, and his/her prospect for successfully completing the program. The School's decision must be ratified by the Provost, and will be communicated by the School to the student in writing within five days from receiving the appeal. If the appeal is denied, the student has the right to submit a final appeal of the decision to the President within three days from notification of the denial. The President's decision will be final and will be advised to the student in writing within three days from receiving the appeal.

INACTIVE STATUS

Graduate students (including those taking Foundation courses) who do not register for two consecutive terms will be considered “inactive” and will be notified of their status by their program’s Academic Committee in writing. Inactive students will be required to make their plans known to their Program Director, also in writing, regarding resumption of their studies. As a rule, students who are inactive for two consecutive terms beyond the first two, i.e., for a total of four consecutive terms of non-registration, will be terminated. Exceptions to this rule must be approved by the respective Program Director on a case-by-case basis.

Should inactive students who have been dropped from a graduate program eventually decide to resume their studies, they will be required to apply for readmission to the program. ***Approval of readmission will not be automatic but will be decided on a case-by-case basis.***

READMISSION FOLLOWING INTERRUPTION OF DEGREE PROGRESS

A student desiring to re-enroll at AUD after a period of one year from the official date of withdrawal or inactivity is considered a new student. Should the student decide to resume their studies, they will be required to apply for readmission to the program and will be required to complete the degree in accordance with the *Graduate Catalog* in effect upon their re-enrollment.

A student desiring to re-enroll after less than a one year period since the official date of withdrawal should contact the Registrar’s Office to initiate the reenrollment process.

TIME LIMIT FOR COMPLETION OF GRADUATE PROGRAMS

All graduate course work and other requirements must be completed no later than ***five calendar years*** from the date of initial admission to the graduate program. Study terms, inactive terms during which the student was not registered in any courses, and, if relevant, the three-terms time limit for completion of a thesis (plus the one-term extension, if applicable) will all be counted in determining adherence to this time limit. However, terms during which the student was registered in Foundation (non-600 level) courses will not be counted in this determination.

GRADUATION/DIPLOMA

A student may not request a diploma any earlier than the scheduled date of graduation. For purposes of graduation verification, the university will provide a letter (stamped) to the student until their diploma is ready. An *Intent to Graduate Form* must be completed and turned into the Registrar prior the end of the student’s final semester. Failure to complete the *Intent to Graduate Form* by the specified date may result in either a delay in receiving the diploma or an additional charge.

Participation in Annual Graduation Ceremony (Eligibility)

The American University in Dubai holds its Commencement Exercises once a year following the Spring semester. In order to be eligible to participate, graduate degree candidates:

1. must be in good academic standing (cumulative GPA of 3.0 or higher) as of the end of the ***Spring*** semester; and
2. must have ***not more than one course (3 credits, including Thesis or Internship)*** remaining for completion of their degree requirements by the end of the ***Spring*** semester preceding the graduation ceremony; and
3. must complete the remaining course not later than the Fall semester of the same academic year; ***OR*** (in the case of a Thesis) must have an approved Thesis Proposal with a completion timeline and an assigned Thesis Advisor; ***OR*** (in the case of an Internship) must have written confirmation of an approved Internship to be completed not later than the Fall semester of the same calendar year); and
4. must complete and sign an application form for participation in the graduation ceremony (available in the Registrar’s Office), which includes a commitment to take their remaining course and complete their degree requirements as soon as that remaining course is offered (not later than the

Fall semester of the same calendar year, including Internships), **OR**, in the case of Theses, within the time limit for completion as published on this page.

Graduate students who are approved for participation in the graduation ceremony before completing all degree requirements, as described above, are not eligible for the Graduate Award.

SCHOOL OF BUSINESS ADMINISTRATION

MISSION OF THE SCHOOL OF BUSINESS ADMINISTRATION

The Mission of the School of Business Administration (SBA), is to provide U.A.E., GCC and international students with high-quality, forward-looking, career-oriented educational programs in the management of business organizations, with the option of selecting concentrations in one or more functional areas of business management.

GOALS OF THE SCHOOL OF BUSINESS ADMINISTRATION

1. To ensure the highest levels of student satisfaction with the School's educational experience.
2. To ensure that the School's educational programs are continually aligned with the employment needs of the market for business professionals.
3. To ensure the School's sustainable growth through recruitment and retention of appropriately qualified faculty.
4. To provide faculty with a supportive environment that is conducive to their professional growth.
5. To continually enhance the School's reputation and visibility through maintaining a close relationship with the business community.

The School of Business Administration offers two programs, a Bachelor of Business Administration (B.B.A.) and a Master of Business Administration (M.B.A.) program. The curricula in both the undergraduate and graduate programs are rich in conceptual content; however, the primary emphasis of the educational experience is on equipping students with the applied skills and the professional and ethical perspectives necessary for success in the global marketplace.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

M.B.A. Program Mission

The Mission of the M.B.A. program is to provide graduates who aspire to leadership and management roles within the field of business administration with the opportunity to pursue a high level of professional preparation which will enhance their prospective career options. The M.B.A. curriculum is designed to ensure a broad and integrated conceptual coverage of the functional areas of business, by enabling the application of the concepts, principles, analytical tools and techniques from the different business disciplines to guide decision making in the global environment of business. The program promotes strategic thinking, ethical values, social responsibility, and cultural diversity.

M.B.A. Program Goals

The M.B.A. prepares graduates who will:

1. possess analytical, quantitative, and qualitative problem-solving skills;
2. possess effective management skills with a global business perspective;
3. become effective communicators;
4. possess awareness of ethical issues and their implications in business decisions;
5. become strategic thinkers within business organizations.

M.B.A. Program Learning Outcomes

Upon completion of the M.B.A. program, students are expected to:

1. have a broad understanding of the conceptual foundations of the functional disciplines of business and of their applications;
2. be able to identify, analyze, and propose solutions to business problems across a wide range of functional areas;
3. have a profound understanding of the conceptual foundations of their selected functional area of concentration (if applicable) and an ability to investigate and formulate recommendations for managerial decision problems and policy issues in that area;

4. be skilled in using quantitative and qualitative techniques to assess the functional and overall performance of business organizations;
5. be able to use business communication and presentation skills effectively and persuasively, both orally and in writing;
6. possess a global perspective and an understanding of the international environment of business;
7. understand the ethical and social ramifications of business decisions.

M.B.A. Program Overview

The M.B.A. program is a graduate-level, twelve-course, 36 credit hour program. It consists of nine common core courses and three advanced elective/concentration courses. Eight of the common core courses provide broad exposure to the functional areas of management. The seventh common core course, *Strategic Management and Policy*, is the program's capstone course and is normally taken during the last term in the program. In their application for admission, students must specify whether they are interested in pursuing the Generalist M.B.A. program or a program with a concentration in Finance or Marketing. The M.B.A. Thesis is optional for all students and counts as an advanced elective for those who choose the Thesis option.

SUMMARY OF DEGREE REQUIREMENTS

Classification	Credit Hours
Common Core	27
Advanced Electives/Concentration	9
Total	36

Curriculum/Courses

Curriculum/Courses	Credit Hours
Core	
ACCG 601 Accounting Information and Management Decisions	3
ECON 601 Managerial Economics	3
FINA 601 Corporate Finance	3
MGMT 601 Managing Organizations and Leading People	3
MGMT 602 Information Systems in Business	3
MGMT 603 Operations and Supply Chain Management	3
MGMT 699 Strategic Management and Policy (Capstone)	3
MKTG 601 Marketing Management	3
QUAN 601 Quantitative Methods for Business Decisions	3
Total Common Core Requirements	27

Advanced Electives (Generalist or Concentration)

Generalist	
FINA 611 Financial Analysis Tools and Techniques	3
FINA 621 Investment Management	3
FINA 633 International Finance	3
FINA 641 Financial Institutions and Markets	3
MGMT 610 Human Resources Management	
MGMT 621 Leadership	3
MGMT 631 Law in Business Organizations	3
MGMT 651 Organizational Development	3
MKTG 611 Marketing Research	3
MKTG 621 Consumer Behavior	3
MKTG 631 International Marketing	3
MKTG 651 Marketing for Service Organizations	3
THES 699 M.B.A. Thesis	3
Total Requirements for Generalist Degree	9

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Finance Concentration Option

FINA 611	Financial Analysis Tools and Techniques	3
FINA 621	Investment Management	3
FINA 633	International Finance	3
FINA 641	Financial Institutions and Markets	3
THES 699	M.B.A. Thesis	3
	Total Concentration Requirements	9

Marketing Concentration Option

MKTG 611	Marketing Research	3
MKTG 621	Consumer Behavior	3
MKTG 631	International Marketing	3
MKTG 651	Marketing for Service Organizations	3
THES 699	M.B.A. Thesis	3
	Total Concentration Requirements	9

	Total Master of Business Administration (M.B.A.) Degree Requirements	36
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COURSE SCHEDULE (2011-2012)

	Fall 2011	Spring 2012	Summer I 2012
Common Core	ACCG 601	ACCG 601	ECON 601
	ECON 601	FINA 601	FINA 601
	FINA 601	QUAN 601	MGMT 601
	MGMT 601	MGMT 602	MKTG 601
	MKTG 601	MGMT 603	MGMT 603
	QUAN 601		
Capstone	MGMT 699	MGMT 699	
Electives	FINA 621	FINA 631	FINA 611
	FINA 641	FINA 622	
	MKTG 611	MKTG 651	MKTG 621
	MKTG 631		
	MGMT 651	MGMT 610	MGMT 621
	MGMT 621		

COURSE SCHEDULE (2012-2013)

	Fall 2012	Spring 2013	Summer 1 2013
Common Core	ACCG 601	ACCG 601	ECON 601
	ECON 601	FINA 601	FINA 601
	MKTG 601	QUAN 601	MGMT 601
	MGMT 601	MGMT 602	MKTG 601
	MGMT 602	MGMT 603	MGMT 603
	QUAN 601		
Capstone	MGMT 699	MGMT 699	
Electives	FINA 641	FINA 621	FINA 633
	MKTG 611	MKTG 621	MKTG 631
	MGMT 631	MGMT 651	MGMT 610

* Summer II courses (one course, if any) may be offered occasionally as “off-schedule” courses if a real need is assessed.

