جامعة حمدان بن محمد
الإلــكــتـــرونـــيـــة
Hamdan Bin Mohammed
e-University

Undergraduate Program Catalogue
2013-2014

His Highness Sheikh
Hamdan Bin Mohammed Al Maktoum
Crown Prince of Dubai,
President of Hamdan Bin Mohammed e-University, UAE

Hamdan Bin Mohammed e-University Board of Governors

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Women Council

Dr. Lowai Belhoul
General Director, Legal Affairs Dept.
Dubai Government

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Message from the Chancellor

Dr. Mansoor Al Awar

Chancellor, Hamdan Bin Mohammed e-University

Thanks to the vision, directives and support of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai and President of HBMeU, HBMeU has been able to move from one success to another as a national and regional leader of e-learning and a catalyst of the culture of quality and excellence.

Such leadership is clearly reflected in its portfolio of accredited academic programs and professional certification programs. What makes these programs unique is that they are designed and delivered according to the principle of learner-centered education, and that they focus on innovation, promote lifelong learning and use the state-of-the-art technologies. This ensures that the learners and their future employers have significant competitive advantages that commensurate with the challenges they face in the 21st century.

HBMeU continues its march of excellence while remaining faithful to its vision that is to be the University of Choice in the Arab World.

Message from the Vice Chancellor

Dr. Ibrahim Mahmood

Vice Chancellor, Hamdan Bin Mohammed e-University

Hamdan Bin Mohammed e-University (HBMeU) sees itself as a unique institution for reshaping the future of higher education in the Arab world and a vehicle for encouraging quality education in the studies of e-business, e-education and health & environmental studies, and others. One of the HBMeU's main objectives is to highlight the importance of e-learning and its unique pedagogy built on reality-based approaches that enhance the assimilation of knowledge. This applies to all offerings currently made and to be made available by HBMeU, using the latest developments in Information and Communication Technology (ICT), in order to enhance competitiveness of individuals and organizations in the UAE, the Arab world, and worldwide.

HBMeU's ultimate focus has been to develop successful e-learning environment, where learners' expectations are met, desired learning outcomes are achieved, and learners are highly motivated to embrace Life Long Learning (LLL) model. To this end, we have been keen to use every means to engage and maintain learners' interests, relate course content to learners' needs, and encourage learners' active involvement in learning.

The programs at Hamdan Bin Mohammed e–University equip graduates with essential skills through exposure to industry and business, especially since HBMeU focuses on excellence in total quality management and the provision of state-of-the-art technologies in e-learning; hence, our research aims at providing learners with skills and abilities related to solving real world problems. This combination enables our graduates to be effective in the workplace immediately upon graduation.

I am fully confident that Hamdan Bin Mohammed e–University will give a real and tremendous boost to management, business and economy in the Arab world.

This University is a vibrant academic institution with an exciting future to reshape education in the region, and I invite you to join us as we move forward.

Organizational Structure

Learning and Academic Development
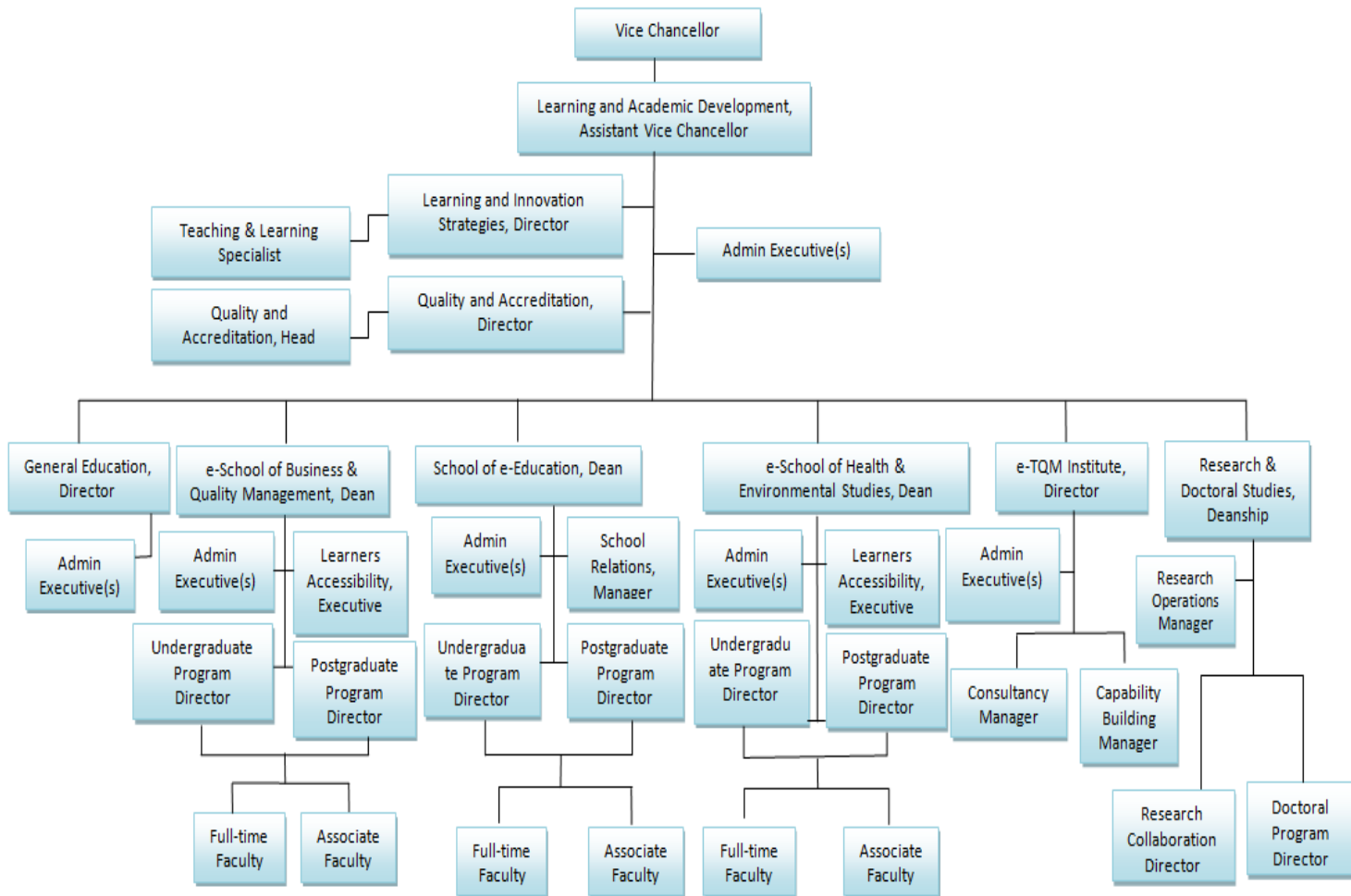
2013 Fall Semester (2013-2014)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
September	8	1	Sunday	First day of semester; First day of classes;
	12		Thursday	Last day to add section(s); Last day to drop section(s) with 100% refund of tuition
	15	2	Sunday	First day of 70% refund of tuition for dropped section(s)
	26	3	Thursday	Last day of 70% refund of tuition for dropped section(s)
	29	4	Sunday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
October	13-17		Sunday-Thursday	Eid Al-Adha Holiday*
November	5		Tuesday	Al-Hijri Islamic New Year*
	21	10	Thursday	Last day to drop section(s) with a grade of Withdraw (W)
	24	11	Sunday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
December	02-03		Monday-Tuesday	UAE National Day
	15		Sunday	First day of Mid-Semester Break
January 2014	2		Thursday	Last day of Mid-Semester Break
	14		Tuesday	Prophet Mohammed's Birthday*
	21	15	Tuesday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	23		Thursday	First day of final assessment
	30		Thursday	Last day of final assessment
February	4		Tuesday	Declaration of final grade(s)

2014 Spring Semester (2013-2014)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
February	9	1	Sunday	First day of semester; First day of classes;
	13		Thursday	Last day to add section(s); Last day to drop section(s) with 100% refund of tuition
	16	2	Sunday	First day of 70% refund of tuition for dropped section(s)
	27	3	Thursday	Last day of 70% refund of tuition for dropped section(s)
March	2	4	Sunday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
	3-5		Monday-Wednesday	Congress 2014
	30		Sunday	First day of Mid-Semester Break
April	10		Thursday	Last day of Mid-Semester Break
May	1	10	Thursday	Last day to drop section(s) with a grade of Withdraw (W)
	4	11	Sunday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
	27		Tuesday	Israa & Miaraj Night/Leilat al-Meiraj*
June	7	15	Saturday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	9		Monday	First day of final assessment
	16		Monday	Last day of final assessment
	22		Sunday	Declaration of final grade(s)

2014 Summer Semester (2013-2014)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
June	29	1	Sunday	First day of classes; First day of grade of Withdraw (W) for cancelled registration in section(s)
				First Ramadan*
July	10	2	Thursday	Last day for grade of Withdraw (W) for cancelled registration in section(s)
	13	3	Sunday	First day of grade of Withdraw Failure (WF) for cancelled registration in section(s)
	28-31		Monday-Thursday	Eid Al-Fitr Holiday*
August	14	6	Thursday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	17		Sunday	First day of final assessment
	19		Tuesday	Last day of final assessment
	25		Monday	Declaration of final grade(s)
September	7	1	Sunday	First day of semester; First day of classes;

An Overview of Hamdan Bin Mohammed e-University

Vision

Hamdan Bin Mohamed e-University (HBMeU) was officially launched on February 1, 2009 by His Highness Shaikh Hamdan Bin Mohammed, the Crown Prince of Dubai. The university traces its origin to e-TQM College established in 2002 as the only institution with an e-learning platform in the UAE.

HBMeU is seen today as a pioneer in online learning in the region offering a wide range of programs through three schools and the e-TQM Institute to meet the needs of learners in all sectors of the economy, including business, education, e-learning, healthcare and environment. HBMeU provides learning opportunities for all through the principle of click-to-learn as well as enjoys international credibility, recognition and affiliation.

HBMeU programs are not only demand-driven, but are customized to meet the growing needs of businesses in the UAE and in the Arab world. HBMeU is passionate about upholding excellence in all its programs and has attracted internationally-recognized faculty and other professionals that have already started contributing towards human capital development in the UAE.

Hamdan Bin Mohammed e-University Vision
"To be the University of Choice in the Arab World in shaping the future of education and learning through innovative solutions."

Mission

"To provide high quality programs using virtual learning environment, supporting the pursuit of lifelong learning, addressing critical activities of economic development in the Arab World, pioneering in e-learning, providing unique learners experience and growing knowledge and its dissemination through excellence in research and knowledge transfer."

The following are the 10 strategic goals of the University:

- To grow and develop a portfolio of innovative and credible programs that respond to the 21st century modern practices integrating quality and related disciplines
- To be the catalyst for growth and development of excellence in e-learning and its applications
- To encourage growth of scientific research and scholarly pursuits through publication and knowledge dissemination
- To drive the process of advancing knowledge in the Arab World through community engagement, government collaborations, alliances and industry partnerships
- To provide opportunities for lifelong learning and wider access that enhance individuals' competencies and contribute to organizational performance
- To provide a unique university experience that prepares learners for success as responsible leaders in the 21st century
- To adopt the latest e-learning technology and support infrastructure that are responsive to learners' changing needs and are a key enabler to HBMeU's mission
- To emphasize customer orientation in the core activities of the university through reliable need-identification and relationship-building approaches
- To help drive strategic growth through enterprise thinking and development and to exploit business opportunities particularly in key segments and markets, and

- To establish a leadership position for HBMeU and deliver sustainable competitive performance in the key areas through international recognition and brand impact.

Tutoring and Teaching

Hamdan Bin Mohammed e-University is committed to offering high-quality academic and professional programs. It intends to foster an interactive teaching and learning environment where all courses are delivered utilizing a model of communication in which learners and faculty are highly encouraged to contribute to the learning process through critical dialogue, integrative learning, collaborative effort, and regular faculty feedback regarding learners' progress and knowledge acquisition.

Two types of class meetings usually take place: online and face-to-face class meetings. Faculty usually meet their learners for 3 hours a week for each course which is equivalent to three credit hours.

The delivery strategy for every course is described in the course outline distributed to learners during the first class of each course.

Defining e-Learning

Before starting your journey with us, you may want to know more about e-learning. This section answers these questions and some of the most frequent questions one may have about e-learning.

Starting with its definition, e-Learning, often also referred to as online learning, technology enhanced learning, web-based learning, etc. refers to the delivery of learning and training by means of advanced technologies. Today beside the internet and the use of computers, learners may access learning and training using mobile devices such as iPads, phones, etc. Generally, the term e-learning is often used to describe a range of learning situations that include either directed learning or self-learning conducted through the internet.

HBMeU Delivery Approach

The Undergraduate programs at HBMeU follow a blended learning approach that truly integrates the benefits of classroom learning, self-paced learning and online learning. By a blended learning approach it is meant that the program will consist of some parts delivered online and the others delivered through traditional classroom environment in addition to a self-paced learning component.

The first year of the programs relies mainly on physical classroom based learning with gradual integration of online support.

Towards the second year a higher utilization of online learning is introduced; faculty members start using the virtual learning environment to place notes, PowerPoint presentations, post assignments or announcements and communicate with learners. Years 3 and 4 include significant incorporation of e-learning through the VLE. The number of physical classes decreases to two to three times a semester per course and online classes are used instead as an alternative. Furthermore, a significant portion of learning is made through self-learning where the learner is responsible for his/ her own learning. Self-paced learning is usually supported by online course content, e-books or textbooks ,and recorded master classes and other types of resources.
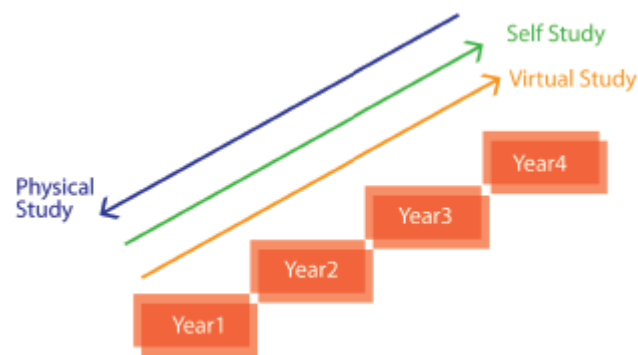
Skills for becoming Successful in e-Learning/ Blended Learning

In general, successful e-Learners should:

Possess good written communication skills

Be Self-motivated and self-disciplined

Participate actively in all online and self-paced sessions

Be willing and able to commit 6 to 12 hours per week per course

Set interim goals and deadlines for yourself, and stick to them

Organize your goals in a study schedule

Avoid interruptions while you are attending an online classroom, viewing a video program, listening to a cassette, reading a textbook, working on the computer, or simply studying.

Log on to your course at least 4-5 times a week

Continuously develop your technology skills to pursue the program
Learners need to possess some minimum technology skills such as experience with navigating and using the Internet. Knowing how to download files, attach document files to e-mail, and use MS office software.

Take time before responding to your instructor in the virtual classroom in order to make quality contributions.

Voice your concerns about your course to your instructor.

Admission to Undergraduate Programs

Applicants are admitted to the University irrespectively of their national origin, colour, gender, disabilities or religion. The University treats all of its learners equally and grants them the same rights and privileges. Any person is welcome to apply to Hamdan Bin Mohammed e-University; however in order to maintain its quality standards; applicants must meet program admission requirements as detailed below.