N.B. The university reserves the right to make changes to the schedule if deemed appropriate.

THE M.B.A. THESIS

Eligibility of Generalist M.B.A. Students

To be eligible for the M.B.A. Thesis, Generalist M.B.A. students () ***must have completed or must be completing at least their eighth common core course and at least their second advanced elective, and () must be in good academic standing.***

Thesis Application Procedure for Generalist M.B.A. Students

Students who are eligible for and interested in writing an M.B.A. Thesis must contact an M.B.A. faculty member in the business discipline of the intended Thesis, and discuss with him/her, in preliminary form, the topic, purpose, scope, objectives, data sources (if applicable) and methodology of the proposed Thesis. The student must obtain the faculty member's agreement, in principle, that the foregoing constitutes an acceptable basis for a Thesis Proposal. At this point, the faculty member starts acting as the prospective Thesis Supervisor.

Before the application process can go further, the student must submit to the Thesis Supervisor a short, written Thesis Proposal consistent with what was agreed upon in principle, and must include a tentative outline and a timetable for completion of each part of the proposed Thesis. The Thesis Supervisor must then approve the Proposal or request modifications and re-submission of the Proposal by the student.

Acceptance of the Thesis Proposal and Registration for the M.B.A. Thesis

The Thesis Supervisor will indicate approval of the Thesis Proposal by writing a memorandum to the M.B.A. Program Director, and attaching a copy of the approved Proposal. The M.B.A. Program Director will then sign the approval memorandum and send a copy to the Registrar's Office, clearing the student to register for the M.B.A. Thesis.

Evaluation and Grading of the M.B.A. Thesis

Upon completion, the M.B.A. Thesis will be submitted to the Thesis Supervisor in duplicate. The Thesis Supervisor will evaluate the Thesis and arrange for a Second Faculty Reader (M.B.A. faculty member) to evaluate the Thesis at the same time. The results of this evaluation will be discussed by the Thesis Supervisor and the Second Faculty Reader. The Thesis Supervisor will then assign a grade (P or F) to the thesis on a Thesis Evaluation Form, which must carry the signature of both the Thesis Supervisor and the Second Faculty Reader. The signed form assigning the grade must be submitted to the Registrar's Office. A bound copy of the accepted Thesis will be submitted to the M.B.A. Program Director's Office, and a second bound copy will be submitted to the university Library.

Time Limit for Completion of the M.B.A. Thesis

An M.B.A. Thesis must be completed within three consecutive academic

terms. During each term while the Thesis is in progress, the IP grade designator will be used in lieu of a grade. With the approval of the Thesis Supervisor and the M.B.A. Program Director, the student may be granted a single one-term extension of this time limit. Failure to obtain such an extension and non-submission of a final grade for the Thesis by the end of the three-term period will cause the IP to be converted automatically to an F. Similarly, if the one-term extension is granted but the student fails to complete the Thesis by the end of that term, the IP would automatically be changed to an F.

M.B.A. COURSE LEGEND**Code**

ACCG	Accounting
ECON	Economics
FINA	Finance
MGMT	Management
MKTG	Marketing
QUAN	Quantitative Methods
THES	M.B.A. Thesis

M.B.A. COURSE DESCRIPTIONS**ACCG 601 | ACCOUNTING INFORMATION AND MANAGEMENT DECISIONS**

Prerequisite: Accounting module if required

This course focuses on the nature and structure of accounting information that is generated by the business firm. The main emphasis is not on the process through which accounting information is generated, but on how this information can be used in decision making by business managers. Topics covered include key financial statements and their interpretation, ratio analysis and its uses in performance evaluation as well as its limitations, financial planning and budgeting, use of accounting information for more effective control of operations, economic value added vs. ROI, and other approaches to performance measurement.

ECON 601 | MANAGERIAL ECONOMICS

Prerequisite: Micro-economics module if required

This course explores the relationship of economics to managerial decisions. Consideration is given to optimization techniques, fundamental microeconomics,

theory of competition, market structures, innovation techniques, research and development, oligopolistic behavior and game theory, pricing strategies and other management related matters such as socio-political influences, cultural diversity and differing forms and conventions of business.

FINA 601 | CORPORATE FINANCE

Prerequisite: ACCG 601

This course consists of a review of financial theory and application, including capital structure, cost of funds, dividend policy, working capital, capital budgeting, cash flow management, treasury and currency management and investment analysis.

FINA 611 | FINANCIAL ANALYSIS TOOLS AND TECHNIQUES

Prerequisite: FINA 601

This course develops various tools and techniques that are useful to managers for analyzing corporate financial performance. The analysis is carried out both in the financial statement framework and in the capital market environment. The course covers topics such as the operating cycle, the cash cycle, profitability decomposition, working capital changes, cash changes, free cash flow, projection of financial performance, growth indicators, and operating, financial and total leverage.

FINA 621 | INVESTMENT MANAGEMENT

Prerequisite: FINA 601

This course presents the theoretical framework that gives rise to widely used methods for valuing financial instruments, including

Treasury bills, bonds, and common and preferred stocks. The main focus of the course is on efficient risk diversification to arrive at optimal portfolios of risky and risk-free assets. Topics covered include the term structure of interest rates, risk and return measurement, mean-variance models, efficient capital markets, and performance evaluation for portfolios.

FINA 633 | INTERNATIONAL FINANCE

Prerequisite: FINA 601

This course covers issues related to the global environment, international financial markets, and international financial management. The first part of the course covers topics related to Balance of Payments. The second part focuses on the international financial markets, including foreign exchange markets, international money markets, and their interrelation. The course concludes with an analysis of issues related to the operation of a firm in the global environment.

FINA 641 | FINANCIAL INSTITUTIONS AND MARKETS

Prerequisite: FINA 601

This course focuses on the structure and role of major financial institutions including commercial banks, insurance companies, mutual funds and pension funds. The role of commercial banks as intermediaries in the financial markets is examined. In addition, various approaches to asset-liability management in financial institutions are examined in detail.

MGMT 601 | MANAGING ORGANIZATIONS AND LEADING PEOPLE

This course provides M.B.A. students with a rigorous, intensive introduction to the applied fields of organizational behavior and human resource management. The course considers micro-organizational issues: motivation, job design, leadership, conflict and stress management, group dynamics and individual perception. In addition, the macro-organizational issues of organization structure and design, organizational culture and operating in inter-cultural environments are presented. The course concludes with the important human resource issues of performance evaluation, HRM planning, staffing, compensation and legal and work environments.

MGMT 602 | INFORMATION SYSTEMS IN BUSINESS

This course introduces students to the criticality of Information Systems (IS) and Information Technology (IT) in today's businesses. The course has 4 main themes: (1) leadership issues of the IT function, (2) managing essential technologies, (3) managing the development of new systems, and (4) using systems to support knowledge-based work.

MGMT 603| OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Prerequisite: MGMT 601

This course prepares students to design and manage the operations and supply chain

activities of a firm with a view towards creating competitive advantage and superior returns. Upon completion this course, students will be able to design and develop operations processes and strategies of a firm, and design and control its supply chain. Topics that will be covered in this course include operations and supply strategies, project management, process analysis and management, inventory control, supply chain design and strategy, and logistics and distribution strategies.

MGMT 610 | HUMAN RESOURCES MANAGEMENT

Prerequisite: MGMT 601

This course provides students with grounding in theory and best practices of Human Resource management and an understanding of the important strategic role that human resources play in high performance organizations. Topics that will be covered include planning and forecasting human resource needs, job analysis, design and evaluations of training and development, recruitment and selection, design of performance appraisal systems, and the strategic role of Human Resources.

MGMT 621 | LEADERSHIP

Prerequisite: MGMT 601

This course integrates major leadership theories with recent concepts and practices, in an attempt to provide methods and insights for becoming effective leaders in the 21st century. The course considers leadership as a complex process of influencing groups

toward achieving their stated objectives. The approach is highly inclusive and involves analyzing the behavior of the leader and followers, within the context of their relationship; thus providing a thorough examination of what constitutes effective leadership skills. In addition, the course views effective leadership as a skill which is developed through education and experience.

MGMT 631 | LAW IN BUSINESS ORGANIZATIONS

Prerequisite: MGMT 601

This course exposes students to the most commonly faced legal issues that one encounters in setting up and operating a business organization. Topics ranging from agency, partnership, corporations, governance, and mergers and acquisitions will be covered during this term. We will be analyzing appellate court cases to understand the legal reasoning that judges use in resolving disputes arising in the world of business. We will also be exploring the question of whether the economics concept of efficiency is the primary tool that judges and legislatures use in creating and defending law, and resolving disputes relating to business and organizations.

MGMT 651 | ORGANIZATIONAL DEVELOPMENT

Prerequisites: MGMT 601

This course provides an in-depth exploration of the field of Organizational Development (OD). It offers an overview of fundamental concepts in OD, examines the organization

development process and explores the different types of interventions pertinent to OD (human process, techno-structural and human resource). Through the use of course readings, case interpretations and assignments, students will acquire competencies in these concepts and areas.

MGMT 699 | STRATEGIC MANAGEMENT AND POLICY

Prerequisite: Completion of all other core courses and at least one advanced elective/concentration course, or approval of M.B.A. Program Director. This capstone course deals with the craft of strategy, i.e., how to analyze a situation from a strategic perspective, how to identify and choose a superior competitive position, how to sustain competitive position, how to sustain competitive advantage, and finally how to create the organizational context to make the chosen strategy work. As such, the objectives of this course are twofold: 1) to explore conceptual frameworks and models which will assist the student to analyze competitive situations and strategic dilemmas and gain insight into creating and sustaining competitive advantage; 2) to help the student acquire practical experience in dealing with strategic issues.

MKTG 601 | MARKETING MANAGEMENT

This course starts with a review of basic marketing principles and the marketing mix. The main focus then shifts to the systematic development and implementation of a sound marketing policy. To this end, case studies are used to illustrate and critically evaluate the

integration of the business mission into the development and implementation of product, pricing, communication, and distribution policies. Ethical issues facing marketing managers are also considered.

MKTG 611 | MARKETING RESEARCH

Prerequisite: MKTG 601

This course is designed to provide the student with the opportunity to acquire an understanding of methods and challenges of marketing analysis including desk and field research in the international arena. The course will include research methods such as library research and electronic data storage and retrieval using the University's information technology. Standard sources of financial and economic information from firms, markets and countries will be investigated. Other forms of research design including questionnaire and survey design, database organization and cross-tabulation are introduced in the course with an emphasis on analysis, interpretation and application of data to solve business problems.

MKTG 621 | CONSUMER BEHAVIOR

Prerequisite: MKTG 601

The focus of this course is on the process of consumer decision making, including attitude formation, attitude change, cognition, perception, and learning. The course also considers the effects of product positioning, market

segmentation, brand loyalty, shopping preferences and diffusion of innovations on the consumer decision making process. Cultural, ethical and social influences on consumer behavior are also considered

MKTG 631 | INTERNATIONAL MARKETING

Prerequisite: MKTG 601

This course is a detailed examination and application of the marketing function in the era of globalization. Emphasis is given to local consumer behavior and the cultural, competitive, economic, political, and regulatory environments prevailing within and across world, regional, and national markets. Students will focus on the strategic and operational aspects of marketing including assessment of country attractiveness, mode of entry strategies, multinational product development and management, pricing strategies, promotional campaigns, and marketing networks and channels.

MKTG 651 | MARKETING FOR SERVICE ORGANIZATIONS

Prerequisite: MKTG 601

This course provides an intensive review of current theory as well as application in service organizations including for-profit and non-profit as well as professional services firms. The unique challenges and characteristics of service marketing are examined particularly with respect to future directions in the field.

**QUAN 601 | QUANTITATIVE METHODS
FOR BUSINESS DECISIONS**

Prerequisite: Statistics module if required

This course is designed to provide the student with the opportunity to acquire an understanding of management science techniques in particular optimization techniques, simulation, decision analysis under risk and uncertainty, regression analysis, and forecasting. All are illustrated through the use of computer based applications.

THES 699 | M.B.A. THESIS

For a description of the M.B.A. Thesis and the rules, procedures and academic policies applicable to Generalist and concentration students, see the relevant sections on p. 73 of this *Catalog*.

SCHOOL OF EDUCATION

MISSION OF THE SCHOOL OF EDUCATION

The mission of the School of Education at AUD, through the Master of Education (M.Ed.) program, is to provide the region with educators who are trained in pedagogy and content knowledge at either the elementary or secondary level, are able to infuse technology in the classroom, and understand the needs of culturally diverse students.

GOALS OF THE SCHOOL OF EDUCATION

The goals of the School of Education, through the M.Ed. program, are to

1. Develop professional ethics and collaborative skills in order to meet the needs of a multi-cultural student learning environment;
2. Develop specific knowledge of the latest trends in teaching methodologies and in the use of instructional technology
3. Develop classroom-based problem-solving abilities, in order to improve instruction and student learning;
4. Develop knowledge, skills, and dispositions designed to meet the unique needs of diverse learners and to value life-long learning;
5. Enable graduates to apply contemporary curricular theory to teaching practice and to apply theories of child and adolescent development to teaching and learning;
6. Enable graduates to meet the generally

accepted international standards for teacher preparation;

7. Develop and utilize research and scholarship competencies to guide and inform practice.

MASTER OF EDUCATION (M.ED.)

M.Ed. Program Mission

The mission of the Master of Education program at AUD is to provide the region with educators who are trained in pedagogy and content knowledge at either the elementary or secondary level, are able to infuse technology in the classroom, and understand the needs of culturally diverse students.

M.Ed. Program Goals

1. Develop professional ethics and collaborative skills in order to meet the needs of a multi-cultural student learning environment;
2. Develop specific knowledge of the latest trends in teaching methodologies and in the use of instructional technology, as well as classroom-based problem-solving abilities, in order to improve instruction and student learning;
3. Develop knowledge, skills, and dispositions designed to meet the unique needs of diverse learners and to value life-long learning;

4. Enable graduates to apply contemporary curricular theory to teaching practice and to apply theories of child and adolescent development to teaching and learning;
5. Enable graduates to meet the generally accepted international standards for teacher preparation;
6. Develop and utilize research and scholarship competencies to guide and inform practice.

M.Ed. Program Learning Outcomes

At the completion of the programs, students will:

1. Be an effective part of an educational team within a creative learning environment;
2. Be able to understand the political, social and cultural contexts of education;
3. Be able to differentiate instruction to meet students' unique learning needs and create an environment conducive to student learning and development;
4. Be able to meet the challenges of elementary or secondary teaching by designing and implementing an effective classroom management plan;
5. Be able to use assessment data to improve instruction and learning,

including designing content-specific instruction;

6. Be able to identify, locate, evaluate, design, prepare, and use technology as an instructional resource;
7. Be able to utilize research and scholarship competencies to inform practice and make new contributions to the field of education.

M.Ed. Program Overview

The M.Ed. is a two-year, 36-credit-hour professionally-oriented program with a solid academic basis, for teachers, or prospective teachers, consisting of 12 three-semester-hour courses. The program combines six core courses for all candidates (18 credits), with three specialized courses in either elementary education or secondary education (9 credits), concluding with a capstone research project (3 credits). For candidates without an education degree and/or teaching experience, two field and internship/ practicum experiences are required (6 credits). Advanced elective courses (6 credits) are available for candidates with an education degree and/or teaching experience subject to the approval of the Dean upon review of the candidate's educational background and experience.

Internship and Practicum

Candidates without undergraduate preparation and/or teaching experience are required to complete either EDEL 630 - Elementary Internship/Practicum or EDSE 630: Secondary Internship/Practicum in order to fulfill degree requirements. The Career Services Manager will work with faculty to find an appropriate placement for those students.

The Career Service Manager and the faculty member supervising the internship will follow the guidelines for internships/field placements as described in the *M.Ed. Internship Guidelines manual* and utilize assessment tools to assess continued appropriateness of the field placements and cooperating teachers.

Using the final Internship/Practicum evaluations aligned with appropriate international standards, students will be evaluated on mastery of relevant program knowledge, skills, and dispositions for field-based educators. Data will be used to determine the student's preparedness for entry into the K-12 educational setting.

Students will also evaluate the appropriateness of the internship setting, cooperating teacher, and university supervisor/faculty internship instructor. Students should refer to *the Internship/Practicum Handbook* for more information.

SUMMARY OF DEGREE REQUIREMENTS

Classification	Credit Hours	
	Without Undergraduate Degree in Education and/or Teaching Experience	With Undergraduate Degree in Education and/or Teaching Experience
Core	18	18
Track	9	9
Capstone	3	3
Field/Internship	6	0
Electives	0	6
Total	36	36

Curriculum**Credit Hours****Core**

EDCO	600	Learning, Human Growth, and Development* or	
EDCO	625	Advanced Studies of Children and Adolescents**	3
EDCO	601	Differentiating Instruction for all Learners	3
EDCO	602	Organization and Design of Curricular Content	3
EDCO	604	Principles of Teaching and Classroom Management* or	
EDCO	626	Advanced Principles of Teaching and Learning**	3
EDCO	620	Technological Applications in the Classroom	3
EDCO	621	Teaching in a Multicultural Classroom	3
		Total Core Requirements	18

* For candidates without prior undergraduate preparation and/or teaching experience

** Subject to the Dean's approval

Elementary Track

EDEL	603	Elementary Reading Methods	3
EDEL	605	Elementary Language Arts and Social Studies Methods	3
EDEL	606	Elementary Science and Mathematics Methods	3
		Total Elementary Track Requirements	9

or

Secondary Track

EDSE	603	Secondary General Methods and Assessment	3
EDSE	605	Reading in the Content Areas at the Secondary Level	3
EDSE	606	Secondary Language Arts Methods and Assessment or	
EDSE	607	Secondary Science Methods and Assessment or	
EDSE	608	Secondary Math Methods and Assessment or	
EDSE	609	Secondary Social Studies Methods and Assessment	3
Total Secondary Track Requirements			9

Capstone

EDCO	630	Master of Education Capstone Project	3
Total Capstone Requirements			3

Field/Internship

Candidates without Undergraduate Preparation and/or Teaching Experience:

Elementary

EDEL	620	Elementary Field Placement	3
EDEL	630	Elementary Internship/Practicum	3
Total Elementary Field/Internship Requirements			6

or

Secondary

EDSE	620	Secondary Field Placement	3
EDSE	630	Secondary Internship/Practicum	3
Total Secondary Field/Internship Requirements			6

Electives

Candidates with Undergraduate Degree in Education and/or Teaching Experience*:

EDCO	622	Teacher as Researcher: Applying Theory	3
EDCO	623	Creating, Understanding, and Using Classroom Assessments	3
Total Electives Requirements			6

* Subject to the Program Director's approval

Total Master of Education (M.Ed.) Degree Requirements 36

COURSE SEQUENCING

Students admitted to the M.Ed. Program will be required to follow a specific course sequence, which will depend on the student’s program admission based on their undergraduate degree, teaching experience, etc. All course sequences will be based on a set schedule, and will be designed to make it possible – assuming a Fall term start and a course load of two courses per term – to complete the M.Ed. Program in just six consecutive terms (excluding Summer II); i.e., in less than two years. This program completion time would become significantly shorter for students who take a full course load of three or more courses per term.