Admission Requirements:

The university admits to its undergraduate programs the following categories of applicants:

1. **Holders of High School Certificate or its equivalent**
   A holder of UAE secondary school certificate or its equivalent as recognized by the Ministry of Education.

2. **Holders of a Technical, Industrial or Commerce High School Certificate or its Equivalent**
   A holder of a technical, Industrial or Commerce high school certificate or its equivalent as recognized by the Ministry of Education.

3. **Applicants with American or British School Certificates from schools within the UAE or outside the UAE**
   Applicants with high school certificates from Great Britain (IGCSE, GCSE, GCE, etc.), U.S.A., or from other high schools outside the United Arab Emirates, shall refer to the Ministry of Education, to obtain the equivalence of the certificate of their secondary school qualification.

4. **Graduates with MOHESR accredited Higher Diplomas/Diplomas**
   Holders of Higher Diplomas or Diplomas, from any MOHESR accredited institution(s) with high school certificate score of 50 and above, or without high school certificate.

5. **Transferred learners from other institutions:**
   Learners transferred from recognized accredited institutions with a high school score of 60% or more.

English Language Proficiency

Applicants must have a TOEFL score of 500 (Paper Based Test), 173 (Computer Based Test), 61 (Internet Based Test). An IELTS score of 5.0 or the equivalent of another standardized test approved by the Ministry of Higher Education and Scientific Research (MOHESR). Institutional TOEFL taken at HBMeU are acceptable, on the other hand, Institutional TOEFL taken elsewhere are not acceptable at HBMeU. TOEFL and IELTS scores are only valid for two years.

English Placement Test:
Applicants who do not possess the required TOEFL/IELTS score may be conditionally admitted to an undergraduate program given that they are enrolled in an IEP course. They must attend the English Language Placement Test administrated at the beginning of each semester. This

test will help assessing learners' English language competencies and place them in appropriate levels of the IEP. The English placement test is specially designed to improve the English proficiency of learners to the level necessary for success in their academic studies and to prepare them to obtain the required TOEFL/IELTS score for admission.

Math Placement Test:

Applicants being admitted will usually come from different schools and countries, which vary in the type and level of mathematics courses provided. Due to these diverse mathematical backgrounds, a Math placement test was designed to be taken by all newly admitted learners. The purpose of the test is to assess the learner's mathematical ability. The math placement test scores are used to place learners into an appropriate math course.

If a learner requested a credit transfer for a mathematics course of higher level than the Remedial Math and such request was sanctioned by the Credit Transfer Committee, then the learner might be exempted from taking the Math placement test.

Admission Required Documents:

In order to be admitted to one of the undergraduate programs of the university the following documents must be submitted per the deadlines mentioned in the Academic Calendar:

1. A complete Admission Application: Applicants are required to fill the online Admission Application accessible via the University web site at: www.hbmeu.ac.ae.
2. *Secondary School Certificate*: An official Secondary School Certificate, certified by the appropriate authorities.
3. *Grade Reports:* Official grade reports from the last three secondary school years, certified by the appropriate authorities; this requirement applies only to American high school graduates.
4. *University Official Transcripts:* This requirement applies only to transferring applicants who want to apply for transfer of previously earned credits.
5. A TOEFL or IELTS score Certificate
6. A copy of the applicant's passport.
7. A copy of the applicant's emirates ID
8. Four recent passport size photographs, with the applicant's name written on the back of each.

Confirming Admission

Applicants who fulfil the admission requirement will receive an e-offer which they will need to accept; upon accepting the e-offer, applicants are required to issue AED 3,200 AED, AED 3,000 of which will be considered as deposit and deducted from the tuition fees, and AED 200 as an application fee. The AED 3,200 fee is non-refundable in case of withdrawal from the university prior to course registration. Once the deposit is paid applicants are considered officially registered in their program of study and are issued an ID number, ID card and assigned an academic advisor. The learner is then required to attend the orientation program and get in touch with his/her academic advisors to register in courses as per the announced dates.

Admission Criteria:

Applicants will be admitted to an undergraduate program as per the below table:

Certificate type	Admission Criteria	TOEFL*	Admission status	Max study load	Special requirement
Holders of High School Certificate or Its Equivalent	High school score > 70	> 500	Regular	as per enrolment and study load policy	none
	High school score > 70	No TOEFL	Conditional English	Max of 6 CHrs	1. Compulsory enrolment in English Program 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses.
	High school score > 60	> 500	Conditional GPA	Max of 9 CHrs	AGPA of 2.0 by the end of the second semester of his/her enrolment
	High school score > 60	No TOEFL	Conditional GPA/Conditional English	Max of 6 CHrs	1. Compulsory enrolment English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any

					course other than the above mentioned courses. 4. AGPA of 2.0 by the end of the second semester of his/her enrolment
Holders of a Technical/Industrial/Commerce High School Certificate or its Equivalent	High school score > 75	> 500	Regular	as per enrolment and study load policy	none
	High school score > 75	No TOEFL	Conditional English	Max of 6 CHrs	1. Compulsory enrolment English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses.
	High school score > 70	> 500	Conditional GPA	Max of 9 CHrs	AGPA of 2.0 by the end of the second semester of his/her enrolment
	High school score > 70	No TOEFL	Conditional GPA/Conditional English	Max of 6 CHrs	1. Compulsory enrolment in English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses. 4. AGPA of 2.0 by the end of the second semester of his/her enrolment
Holders of Higher Diplomas or Diplomas, from any MOHESR accredited institution	AGPA>2	> 500	Regular	as per enrolment and study load policy	none
	AGPA>2	No TOEFL	Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Learners transferred from recognized accredited	AGPA>2	> 500	Regular	as per enrolment and study load policy	none

institutions and high school score 60% (science or art) or 70% (Technical/Industrial/Commerce)	AGPA>2	No TOEFL	Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Learners transferred from recognized accredited institutions and high school score 60% (science or art) or 70% (Technical/Industrial/Commerce)	AGPA<2	> 500	Conditional GPA	Max of 9 CHrs	AGPA of 2.0 by the end of the second semester of his/her enrolment
	AGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Withdrawal From HBMeU (Re-join)	AGPA>2	> 500	Regular	as per enrolment and study load policy	none
	AGPA>2	No TOEFL	Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
	AGPA<2	> 500	Conditional GPA	Max of 9 CHrs	AGPA of 2.0 by the end of the second semester of his/her enrolment
	AGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	1. Compulsory enrolment in English Program. 2. AGPA of 2.0 by the end of the second semester of his/her enrolment
Dismissed From HBMeU (Re-join after at least one semester)	AGPA<2	> 500	Conditional GPA	Max of 9 CHrs	1. Program should be changed as per change of major policy 2. AGPA of 2.0 by the end of the second semester of his/her enrolment
	AGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	1. Compulsory enrolment in English Program. 2. Program should be changed as per change of major policy 3. AGPA of 2.0 by the end of the second semester of his/her enrolment

Admission Postponement

The offer of admission is valid for one semester. If a learner does not register after he/she receives the admission offer and pays the fees, he/she will be considered postponed. Learners who are unable to register in courses at the beginning of the semester in which they receive their admission should communicate with the Admission Manager to request a new admission offer when they are interested in activating their admission again.

All admission requirements need to be met at the time of the issuance of the new admission letter. The admission of the learner will be considered cancelled if he/she failed to register after two consecutive semesters; he/she will need to re-apply when considering joining the University

Withdrawal from the University and Re-admission

During their course of study at Hamdan Bin Mohammed e-University learners may wish to withdraw completely from the university, for one reason or another. Requests for withdrawal from the university must be made by filling the Withdrawal Form available at the Registration Unit.

A learner who withdraws from the university and wishes later to re-join must apply as a new learner and satisfy all admission requirements prevailing at the time of re-admission.

Application Deadlines

Applications for admission to undergraduate studies at Hamdan Bin Mohammed e-University are accepted at two points during the year; the Fall and Spring semesters. To allow enough time for the evaluation of applications and the selection of candidates; the Admission Unit must receive all applications along with required documents no later than four weeks before the start date of the semester for which the application is made.

Learner's Resident Visa Sponsorship

Hamdan Bin Mohammed e-University provides "visa sponsorship" for non-resident learners seeking to study at the University.

A sponsored learner may suspend his or her registration for a maximum of two non-sequential semesters, in such case, learners are required to:

- Fill the Registration Suspension and submit it to the Registration Department in order to maintain his/her visa
- Have no outstanding tuition or other related fees
- Undergraduate learners must have been enrolled for a period of three (3) consecutive semesters (excluding Summer) prior to applying for suspension registration;

A valid medical insurance is required for all sponsored learners for the duration of the visa where learners will be required to renew their medical insurance prior to its expiry date.

For more information please contact the Registration Department at: +971 4 4241030 or registration@hbmeu.ac.ae

Academic Terms, Regulations
and Course Registration

Semesters

Courses in Hamdan Bin Mohammed e-University are offered in two semesters: A Fall semester and a Spring semester. Each semester consists of 15 weeks followed by the examination period. The University may also offer a summer session consisting of 8 weeks or less.

Credit Hour Definition

A semester credit hour is defined by the total number of hours a learner needs to commit to per week, over duration of one semester to complete the requirements of particular course.

This total time includes:

1. Time spent in formal class instruction whether in an online or traditional face-to-face setting.
2. Time spent in laboratory, internship, or other scheduled activity (when applicable).
3. Time devoted to reading, studying, writing, preparation or problem solving.
4. Time spent on directed self-paced learning and asynchronous communication.

A semester credit hour is assigned in the following ratio of component hours per week devoted to the course of study:

- Formal Class Instruction: One credit hour is defined as the equivalent of one hour of formal class instruction plus an average of two hours of out of class self study (preparation for formal class instruction, reading, homework, etc) for an undergraduate level course and an average of three hours of out of class self study for a postgraduate level course per week over a 15 week semester. Formal class instruction occurs under the supervision of faculty members in either an online or traditional face to face setting. Typically, the credit hours for an online course are calculated in a similar way as they would be for a traditional campus course since the outcomes and the expectation for work is the same with more emphasis placed on the learner's out of class studying.

- Experimental Laboratory: One credit hour is usually equivalent to two hours of experimental laboratory. "Experimental laboratory" involves demonstration by instructor and experimentation by learners, with the out-of-class study generally including practice and/or laboratory report writing. "Experimental laboratory" is under the supervision of an instructor.

- Internship: one credit hour is equivalent to five hours of experiential internship per week under the control and supervision of the employer on the job with coordinated University representative planning. Internship involves the development of job skills by providing the learner with a structured employment situation that is directly related to, and coordinated with, the academic component.

Academic Load

The study load for an undergraduate learner usually ranges from a minimum of 9 credit hours to a maximum of 18 credit hours. In exceptional cases, a learner may enrol for up to 21 credit hours or for less than 9 credit hours; these cases require approval from the Dean of the respective school.

A Learner may enrol in up to 21 credit hours in an undergraduate program if:
• If the learner's accumulative grade point average (AGPA) is 3.6 or greater on a 4.00 scale.
• This additional load will enable the learner to graduate in the current semester.

Course Descriptions and Syllabi

Course syllabi are made available to learners through the VLE as of the first day of class and reflect the commitment of the University to delivering the courses according to the syllabus. The course syllabus is the first indication of course learning outcomes and assessments, which set the expectations for learners' success.

Registration

Learners after consultation with their academic advisor can register online for their courses. Learners register through eCampus where they see their academic records, study plans, and all the courses offered in a given semester.
The registration of courses is confirmed and access to the courses on the VLE is granted only when the courses selected by the learner are approved by the advisor and the payment for the courses is complete. Courses are automatically dropped from the learner's record if the payment has not been received before the end of the Add/Drop period.

Credit Transfer and Parallel enrollment

Hamdan Bin Mohammed e-University Learners may consider taking courses at other accredited institutions, inside or outside the UAE or concurrently enrolling at HBMeU and another accredited institution giving that the learner maintains the minimum credit hours at HBMeU as per the Enrolment and Study Load Policy.
The learner is required to complete the Transfer of Credits Request Form, submit the required supporting documents and obtain a prior written approval from the Dean of the respective school and the Registrar. All rules and regulations governing such enrolment should be adhered to.

Registration Suspension

A current learner may suspend his or her registration for a maximum of two semesters (consecutive or non-consecutive) during his/ her period of study at Hamdan Bin Mohammed e-University

Application for registration suspension must be submitted to the Registration Department.

Registration suspension must be completed within the first two weeks from the start of the semester. If a learner does not register in a specific semester he/she will be considered

suspended. The registration of the learner will be considered aborted if he/she fails to register after two (consecutive or non-consecutive) suspended semesters.

Learners whose registration is aborted are required to re-apply to the university when considering returning to their previous program of enrollment.

All admission policies and requirements pertinent to the academic year to which they are applying must be met. All previously submitted academic records on file are considered as supporting documents for their new application.

All courses taken previously will be counted unless the learner is applying to another program; in this case the credit transfer policy applies.

Add and Drop

A learner is permitted to add or drop a course or more after s/he registered for that (those) course (s) upon the approval of the learner's advisor and ensuring that the minimum required study load is maintained.
In case a course is dropped within the deadline specified for dropping courses, the fees paid for the dropped course will be transferred to the learner's account and the course will not be recorded in the learner's transcript.

Course Withdrawal and Refund

Learners may withdraw from courses in which they have enrolled after consultation with their academic advisors; ensuring that they maintain the required minimum study load, however learners who can't maintain the satisfactory academic performance could withdraw from a course without maintaining the required minimum study load and will receive a W or WF grade, following a detailed assessment by the academic advisor on the learner's academic performance.

The Add and Drop period and the time for withdrawal with a W or WF grade are specified in the Academic Calendar of every Academic Year.

Repeating Courses

In order to improve the GPA/AGPA or meet graduation requirements, a learner may repeat courses (core or electives). If a course is repeated for the purpose of improving the AGPA, that course must not be repeated more than once. If a course is repeated, the highest grade obtained by the learner shall be recorded in the learner's transcript and will be counted in the calculation of the AGPA. If a learner repeats a transferred course, the new grade obtained by the learner shall be recorded in the learner's transcript and will be counted in the calculation of the AGPA. More than one repetition of a course will be allowed for failed courses.

If an elective course has been taken to replace a previous elective course in order to improve the AGPA or meet graduation requirements, the highest grade obtained by the learner shall be recorded in the learner's transcripts.
In all cases, all courses taken and grades obtained for repeated or replaced courses will appear in the learner's transcript as (R) or (RP).

When a course is repeated, the credit hours allocated to it are calculated only once for the purpose of graduation.

Incomplete Coursework

Attendance of a course final examination or the submission of final course work is compulsory and must occur as per specified dates in the university academic calendar and examination timetable. Failing to attend a final examination or to submit a final course work, on time, may lead to an "F" being assigned to the particular course.

If a learner (enrolled in academic programs or general education courses) does not attend the final examination due to extenuating circumstances the course may be considered as "Incomplete".

A learner who has been given an "incomplete" grade in a course should re-take the final examination or submit the required work before the end of the second week of the following regular semester in which he/she registers. Failing to do so will result in receiving an "F'' grade which will be recorded on the learner's transcript.