Elementary Track

		Course		Students without Undergraduate Degree in Education and/or Teaching Experience	Students with Undergraduate Degree in Education and/or Teaching Experience
Year I	Fall	EDCO 600	Learning, Human Growth, and Development	√	(*)
		EDCO 625	Advanced Studies of Children and Adolescents		√
		EDCO 601	Differentiating Instruction for All Learners	√	√
	Spring	EDCO 602	Organization and Design of Curricular Content	√	√
		EDEL 603	Elementary Reading Methods	√	√
	Summer	EDCO 604	Principles of Teaching and Classroom Management	√	(*)
		EDCO 626	Advanced Principles of Teaching and Learning		√
		EDEL 605	Elementary Language Arts and Social Studies Methods	√	√

Year II	Fall	EDCO 620	Technological Applications in the Classroom	√	√
		EDEL 606	Elementary Science and Mathematics Methods	√	√
		EDEL 620	Elementary Field Placement	√	(*)
		EDCO 622	Teacher as Researcher: Applying Theory		√
	Spring	EDCO 621	Teaching in a Multicultural Classroom	√	√
		EDEL 630	Elementary Internship/ Practicum (*)	√	(*)
		EDCO 623	Creating, Understanding, and Using Classroom Assessments		√
	Summer	EDCO 630	Master of Education Capstone Project	√	√

(*) The applicant's history – including length of teaching experience, conditions, and skills – will be assessed to determine whether this course should be waived. If waived, the student will be required to take the alternative course indicated immediately following.

Secondary Track

		Course		Students without Undergraduate Degree in Education and/or Teaching Experience	Students with Undergraduate Degree in Education and/or Teaching Experience
Year I	Fall	EDCO 600	Learning, Human Growth, and Development	√	(*)
		EDCO 625	Advanced Studies of Children and Adolescents		√
		EDCO 601	Differentiating Instruction for All Learners	√	√
	Spring	EDCO 602	Organization and Design of Curricular Content	√	√
		EDSE 603	Secondary General Methods and Assessment	√	√
	Summer	EDCO 604	Principles of Teaching and Classroom Management	√	(*)
		EDCO 626	Advanced Principles of Teaching and Learning		√
		EDSE 605	Reading in the Content Areas at the Secondary Level	√	√

Year II	Fall	EDCO 620	Technological Applications in the Classroom	√	√
		EDSE 606 - 609	Secondary Methods and Assessment (Language Arts, Science, Math or Social Studies)	√	√
		EDSE 620	Secondary Field Placement	√	(*)
		EDCO 622	Teacher as Researcher: Applying Theory		√
	Spring	EDCO 621	Teaching in a Multicultural Classroom	√	√
		EDSE 630	Secondary Internship/ Practicum	√	(*)
		EDCO 623	Creating, Understanding, and Using Classroom Assessments		√
	Summer	EDCO 630	Master of Education Capstone Project	√	√

(*) The applicant's history – including length of teaching experience, conditions, and skills – will be assessed to determine whether this course should be waived. If waived, the student will be required to take the alternative course indicated immediately following.

M.ED. COURSE LEGEND**Code**

EDCO	Education - Common Core
EDEL	Education - Elementary Track
EDSE	Education - Secondary Track

M.ED. COURSE DESCRIPTIONS**EDCO 600 | LEARNING, HUMAN GROWTH, AND DEVELOPMENT (CANDIDATES WITH OUT EXPERIENCE)**

Corequisite: EDCO 601

The purpose of this course is to provide a general knowledge about human learning as it relates to the life cycle from birth to young adulthood. It is designed to provide beginning teachers with a fundamental knowledge of human growth and development (physical, social, affective, and cognitive) and theories of learning.

EDCO 601 | DIFFERENTIATING INSTRUCTION FOR ALL LEARNERS

Corequisite: EDCO 600 (or EDCO 625)

This course begins with an overview of the nature and needs of persons with learning differences and explores how classroom teachers can accommodate for students with a variety of learning needs in the classroom. It offers an in-depth look at how instruction can be differentiated for learners at all ability levels.

EDCO 602 | ORGANIZATION AND DESIGN OF CURRICULAR CONTENT

Prerequisites: EDCO 600 (or EDCO 625), EDCO 601

Corequisites: EDSE 603 or EDEL 603

The primary purpose of this course is to help candidates, including teachers, administrators, and curriculum coordinators to develop an in-depth understanding of the notions and concepts of curriculum. Such understanding should assist in examining the relationships, sources, and components in their dynamic interactions and contributions to the curriculum.

EDCO 604 | PRINCIPLES OF TEACHING AND CLASSROOM MANAGEMENT (CANDIDATES WITHOUT EXPERIENCE)

Prerequisites: EDCO 602, EDSE 603 or EDEL 603

Corequisites: EDSE 605 or EDEL 605

The primary purpose of this course is to assist candidates in acquiring basic knowledge and understanding of the processes of human learning, development, and motivation and in the application of such knowledge and understanding to classroom teaching, communication management, and evaluation.

EDCO 620 | TECHNOLOGICAL APPLICATIONS IN THE CLASSROOM

Prerequisites: EDCO 604, EDSE 605 or EDEL 605

Corequisites: EDSE 620 or EDEL 620; or if waived, one of the following: EDSE 606, EDSE 607, EDSE 608, EDSE 609, or EDEL 606

The purpose of this course is to familiarize candidates with technology applications

commonly found in educational settings. The course addresses effectively identifying, locating, evaluating, designing, preparing, and efficiently using technology as instructional resources in the classroom to positively impact student learning. The course is designed to meet the requirements of the International Society for Technology in Education NETS Standards for Teachers. Candidates will learn to use a variety of technologies (including computers) to develop and enhance classroom instruction, communication, and management. Topics will focus on hardware and software to develop skills in word processing, using spreadsheets, use of the Web, evaluating educational software and web pages, using multimedia, and creating web pages.

EDCO 621 | TEACHING IN A MULTICULTURAL CLASSROOM

Prerequisites: Completion of all EDEL or EDSE coursework

Corequisites: EDSE 630 or EDEL 630; if waived for candidates with prior teaching experience/teaching certification, or in-service teachers: EDCO 622, EDCO 623

This course will seek to critically examine the construction of ethnicity, class, religion, disability, age, and gender among others. In doing so, candidates will develop a historical understanding and appreciation for others of diverse backgrounds. Given the diverse cultural context in the United Arab Emirates, it is particularly vital candidates understand this level of multiculturalism particularly in relation to social relationships and power structures that will have critical implications for classroom teachers.

EDCO 622 | TEACHER AS RESEARCHER: APPLYING THEORY

Prerequisites: Completion of all EDEL or EDSE track courses and permission of the Dean

In this course, candidates study the key concepts, norms, and principles of action research as part of the larger scope of teacher as a researcher. Candidates will be involved in an action research study relevant to their teaching context. The course will introduce candidates to the research and bibliographic methods and resources necessary for successful graduate study and inquiry into practice. The course will further help candidates develop the skills in analysis, synthesis, and evaluation necessary for writing at the graduate level.

EDCO 623 | CREATING, UNDERSTANDING, AND USING CLASSROOM ASSESSMENTS

Prerequisites: Completion of all EDEL or EDSE track courses and permission of the Dean

This course focuses on basic concepts and common assessments such as multiple choice and essay questions, performance assessments, classroom interactions, and attitude surveys. Resources and techniques for integrating technology are included.

EDCO 625 | ADVANCED STUDIES OF CHILDREN AND ADOLESCENTS

Prerequisite: Permission of the Dean
Corequisite: EDCO 601

Intensive study of research in child development from conception to maturity and implications for educational practice. Study of the major theories of child and adolescent development, their underlying philosophic premises; and their role and function.

EDCO 626 | ADVANCED PRINCIPLES OF TEACHING AND LEARNING

Prerequisites: Permission of the Dean
Corequisite: EDSE 605 or EDEL 605

The primary purpose of this course is to assist candidates in acquiring advanced knowledge and understanding of the processes of human learning, development, and motivation and in the direct application of such knowledge and understanding to classroom teaching, communication, and evaluation.

EDCO 630 | MASTER OF EDUCATION CAPSTONE PROJECT

Prerequisites: Completion of all EDEL or EDSE coursework and all Core coursework

This course is the capstone project for all master's level candidates pursuing a track in elementary or secondary education. The final product is a master's thesis reporting the outcome of an in-depth study of an area of educational practice. Topics of inquiry are individually determined and provide synthesis and culmination to the candidate's program of study.

EDEL 603 | ELEMENTARY READING METHODS

Prerequisites: EDCO 600 (or EDCO 625), EDCO 601

Corequisite: EDCO 602

This course serves as a foundation course in reading instruction preparing future reading teachers for grades K-8. Emphasis is given to theories of reading, emergent literacy, word recognition strategies, comprehension skills, approaches and materials for reading instruction, literature and technology in reading, content literacy, assessment and teaching individual learners including non-

English speaking students. It teaches reading readiness and development of reading at elementary level, and it is a foundation for teaching clinical/remedial reading, consultant services to school personnel, and directing/supervising system-wide reading programs.

EDEL 605 | ELEMENTARY LANGUAGE ARTS AND SOCIAL STUDIES METHODS

Prerequisites: EDCO 602, EDEL 603

Corequisite: EDCO 604

This course prepares candidates to become effective elementary language arts and social studies educators capable of teaching children the content knowledge, the intellectual skills, and the civic values necessary for fulfilling the responsibilities of global citizenship. Special attention is given to effective teaching strategies, the nature and development of language arts, individual and cultural diversity of all learners, assessments tools, and interdisciplinary teaching. The appropriate use of informational technologies and software will be an integral element throughout the course. Candidates will critique the current methodology, trends, and issues; evaluate instructional strategies, and enrich their research, decision-making, and leadership skills to enhance the elementary curriculum.

EDEL 606 | ELEMENTARY SCIENCE AND MATHEMATICS METHODS

Prerequisites: EDCO 604 or EDCO 626, EDEL 605

Corequisites: EDEL 620; if waived, then EDCO 620

This course is designed to prepare early

childhood teacher candidates with a broad-based understanding of central issues involved in the learning and teaching of elementary science and mathematics for young children (age 3 to grade 3). It is intended to help candidates address the difference between being a student of science/mathematics, a user of science/mathematics, and a teacher of science/mathematics. This process involves addressing the concepts of learning and teaching, and the nature of knowledge in science and mathematics. These concepts will be integrated into practical activities designed to prepare candidates for teaching in diverse classrooms. Candidates will be expected to design individual lessons and a unit that take into consideration school curricula, classroom management, and the physical and emotional safety of students, learning, and assessment. Candidates will also be expected to apply accurate science and mathematics content, inquiry, and problem solving skills through in and out of class activities and assignments.

EDEL 620 | ELEMENTARY FIELD PLACEMENT

Prerequisites: EDCO 604, EDEL 605
Corequisite: EDEL 606

This course is designed to enable elementary teachers to design, implement, evaluate, and reflect upon the processes of elementary school teaching and learning. Content is focused on application of instructional and management practices and adaptations, curriculum planning and curricular modifications, effective collaboration strategies, accessing related and support services, and skills necessary for effective instruction and management within an inclusive classroom.

EDEL 630 | ELEMENTARY INTERNSHIP/PRACTICUM

Prerequisites: EDCO 620 and completion of all EDEL coursework
Corequisite: EDCO 621

Internship/practicum is a guided pre-service experience in conducting the professional work of a classroom teacher, extending through an entire 15-week semester on a full-time schedule. The purpose of internship/practicum is to accelerate a future teacher's pedagogical development and foster a positive and progressive conceptualization of the profession of teaching. In order for candidates to develop critical thinking and problem solving skills to their fullest potential, teachers must model these skills. Internship/practicum provides an opportunity for candidates to demonstrate these skills, determine their strengths and weaknesses, and make the necessary adjustments to best serve the children they are teaching. It is the responsibility of the cooperating teacher and the site supervisor to work with the candidate in identifying strengths and weaknesses and facilitate the development of appropriate methods for implementing curriculum and management.

EDSE 603 | SECONDARY GENERAL METHODS AND ASSESSMENT

Prerequisites: EDCO 600 (or EDCO 625), EDCO 601
Corequisite: EDCO 602

This course is designed to enable secondary teachers to understand, implement, evaluate, and reflect upon the processes of secondary school teaching and learning. Content is focused on history, classroom climate, diverse learning styles, assessment practices and adaptations, curriculum planning and modifications, effective collaboration strategies, accessing related and support

services, and skills necessary for effective instruction and classroom management. Strategies for choosing appropriate methods of instruction, and effective classroom interaction are also explored.

EDSE 605 | READING IN THE CONTENT AREAS AT THE SECONDARY LEVEL

Prerequisites: EDCO 602, EDSE 603
Corequisites: EDCO 604

This course emphasizes techniques for using reading and writing tools for the acquisition of new content in a given discipline. The areas of general literacy skills, prior knowledge of content and content specific literacy skills are important related concepts stressed in this class. The first two are emphasized as the two factors with the greatest influence on learning through text.

EDSE 606 | SECONDARY LANGUAGE ARTS METHODS AND ASSESSMENT

Prerequisites: EDCO 604 (or EDCO 626), EDSE 605
Corequisites: EDSE 620; if waived, then EDCO 620

This course is designed to prepare effective high school Language Arts Teachers. It acquaints candidates with various materials, teaching methods, and theories appropriate for teaching composition, Language Arts, and literature in high school settings, and fosters professionalism, dispositions/ attitudes, and performances needed to teach Language Arts successfully to adolescents. It also prepares candidates to work with English as a second language or foreign language learners.

EDSE 607 | SECONDARY SCIENCE METHODS AND ASSESSMENT

Prerequisites: EDCO 604 (or EDCO 626), EDSE 605

Corequisites: EDSE 620; if waived, then EDCO 620

This course is designed to prepare potential science education teachers with a broad-based understanding of central issues involved in the learning and teaching of secondary science. It is intended to help potential science education teachers address the difference between being a student of science, a user of science, and a teacher of science. This process involves addressing the concepts of learning and teaching, and the nature of knowledge in science. These concepts will be integrated into practical activities designed to prepare the candidates to teach in actual science classrooms. Candidates will be expected to design individual lessons and a unit that take into consideration school curricula, classroom management, the physical and emotional safety of students, learning, and assessment. They will also be expected to apply accurate science content and inquiry skills through in and out of class activities and assignments.

EDSE 608 | SECONDARY MATH METHODS AND ASSESSMENT

Prerequisites: EDCO 604 (or EDCO 626), EDSE 605

Corequisites: EDSE 620; if waived, then EDCO 620

This course is a study of strategies, techniques, materials, technology, and current research used in the teaching of mathematical concepts to high school students. Students will review the traditional and contemporary standards involved in teaching mathematics at the

secondary school level; develop an awareness of the professional resources, materials, technology and information available for teachers; prepare unit and lesson plans with related assessment procedures on a variety of topics; and acquire teaching experience by taking part in individual tutoring, observation at a high school, and/or presenting lessons at the appropriate level.

EDSE 609 | SECONDARY SOCIAL STUDIES METHODS AND ASSESSMENT

Prerequisites: EDCO 604 (or EDCO 626) and EDSE 605

Corequisites: EDSE 620; if waived, then EDCO 620

This course focuses on the nature, development, purpose and value of social studies, with emphasis on methods and techniques of instruction. Curriculum development, unit planning, materials of instruction, and evaluation are all requirements of the course.

EDSE 620 | SECONDARY FIELD PLACEMENT

Prerequisites: EDCO 604, EDSE 605

Corequisites: EDSE 606, EDSE 607, EDSE 608, or EDSE 609, EDCO 620

This course is designed to enable secondary teachers to design, implement, evaluate, and reflect upon the processes of secondary school teaching and learning. Content is focused on application of instructional and management practices and adaptations, curriculum

planning and curricular modifications, effective collaboration strategies, accessing related and support services, and skills necessary for effective instruction and management within an inclusive classroom.

EDSE 630 | SECONDARY INTERNSHIP/PRACTICUM

Prerequisites: EDCO 620 and completion of all EDSE coursework

Corequisite: EDCO 621

Internship/practicum is a guided pre-service experience in conducting the professional work of a classroom teacher, extending through an entire 15-week semester on a full-time schedule. The purpose of internship/practicum is to accelerate a future teacher's pedagogical development and foster a positive and progressive conceptualization of the profession of teaching. In order for candidates to develop critical thinking and problem solving skills to their fullest potential, teachers must model these skills. Internship/practicum provides an opportunity for candidates to demonstrate these skills, determine their strengths and weaknesses, and make the necessary adjustments to best serve the children they are teaching. It is the responsibility of the cooperating teacher and the site supervisor to work with the candidate in identifying strengths and weaknesses and facilitate the development of appropriate methods for implementing curriculum and management.

SCHOOL OF ENGINEERING

MISSION OF THE SCHOOL OF ENGINEERING

The School of Engineering prepares a culturally diverse student population for successful professional careers in engineering at the regional and global levels. The School's educational experience provides all students with the knowledge needed for technical excellence in engineering, while emphasizing the role of general education, ethical and social responsibility, and life-long learning in the personal and professional growth of future engineers.

GOALS OF THE SCHOOL OF ENGINEERING

1. To prepare our graduates for engineering practice, pursuit of advanced degrees, and leadership roles within their professional communities by providing them with a solid engineering education complemented by a general education component;
2. To instill in students the importance of critical thinking, cultural diversity, and lifelong learning, and personal and professional skills that will enable them to continually adapt to a global engineering workplace;
3. To foster a constructive learning environment through positive faculty-student interactions, recruitment and retention of highly qualified faculty, and promotion of professional

and personal growth among all constituents;

4. To provide our students with unique traineeship and job placement opportunities by maintaining strong ties with industry professionals and periodically aligning the School's strategies and curricula with the evolving needs of the engineering industry;
5. To effect positive change within the local and regional communities through professional engineering contributions by the faculty and students.

MASTER OF SCIENCE IN CONSTRUCTION MANAGEMENT (M.S.C.M.)

M.S.C.M. Program Mission

The mission of the Master of Science Program in Construction Management is to prepare a culturally diverse student population for successful careers by equipping them with the technical tools needed to plan, manage, and execute construction programs and projects in a safe, sustainable, and ethical manner. The Program provides a unique integration of global and regional perspectives within the curriculum, and emphasizes the role of technology, technical communication, and research in the construction management profession.

M.S.C.M. Program Goals

The M.S.C.M. prepares graduates who will:

1. advance in their professional careers in the field of construction management, by building upon the knowledge acquired during their graduate studies
2. engage in and lead a broad range of construction projects in diverse multi-cultural and multinational environments
3. supplement their engineering knowledge with competencies in verbal and written communication, negotiation, project planning and management, and financial management
4. demonstrate social and ethical responsibility by observing the principles of sustainability, safety, and cost control in construction
5. stay technically current by continuing to seek learning opportunities such as professional development, training, and research

M.S.C.M. Program Learning Outcomes

Upon completion of the Master of Science in Construction Management, students will have demonstrated:

1. proficiency in the core areas of construction planning, scheduling, estimating, cost control, and productivity
2. an understanding of advanced construction methods and modern equipment used in medium to large-scale projects
3. thorough familiarity with the benefits and risks associated with different construction project delivery methods and contract types
4. an ability to apply probability, statistics, and decision analysis in project planning, infrastructure durability evaluation, and health monitoring of constructed facilities
5. competency in technical report writing, verbal communication, construction project documentation, and computer applications
6. in-depth understanding of the regional and international laws and regulations governing construction organizations and operations
7. a strong awareness of the professional and ethical obligations governing the construction management profession at the regional and global levels
8. knowledge of current issues in construction and appreciation for research and continued professional development in the field

M.S.C.M. Program Overview

The M.S.C.M. curriculum consists of 36 credit hours of graduate-level courses. Students have the following options:

1. **Thesis Option:** Students must complete 30 credit hours of course work, as well as a 6-credit-hour master's thesis in a research topic agreed upon with their graduate advisor. A thesis defense will be presented before a committee of three professors, including the graduate advisor. To earn the required 6 credit hours toward the thesis, the student must enroll in two separate semesters in EICM 598 and EICM 599 (pass/fail courses). This option is recommended for students wishing to pursue doctoral studies in the US.
2. **Non-Thesis Option:** Students must complete 33 credit hours of course work, as well as a 3-credit-hour Project focusing on a practice-oriented topic agreed upon with the Program Coordinator. To earn the required 3

credit hours, the student must enroll in EICM 588 and complete the project within the same semester. The student earns a letter grade, as this is not a pass/fail course.