Minimum and Maximum Study Periods

The minimum allowed study period to complete the graduation requirements of a program leading to a bachelor degree is seven regular semesters; the maximum allowed period for a learner to remain registered in an undergraduate program is 14 semesters not including the summer semesters. While the total allowed suspensions shall not exceed two semesters within the maximum allowed study period.

The minimum allowed study period to complete the graduation requirements of a program leading to a Diploma program is 3 semesters; the maximum allowed period is 7 semesters not including the summer semesters. While the total allowed suspensions shall not exceed two semesters within the maximum allowed study period.

Grading System

Learners' performance in undergraduate programs is measured on a semester basis; based on the grades they have obtained for every course they have enrolled in. The final grade of the course usually consists of the score of all examinations and assessment activities completed during the semester. The following course grading system is applied throughout the University:

Percentage Scores	Letter Grade	Points
90 – 100	A	4.0
85 - 89.99	B+	3.5
80 - 84.99	B	3.0
75 - 79.99	C+	2.5
70 - 74.99	C	2.0
65 - 69.99	D+	1.5
60 - 64.99	D	1.0
Less than 60	F	0.0

The Grade Point Average (GPA)

The grade point average (GPA) of each learner is computed at the end of each semester to indicate his or her progress in a particular given semester. The grade point average (GPA) is computed on a four-point scale where the total number of the credit hours in each course are multiplied by the number of points achieved in each course and divided by the total number of credit hours registered in each semester.

The Accumulative Grade Point Average

The Accumulative GPA is the measure of the learner's level of academic achievement in all semesters attended at the University. It is calculated in the following manner:

The total (credit hours for each subject multiplied by the points achieved in each subject) divided by the total number of the credit hours in all semesters.

Graduation Honours

The University grants its outstanding graduate, the following honours at graduation:

Performance	AGPA
Excellent with First Honors	3.90 – 4.00
Excellent with Second Honors	3.70 – 3.89
Excellent with Third Honors	3.60 – 3.69
Very Good	3.00 - 3.59
Good	2.50 - 2.99
Pass	2.00 - 2.49
Fail	Less than 2.00

Academic Probation

An undergraduate learner must maintain an AGPA of C (2.00) and above during enrolment in an undergraduate program. If a learner achieves less than 2.00 AGPA in any given semester (excluding the first and the summer semesters); the learner shall receive a first academic warning and will be placed under probation where the study load cannot exceed 12 credits.

If a learner fails to remove the academic warning by the end of the next consecutive semester, he/she will receive a second warning and his/ her load will be decreased to 9 credit hours.
The academic warning is removed by the end of any semester in which the learner has achieved an AGPA of 2.00 and above.

If a learner fails to remove the academic warning by the end of the next completed semester, the learner's case shall be reviewed by the related school. The school dean after reviewing the case with the related program director may either approve the dismissal or grant the learner one more semester with specific courses in which the learner shall register. The school decision shall be final in this regard and the dismissal status will be mentioned on the learner transcript

The academic warning is removed by the end of any semester in which the learner has achieved an AGPA of 2.00.

Transcripts

Learners may obtain official signed transcripts of their academic records by submitting a request to the Registration Unit. Please note that transcripts will only be released to the learner (himself/herself) or a person authorized by the learner or to an authorized person by the learner.

Learners may access their grade records and print unofficial transcripts from the online admission and registration application (ARA).

Learner's Records

Hamdan Bin Mohammed e-University takes very seriously learners' rights of privacy and confidentiality with regards to their academic records that are created by the University for Educational, Research and other legitimate purposes. This is why it has set up a rigid policy on privacy of learners' records.

Learners' records are kept safe and only authorized personnel are entitled to have access to them.

Learners' pictures in any form can't be used for media publications or other purposes without prior written authorization from the learner

Learners have the right to withhold their contact information from disclosure in the virtual Learning Environment by submitting written request to the registration Unit in timely manner.

Partial results and assessments, but not final exam or final project results, are posted by faculty according to Learner's ID; name or other identification must not be used.

No official transcript may be issued to any party including the concerned learner except after filling a "Transcript Request" Form and signing it and submitting it to the Registration Unit.

Transcripts will not be handed to any other party except with the learner's own authorization or his/her parents

The University opens and maintains two different types of learner records: Admission File and the Registration File. The admission file is considered the main and permanent file and it contains all admission requirement documents. This file is kept in an anti-fire safe all the time. An electronic version of each leaner admission file shall be also kept. The registration file contains all academic records of the learner during his/her period of study at the University.

Attending classes (online and face to face)

Attendance at HBMeU is compulsory for physical and virtual classes and is governed by the attendance policy. Failure to adhere to the attendance requirements can result in dismissal from courses. The table below shows the attendance requirements for physical and blended courses.

Warning	Number of classes missed in a physical course after the ADD/DROP period	Number of classes missed in a blended course after the ADD/DROP period
1st warning	3 classes missed	2 classes missed
2nd warning	5 classes missed	3 classes missed
Dismissal	7 or more classes missed	4 or more classes missed

Coursework Assessment

Courses are generally assessed based on a 40% final assessment and 60% ongoing/formative assessment. Some courses however, are structured differently and assessed accordingly. Final assessments can either be in the form of exams or can be individual projects.
Details about assessment strategies in any course are included in the course syllabus.

Plagiarism and Acknowledgement Practice

Learners must submit for assessment their own individual and unassisted coursework; unless an assessment is based on "group work."

For group assignments, each learner in the group is held jointly responsible for ensuring the assignment submitted complies with the university's Plagiarism Policy.

Learners must not submit for assessment any work which has been submitted for another course at the University or at any other educational institution. Such behavior is considered a serious offense and shall be subject to terms of the academic misconduct policy.

When any material is used by a learner which is not entirely the work of the learner or "work of the assigned group to which the learner is a member", in whole or in part, the learner must fully refer to that material in accordance with the system of referencing specified in the course outline. Failure by a learner to comply with the above requirements may arise to academic misconduct and disciplinary action may be taken.

Course Evaluation

Learners are asked to evaluate their courses at the end of every semester. During this process learners complete a questionnaire and provide feedback about their course content, learning experience, instructor, books, and other elements pertinent to the continuous improvement of the course.

Graduation

Upon satisfactory completion of all requirements of a undergraduate program, a learner at Hamdan Bin Mohammed e-University will be awarded the related Degree.

Graduation Requirements
To be eligible for the award of an undergraduate degree, a learner must:

- Successfully complete all the courses and requirements of the program of study as mentioned in the program study plan.
- Maintain an AGPA of not less than 2.00 points
- Spend the minimum period, stipulated for the award of the degree and not exceed the maximum period as specified in each program. However, learners transferred from other universities/ colleges must earn at least 50% of the required credits for graduation at Hamdan Bin Mohammed e-University.
- All financial obligations of the learner towards the University must be settled through the clearance process. As well as completing the end of program evaluation surveys.

All candidates eligible for graduation need to fill out the Application Form for Graduation during the registration period of the last expected semester of study and to submit it to the Registration Department. The university will charge the graduation fees as indicated in the "Application Form for Graduation".

Learner Rights, Responsibilities, Code of Conduct and Problem Resolution

Learner Rights, Responsibilities and Code of Conduct

Hamdan Bin Mohammed e-University has established a code of conduct to which it expects its learners to adhere. The Code of Conduct at Hamdan Bin Mohammed e-University describes learners' rights and responsibilities, standards for academic and nonacademic conduct, and penalties for violating the code of conduct.

The **learners' rights** are the summarized in the following:

1. Academic Freedom
- Learners are free to pursue appropriate educational objectives from among the university's curricula, programs and services.
- Learners shall be protected from academic evaluation which is arbitrary, prejudiced or capricious; however they are hold responsible for meeting the standards of academic performance established by each of their faculty members.
- No disciplinary sanction may be imposed on any learner without giving him/ her a written notice explaining the nature of the charges.
- A learner accused of violating any of the terms of the code of integrity is entitled to appeal against a decision as per the procedure and policies set forth in this handbook.

2. Discrimination and Harassment
Learners have the right to a learning environment which is free from unlawful discrimination, inappropriate or disrespectful conduct, and sexual harassment.
The university prohibits discrimination based upon a person's race, color, sex, marital and/or parental status, religion, national origin, age, mental or physical disability.

Learners who believe they have been discriminated or harassed should immediately report the incident to the Dean for Academic and Learner Affairs, by filling a "Grievance" form available through the LRM office. The grievance procedure is detailed in chapter V of this handbook.

3. Freedom of Inquiry and Expression
Learners and recognized learners' organizations, associations and clubs which are part of Hamdan Bin Mohammed e-University Community are guaranteed the rights of free inquiry, expression, and assemble upon and within university facilities after obtaining proper approvals; and are granted the freedom of examining and discussing all questions of interest to them, and to express opinions publicly and privately. They must always be free to support causes by orderly means which do not violate the university policies and regulations, the UAE laws and culture and do not disrupt in any case the regular and essential operation of the university. At the same time, it must be made clear that in their public expressions or demonstrations, learners or learners' clubs, organizations and associations speak only for themselves.

4. Freedom of Assembly
Hamdan Bin Mohammed e-University recognizes the rights of all learners to assemble in order to seek knowledge, debate ideas, form opinions, and freely express their views while respecting the rights and freedom of others. The university grants its learners the right of freedom of assembly, keeping into account that learner' gatherings must not disrupt or interfere with the operation of the university. Any recognized learners' organization, after receiving approval of both time and space, may hold group meetings inside the university building. Recognized learners' organizations may invite persons from outside the university to speak after obtaining approval from the Dean for Academic and Learner Affairs.

5. Freedom of Distribution and Posting
Learners may distribute post or upload printed and/or online published material subject to official procedures and policies and after obtaining approval from the Dean for Academic and

Learner Affairs. All free publications not in violation of the university policies and procedures and the UAE laws and culture may be distributed.

The university may restrict the distribution of any publications, where such distribution unreasonably interferes with university operations or violates the policies set forth for publication and distribution or the UAE laws and culture. Display of unauthorized postings will be removed immediately and individuals found to have posted any unauthorized material will be reprimanded.

6. Commercial Activities and Fund Raising
The use of university grounds or facilities for commercial or private gain purposes is prohibited except where commercial activity such as sale of books, instructional supplies, and other products that contribute to the operation of the instructional program or where limited sale is specifically authorized by the University for fund raising Purposes for instance.

7. Role of Learners in the University-wide Decision Making
Hamdan Bin Mohammed e-University considers its learners as an important part of its operations and values their opinions and suggestions; this is why it involves learners in institutional decision-making.

Additionally, learners' concerns, propositions, complaints and critiques can be communicated to the university through the university- Learner Liaison or through written complaints related to any aspect of the university's operations. Such complaints shall be forwarded to the LRM office by filling the Learner's Complaint Form.

Hamdan Bin Mohammed e-University takes the responsibility for providing its learners with a healthy and high quality standard educational environment, rich in resources needed by learners to attain their individual educational goals. In return, learners are responsible for making themselves aware of the full breadth of the resources available, for the timely choosing and appropriate use of those resources, and for the specific behavioral tasks necessary for attaining desired learning outcomes.
Some of **the learner's responsibilities** are summarized below:

- To become knowledgeable of, and adhere to the University's policies, practices, and procedures;
- Demonstrate respect for all persons in the university community-staff, faculty, and other learners.
- To participate actively in the learning process, both in and out of the classroom:
- To seek timely assistance in meeting educational goals;
- To attend all class sessions whether face to face or online;
- To participate fully in off line and online class activities;
- To participate actively in the in the advising system;
- To develop skills required for learning, e.g., basic skills, computer skills, time management, motivation, study skills, and openness to the educational goals;
- To assume the final authority for the selection of appropriate educational goals;
- To select the appropriate courses for meeting the chosen educational goals, as per the academic advisor;
- To evaluate the quality and quantity of resources available to learners;
- To contribute towards improving the university.

All learners are expected to adhere to common practices of modesty, cleanliness and neatness; to dress in a respectful manner within the acceptable standards of the community and in such a manner as to contribute to the academic atmosphere, not detract from it. Learners who fail to comply with this dress code may be subject to disciplinary actions.

I. FEMININE DRESS CODE:

The simple Black Abaya and Sheila, Formal Business Attire, Pants/Trousers, Skirts below knee, Blouse/Jackets covering the arm to the elbow.

Note:
* Simple make-up is acceptable.
* Sleeveless and skirts above knee are strictly prohibited.

II. MASCULINE DRESS CODE

Kandura (Deshdasha), Ghutra and Agal, Formal Business Attire, casual attire, or Pants/Trousers, Blouse/Jackets covering the arm to elbow.

The learners are also expected to obey to all university rules and regulations and are prohibited from engaging in any unlawful conduct. Any learner violating the code of conduct published in this policy either as a principal actor, aider or accomplice shall be subject to disciplinary action.

Adjudication of Code of Conduct

Conduct and behavior cases resulting from alleged violations of the University's code of conduct are within the jurisdiction of the LRM Office. Serious violations or repetitive violations are brought to the Learners Services Management Head and/or to the University Disciplinary Committee. In the case where a learner wishes to bring charges against another learner, he/she should do so through the LRM Office. In the case of the learners bringing charges against other learner(s), the learner bringing the charges must identify himself or herself to the LRM Office.

Learners must be aware that violations will be treated seriously, with special attention given to repeat offenders. Penalties that may apply to a learner violating the code of conducts vary according to the nature of the violation made and may include one of the following:

- Disciplinary Warning: - By sending a written formal Warning to the learner informing him or her that his/her conduct in a specific instance does not meet the university standards and that continued misconduct may result in more serious disciplinary action by the Learners Services Management Head.

- Disciplinary Probation: - By sending a written formal notice from the Learners Services Management Head to the learner informing him or her that s/he was found in violation of the university standards and may continue to be enrolled under stated conditions. Violations of the stated conditions will cause more serious disciplinary action.

- Suspension: - The Learners Services Management Head usually raises violations that requires such sanction to the University Disciplinary Committee; the committee may decide to suspend a learner for a fixed period of time, suspension may refer to:

- Exclusion of the learner from one or more courses,
- Exclusion of the learner from university activities.
- Exclusion of the learner from the university for a duration not exceeding two regular semesters.
- Learners will be required to meet with the Learners Services Management Head prior to being allowed to enrol at the university after the suspension period has expired.

- Expulsion: - The Learners Services Management Head usually raises the violations that require such sanctions to the University Disciplinary Committee. Expulsion refers to the termination of the learner status in the university.

- Supplemental Sanctions: - The Learners Services Management Head or the University Disciplinary Committee may impose additional sanctions or requirements which clearly address the issues involved in the misconduct. Any of the following may be imposed in connection with the above, but are not to be limited to:

- Work assignments
- Fines may be imposed: restitution, i.e., compensation for loss, damage, or injury
- Academic sanctions, e.g., revocation of degree, holding transcripts, removal from courses
- Failing course
- Loss of privileges
- Referral to External Authorities: - In the case where a learner is in violation of the UAE laws on university or university-sponsored related activities, the university may refer the learner to the local law for prosecution.

Examples of Learners' Misconduct

The following are examples of learner's misconduct:

- Violating university policies, rules and regulations.
- Abusing physically or verbally any person on university campuses, university sponsored campuses or through university facilities (i.e. online class rooms, forums, through email accounts of the university, etc).
- Humiliating conduct or language based on a person's race, gender, color, religion, nationality, origin, physical or other disability, age, or political beliefs.