Students must complete a minimum of 36 credit hours, inclusive of the Project or the thesis, for degree conferral. Curriculum offerings are structured around a set of four (4) core construction engineering courses, combined with one course in engineering mathematics and one course in financial management. The requirements are summarized in the following tables.

SUMMARY OF DEGREE REQUIREMENTS

Classification	Credit Hours	
	Thesis Option	Non-Thesis Option
Core	12	12
Mathematics	3	3
Financial Management	3	3
Primary Electives	6-12	9-15
Secondary Electives	0-6	0-6
Thesis	6	-
Project	-	3
Total	36	36

Core			Credit Hours
EICM	612	Planning and Scheduling in Construction	3
EICM	622	Construction Estimating	3
EICM	632	Construction Laws and Regulations	3
EICM	642	Construction Equipment and Operations	3
Total Core Requirements			12
Mathematics			
ENGG	600	Reliability-Based Analysis in Engineering	3
ENGG	620	Advanced Decision Analysis	3
Total Mathematics Requirements			3
Financial Management			
ACCG	601	Accounting Information and Management Decisions	3
EICM	620	Construction Accounting and Finance	3
Total Financial Management Requirements			3
Primary Electives			
EICM	616	Construction Productivity	3
EICM	636	Construction Safety Engineering	3
EICM	646	Design and Construction of Temporary Facilities	3

EICM	656	Computer Applications in Construction Management	3
EICM	662	Sustainability in Design and Construction	3
EICM	666	Lean Construction	3
EICM	672	Megaproject Development and Management	3
		Total Primary Electives Thesis Option	6-12
		Non- Thesis Option	9-15

Secondary Electives

FINA	601	Corporate Finance	3
FINA	611	Financial Analysis Tools and Techniques	3
FINA	633	International Finance	3
ECON	601	Managerial Economics	3
MGMT	601	Managing Organizations and Leading People	3
MKTG	601	Marketing Management	3
MKTG	611	Marketing Research	3
MKTG	631	International Marketing	3
		Total Secondary Electives	0-6

Thesis

EICM	698	M.S.C.M. Thesis	3
EICM	699	M.S.C.M. Thesis	3
		Total Thesis Requirements	6

Project

EICM	688	M.S.C.M. Project	3
		Total Project Requirements	3

		Total Master of Science in Construction Management (M.S.C.M.) Degree Program	36
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COURSE SEQUENCING

M.S.C.M. students should adhere to the following course sequencing:

Full-time

	Fall	Spring	Summer
Year I	ENGG 600 or ENGG 620 EICM 612 EICM 620 or ACCG 601	EICM 622 EICM 632 Primary or Secondary Elective	Primary Elective or EICM 698
Year II	EICM 642 Prim or Secondary Elective Primary Elective	EICM 699 or EICM 688 Primary Elective	

Part-time

	Fall	Spring	Summer
Year I	ENGG 600 or ENGG 620 EICM 612	EICM 622	Primary or Secondary Elective
Year II	EICM 620 or ACCG 601 EICM 642	Primary Elective EICM 632	Primary or Secondary Elective
Year III	Primary or EICM 698 Primary Elective	EICM 699 or EICM 688	

M.S.C.M. COURSE LEGEND

Code

ACCG	Accounting
ECON	Economics
EICM	Engineering – Construction Management
ENGG	Engineering – Mathematics
FINA	Finance
MGMT	Management
MKTG	Marketing

M.S.C.M. COURSE DESCRIPTIONS

ACCG 601 | ACCOUNTING INFORMATION AND MANAGEMENT DECISIONS

Prerequisite: Module if required

This course focuses on the nature and structure of accounting information that is generated by the business firm. The main emphasis is not on the process through which accounting information is generated, but on how this information can be used in decision making by business managers. Topics covered include key financial statements and their interpretation, ratio analysis and its uses in performance evaluation as well as its limitations, financial planning and budgeting, use of accounting information for more effective control of operations, economic value added vs. ROI, and other approaches to performance measurement.

ECON 601 | MANAGERIAL ECONOMICS

Prerequisite: Module if required

This course explores the relationship of economics to managerial decisions. Consideration is given to optimization techniques, fundamental microeconomics, theory of competition, market structures, innovation techniques, research and development, oligopolistic behavior and game theory, pricing strategies and other management related matters such as socio-political influences, cultural diversity and differing forms and conventions of business.

EICM 612 | PLANNING AND SCHEDULING IN CONSTRUCTION

Prerequisite: ECVL 420 or equivalent

This course aims to introduce project planning and scheduling for analysis and control of construction projects. Topics include bar charts, cost-loaded Gantt Charts, network and precedence diagramming, PERT/GERT, linear scheduling, integration of construction costs and optimization of resources within the schedule context, exploration of contractual and ethical implications, and development of an understanding of the role of predominant computer applications, and the integration of such, within the scheduling process. Multi-project planning and control across multinational borders will also be explored.

EICM 616 | CONSTRUCTION PRODUCTIVITY

Prerequisite: EICM 612

This course focuses on fundamental productivity concepts, data collection, analysis of productivity data, factors affecting construction productivity, means for improving production, and study of productivity programs. Topics include preplanning of construction projects, field evaluation techniques, and time-lapse evaluation for post-activity post-project enhancement. Evaluation of the effectiveness of construction project management is also covered.

EICM 620 | CONSTRUCTION ACCOUNTING AND FINANCE

Prerequisite: ECVL 420 or equivalent

This course covers a range of key topics to allow the construction manager to understand and make key financial decisions at both the construction project level and the corporate level. Topics include company financial management, determining project profitability, projecting costs and cash-flows, engineering economic analysis, taxation impacts, and accounting for construction projects and construction corporations. Financial management considerations for operating in international environments are considered.

EICM 622 | CONSTRUCTION ESTIMATING

Prerequisite: EICM 620 or ACCG 601

This course covers the capital-life cycle for construction estimating and cost control. Topics include cost coding; conceptual, preliminary and detailed cost estimates; adjustments for unique construction conditions; productivity; indirect project costs; bidding strategies and payment line items; bid-evaluation techniques; historical information for business intelligence; computer applications; surety bonding; and decision making. International considerations of construction estimating, as well as ethical and legal implications of the estimate and bid are covered.

EICM 632 | CONSTRUCTION LAWS AND REGULATIONS

Prerequisite: ECVL 420 or equivalent

This course provides an in-depth analysis of the legal aspects of the relationships between the parties involved in construction operations, including the owner, architect/engineer, contractor, construction manager, creditors, investors, material suppliers, and the public. An overview of those aspects of legal systems most relevant to construction and engineering practice are addressed. Contracts, forms of association, agency relationships, project delivery methods, property and labor law, remedies for contract breach, professional registration issues, ethical responsibility and professional liability are studied. Specific topics include the competitive bidding, risk management, intellectual property, surety bonds, lien law, arbitration and indemnification and contract claims. Regulatory restriction on owners,

engineers, contractors and professional construction managers are also discussed.

EICM 636 | CONSTRUCTION SAFETY ENGINEERING

Prerequisite: EICM 632

This course focuses on construction safety and construction safety management with an emphasis on international construction health and safety provisions, as well as regional occupational safety and health regulations. Safety hazards on construction sites are discussed, followed by a survey of general safety and health provisions and safety management programs. Safety management approaches according to different country standards will be explored in detail, and the safety management philosophies will be contrasted. The course culminates into an examination of the approaches currently employed in multi-national construction projects.

EICM 642 | CONSTRUCTION EQUIPMENT AND OPERATIONS

Prerequisite: ECVL 420 or equivalent

This course introduces basic and advanced construction equipment and methods used in medium to large-scale commercial and heavy-highway construction projects. Predominant tools and techniques for equipment decision support will be explored with a focus on obtaining a competitive advantage in the bid process and adding value within construction implementation. Other topics covered in the course include site preparation, earth fill, land reclamation, and ground excavation methods; sustainability in construction operations; advanced techniques for construction

visualization; and regional differences in selection and availability of equipment and construction methods.

EICM 646 | DESIGN AND CONSTRUCTION OF TEMPORARY FACILITIES

Prerequisite: ECVL 360 or equivalent

This course covers the design and construction of formwork, falsework, scaffolding, cofferdams, cableways, earth retaining structures, and temporary structural systems. The course begins with a review of fundamentals of structural engineering design and geotechnical design. Emphasis is given to the design and analysis of temporary support systems such as trusses, beams, frames, and structural slabs, and the importance of analyzing the structural system during the various phases of construction will also be highlighted. Practical examples of in-service temporary facilities used on typical and noteworthy projects will be discussed.

EICM 656 | COMPUTER APPLICATIONS IN CONSTRUCTION MANAGEMENT

Prerequisite: EICM 612, EICM 622

This course presents an overview of current computer usage in the construction industry; computer and applications and numerical analysis in construction; commercially available software applications for estimating, scheduling, productivity assessment, and decision support; and development of specialized software tools. The course will also explore building information modeling (BIM) principles and supporting technologies.

EICM 662 | SUSTAINABILITY IN DESIGN AND CONSTRUCTION

Prerequisite: ENGG 255 or equivalent

Understanding the design and construction of green buildings are key elements in the operation of sustainable engineering systems. This course introduces the major aspects of green building design and construction, including sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, innovation, and design process. The internationally-recognized United States Green Building Council's Leadership in Energy and Environmental Design (LEED) green building rating system is used as an example of a green building rating system, along with an understanding of the need for different regional rating systems. Life cycle principles will be discussed to expand the focus into use, operations, and decommissioning of infrastructure and building systems.

EICM 666 | LEAN CONSTRUCTION

Prerequisite: ENGG 255 or equivalent

The concepts of lean construction are becoming increasingly important in the construction management profession. This course focuses on extending lean manufacturing principles to the construction environment. Particular emphasis is placed on system- and process-level concepts to increase value and reduce waste within the construction climate.