- Being involved in unwelcome sexual advances or physical touching.

- Making sexually-oriented remarks, jokes, comments and/or behavior.

- Interfering by force or by violence (or by threat of force or violence) with any administrator, faculty, staff member, or other learner in the university.

- Filing a formal complaint falsely accusing another learner, faculty or university employee.

- Damaging the reputation of Hamdan Bin Mohammed e-University through unacceptable actions or behavior.

- Using the name of the University or distributing or posting any materials (including in electronic form) in its name without prior approval.

- Being involved in dishonesty and academic violation, including but not limited to cheating, plagiarism, violating copyrights, etc. Further information about academic dishonesty is found under the section on *Definition of Academic Violation.*

- Furnishing false information to the university with the intent to deceive the university or any person or agency.

- Entering and using university campuses or sponsored campuses or use of the university facilities without prior authorization.

- Entering any administrative or other employee office or any locked or otherwise closed university facility in any manner, at any time, without permission of the university employee or agent in charge thereof.

- Refusing to provide positive identification in appropriate circumstances.

- Damaging or destruction whether intentionally or due to negligence of any university facility or other public or private real or personal property.

- Bringing unauthorized visitors onto the university or university sponsored campuses

- Organizing illegal assembly, obstruction or disruption.

- Stealing or damaging of/to property of the university or of a member of the university community, such as visitors, learners, or employees.

- Abusing or unauthorized use of the university's computer equipment, software, passwords, records.

- Using computer resources to produce, view, store, replicate, or transmit harassing, obscene, or offensive materials. Offensive material includes, but is not limited to: pornographic, nude, semi-nude or other similarly lewd images; material displaying excessively violent or graphic content; material of racist or similarly demeaning content; or any other material that is generally understood to be socially or culturally offensive.

- Violating the confidentiality or security of passwords, records, or software, including but not limited to networks, Internet, World Wide Web, and E-mail.
- Using, possessing, or distributing alcoholic beverages, narcotics, or dangerous drugs in the University or university sponsored campuses.
- Smoking within the university campus or university sponsored campus
- Possessing or using of firearms, explosives, dangerous chemicals, substances, or instruments or other weapons which can be used to inflict bodily harm on any individual or damage upon a building or grounds in the university or University sponsored campuses.

Learner Academic Integrity Code (Academic Honesty)

It is the foundation upon which the learner builds personal integrity and establishes a standard of personal behaviour. The University can best function and accomplish its mission in an atmosphere of the highest ethical standards. The University expects and encourages all learners to contribute to such an atmosphere by observing all accepted principles of academic honesty. This policy is designed to encourage honest behaviour and is jointly administered by faculty and learners.

Academic dishonesty or cheating includes acts of plagiarism, forgery, fabrication or misrepresentation, such as the following:

1. Cheating: refers to intentionally using or attempting to use unauthorized materials, information, or study aids in any examination or academic exercise or make an attempt to change the outcome of assessment results through undue influence or material means. Cheating may take several forms for example:
- Copying from another learners' exam or work paper;
- Allowing another learners to copy;
- Using unauthorized material during the exam, or
- Receiving help during online exams and other assessment activities.

2. Plagiarism: to wilfully use the work, ideas, images or words of someone else in your submitted assignment without appropriate acknowledgement or attribution. Plagiarism can take several forms for example:
- Quoting another person's actual work without reference
- Using another person's idea, theory, opinion of others without reference
- Purchasing readymade work paper from the web

3. Dishonesty in Submitted Work: All academic work and materials submitted for assessment must be the original work of the learner (or group of learners if specified i.e. in a group work situation). Learners are prohibited from submitting any material prepared by, or purchased from another person or company other than them.

4. Copyright Violations: Copyright laws must be closely observed: Copying, alteration or unauthorized use of course material, University records, or instruments of identification with the intent of defraud or deceive is prohibited. Learners are expected to abide by relevant patents and intellectual property rights, for example, if they have access to any sensitive documents if their work involves access to information from outside institutions.

5. Inappropriate Proxy: Learners must attend their own examinations and classes whether they are virtual/online or physical. Those impersonated and the impersonators could face dismissal from the University.

6. Work Completed for One Course and Submitted to another: Learners may not present the same work for more than one course. In some situations, faculty may permit components of a significant piece of research to satisfy requirements in two courses.

7. Complicity in Academic Dishonesty: Complicity in academic dishonesty consists of helping or attempting to help another person commit an act of academic dishonesty or will fully assisting another learner in the violation of the academic code of integrity. Complicity in academic dishonesty is pre-meditated and intentional. This can include but is not limited to:
(a) Doing the work for another learner,
(b) Designing or producing a project for another learner,
(c) Providing answers during an exam test or quiz,
(d) Calling a learner on a mobile phone while taking an exam and providing information,
(e) Providing a learner with an advance copy of a test,
(f) Leaving inappropriate materials behind at the site of an exam or test,
(g) Altering examination results.

Settlement of Academic Honesty Offenses

Academic cases resulting from alleged violations of the University's academic honesty code are within the jurisdiction of the relevant faculty and Program Director, while more serious violations or repetitive violations are brought to the Dean of the School for further action. In the case where a learner wishes to bring charges against another learner, he/ she should do so through the Faculty member in whose course the violation occurred and the program director. In addition to this he/she must identify himself or herself to the faculty.

If a faculty is convinced that an alleged offense has resulted from an error in judgment on the learner's part rather than from purposeful dishonesty, the faculty may decide to use the occasion for instructing the learner on acceptable standards for academic work. In such cases, the faculty may, for example, require the learner to rewrite or correct the original assignment or to submit a substitute assignment or to apply a grade penalty. When faculty jurisdiction is exercised in the case of an unintentional academic violation, the faculty shall notify the Dean or the Head of General Education (in the case of learner is enrolled in GE courses) and the Learners Services Management Head of the event, in order for the university to monitor multiple occurrences of such errors of judgment by the particular learner.

In the case where the faculty believes that the offense made by the learner is a serious bridge of the university' academic honesty code, or in the cases of repetitive occurrence of such offenses, he/she must report the violation to the Dean of the school or the Head of General Education within 10 working days of the occurrence of the violation or after the day in which s/he has been aware of the violation. The report submitted must be supported by appropriate documentation or evidence.
Upon Receiving the Faculty report, the Dean of the school or the Head of General Education will inform the learner of the charges brought against him/her and arrange to discuss the charge with the learner either online or in person as appropriate. Learner will be presented with the charge and the evidence and he / she will be advised of the procedures including his/her rights and will be given the opportunity to respond to the charge either immediately or by writing within 5 working days. Faculties are not to submit grades for the work in question until the case has been settled. If the semester grades are due before the settlement process is complete, a temporary grade of N will be assigned.

After reviewing the charges and the evidence, the Dean of the school in consultation with the Program Director or in the learner enrolled in GE courses, the head of General Education Department may either:

-Dismiss the case and notify Learners Services Management Head of the decision , or

-Refer the case to the Learner Disciplinary Committee (LDC). A case is referred to LDC when the issue raised cannot be resolved through informal discussion or the learner chooses to bring it to the formal committee. In such a case, the Dean of the school shall notify the Learners Services Management Head to form the committee within 5 working days. The committee which will compose of the following members:

- Learners Services Management Head (Chair)
- Dean of the school
- The Learner concerned with the alleged charges
- A Secretary

The Committee, will give opportunity for hearing all parties involved in the case (faculty – learners, Learner-learner) and based on the evidence provided will make a decision and notify the concerned parties through a formal letter issued by the Chair within three working days from the hearing. The LDC decision will not be subject to appeal.

Penalties

Learners must be aware that academic violations will be treated seriously, with special attention given to repeat offenders:

- In dealing with the violation of the academic honesty conduct, the Learner Disciplinary Committee will take into account both the seriousness of the offense and any particular circumstances involved.

- Learners who have been found guilty may be suspended or dismissed or expelled after the case is brought to the Learner Disciplinary Committee.

- Penalties for an academic offense may vary from a verbal warning to expulsion and could include one or more of the following:

    a. Verbal or written warning.

    b. Resubmission of the work in question.

    c. Submission of additional work for the course in which the offense occurred.

    d. A lower grade or loss of credit for the work found to be in violation.

    e. A failing grade of F for the course in which the offense occurred. A notation of the academic violation will be entered on the learner's permanent record.

    f. Suspension for one or more academic semester, including the semester in which the offense occurred. A notation of the academic violation will be entered on the learner's permanent record.

    g. Dismissal (for a specified semester or permanently) from the University. A notation of the academic violation will be entered on the learner's permanent record.

A learner may not withdraw from a course in which an infraction has been found and a penalty applied. No refund or cancellation of tuition fees will be permitted in such cases.

Problem Resolution

1. Grade Appeal Procedure

Faculty members shall articulate and communicate course requirements and standards of performance to learners at the beginning of each course and apply equal and uniform performance evaluation and grading criteria to all learners.

Final course grades can be appealed based on the conditions outlined in the Grade Appeal Policy, through applying for a grade appeal following the release of course grades at the end of the semester.

2. Learner Complaints

Learners' complaints are recognized at the university as valuable input through effective, reciprocal communication and feedback between the learners and the university community, in order to continually assure the improvement of programs, policies, procedures and services.

All university learners within the 4C's model may raise complaints expressing their dissatisfaction in the delivery of academic, academic support or administrative services offered to them by the university through the SHOUT system, or by directly contacting the LRM or the relevant members in their school.

3. Learner Grievance

A learner may pursue a grievance if he or she believes that a member of the university community has violated his or her rights through actions like:

Alleged discrimination on the basis of race, color, religion, sex, age, national origin, or disability.
- Problems arising in the relationship between a learner and any member of the university Community

A learner may pursue a grievance if he or she believes that a member of the university community has violated his or her rights through actions like:

- Alleged discrimination on the basis of race, color, religion, sex, age, national origin, or disability.
- Problems arising in the relationship between a learner and any member of the university Community.

Grievance procedure does not apply to grading. Please refer to the previous section for grade appeals, except in the case of grievance against the Appeal Committee Decision.

Informal Resolution

Prior to invoking the procedures described below, learners are strongly encouraged to discuss his or her grievance with the person alleged to have caused the grievance. The discussion should be held within (10) calendar days from which the learner first became aware of the act or condition that is the basis of the grievance. The learner alternatively may wish to present his or her grievance in writing to the person alleged to have caused the grievance.

Formal Resolution

If a learner decides not to present his or her grievance to the person alleged to have caused the grievance or if the learner is not satisfied with the response, s/he may present the grievance in writing to the Learners Services Management Director. Any such written grievance must be received no later than 20 calendar days after the learner first became aware of the facts which gave rise to the grievance.

The Learners Services Management Head shall conduct an informal investigation to resolve any factual disputes. Upon learner's request, the Learners Services Management Head shall appoint an impartial fact-finding panel of no more than three persons to conduct an investigation. The Learners Services Management Head must state the terms and conditions of the investigation in a memorandum appointing the fact-finding panel. A fact-finding panel appointed hereunder shall have no authority to make recommendations or impose final action. The panel's conclusions shall be limited to determining and presenting facts to the Learners Services Management Head in a written report.

Based on the report of the fact-finding panel (if any), the Learners Services Management Head shall add his or her remarks and forward the case to the University Grievance Committee within 10 calendar days. The Grievance Committee shall make its decision within 14 calendar days from receiving the case and shall inform all involved parties. The University Grievance Committee decision is irrevocable.

Learners Council and Subcommittees

Hamdan Bin Mohammed e-University encourages learners to play a major role in shaping their learning experience at the university. For that purpose, the University has initiated a Learners Council (LC) to secure a platform for expressing learners' opinions and to serve as a mechanism for activating such a role.

A learner is considered as a voting member of the electoral body that elects members of the LC as long as she/he is enrolled in any program or offering of the 4C's model of Hamdan Bin

Mohammed e-University at the time of the election. It is expected that as a good citizen, a learner will participate and take an active role in the academic and social life of the University.

Eligibility to Stand for Contest/ Election

To stand for the election for membership of the LC, any learner enrolled in any academic program is eligible:

- Must be registered in the University at the time of election.
- Must have completed at least one semester as a learner in the University.
- Must be in a good academic standing as defined by the academic regulations of the University.
- Must adhere to the learner's code of conduct.
- Must present a security clearance
- Must read the articles of this Charter and consent in writing to abide by them.
- Must be 18 years or more.

Learners Council Subcommittees

The Learners Council shall form subcommittees such as and not limited to sport activities subcommittee, cultural activities subcommittee, public relationships subcommittee, arts activities subcommittee, services subcommittee, social activities subcommittee and scientific and technology activities subcommittee.

For more information you can contact LRM or the Learners' Council on the following email: LearnersCouncil@hbmeu.ac.ae

Financial Policies and Tuition Fees

Programs Tuitions & Other Applicable Fees

The tuitions for the undergraduate programs and other applicable fees for the academic year 2012 - 2013 are depicted in the following tables:

Program Name	Fees
eSBQM Undergraduate Programs	
Bachelor of Business and Quality Management	97,416
Bachelor of Business and Human Resource Management	102,168
Bachelor of Business and Accounting	97,416
Bachelor of Business and Marketing	97,416
Diploma of Business and Quality Management	49,896
eSchool of Health & Environmental Studies Undergraduate Programs	
Diploma in Health Administration	47,520
Bachelor of Science in Health Administration	97,416
General Education Programs	
Remedial Math	2,376

English Language Programs

Below is a list of the programs, the number of hours and the fees.

Program	Number of hours	Fees
Program 1	210	8400
Program 2	180	7200
Program 3	150	6000
Program 4	120	4800
Program 5	90	3600
Program 6	60	2400

OTHER FEES

Fee type	Fee	Notes
Admission Fee	3200	Non-Refundable / 3000 will be deducted from the Program Fees
English Placement Test Fee	100	Non-Refundable
IELTS Test Fee	875	Non-Refundable
Math Placement Test Fee	100	Non-Refundable
Registration Fee Foundation in HR	500	Non-Refundable
Registration Fee Professional Diploma in HR	500	Non-Refundable
Transfer Credit Evaluation Fee	300	Non-Refundable
Chang of Major	200	Non-Refundable
Late Registration Fee	150/Course	Non-Refundable/ If the registration happened after the enrolment period
Incomplete Application Fee	50/Course	Non-Refundable
Grade Appeal Application Fee	50/course	Non-Refundable
To Whom It May Concern Letter	50	Non-Refundable
Post-dated cheques charges per cheque For instalment plans	100	Non-Refundable
Penalty for Returned Cheque	200	Non-Refundable
Graduation fee	500	Non-Refundable / not including the ceremony
Official Transcript	50	Non-Refundable / per copy
Attestation	200	Non-Refundable / per each extra copy
Degree/certificate	200	Non-Refundable / per each extra copy
Lost University ID	100	Non-Refundable

Financial Aid & Scholarships Programs

Hamdan Bin Mohammed e-University administers various financial aid and scholarship schemes and programs. These schemes and programs are offered on merit and competitive basis to applicants to the university programs or learners without discrimination with regards to gender, nationality or origin; unless otherwise stated in certain specific types of scholarships/financial aids.