EICM 672 | MEGAPROJECT DEVELOPMENT AND MANAGEMENT

Prerequisite: ECVL 420 or equivalent

This course covers the challenges and successes associated with megaprojects including risk assessment, optimism bias, benefit shortfall, cost overrun, and long term branding and marketing value. The specialized sets of project and program management skills associated with megaproject construction are outlined. Examples of case histories covered include the Panama Canal, Empire State Building, Hoover Dam, Abu Simbel Temple relocation, and more recently the Three Gorges Dam, Palm Islands, Boston Central Artery, La Defense, Kansai Airport, and Downtown Burj Dubai. Guest lecturers from the industry will be invited.

EICM 680-685 | SPECIAL TOPICS IN CONSTRUCTION MANAGEMENT

*Prerequisite: Dean's Approval
Upon Demand*

Construction Management topics of interest to students and faculty which are not available in the existing graduate curriculum can be offered through this course. Prior approval of the course material and syllabus by the Dean is required.

EICM 688 | M.S.C.M. PROJECT

Prerequisite: Completion of 24 credit hours

This capstone course integrates the skill sets acquired throughout the M.S.C.M. Program into a single project. The project topic is defined by the student in consultation with the faculty advisor.

EICM 698 | M.S.C.M. Thesis

Prerequisite: Completion of 18 credit hours

For a description of the M.S.C.M. Thesis and the applicable rules, procedures, and academic policies, the relevant sections of the *Graduate Catalog* should be reviewed in consultation with the academic advisor.

EICM 699 | M.S.C.M. Thesis

Prerequisite: EICM 698

For a description of the M.S.C.M. Thesis and the applicable rules, procedures, and academic policies, the relevant sections of the *Graduate Catalog* should be reviewed in consultation with the academic advisor.

ENGG 600 | RELIABILITY-BASED ANALYSIS IN ENGINEERING

Prerequisite: ENGG 300 or equivalent

This course covers functions of random variables, random processes, Bayesian approaches, constant and variable failure models, engineering system reliability, Markovian approaches and load-sharing systems, standby systems, physical reliability, maintainability and availability. Applications of reliability theory and processes are examined through a variety of engineering case studies demonstrating redundancy, burn-in testing, preventative maintenance, allocation, growth modeling and testing, and repairability.

ENGG 620 | ADVANCED DECISION ANALYSIS

Prerequisite: ENGG 300 or equivalent

This course covers the fundamental quantitative techniques for decision making in engineering. Topics include linear programming for engineering system

optimization, goal programming, multi-objective decision making techniques, dynamic programming, game theory, integer programming and non-linear programming. The role of probabilistic decision algorithms is covered, including stochastic processes, inventory theory, forecasting, utility approaches, simulation, and sensitivity analysis.

FINA 601 | CORPORATE FINANCE

Prerequisite: ACCG 601

This course consists of a review of financial theory and application, including capital structure, cost of funds, dividend policy, working capital, capital budgeting, cash flow management, treasury and currency management and investment analysis.

FINA 611 | FINANCIAL ANALYSIS TOOLS AND TECHNIQUES

Prerequisite: FINA 601

This course develops various tools and techniques that are useful to managers for analyzing corporate financial performance. The analysis is carried out both in the financial statement framework and in the capital market environment. The course covers topics such as the operating cycle, the cash cycle, profitability decomposition, working capital changes, cash changes, free cash flow, projection of financial performance, growth indicators, and operating, financial and total leverage.

FINA 633 | INTERNATIONAL FINANCE

Prerequisite: FINA 601

This course covers issues related to the global environment, international financial markets, and international financial management.

The first part of the course covers topics related to Balance of Payments. The second part focuses on the international financial markets, including foreign exchange markets, international money markets, and their interrelation. The course concludes with an analysis of issues related the operation of a firm in the global environment.

MGMT 601 | MANAGING ORGANIZATIONS AND LEADING PEOPLE

This course provides M.B.A. students with a rigorous, intensive introduction to the applied fields of organizational behavior and human resource management. The course considers micro-organizational issues: motivation, job design, leadership, conflict and stress management, group dynamics and individual perception. In addition, the macro-organizational issues of organization structure and design, organizational culture and operating in inter-cultural environments are presented. The course concludes with the important human resource issues of performance evaluation, HRM planning, staffing, compensation and legal and work environments.

MKTG 601 | MARKETING MANAGEMENT

This course starts with a review of basic marketing principles and the marketing mix. The main focus then shifts to the systematic development and implementation of a sound marketing policy. To this end, case studies are used to illustrate and critically evaluate the integration of the business mission into the development and implementation of product, pricing, communication, and distribution policies. Ethical issues facing marketing managers are also considered.

MKTG 611 | MARKETING RESEARCH

Prerequisite: MKTG 601

This course is designed to provide the student with the opportunity to acquire an understanding of methods and challenges of marketing analysis including desk and field research in the international arena. The course will include research methods such as library research and electronic data storage and retrieval using the university's information technology. Standard sources of financial and economic information from firms, markets and countries will be investigated. Other forms of research design including questionnaire and survey design, database organization and cross-tabulation are introduced in the course with an emphasis on analysis, interpretation and application of data to solve business problems.

**MKTG 631 | INTERNATIONAL
MARKETING**

Prerequisite: MGMT 601

This course exposes students to the most commonly faced legal issues that one encounters in setting up and operating a business organization. Topics ranging from agency, partnership, corporations, governance, and mergers and acquisitions will be covered during this term. We will be analyzing appellate court cases to understand the legal reasoning that judges use in resolving disputes arising in the world of business. We will also be exploring the question of whether the economics concept of efficiency is the primary tool that judges and legislatures use in creating and defending law, and resolving disputes relating to business and organizations.

FACULTY

M.B.A. PROGRAM FACULTY

Chafik Abid, Associate Professor of Decision Sciences

Ph.D. (2005), Laval University; Graduate Diploma, Laval University; M.B.A., Laval University; B.Sc., Université du Sud (SFAX, Tunisia)

Shadi Abouzeid, Associate Professor of Decision Sciences

Ph.D. (2000), University of Strathclyde; M.Sc., University of Strathclyde; B.B.A., American University of Beirut

Moh'd Al-Azzam, Associate Professor of Economics

Ph.D. (2006), Louisiana State University; M.S., Louisiana State University; M.A., Eastern Michigan University; B.A., Mu'tah University

Shahin Bahrami, Associate Professor of Management

D.B.A. (1985), George Washington University; M.S., George Washington University; B.S., North Carolina State University

Sharad Barkataki, Chair of Management and Assistant Professor of Management

Ph.D. (2006), Purdue University; M.S., Purdue University; B.A., University of Minnesota

Steven Buigut, Chair of Finance, Accounting and Economics and Associate Professor of Economics

Ph.D. (2006), Georgia State University; M.A., Georgia State University; M.Phil., Moi University; B.Sc. (First Class Hons.), Egerton University (Kenya)

Evangellos Dedoussis, Associate Professor of Management

Ph.D. (1992), Griffith University; M.A., Waseda University; B.B.A., Athens University of Economics and Business

Hanaa El Sayed, Assistant Professor of Decision Sciences

Ph.D. (2009), Okayama University; M.Sc., Alexandria University; B.Sc., Alexandria University

Assaad Farah, Assistant Professor of Management

Ph.D. (2011), University of Bath; M.Sc., Concordia University; B.Eng., Concordia University

Ronald Lackland, Assistant Professor of Accounting

Ph.D. (2009), Birmingham City University Business School; M.Sc., Birmingham City University Business School; P.G.C.E., Birmingham City University Business School; M.B.A., Franklin University; B.B.A., Mount Vernon Nazarene University

Tarek Mady, Chair of Marketing and Marketing Communications and Associate Professor of Marketing

Ph.D. (2004), Old Dominion University; M.S., Louisiana State University; B.Sc., Alexandria University

Karim Mimouni, Associate Professor of Finance

Ph.D. (2007), McGill University; M.Sc., École des Hautes Études Commerciales (Montréal); B.B.A., Institut des Hautes Études Commerciales (Tunis)

Susan Montaquila, Associate Dean of the School of Business Administration and Associate Professor of Business Administration

J.D. (1976), Wake Forest University; B.A., University of North Carolina at Chapel Hill

Jihad Nader, Professor of Finance

Ph.D. (1987), University of Toronto; M.B.A., American University of Beirut; B.B.A., American University of Beirut

Mahmood Pedram, Assistant Professor of Marketing

Ph.D., Purdue University; M.S., Purdue University; B.S., Purdue University

Oumar Sy, Visiting Associate Professor of Finance

Ph.D. (2006), McGill University; M.Sc., École des Hautes Études Commerciales (Montréal); B.A.A., École des Hautes Études Commerciales (Montréal)

**David Van Over, Dean of the School of
Business Administration and Professor of
Management**

Ph.D. (1988), University of Houston;
M.B.A., University of Houston; M.A.,
University of Houston; B.A., University of
Houston

M.S.C.M. FACULTY

**Elias Saqan, Chair of Civil Engineering and
Associate Professor of Civil Engineering**

Ph.D. (1995), University of Texas at Austin
M.S., University of Texas at Austin B.S.C.E.,
University of Houston

**Edgar Small, Coordinator of Construction
Management and Associate Professor of
Civil Engineering**

Ph.D. (1999), State University of New York
at Buffalo; M.Eng., State University of New
York at Buffalo; B.S., State University of New
York at Buffalo

ACADEMIC CALENDAR

ACADEMIC CALENDAR 2011-2012

FALL SEMESTER 2011

<u>August 29</u>	<u>Last Day to Submit <i>Academic Standing Appeal Form</i> to Student Support Manager ⁺</u>
<u>August 30-Sept 1</u>	<u>Eid Al Fitr</u>
<u>September 3</u>	<u>Arrival of Dorm Students</u>
<u>Sept 3*-4</u>	<u>Final Days for Advising and Registration</u>
<u>Sept 4</u>	<u>Student Orientation</u>
<u>Sept 5</u>	<u>Last Day to Appeal a Suspension or Dismissal to the President ⁺</u>
<u>Sept 5</u>	<u>Classes Begin</u>
<u>Sept 5-8</u>	<u>Drop/Add</u>
<u>November 3</u>	<u>Last Day for Withdrawal from Classes</u>
<u>November 6-7-8</u>	<u>Eid Al Adha</u>
<u>November 26</u>	<u>Islamic New Year</u>
<u>December 2</u>	<u>National Day</u>
<u>December 11</u>	<u>Last Day of Classes</u>
<u>December 12-13</u>	<u>Study or Make-up Days</u>
<u>December 14</u>	<u>Final Exams Begin</u>
<u>December 19</u>	<u>Semester Ends</u>