In order to apply for financial aid or a scholarship, a learner must fill out a "Financial Aid & Scholarship Application Form", and submit it to the Registration Unit at least one month prior to the first day of class, a stated in the academic calendar".

A learner cannot be granted more than one scheme or program of financial aid or scholarship at a time. In the case where a learner is eligible for more than one scheme or program of financial aid or scholarship, the one with the highest benefit to the learner will be applicable.

University Partial Scholarship Programs:
1. Tuition Remission for outstanding learners
2. University Discount schemes:
- Lifelong Learning Discount
- Staff and Staff Relatives Discount
- Family Tuition Discount
- University early admission Discount
- University referral Discount
- University Partnerships Discount
- HH Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Crown Prince of Dubai and President of Hamdan bin Mohammed e-University scholarships to outstanding high school students to pursue their academic studies. Twenty eligible applicants will be selected on competitive basis. The award is applicable to Fall semester applicants only.
- Sheikha Shamsa Bint Suheil Chair in Business and Financial Studies
- HBMeU Financial Aid

General Terms & Conditions:

- Learner shall advise HBMeU of any changes in his/her personal and work information which might include financial impact related to the financial Aid & scholarship policy.
- HBMeU keeps its sole discretion the right to discontinue financial Aid & scholarship or other discount provided to any learner who hides/changes his/her personal and work information related to any of the financial Aid & scholarship policy requirements.
- HBMeU at its sole discretion the right to alter, amend, add to or cancel any or all of financial policies, terms and conditions at any time by posting the relevant information on HBMeU website.
- Leaner shall comply with all payment and financial terms, conditions, policies and procedure.

  For more information please contact the Registration Unit at: +971 4 4241030 or registration@hbmeu.ac.ae

Payment Channels

All tuition fees are due at the beginning of each semester upon courses registration, The total amount of fees to be paid depends on the number of credit hours the learner decides to take in that particular semester.

Payment for courses can be made via one of the following Payment Channels:

1. **Online:**
   Via the use of credit or debit cards through HBM e-university secure payment gateways.

2. **Emirates NBD:**
   a. Emirates NBD Cash deposit Machine:

      - Learner to enter his/her learner ID and deposit the required amount.
      - Minimum payment limit through this service is AED 100.
      - Learner account with HBMEU will be updated at the same moment of payment.
      - Learner has to add and pay AED 10 as bank service charges.

   b. Emirates NBD Net Banking:

      - If you had Emirates NBD net banking account, please visit HBMEU payment icon.
      - Enter your ID and pay the required amount through your bank account directly.
      - Minimum payment limit through this service is AED 100.
      - Learner account with HBMEU will be updated at the same moment of payment.
      - Learner has to add and pay AED 10 as bank service charges.

3. **Bank Transfer:**
   Direct transfer to HBMeU Bank account:

Bank name:	Emirates NBD
Branch:	Main branch Dubai – United Arab Emirates.
Account name:	HBM e-University
Account #:	101-22607463-01
SWIFT Code:	EBILAEAD

Please fax or email copy of the bank advice mentioning your name/ ID/ contact no & Payment details to the below Address:
Email: Finance@hbmeu.ac.ae
Fax: +971-4-4393934 /Or/ +971-4-4393931

4. Current Dated Cheque:

Cheque to be issued in favor of "HBM e-University"

- Please note that Penalty charges of AED 200 will be added to the learner account if the check returned for any reason.

5. Demand Draft/ Manager Cheque:

Manager Cheque to be issued in favor of "HBM e-University" and to be cleared within Dubai - United Arab Emirates, and to be sent to finance division at HBM e-university site address.

Address:

Dubai International Academic City, Dubai, U.A.E.
P.O. Box: 71400, Dubai, UAE.
Toll Free Number: +971 800 333000
Operator: +971 4 4241111
Fax: +971 4 4393939

Important Instruction:

Please Notify us upon sending the manager cheque mentioning your name/ ID/ contact no. & Payment details Via email or fax as per the below contact points:
Email: Finance@hbmeu.ac.ae
Fax: +971-4-4393934 /Or/ +971-4-4393931

6. Cash on site:

Cash in UAE currency (AED) only to be paid to Finance Division at HBMeU Campus.

7. Installment plan:

HBM e-University offers the learner to pay each semester tuition fees in three installments through providing postdated cheques.

Please note the following:
- Finance division at HBMe-University will announce before the ADD/Drop period the installment plan details.
- First installment is due upon courses registration.
- Second and third installments via postdated cheques.
- AED 100 an administration charges will be added to the learner account for each postdated cheques and to be delivered to finance division at HBMeU upon courses registration.
- Please note that Penalty charges of AED 200 will be added to the learner account if the check returned for any reason.
- Learners who owe a balance to the University from a prior semester (because of returned cheques or because of any other reason) are not permitted to register for a subsequent semester until they clear the whole outstanding balance. The delay in settlement of due payments may prevent the concerned learner from enjoying the privilege of the installment plan in future.
- If two or more checks do not clear, checks are no longer accepted as a form of payment of tuition and the concerned learner will no longer be eligible to installment plans.
- Installment plan option is not applicable and not allowed on summer semesters.

Learners' Services and Facilities

HBMeU supports its mission and purpose by enrolling learners with diverse backgrounds and abilities, assisting them in reaching their full potential and providing them with adequate and appropriate resources, programs, services and support to optimize their educational experience and well-being.

HBMeU provides a wide range of quality support services and facilities appropriate and responsive to the needs of the diverse learner and alumni population. These services and facilities are customized to suit the nature of the blended delivery model.

Following are the services and facilities provided by HBMeU to support the learners:

Academic Advising

Academic advising can be regarded as one of the key structured activities within Hamdan Bin Mohammed e-University that provide learners with ongoing support and direct contact with resources to help them craft a path for their academic, professional and personal career.

Advising services at HBMeU take several forms depending on the needs of the learners as they move in their journey from admission to graduation, from one semester to another or from one program to another. The common purpose of all these services is to help learners set a clear path to success and achieve their academic, professional and personal goals.

Learners can communicate with their advisors through different modes via eCampus where they can register for courses and receive the approval of advisors.

e-Library Services Unit

The e-Library Service Unit provides learners, alumni, faculty members and other staff with a vast collection of learning resources and research materials which can be accessible at any time of the day or night and from anywhere. Through the internet, users can access the university e-library portal which provides access to electronic books, journals, articles, databases and other websites in just few seconds.

The e-Library Service Unit regularly conducts Information Literacy programs for the learners on the techniques of searching information, plagiarism and referencing. In addition, the e-Library Unit also regularly conducts orientation programs for the new comers; one hour Information Literacy programs, and two hours hands-on-training workshops. Also, the e-Library Unit provides the following services of: Reference Services, Current Awareness Services, Inter Library Loans, Remote Access Reference Services and Live chat.

The Call Center

A Call Center that operates from 8:00 am to 22:00 pm, from Saturday to Thursday has been put in place to provide a single point of contact; it offers services on anytime and anywhere basis.

Learning Delivery Support

The Learning Delivery Support unit is dedicated to providing computer-related technical support to all HBMeU learners. The kind of support provided includes, but is not limited to, access problems (such as access to Blackboard, e-library, payment gateway, etc), logging to email, forgetting passwords, assistance in installing or downloading software.

The Learning Delivery Support unit provides technical assistance based on the following support model:

Phone Support by calling +971 4 4241199. An IT specialist will work with the caller over the phone to resolve technical difficulties faced by him or her.

e-Mail Support via email, all emails are to be addressed to helpdesk@hbmeu.ac.ae, the email should specify the nature of the request and the date by which the requester would like his or her request to be answered

Web-based Support By accessing the online Help Desk through the university website, requests will be prioritized by the dispatcher on duty as they are received.

Web-based Live Support Our live on-demand support can be accessed to avail the facility of remote live assistance and screen sharing. This allows the IT Specialist to work directly on the laptop from the web for troubleshooting purposes.

Learner e-Mails

Learners' e-Mail accounts are generated to all learners upon admission and after issuance of learner's ID. The purpose of activating learners email account is to allow learners to conduct collaborative work efforts and share information with their fellow learners and faculty members regardless of time and/or geographic boundaries. Because of this open freedom, and the possibility of conversing with individuals with whom you may have never met, learners should conduct themselves in an appropriate manner during their communications. This service is provided free-of-charge to the learners of Hamdan Bin Mohammed e-University. Accounts are for individual use, and should not be loaned out to family or friends for any reason.

All official correspondence conducted via email to Learner should be sent to the University provided learner email account and no other private email accounts. Therefore, all learners are expected to check their email on a frequent and consistent basis in order to stay current with University related communications. Learners must ensure that there is sufficient space in their mailbox. Warning will be issued to the account when the mailbox will reach its maximum size. Accounts that reach their size limit will not be able to receive or send e-mails

The account creation does not require any action necessary by the learner; all accounts will have the same default password. Therefore learners when they first log in need to change their passwords. Passwords will be required to be changed every 90 days.

HBMeU will have the right to follow up on learners not adhering to the acceptable use of the email as per code of conduct policy.

Innovative Learners' Support and e-Learning Infrastructure

HBMeU has developed and deployed a state-of-art e-learning environment to support its learners and faculty. Our Virtual Learning Environment (VLE) includes many innovative and integrated components such as Learning Management System, Virtual Classrooms, E-Library, mobile services, social networking, etc. Furthermore, HBMeU has invested in developing an innovative learner-centric support infrastructure which provides learners with the technical training and support they need to benefit fully from our modern e-learning environment. Technical support and training is available both face to face and virtually online.

Furthermore, HBMeU has 4 fully equipped computer laboratories for learners, three of which are Windows based, and the forth is a Mac lab. The labs are further equipped with LCD projectors and sound systems.

Orientation Program

The purpose of the orientation program is to introduce new learners to Hamdan Bin Mohammed e-University, its policies and procedures, virtual learning environment, available services, and academic requirements of each program of study. Besides that, the orientation program prepares learners for a quantum transition from conventional learning to the blended approaches of acquiring knowledge.

Skill Upgrading Workshops and Resources

In line with the departmental mission of developing the overall personality of the learner, the Learner Relationship Management Unit and the General Education department organizes and conducts numerous workshops, training sessions, and lectures on variety of topics. The purpose of these events is to enhance and improve skills and to equip them with the competencies that will help them satisfactorily complete the requirements of their academic programs.

HBMeU e-Campus

HBMeU e-Campus is the main platform through which learners access the various services and resources. It is a central hub of information for learners through which all important announcements and posting requests can be made. It supports communication tools which can be used to build learning communities to enhance communication among learners.

Learners' Related Events

The LRM organizes a variety of learners 'events. These include: Competition events, social events, and celebrations, which include various activities involving learners, faculty and staff.

Electronic Career Advising and Placement Services (e-CAPS)

The Online Career Advising and Placement Services (e-CAPS) offers learners a comprehensive approach to academic and career planning as well as an academic support network designed to maximize each learner's academic success at the University. e-CAPS comprises the programs for Academic Advising, Career Development, and Educational Enrichment.

The primary aim of the Online Career Advising and Placement Services (e-CAPS) is to bridge the gap between learners, alumni, new graduates and the professional world through providing them with a range of services.

Counselling Services

Counselors provide a range of services intended to help learners develop improved coping skills in order to address interpersonal and academic concerns. Counselors also provide individual, couples and group counseling.

Among the most common concerns which Learners may bring to the Counseling Services are:
- Low self-confidence
- Finding, helping, or losing a relationship
- Getting along with others
- Puzzling or distressing emotional states
- Self-defeating behaviors
- Studying more effectively
- Life purpose and direction
- Making better decisions
- Examining career options

All the information between the counselor and the learner is strictly confidential and will be treated with the outmost discreetness. The counselor has the right to break the confidentiality rule if there is a direct threat to the safety of the learner or to others

The Counselor provides consultations to learners as per the counselor time table or by appointment outside their time table. Appointments can be taken through sending e-mails to counseling@hbmeu.ae

HBMeU Campus

The HBMeU new dedicated campus at the academic city accommodates 22 state of the art classrooms with seating capacities varying from 25 to 60, in addition to an auditorium with a capacity of more than a 190 seats. The university premises also include 3 computer labs and several meeting rooms in various locations of the campus. All classrooms are smart rooms featuring the use of technologies, such as smart boards, live streaming, wireless internet, etc.

Campus Timing and Security

Learners are able to access the University campus during the official working hours which is from 8:00 AM to 3:00 PM when any administrative service is required.
Additionally, learners are able to access the other campus facilities at any time from 8:00AM up to 10:00 PM, after that time; learners are not allowed to stay in the University campus and the Security Guard will ensure that all learners leave by 10:00 PM.
The University enforces the security of the campus 24 hours; certain behaviors shall be strictly prohibited:
The learners are requested to provide the security guards any personal identification when required; the learners are expected to attend the campus with their university ID card.
The learners are responsible for their valuable personal items. In case of lost/found items, the Security Guards shall be responsible to report any lost and found items in the campus, and the learners are required to handle the lost/find items to the Security Guards.

The learners are required to follow the Security Guards directions in case of Emergency Evacuation to ensure their safety.

The security guards have the right to withdraw any learners' ID in case of miss conduct.

University Partial Scholarship Programs:

All new officially admitted learners to the undergraduate programs and who have completed their high school certificate and demonstrated academic excellence by achieving a minimum grade point average of 90% are entitled to a tuition remission of 20% of the tuition fee of the program for the first semester they are enrolled in.

A continuing full-time undergraduate learner who achieves a minimum GPA of 3.60 out of 4.00 in a given semester where the academic load is 15 C/Hrs minimum, is entitled to tuition remission of 15% of the tuition fees for the following semester he/she will enroll in.

The tuition remission is also applicable for summer session, in all cases.

Schools & Academic Programs

General Education Department

Vision:

"The general education department will be nationally recognized as a leading provider of rigorous, coherent, and meaningful set of general education courses that prepare learners for advanced studies in a variety of disciplines and career options."

Mission:

"To create and nurture a learning environment that is characterized by its support for intellectual curiosity, life-long learning, and personal development."

Purpose and Objectives

The purpose of the general education department is twofold:

(a) To serve as an operational catalyst for administering and delivering general education courses across the undergraduate programs offered by the various schools of the university; and

(b) To ensure delivery of well-rounded and broad-base knowledge that adequately prepares learners for advanced studies in their chosen areas of specialization.

The specific objectives that the department strives to achieve are articulated as follows:

- To create a learning environment that stimulates intellectual curiosity, fosters values of civic life, and promotes personal development and growth.

- To contribute to the on-going efforts of other schools in terms of creating a learner-centric academic activities and programs.

- To collaborate with other entities and departments within the university to foster a culture that is geared towards a rewarding university experience and increasing learners' retention.

- To prepare learners to be enlightened, well-educated citizens who can take systematic and scientific approaches to solving problems, communicate effectively, reason cogently, and think critically.

- To prepare learners to become active online learners with broad understanding to the concepts and approaches of e-learning.

- To provide an environment in which learners are able to experience the benefits of moving beyond the knowledge boundaries of a single discipline and explore cross and interdisciplinary connections, and cross-cultural contexts.

- To establish a rich and diverse portfolio of extra-curricular programs that re-enforces inter-disciplinary learning, enhances learners' life skills and fosters community-based experiences.

The University conducts English placement tests to determine learners' English language proficiency and offers short courses to improve their language skills and prepare them for TOEFL and IELTS examinations. Below is the process and the phases of training that constitute the English language development program.

Phase 1	
Pre Assessment	Each participant completes an 'Online English Placement test' This will ascertain the general English level as per the CEFR scale and places the learner in a particular level.
Phase 2	
Initial Assessment	Prior to course commencement there will be an initial assessment to ascertain each learner's baseline IELTS /TEOFL score. This will be a group assessment of 3 hours held under test conditions on the Reading, Writing and Listening modules. Based on these test results students will be grouped into similar levels for the English language training.
Phase 3	
Schedule of training	Based on the test results from phase 2 and the minimum IELTS / TOEFL test score required by each student, a schedule of training will be proposed in order for the requirements to be met within one semester (where possible).
Phase 4	
English Training for IELTS /TOEFL	Group tuition based on class size of 10 to 15 learners will be conducted in 30 hour blocks. *Notes:* 1. *Some learners may complete their requirements within one 30 hour block, other learners may need to complete several 30 hour blocks (this will be advised in Phase 3).* 2. *learners assessed at a lower level of English may need to attend general English language training for one or more levels prior to attending IELTS / TOEFL exam preparation course*
Phase 5	
Final Assessment	Final assessment to ascertain IELTS /TEOFL level a) Group assessment of 3 hours duration will be held under test conditions on the Reading, Writing and Listening modules. b) Individual assessment of 15 minutes duration will be held on the Speaking module.

General Education Course Description:

Course Code	Course Name	Course Description
702AFL106	Arabic As Foreign Language	This is a foundation course that focuses on the basic skills of Arabic speaking, writing, reading and listening. It also focuses on Arabic grammar and vocabulary. The course intends to arm non-Arabic speaking learners with working knowledge in this language
702ARB102	Arabic Studies	يوفّر المساق المقرّر فرصة للطّالب الجامعيّ غير المتخصّص لدراسة نصوص مختارة شعرًا ونثرًا، وتعرّف أساليب التّعبير، والتّدرّب على تطبيقات لغويّة ونحويّة وبلاغيّة. ويتناول المساق أبوابًا نحويّة لا غنى عنها للطّالب الجامعيّ في الكتابة، والحديث، مثل: انواع الجمل، والإعراب والبناء؛ بالإضافة إلى قواعد أساسيّة في الإملاء وعلامات التّرقيم. ويدرّب الطّالب على مهارات الكتابة المطلوبة والدّاعمة لدراسته من مثل كتابة التّقارير، والرّسائل الوظيفيّة على أنواعها، والتّعميمات، والمخاطبات، والسّير الذّاتيّة والغيرتيّة
702ENG103	English I	This course takes learners through a process approach to writing. It prepares learners to write well-organized and accurate paragraphs and short compositions. The focus of this course is on grammar and paragraph writing skills
702ENG201	English II	In this advanced course, learners will develop academic writing competencies. It requires learners to read and respond to a variety of texts from different disciplines and to produce written reports or research papers demonstrating analytical and critical skills
702GMA202	General Mathematics	General Mathematics is a comprehensive introduction to the concepts and applications of mathematics to variety of disciplines. The course involves the study of basic functions: polynomial, rational, exponential, logarithmic, and trigonometric, real number system, equations and inequalities, graphing techniques, and applications of functions
702NTD104	Introduction to IT	This course combines both the theory and application of computers in various environments. The course is also designed to address the basic technological skills and competencies necessary to succeed in online environments where learners are exposed to virtual learning environments and how Learning management systems, virtual class rooms and other applications supporting their learning are used
702STA203	Introduction to Statistics	This course will provide an introduction to the basic concepts and calculations used in descriptive and inferential statistics. It focuses on design and analysis of both parametric and non-parametric data. Since statistics has applications in many areas such as business, science, medicine, and education, the course will draw examples from these areas to consolidate learners understanding of the theoretical models and concepts

702SCA107	Islamic Culture (Arabic)	يُطرح مساق الثقافة الإسلامية باللغة العربية ليتناول مفهوم الثقافة والفكر الإسلامي وخصائصه ومصادره، ويبرز التصور الإسلامي للكون والحياة والإنسان، ويعطي صورة إجمالية عن العقيدة والعبادة والأخلاق وأثرها في الحياة، مع العناية بالمنهج العلمي الإسلامي
702SLC105	Islamic Culture (English)	This course taught in English language is an introduction to the Islamic history and culture. The course will discuss the various pillars of Islam, faith in God, the Quran and the basic teachings of Islam. The course also will include the role of Islam in the daily life and the contemporary issues
702MHG206	Muslim Heritage and its Global Impact	This course explores the role that Muslim heritage has played in the evolution of modern day societies and civilizations. Great men and women in Muslim civilizations including artists, artisans, sociologists, educators, scientists, economists and architects – expressed their humanity through beneficial contributions to the society. They were engaged in this through open mindedness, and in many occasions with constructive dialogues with other evolving societies at their times
702PHS205	Physical Sciences	This course is designed for non-science learners. It intends to give a general background on physical sciences and their contribution to modern life. The course covers a wide range of highly needed concepts and phenomena on aspects of physical sciences that are closely related to scientific developments.
702PSY204	Psychological Principles and Lifelong Learning	This course introduces the strategies beginning and returning adult students need for successful lifelong learning by applying psychological principles. Theoretical and practical aspects of learning will be explored. Emphasis will be placed on self-directed learning, critical thinking, self-assessment, group skills, study skills, time management, stress management and other strategies necessary to support lifelong learning process in a modern world
702MAT101	Remedial Mathematics	This course deals with basic concepts of mathematics to provide learners with an insight into mathematical reasoning and its application. The course is intended for learners with limited mathematical background or preparation. It is a non-credit course and therefore upon completion of this course no credits will be counted towards total credit hours required for graduation in a particular undergraduate program.

General Education Faculty Roster

Dr. Mahmoud Haj Ahmed, General Education, Head

Dr. Mahmoud H. Haj-Ahmed has more than 25 years of experience in the academic field and administration of institutions of higher education. A considerable part of this experience was in Canada, USA, Sultanate of Oman, Sudan, and UAE. He served as Dean for Academic and Learner Affairs, Director of Learner Services, Dean of a Business College, Registrar of a University, and Director of an English Language Centre. In addition to these administrative responsibilities, he taught graduate and undergraduate courses in the area of Business and Management. Dr. Haj-Ahmed holds a Ph.D. in Applied Management & Decision Sciences from Walden University, Minnesota, USA and a Master Degree in Economics from Southern University, California, USA

e- School of Business and Quality Management

School Mission

To create a learning environment which encourages a spirit of critical enquiry and intellectual curiosity in relation to all disciplines related to business and quality management

School Objectives

The School's key objectives are:

- To create a learning environment which encourages a spirit of critical inquiry and intellectual curiosity in relation to all disciplines offered by the university;
- To build on and strengthen our distinctive competencies in total quality management and its wider application.
- To set the highest standards of e-learning and to be responsive to society's needs
- To search for, communicate and apply knowledge in disciplines relevant to the needs of the Middle East.

The Bachelor of Business and Quality Management

Program Description

The Bachelor of Business and Quality Management is based on the premise that learners will have a broad and comprehensive perspective on business and all the important models that affect organizations at the macro and micro levels. Learners will be prepared to take responsibility and manage in organizational settings that operate in a modern context where emphasis on having various disciplines working in harmony through integration and where quality management drives strategy, operations, and customer impact and market orientation.

Program Goals

By the end of the program, graduates will:

PO1   Apply a wide range of business and quality concepts in organizations from different industry sectors.

PO2   Appraise Quality Gurus contributions in the development of TQM thinking and its impact on global quality movement.

PO3   Demonstrate technical, interpersonal skills and business expertise to assist them in their careers.

PO4   Analyze different types of organizational structures and examine the role of quality systems to achieve business excellence.

PO5   Compute and interpret financial data and appraise human resource management operations.

Program Structure

Total of 123 credit hours

Courses	Cr/H
General Education Requirements	30
General Business Requirements	57
Program Requirements	24
Program Electives	9
Internship (*or an Elective for learners with substantial work experience*)	03
Total Number of Credit Hours	**123**

General Education Requirements (30 credit hours)

Course Code	Course Name	Cr/H
702ARB102 or 702AFL106	Arabic Studies or Arabic As Foreign Language*	3
702ENG103	English I	3
702NTD104	Introduction to IT	3
702PHS205	Physical Sciences	3
702GMA202	General Mathematics	3
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3
702ENG201	English II	3
702STA203	Introduction to Statistics	3

| 702PSY204 | Psychological Principles and Lifelong Learning | 3 |
| 702MHG206 | Muslim Heritage and its Global Impact | 3 |

General Business Requirements (57 credit hours)

Course Code	Course Name	Cr/H
101ENB201	English for Business	3
101MGT110	Introduction to Management	3
101BCO206	Business Communication	3
102QME301	Quantitative Methods	3
101PMK203	Principles of Marketing	3
101BET210	Business Ethics	3
103MAC201	Managerial Accounting	3
101MIC205	Microeconomics	3
101FAC109	Financial Accounting	3
101HRM207	Introduction to HR Management	3
101MAC208	Macroeconomics	3
101PFN204	Principles of Finance	3
101PRM209	Project Management	3
101RMB301	Research Methods for Business	3
101OBE303	Organizational Behaviour	3
101OPM307	Operations Management	3
101MIS309	Management Information Systems	3
101NBU404	International Business	3
101BST403	Business Strategies	3

Program Requirements (24 credit hours)

Corse Code	Course Name	Cr/H
101QGP302	Quality Gurus and Their Philosophies	3
101TQF304	TQM Fundamentals	3
101QMT305	Quality Management Tools & Techniques	3
101BPM308	Business Process Management	3
101QSY402	Quality Systems	3
101TEW405	Team Work	3
101BUE407	Business Excellence	3
101CAP500	Capstone Project	3

Internship (*or an Elective for learners with substantial work experience*) (3 credit hours)

Corse Code	Course Name	Cr/H
101NTS408 Or an Elective	Internship (or an Elective for learners with substantial work experience)	3

Program Electives (9 credit hours)**:** Choose any 3

Corse Code	Course Name	Cr/H
101QCU310	Quality Culture	3
101CON311	Continuous Improvement	3
101LQU312	Leadership in Quality	3
101QUP313	Quality Planning	3
101SQU314	Service Quality	3
101CCA315	Customer Care	3
101BUS401	Business and Society	3
101SRE316	Social Responsibility	3

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Year 1 Semester I

Course Code	Course Name	Cr/H	Pre-requisite
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	--------
702ENG103	English I	3	--------
702NTD104	Introduction to IT	3	--------
702PHS205	Physical Sciences	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101 Remedial Mathematics
702SCA107 or 702SLC105	Islamic Culture (Arabic) or Islamic Culture (English)*	3	--------
Total Number of Credit Hours		**18**	

Year 1 Semester II

Course Code	Course Name	Cr/H	Pre-requisite
702ENG201	English II	3	702ENG103
702STA203	Introduction to Statistics	3	702GMA202
702PSY204	Psychological Principles and Lifelong Learning	3	--------
101MGT110	Introduction to Management	3	--------
702MHG206	Muslim Heritage and its Global Impact	3	--------
Total Number of Credit Hours		15	

**Year 2
Semester III**

Course Code	Course Name	Cr/H	Pre-Requisite
101ENB201	English for Business	3	702ENG201
102QME301	Quantitative Methods	3	702STA203 or 702GMA202
101PMK203	Principles of Marketing	3	101MGT110
101BET210	Business Ethics	3	101MGT110
101FAC109	Financial Accounting	3	101MGT110
Total Number of Credit Hours		15	

**Year 2
Semester IV**

Course Code	Course Name	Cr/H	Pre-Requisite
101BCO206	Business Communication	3	702ENG201
101MIC205	Microeconomics	3	702GMA202
103MAC201	Managerial Accounting	3	101FAC109
101HRM207	Introduction to HR Management	3	101MGT110
101TQF304	TQM Fundamentals	3	101MGT110
101RMB301	Research Methods for Business	3	702STA203
Total Number of Credit Hours		18	

**Year 3
Semester V**

Course Code	Course Name	Cr/H	Pre-Requisite
101MAC208	Macroeconomics	3	101MIC205
101PFN204	Principles of Finance	3	101FAC109
101QGP302	Quality Gurus and their Philosophies	3	101TQF304 / Completion of 60 Cr/H
101TEW405	Team Work	3	--------
XXXXXX	Elective I	3	Completion of 60 Cr/H
Total Number of Credit Hours		15	

Year 3
Semester VI

Course Code	Course Name	Cr/H	Pre-Requisite
101QMT305	Quality Management Tools & Techniques	3	101TQF304
101PRM209	Project Management	3	101MGT110
101MIS309	Management Information System	3	702NTD104
101BPM308	Business Process Management	3	101TQF304
XXXXX	Elective II	3	Completion of 60 Cr/H
Total Number of Credit Hours		**15**	

Year 4
Semester VII

Course Code	Course Name	Cr/H	Pre-Requisite
101NBU404	International Business	3	Completion of 60 Cr/H
101NTS408 Or an Elective	Internship	3	Completion of 90 Cr/H
	OR an Elective for learners with substantial work experience from the below list		As per the pre-requisites for individual elective courses
101OBE303	Organizational Behaviour	3	101MGT110
101OPM307	Operations Management	3	702STA203/101MGT110
XX XXXXX	Elective III	3	Completion of 60 Cr/H
Total Number of Credit Hours		**15**	

Year 4
Semester VIII

Course Code	Course Name	Cr/H	Pre-Requisite
101QSY402	Quality Systems	3	101QMT305
101BST403	Business Strategies	3	Completion of 60 Cr/H
101BUE407	Business Excellence	3	101TQF304
101CAP500	Capstone Project	3	Completion of 90 Cr/H
Total Number of Credit Hours		**12**	

Program Electives

Course Code	Course Name	Cr/H	Pre-Requisite
101QCU310	Quality Culture	3	101TQF304 and Completion of 60 Cr/H
101CON311	Continuous Improvement	3	Completion of 60 Cr/H
101LQU312	Leadership in Quality	3	Completion of 60 Cr/H
101QUP313	Quality Planning	3	Completion of 60 Cr/H
101SQU314	Service Quality	3	Completion of 60 Cr/H
101CCA315	Customer Care	3	Completion of 60 Cr/H
101BUS401	Business and Society	3	Completion of 60 Cr/H
101SRE316	Social Responsibility	3	Completion of 60 Cr/H

The Bachelor of Business and Human Resource Management

Program Description

There is growing recognition that the quality of an organization's human resources plays a central role in today's competitive business environment.
The Bachelor of Business and Human Resource Management degree prepares graduates for a career in the specialized area of human resource as a generic professional field and provides them with a solid grounding in the functions of the human resources management. Its aim is to enhance and develop learners' competence and intellect to succeed in this increasingly competitive business environment

A strong foundation in the principles of business and their evolution is developed in early courses of years one and two of the program. This will provide learners with a fundamental understanding of traditional business functions and the processes that link them. Advanced courses such as Employment Law, Recruitment and Selection, Compensation, Training & Development, Labor and Relations, Pension & Benefits Plans, Applied HR Business Policies, Human Resource Planning, Occupational Health and Safety, and International HR Management provide a more detailed examination of the functional areas of human resources management

Program Goals

PG.1 To prepare human resource managers who have a firm understanding of the legal issues involved in the administration of the human resource function.
PG.2 To develop human resource professionals who are capable of effectively designing and implementing a compensation system in a business organization.
PG.3 To develop human resource professionals who are capable of dealing effectively with all aspects of employee management relations.
PG.4 To develop human resource professionals who are capable of effectively designing and implementing both the staffing function and the development function in a business organization
PG.5 To develop human resource professionals that can deal effectively with a variety of different people in a variety of different situations
PG.6 To develop human resource managers who have a firm understanding in the traditional business functions and the processes that link them.