⁺ Undergraduates only

* Normal working day for all faculty and staff

SPRING SEMESTER 2012

<u>January 2</u>	<u>Last Day to Submit <i>Academic Standing Appeal Form</i> to Student Support Manager ⁺</u>
<u>January 5</u>	<u>Arrival of Dorm Students</u>
<u>January 7*-8</u>	<u>Final Days for Advising and Registration</u>
<u>January 8</u>	<u>Student Orientation</u>
<u>January 9</u>	<u>Last Day to Appeal a Suspension or Dismissal to the President ⁺</u>
<u>January 9</u>	<u>Classes Begin</u>
<u>January 9-12</u>	<u>Drop/Add</u>
<u>February 4</u>	<u>Prophet's Birthday</u>
<u>March 1</u>	<u>Last Day for Withdrawal from Classes</u>
<u>March 4-8</u>	<u>Spring Break</u>
<u>April 18</u>	<u>Last Day of Classes</u>
<u>April 19</u>	<u>Study or Make-up Day</u>
<u>April 22</u>	<u>Final Exams Begin</u>
<u>April 26</u>	<u>Semester Ends</u>

⁺ Undergraduates only

* Normal working day for all faculty and staff

SUMMER I SESSION 2012

<u>May 1</u>	<u>Last Day to Submit <i>Academic Standing Appeal Form</i> to Student Support Manager ⁺</u>
<u>May 3</u>	<u>Arrival of Dorm Students</u>
<u>May 3</u>	<u>Final Day for Advising and Registration</u>
<u>May 6</u>	<u>Last Day to Appeal a Suspension or Dismissal to the President ⁺</u>
<u>May 6</u>	<u>Classes Begin</u>
<u>May 6-8</u>	<u>Drop/Add</u>
<u>May (TBA)</u>	<u>Commencement</u>
<u>May 31</u>	<u>Last Day for Withdrawal from Classes</u>
<u>June 16</u>	<u>Al Israa Wal Miraj</u>
<u>June 18</u>	<u>Last Day of Classes</u>
<u>June 19</u>	<u>Final Exams Begin</u>
<u>June 21</u>	<u>Session Ends</u>

⁺ Undergraduates only

SUMMER II SESSION 2012

<u>June 26</u>	<u>Last Day to Submit <i>Academic Standing Appeal Form</i> to Student Support Manager⁺</u>
<u>June 28</u>	<u>Arrival of Dorm Students</u>
<u>June 28</u>	<u>Final Day for Advising and Registration</u>
<u>July 1</u>	<u>Last Day to Appeal a Suspension or Dismissal to the President ⁺</u>
<u>July 1</u>	<u>Classes Begin</u>
<u>July 1-3</u>	<u>Drop/Add</u>
<u>July 26</u>	<u>Last Day for Withdrawal from Classes</u>
<u>August 13</u>	<u>Last Day of Classes</u>
<u>August 14</u>	<u>Final Exams Begin</u>
<u>August 16</u>	<u>Session Ends</u>
<u>August 19-20</u>	<u>Eid Al Fitr</u>

⁺ Undergraduates only

N.B. All Islamic Lunar Holidays for the private sector will be fixed per announcement by the relevant Ministry. Placement exam dates and registration procedures are available each term from the Admissions Office.

TUITION FEES AND EXPENSES

TUITION FEES AND EXPENSES 2011-2012

[The standard academic year is comprised of the Fall (September) and Spring (January) semesters. There are two Summer sessions (May and July).]

The university evaluates institutional tuition and fee rates in the second semester of each academic year, and rates may be subject to change at the beginning of the following academic year.

GRADUATE PROGRAM

Tuition (3 credit hours) | AED 9,600
Tuition (6 credit hours) | AED 19,200
Tuition (9 credit hours) | AED 28,800

Additional Modules, if Required (M.B.A. students)

1. Micro-Economics | AED 2,000
2. Accounting | AED 2,000
3. Finance | AED 2,000
4. Statistics | AED 1,500

WITHDRAWAL PENALTY (SCHOLARSHIP STUDENTS)*

If a graduate student on scholarship exceeds the two-course limit for withdrawals, he/she will be charged the full tuition for the course(s) from which he/she withdraws.

* HH Sheikh Mohammed Bin Rashid Al Maktoum Scholarship for Academic Achievement

EXPLANATION OF FEES AND EXPENSES

Application Processing Fee:

A non-refundable application processing fee of AED 200 must accompany the Application for Admission.

Late Registration Fee

A late registration fee of AED 1,000 will be charged for those registering after the final advising and registration date set for the semester (see university *Academic Calendar*).

Books

Students are responsible for buying their own books. Book expense is not included in the tuition.

Graduation Processing Fee

A non-refundable diploma fee of AED 500 will be billed to students earning degrees.

Middle Eastern Studies Certificate Fee

A non-refundable fee of AED 200 will be billed to students to cover processing and production of the Middle Eastern Studies Certificate.

Health Insurance (Mandatory)

A fee of AED 1,000 per year is mandatory for health insurance. Students showing proof of having their own private health insurance will be exempted.

Housing (optional)

Accommodation is provided by semester for those who wish student housing. The non-refundable housing fees per semester are:

AED 8,500 (shared) | AED 12,500* (single).

A one-time, refundable security deposit of AED 1,000 is required. This one-time security deposit is payable with the student's first housing payment. Housing charges are subject to change.

In the summer sessions, housing fees are AED 5,700 for a shared room and AED 8,500 for a single room*.

* Single rooms are not available and will not be guaranteed at all. In the event that there are cancellations and there is availability of rooms, applications for single rooms will be considered.

A Housing Reservation Fee of AED 2,500 is required to reserve a place in the dormitories. This is payable according to the following schedule:

Semester	Deadline
Fall, 2011	May 25, 2011
Spring, 2012	November 25, 2011
Summer I, 2012	March 25, 2012
Summer II, 2012	May 20, 2012
Fall, 2012	May 27, 2012

The balance of the student housing fee must be paid in full one month before the beginning of the semester or summer session. Failure to pay the housing fee in full may result in cancellation of the dorm reservation.

In such cases, the housing reservation fee will not be refunded.

Student Residence Visa (optional)

Only full-time students are eligible. Visa fee, AED 1,000. Passport deposit of AED 2,000 is refundable only .

PAYMENT POLICIES

Tuition and fees are due upon registration, unless a student is registering on-line, in which case the deadline for payment established by the Registrar’s Office must be respected.

Students can pay by cash, check, and bank drafts at the AUD branch of the Commercial Bank of Dubai. Credit Card payments may be made at the AUD Finance Department subject to a handling fee of roughly 1.5%.

Tuition and fees may also be paid by bank transfer or by filling the credit card authorization form below.

Bank Transfer: Payable to the “American University in Dubai”, account number 1000351229 at the Commercial Bank of Dubai, Dubai Head Office, swift code: CBDUAEADDXB. Include student name and I.D.# on the payment details.

Credit Card (paid via written authorization): by filling out the following information and faxing this sheet to AUD Finance Department +9714-3994566. Only Visa and Master Cards are accepted and will carry an additional handling fee of 2.0% of the total amount paid.

A student not physically present in Dubai who wishes to pay by credit card will be required to fill-out a form containing the following information:

I authorize The American University in Dubai to charge an amount of AED plus handling fees as stated above to my credit card details mentioned below.

Name:

Signature:

Credit Card Type (Visa, Mastercard):

Expiry Date:

Credit Card Number: - - -

U.A.E. Tel. No.:(.....)

Other Tel. No.:(.....)

Fax No.:(.....)

Date:

Student Name:

I.D. #:

Payment details:

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Students who submit non-negotiable checks will be charged an AED 200 non-refundable administrative fee and will henceforth be required to make future payments in the form of cash or bank transfer.

Outstanding Balances

A student cannot register until all outstanding balances are cleared. Payments will be credited toward outstanding balances before being applied to current registration charges.

Transcripts, grades, diploma and certifications will not be issued for students who have not met their financial obligations.

REFUND POLICY

Refunds are governed by the following regulations and will be processed within 30 days of request:

1. Tuition

In the event that a student withdraws or is dismissed from all classes during the term, refunds of tuition and fees will be calculated according to the following schedule:

Schedule	Refund
During the first week*	75%
During the second week**	50%
During the third week	25%
After the third week	0%

In the event that a student withdraws from partial classes during the term, refunds will be calculated according to the following schedule:

Schedule	Refund
Until the end of Drop/Add***	100%
After Drop/Add	0%

2. Housing Fees and Charges

The one-time, housing security deposit is refundable at the end of the semester if no dorm damage has occurred.

The housing reservation fee is non-refundable and non-transferable unless the student's application for admission is rejected or the student cancels his/her admission one month prior to the start of the semester for which he/she has paid.

* 100% for new students in the first semester of attendance with the exception of the reservation and enrollment deposit of AED 2,000 which is non-refundable.

** Sunday-Thursday

*** The refund amount will be a credit to the student's account and carried forward to the following semester. Non-returning students will receive a refund within 30 days of submitting a request form. Check the AUD Academic Calendar for dates of Drop/Add.

NOTE: AUD has a Refund Policy specific to legal residents of the U.S. State of Georgia. This Policy has been written to be in compliance with Standard Nine of *Georgia's Minimum Standards and Criteria for NPEC Institutions*. The existence of this Policy is announced during Student Orientation and referenced at the time of exit from AUD (during the account settlement process) of any Georgia resident who requests a refund. A copy of this Policy is available in the Finance Department, the Registrar's, and the office of the Director of Institutional Effectiveness.

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