Program Structure

Total of 129 credit hours

Courses	Cr/H
General Education Requirements	30
General Business Requirements	51
Program Requirements	33
Program Electives	12
Internship (*or an Elective for learners with substantial work experience*)	03
Total Number of Credit Hours	**129**

General Education Requirements (30 credit hours)

Course Code	Course Name	Cr/H
702ARB102 or 702AFL106	Arabic Studies or Arabic As Foreign Language*	3
702ENG103	English I	3
702NTD104	Introduction to IT	3
702PHS205	Physical Sciences	3
702GMA202	General Mathematics	3
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3
702ENG201	English II	3
702STA203	Introduction to Statistics	3
702PSY204	Psychological Principles and Lifelong Learning	3
702MHG206	Muslim Heritage and its Global Impact	3

General Business Requirements (51 credits)

Course Code	Course Name	Cr/H
101FAC109	Financial Accounting	3
101MGT110	Introduction to Management	3
101PMK203	Principles of Marketing	3
101PFN204	Principles of Finance	3
101MIC205	Microeconomics	3
101HRM207	Introduction to HR	3
101MAC208	Macroeconomics	3
101PRM209	Project Management	3
101OBE303	Organization Behaviour	3
101OPM307	Operations Management	3
101MIS309	Management Information System	3

101BST403	Business Strategies	3
101TQF304	TQM Fundamentals	3
101CCA315	Customer care	3
101PEM406	Performance Measurement	3
102QME301	Quantitative Methods	3
101BPM308	Business Process Management	3

Program Requirements (33 credit hours)

Course Code	Course Name	Cr/H
102 HRP201	HR Planning & Development	3
102RSE202	Recruitment & Selection	3
102ELW204	Employment Law	3
102OCG203	Organizational Consulting	3
102TRD303	Training and Development	3
102COM305	Compensation	3
102HRP405	Applied HR Policies	3
102NHR406	International HR Management	3
102CAP500	Capstone Project	3
102OHS401	Occupational Health and Safety	3
102PBP402	Pension Benefits and Plan	3

Internship (*or an Elective for learners with substantial work experience*) (3 credit hours)

Course Code	Course Name	Cr/H
101NTS408 Or an Elective	Internship (or an Elective for learners with substantial work experience)	3

Program Electives (12 credit hours)

Course Code	Course Name	Cr/H
101CON311	Continuous Improvement	3
102SPT317	Special Topics in HRM	3
102EMR318	Employee Relations	3
101SRE316	Social Responsibility	3
102LME319	Labour Market Economics	3
102CAM302	Career Management	3
101BET210	Business Ethics	3
101BUS401	Business and Society	3

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	
702NTD104	Introduction to IT	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Mathematics
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3	
101MGT110	Introduction to Management	3	
Total Number of Credit Hours		**18**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG201	English II	3	702ENG103
702PSY204	Psychological Principles and Lifelong Learning	3	--------
101FAC109	Financial Accounting	3	101MGT110
702PHS205	Physical Sciences	3	--------
101HRM207	Introduction to HR Management	3	101MGT110
702STA203	Introduction to Statistics	3	702GMA202
Total Number of Credit Hours		**18**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101PFN204	Principles of Finance	3	101FAC109
102HRP201	HR Planning & Development	3	101HRM207
702MHG206	Muslim Heritage and its Global Impact	3	--------
102RSE202	Recruitment & Selection	3	101HRM207
101MIC205	Microeconomics	3	702GMA202
Total Number of Credit Hours		**15**	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101MAC208	Macroeconomics	3	101MIC205
102ELW204	Employment Law	3	101HRM207 101PFN204
101PRM209	Project Management	3	101MGT110
101PMK203	Principles of Marketing	3	101MGT110
102QME301	Quantitative Methods	3	702STA203 or 702GMA202
102OCG203	Organizational Consulting	3	101HRM207
Total Number of Credit Hours		**18**	

Semester V - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
101OBE303	Organizational Behaviour	3	101MGT110
101TQF304	TQM Fundamentals	3	101MGT110
101CCA315	Customer Care	3	Completion of 60 Cr/H
101OPM307	Operations Management	3	702STA203/101MGT110
XXXXXX	Elective I	3	
Total Number of Credit Hours		**15**	

Semester VI - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
102TRD303	Training & Development	3	102HRP201
101MIS309	Management Information System	3	702NTD104
101PEM406	Performance Measurement	3	101TQF304
102COM305	Compensation	3	101HRM207
XXXXXX	Elective II	3	
Total Number of Credit Hours		**15**	

Semester VII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
101BST403	Business Strategies	3	Completion of 60 Cr/H
102HRP405	Applied HR Policies	3	101TQF304 102COM305
102NHR406	International HR Management	3	102ELW204 102RSE202
102CAP500	Capstone Project	3	Completion of 90 Cr/H
XXXXXX	Elective III	3	
Total Number of Credit Hours		**15**	

Semester VIII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
102OHS401	Occupational Health and Safety	3	Completion of 90 Cr/H
102PBP402	Pension Benefits and Plan	3	102COM305
101BPM308	Business Process Management	3	101TQF304
101NTS408 Or an Elective	Internship	3	Completion of 90 Cr/H
	OR an Elective for learners with substantial work experience from the below list		As per the pre-requisites for individual elective courses
XXXXXX	Elective IV	3	
Total Number of Credit Hours		**15**	

*Program Electives

Course Code	Course Name	Cr/H	Pre-Requisite
101CON311	Continuous Improvement	3	Completion of 60 Cr/H
102SPT317	Special Topics in HRM	3	102HRP405 102NHR406
102EMR318	Employee Relations	3	Completion of 60 Cr/H
101SRE316	Social Responsibility	3	Completion of 60 Cr/H
102LME319	Labour Market Economics	3	101MAC208
102CAM302	Career Management	3	101HRM207 102HRP201
101BET210	Business Ethics	3	101MGT110
101BUS401	Business and Society	3	Completion of 60 Cr/H

The Bachelor of Business and Accounting

Program Description

The Bachelor of Business and Accounting program highlights the growing importance of accounting and finance all over the world. In this program, learners will be exposed to the contemporary principles and practice of accounting in all types of organizations.

Program Goals

PG.1 Develop the learners' analytical competencies to apply accounting procedures, principles and methods to the measurement of the financial welfare of organizations;

PG.2 Demonstrate awareness of contemporary issues in accounting at the workplace and the role of accounting information in the local, national, and world economies;

PG.3 Develop the learners' capabilities to critically and reflectively engage and expand awareness and application of ethical issues in accounting, particularly questions of social responsibility and professional practice;

PG.4 Develop learners' abilities to apply analytical, problem-solving, decision-making, oral and written communication, and information technology skills in the context of accounting and finance, and

PG.5 Ensure learners possess the knowledge and skills necessary to perform a professional accounting role in public accounting, industry and government in an ever-changing, globally competitive business environment.

Program Structure
Total of 123 credit hours

Courses	Cr/H
General Education Requirements	30
General Business Requirements	42
Program Requirements	36
Program Electives	12
Internship (or an Elective for learners with substantial work experience)	03
Total	**123**

General Education Requirements (30 credit hours)

Course Code	Course Name	Cr/H
702ARB102 or 702AFL106	Arabic Studies or Arabic As Foreign Language*	3
702ENG103	English I	3
702NTD104	Introduction to IT	3
702PHS205	Physical Sciences	3
702GMA202	General Mathematics	3
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3
702ENG201	English II	3
702STA203	Introduction to Statistics	3
702PSY204	Psychological Principles and Lifelong Learning	3
702MHG206	Muslim Heritage and its Global Impact	3
Total Number of Credit Hours		**30**

General Business Requirements (42 credit hours)

Course Code	Course Name	Cr/H
101MGT110	Introduction to Management	3
101ENB201	English for Business	3
101FAC109	Financial Accounting	3
103MAC201	Managerial Accounting	3
101MIC205	Microeconomics	3
101MAC208	Macroeconomics	3
101BET210	Business Ethics	3
101BCO206	Business Communication	3
102QME301	Quantitative Methods	3
101PMK203	Principles of Marketing	3
101PFN204	Principles of Finance	3
101OPM307	Operations Management	3
101BST403	Business Strategies	3
101NBU404	International Business	3

Program Requirements (36 credit hours)

Course Code	Course Name	Cr/H
103ACC304	Intermediate Accounting I	3
103NCC410	Intermediate Accounting II	3
103CAC305	Cost Accounting	3
103ACC403	Advanced Management Accounting	3
103AIS309	Accounting Information System	3
103BUL404	Business Law	3
103NAC407	International Accounting	3
103ATP405	Auditing Theory and Practice	3
103STA406	Special Topics in Accounting	3
103FSA401	Financial Statement Analysis	3
103CAP500	Capstone Project	3
101BUS401	Business and Society	3

Internship (*or an Elective for learners with substantial work experience*) (3 credit hours)

Course Code	Course Name	Cr/H
101NTS408 Or an Elective	Internship (or an Elective for learners with substantial work experience)	3

Program Electives (12 credit hours)

Course Code	Course Name	Cr/H
103MEC307	Managerial Economics	3
103NTF308	International Trade and Finance	3
103BMF303	Money and Banking	3
103FIM306	Financial Institution Management	3
103ABL411	Advanced Business Law	3
103NPA402	Accounting for Not-for-Profit Organizations	3
103ERP409	Enterprise Resource Planning	3
101SRE316	Social Responsibility	3

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	--------
702NTD104	Introduction to IT	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Math
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3	
101MGT110	Introduction to Management	3	--------
Total Number of Credit Hours		**18**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG201	English II	3	702ENG103
702PSY204	Psychological Principles and Lifelong Learning	3	--------
702STA203	Introduction to Statistics	3	702GMA202
101FAC109	Financial Accounting	3	101MGT110
101MIC205	Microeconomics	3	702GMA202
Total Number of Credit Hours		**15**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101ENB201	English for Business	3	702ENG201
101MAC208	Macroeconomics	3	101MIC205
103MAC201	Managerial Accounting	3	101FAC109
702PHS205	Physical Sciences	3	--------
702MHG206	Muslim Heritage and its Global Impact	3	--------
Total Number of Credit Hours		**15**	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101BCO206	Business Communications	3	702ENG201
101BET210	Business Ethics	3	101MGT110
102QME301	Quantitative Methods	3	702STA203 or 702GMA202
101PMK203	Principles of Marketing	3	101MGT110
101BUS401	Business and Society	3	Completion of 60 Cr/H
Total Number of Credit Hours		**15**	

Semester V - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
101PFN204	Principles of Finance	3	101FAC109
101OPM307	Operations Management	3	702STA203/101MGT110
101BST403	Business Strategies	3	Completion of 60 Cr/H
101NBU404	International Business	3	Completion of 60 Cr/H
103ACC304	Intermediate Accounting I	3	101FAC109
Total Number of Credit Hours		**15**	

Semester VI - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
103NCC410	Intermediate Accounting II	3	103ACC304
103CAC305	Cost Accounting	3	101FAC109
103ACC403	Advanced Management Accounting	3	103MAC201
103AIS309	Accounting Information System	3	--------
103BUL404	Business Law	3	101BET210; 101MGT110
Total Number of Credit Hours		**15**	

Semester VII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
103NAC407	International Accounting	3	103ACC304 103NCC410
103ATP405	Auditing Theory and Practice	3	103NCC410
103STA406	Special Topics in Accounting	3	--------
103FSA401	Financial Statement Analysis	3	103NCC410
103CAP500	Capstone Project	3	Completion of 90 Cr/H
101NTS408 Or an Elective	Internship	3	Completion of 90 Cr/H
	OR an Elective for learners with substantial work experience from the below list		As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**18**	

Semester VIII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
XXXXXXX	Elective I	3	--------
XXXXXXX	Elective II	3	--------
XXXXXXX	Elective III	3	--------
XXXXXXX	Elective IV	3	--------
Total Number of Credit Hours		**12**	

Program Electives

Course Code	Course Name	Cr/H	Pre-Requisite
103MEC307	Managerial Economics	3	101MAC208
103NTF308	International Trade and Finance	3	101MAC208
103BMF303	Money and Banking	3	101MAC208 101PFN204
103FIM306	Financial Institution Management	3	101MAC208
103ABL411	Advanced Business Law	3	103BUL404
103NPA402	Accounting for Not-for-Profit Organizations	3	101FAC109
103ERP409	Enterprise Resource Planning	3	101FAC109
101SRE316	Social Responsibility	3	Completion of 60 Cr/H

The Bachelor of Business and Marketing

Program Description

The Bachelor of Business and Marketing program highlights the growing importance of marketing in the world economy. In this program, learners will appreciate the strategic role of marketing in any kind of organization. The program aims to provide learners with knowledge of the principles, tools and strategies used in marketing products and services in national and international markets.

Program Goals

To provide knowledge of contemporary marketing world;

PG.1 To identify the characteristics of the economic, social, political and regulatory environments of the marketing firm;

PG.2 To develop learners' comprehension of how marketing works through inter-related business functions;

PG.3 To provide learners with international marketing orientation ;

PG.4 To prepare learners to develop a marketing strategy for a specific product or service;

PG.5 To provide learners with an introduction to marketing research, and

PG.6 To equip learners with inter-personal communication and reporting skills.

Program Structure

Total of 123 credit hours

Program Required Courses

Courses	Cr/H
General Education Requirements	30
General Business Requirements	48
Program Requirements	30
Program Electives	12
Internship (*or an Elective for learners with substantial work experience*)	03
Total	**123**

General Education Requirements (30 credit hours)

Course Code	Course Name	Cr/H
702ARB102 or 702AFL106	Arabic Studies or Arabic As Foreign Language*	3
702ENG103	English I	3
702NTD104	Introduction to IT	3
702PHS205	Physical Sciences	3
702GMA202	General Mathematics	3
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3
702ENG201	English II	3
702STA203	Introduction to Statistics	3
702PSY204	Psychological Principles and Lifelong Learning	3
702MHG206	Muslim Heritage and its Global Impact	3
Total Number of Credit Hours		**30**

General Business Requirements (48 credit hours)

Course Code	Course Name	Cr/H
101MGT110	Introduction to Management	3
101FAC109	Financial Accounting	3
103MAC201	Managerial Accounting	3
101MIC205	Microeconomics	3
101ENB201	English for Business	3
101MAC208	Macroeconomics	3
101BET210	Business Ethics	3
101BCO206	Business Communication	3
102QME301	Quantitative Methods	3
101PMK203	Principles of Marketing	3
101PFN204	Principles of Finance	3
101BST403	Business Strategies	3

101NBU404	International Business	3
101RMB301	Research Methods for Business	3
101OBE303	Organizational Behaviour	3
101MIS309	Management Information System	3

Program Requirements (30 credit hours)

Course Code	Course Name	Cr/H
101BUS401	Business and Society	3
104COB301	Consumer Behaviour	3
104MKM702	Marketing Management	3
104SMK403	Services Marketing	3
104ECO302	E-Commerce	3
104NMK701	International Marketing	3
104MKC402	Marketing Communication	3
104CRM802	Customer Relationship Management	3
104CAP500	Capstone Project	3
104MCH903	Marketing Channels	3

Internship (*or an Elective for learners with substantial work experience*) (3 credit hours)

Course Code	Course Name	Cr/H
101NTS408 Or an Elective	Internship (or an Elective for learners with substantial work experience)	3

Program Electives (12 credit hours)

Course Code	Course Name	Cr/H
104HTM901	Marketing of Hospitality and Tourism Services	3
104MFS902	Marketing of Financial Services	3
104ADP904	Advertising and Promotion	3
104STM801	Special Topics in Marketing	3
104PES401	Personal Selling	3
104SLM906	Sales Management	3
101SRE316	Social Responsibility	3

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	--------
702NTD104	Introduction to IT	3	--------
702PHS205	Physical Sciences	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Math
101MGT110	Introduction to Management	3	--------
Total Number of Credit Hours		**18**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702SCA107 or 702SLC105	Islamic Culture (Arabic)* or Islamic Culture (English)*	3	--------
702ENG201	English II	3	702ENG103
702PSY204	Psychological Principles and Lifelong Learning	3	--------
702STA203	Introduction to Statistics	3	702GMA202
702MHG206	Muslim Heritage and its Global Impact	3	--------
Total Number of Credit Hours		**15**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101FAC109	Financial Accounting	3	101MGT110
101MIC205	Microeconomics	3	702GMA202
101PMK203	Principles of Marketing	3	101MGT110
101BET210	Business Ethics	3	101MGT110
101ENB201	English for Business	3	702ENG201
Total Number of Credit Hours		15	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
102QME301	Quantitative Methods	3	702STA203 or 702GMA202
101BCO206	Business Communication	3	702ENG201
103MAC201	Managerial Accounting	3	101FAC109
101PFN204	Principles of Finance	3	101FAC109
101MAC208	Macroeconomics	3	101MIC205
Total Number of Credit Hours		15	

Semester V - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
101OBE303	Organizational Behaviour	3	101MGT110
101BUS401	Business and Society	3	Completion of 60 Cr/H
101BST403	Business Strategies	3	Completion of 60 Cr/H
101NBU404	International Business	3	Completion of 60 Cr/H
101RMB301	Research Methods for Business	3	702STA203
104COB301	Consumer Behaviour	3	702PSY204
Total Number of Credit Hours		18	

Semester VI - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
104MKM702	Marketing Management	3	101PMK203 104COB301
104SMK403	Services Marketing	3	104COB301
104ECO302	E-Commerce	3	702NTD104 101PMK203
104NMK701	International Marketing	3	101NBU404 104COB301
104MKC402	Marketing Communication	3	101PMK203 104COB301
Total Number of Credit Hours		**15**	

Semester VII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
104CRM802	Customer Relationship Management	3	702NTD104 104COB301 104ECO302
104CAP500	Capstone Project	3	Completion of 90 Cr/H
101MIS309	Management Information System	3	702NTD104
104MCH903	Marketing Channels	3	101PMK203
101NTS408 Or an Elective	Internship	3	Completion of 90 Cr/H
	OR an Elective for learners with substantial work experience from the below list		As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**15**	

Semester VIII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
XXXXXX	Elective I	3	As specified
XXXXXX	Elective II	3	As specified
XXXXXX	Elective III	3	As specified
XXXXXX	Elective IV	3	As specified
Total Number of Credit Hours		**12**	

*Program Electives

Course Code	Course Name	Cr/H	Pre-Requisite
104HTM901	Marketing of Hospitality and Tourism Services	3	104COB301 104SMK403
104MFS902	Marketing of Financial Services	3	104COB301 104SMK403
104ADP904	Advertising and Promotion	3	104MKC402
104STM801	Special Topics in Marketing	3	104MKM702
104PES401	Personal Selling	3	104MKC402
104SLM906	Sales Management	3	101RMB301
101SRE316	Social Responsibility	3	Completion of 60 Cr/H

The Diploma of Business & Quality Management

Program Description

The Diploma of Business and Quality Management program is designed to address the strategic relevance of quality management in the context of present day organizations. The program will expose learners to the essential quality management tools, methodologies and systems for improving organizational performance. It will also enable learners to take their organizations through the roadmap of business excellence.

Program Structure

The Diploma of Business and Quality Management program consists of a total of 63 credit hours, divided as follows:

General Education Requirements	24
General Business Requirements	24
Program Requirements	15

General Education Requirements (24 credit hours)

Course Code	Course Name	Cr/H
Lower Division Courses:		24
702ENG103	English I	3
702NTD104	Introduction to IT	3
702GMA202	General Mathematics	3
702ENG201	English II	3
702PSY204	Psychological Principles and Lifelong Learning	3
702STA203	Introduction to Statistics	3
702MHG206	Muslim Heritage and its Global Impact	3
702PHS205	Physical Sciences	3

General Business Requirements (24 credit hours)

Course Code	Course Name	Cr/H
101FAC109	Financial Accounting	3
103MAC201	Managerial Accounting	3
101MIC205	Microeconomics	3
101MAC208	Macroeconomics	3
101BCO206	Business Communication	3
101BET210	Business Ethics	3
101MGT110	Introduction to Management	3
102QME301	Quantitative Methods	3

Program Requirements (15 credit hours)

Course Code	Course Name	Cr/H
101TQF304	TQM Fundamentals	3
101QGP302	Quality Gurus and their Philosophies	3
101QMT305	Quality Management Tools and Techniques	3
101BPM308	Business Process Management	3
101BUE407	Business Excellence	3

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702NTD104	Introduction to IT	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Math
702PHS205	Physical Sciences	3	--------
101MGT110	Introduction to Management	3	--------
Total Number of Credit Hours		**15**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702PSY204	Psychological Principles and Lifelong Learning	3	--------
702STA203	Introduction to Statistics	3	702GMA202
101FAC109	Financial Accounting	3	101MGT110
702ENG201	English II	3	702ENG103
101TQF304	TQM Fundamentals	3	101MGT110
Total Number of Credit Hours		**15**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
702MHG206	Muslim Heritage and its Global Impact	3	--------
103MAC201	Managerial Accounting	3	101FAC109
101MIC205	Microeconomics	3	702GMA202
102QME301	Quantitative Methods	3	702STA203 or 702GMA202
Total Number of Credit Hours		**12**	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101BCO206	Business Communication	3	702ENG201
101BET210	Business Ethics	3	101MGT110
101MAC208	Macroeconomics	3	101MIC205
101QGP302	Quality Gurus and their Philosophies	3	101TQF304 / Completion of 60 Cr/H
Total Number of Credit Hours		**12**	

Course Code	Course Name	Cr/H	Pre-Requisite
101QMT305	Quality Management Tools & Techniques	3	101TQF304
101BPM308	Business Process Management	3	101TQF304
101BUE407	Business Excellence	3	101TQF304
Total Number of Credit Hours		**9**	

e- School of Business and Quality Management Course Description:

Course Code	Course Name	Course Description
103NPA402	Accounting for Not-for-Profit Organizations	This course examines the role of accounting and financial reporting in governmental and not-for-profit entities. This provides an introduction to the use of accounting information in the management of these organizations.
103AIS309	Accounting Information System	The course provides an in-depth knowledge and understanding of the application of information systems to the accounting environment. The focus of the course is on developing leaner's abilities to understand the processing of accounting data in the electronic environment. The other topics include internal controls, systems analysis, and systems design and systems implementation.

103ABL411	Advanced Business Law	Global businesses operate in complex legal and transaction environments. The recent economic downturn demand companies to be more diligent about the financial health of partner companies, and be prepared to tackle issues with regard to non-performance, defaulting financial obligations and bankruptcy. Building upon the compulsory course in Business Law, this course introduces advanced topics dealing with company law; partnership law; agency law; law concerning sale and supply of goods; bankruptcy; securities regulation; secured transactions and employment rights that are recognized as important issues in the business world.
103ACC403	Advanced Managerial Accounting	The course expands learners' knowledge beyond basic accounting and management accounting. It is intended to broaden their existing management accounting in advanced costing and quantitative techniques and integrating Theories of Organizational Behavior, Strategic Management and Organizational Theory to Management Accounting.
104ADP904	Advertising and Promotion	Advertising and sales promotion have come to play an important role in the marketing world. This course focuses on principles and practices related to advertising and sales promotion. It provides a managerial perspective of advertising and sales promotion and their function as important elements of integrated marketing communications and the marketing process.
102HRP405	Applied HR Policies	This course is designed to expose students to a wide range of human resources issues and policies in many different work environments. Students will research and develop strategies, policies and procedures essential to effective HR management. Knowledge of several specific functional areas will enable students to link and integrate common strategies within a particular workplace, based on their research of best practices. Particular emphasis will be placed on the importance of diversity as a consideration within several policy areas
103ATP405	Auditing Theory and Practice	This course introduces the learners to the word of financial statements auditing. It establishes the basic knowledge of the auditing profession and environment. Furthermore, this course familiarizes the learners with the "Generally Accepted Auditing Practices" that have to be utilized while conducting an audit. Finally, Auditing Theory and Practice trains the learners on the reporting and attestation steps in the auditing assignment.

101BUS401	Business and Society	The relationship between business organizations and their ethical and social dimensions is becoming more multifarious, particularly as society has become increasingly concerned with various issues which have significantly altered nature of strategic decision making in businesses. This course will evaluate these developments and review the problems facing business and society. In addition, it will examine the principle concepts related to ethics and business activity. To fully understand the scope of such important issues a framework for studying social responsibility, the concept of stakeholders and their role for today's businesses, corporate governance as a fundamental aspect of social responsibility, the complex relationship between business and government, business ethics and ethical decision making, strategic approaches to improving ethical behavior, employee-employer relationships and consumerism are studied. Society's needs and corporate priorities are analyzed in light of making recommendations to improve quality of life.
101BCO206	Business Communication	Business Communications emphasizes correct business procedures, English, and psychology as they are related to business letters, reports, and other forms of official communication. The course is an introduction to the interpersonal communication process through appropriate communications technology with applications for business organizations. Reflective and critical aspects of communications will be examined.
101BET210	Business Ethics	The general purpose of this course is to provide an introduction to ethical decision making in business. The focus will be on ethical decision making and business ethical issues at individual, organizational, and societal levels. Dilemmas, real life situations, and cases will provide an opportunity for learners to use course concepts to address ethical issues in real life. The course emphasizes critical thinking and informed decision making about ethical action.
101BUE407	Business Excellence	This course presents the concept and importance of business excellence. It discusses selected global excellence models which represent prestigious quality awards (in USA, Europe, Japan and UAE) in detail to show how these models can drive, enable and foster an excellence culture within the organization by presenting case studies, examples and best practices of award winners . Learners will be introduced to the assessment process of such excellence models.

103BUL404	Business Law	Businesses operate within a quite complex legal environment. To become an effective business leader or business owner, you need to understand that environment. Thus this course is designed to introduce the important concepts of torts, contracts, agency, and business structures. Law becomes most meaningful when it is understood as the product of man striving for justice. We will focus on employment law, negligence, intellectual property, product liability, and many more critical legal issues that are common in the business world.
101BPM308	Business Process Management	In order to meet the challenges of rapidly changing markets and in order to keep up with fast pace of innovation, organizations are now concentrating on their processes. Today, it is imperative that successful businesses adjust and manage their processes to mirror changes to their organization, employees, customers or technologies. This course describes what a process is, what process management is and its importance in today's highly competitive markets. Phases involved in the Business Process Management implementation are also described. The course also highlights the importance of the â€œsoft' aspects, for example, leadership, communication and attitudinal factors that are crucial to initiate and embed cultural changes in an organization embarking upon business process management.
101BST403	Business Strategies	This course introduces the concept and importance of strategic management. It provides learners with a strategic planning framework emphasizing the analysis of the internal and the external environments of the organization, strategy formulation, strategy implementation and monitoring and evaluation.
101CAP500	Capstone Project	The Capstone Project is a required course as a partial fulfillment for the Bachelor program. Learners choose an appropriate project (in consultation with their Capstone Supervisor), justify it, work out the research methodology, analyze data collected and write-up the research findings. However, it is important that the proposed research project be related to their specific specialization Program focusing upon a problem identified in a business setting. An academic supervisor is assigned to advice learners at various stages of the project. The Capstone Project equip learners with skills how to undertake scientific research based on on a real-world problem and prepares them for postgraduate studies.

103CAP500	Capstone Project	The course enables learners to apply broad knowledge of the management profession by undertaking a research-led project. This self-directed study engages learners in hands-on activities and exposes them to the cutting-edge management practice in their chosen topic specific to the key themes of the program. The course provides learners with an opportunity to apply previous knowledge and skills gained throughout the program in a "real-world" business situation. Major concepts and applied skills are incorporated and developed within the context of Program specific themes and learner's current or prospective business focus.
104CAP500	Capstone Project	The capstone project is a dissertation carried out by graduating students in partial fulfillment of the course work requirement for the Bachelor of Business in Marketing program. The learners choose an appropriate real life research project (eg. market survey, competitor analysis, or an e-commerce strategy) on their own, justify it, work out the research methodology, analyze data collected and write-up the research findings. However, it is important that the proposed research project be related to the area of marketing and learners must try to synthesize the various skills learned in previous marketing courses. . An academic advisor is assigned to advise the learners at various stages of the research project. This course culminates in preparing a dissertation which has to be presented and defended by the learners. This course is included in the curriculum to train the learners on how to undertake scientific research, to bridge the gap between marketing theory and practice in the industry and prepare the graduating learners for postgraduate studies or for professional careers in marketing.

102CAP500	Capstone Project	The graduation project is a dissertation carried out by graduating students in partial fulfillment for Bachelor degree in Business and Human Resources Program. The students choose an appropriate research project on their own, justify it, work out the research methodology, analyze data collected and write-up the research findings. However, it is important that the proposed research project be related to the HR Program. An Academic advisor is assigned to advise the students at various stages of the research project. This course culminates in preparing a dissertation which has to be presented by the students. This course is included in the HR Curriculum to train the students on how to undertake scientific research, to bridge the gap between theory and practice in the industry and prepare the graduating students for postgraduate studies
102CAM302	Career Management	This course examines the conditions under which career goal setting contributes to effective career management. It views career management as a process by which individuals can make informed decisions regarding their work life. It highlights the role of the career goal in the career management process, and identifies the useful features of the goal-setting process. It reviews the concepts of career in decision and career decidedness, and specifies four subtypes – developmental indecision, chronic indecision, hyper vigilant decidedness, and vigilant decidedness.
102COM305	Compensation	This course focuses on managing employee compensation in organizations. Through conducting case studies and project, learners will acquire essentail knowledge and skills needed to develop effective compensation systems in the UAE and multinational organizations.
104COB301	Consumer Behavior 3	This course focuses on the theoretical advances that have been made in the area of consumer behavior and their implications for marketing decisions. The course will include evidence and case studies from various parts of the world.
101CON311	Continuous Improvement	This course presents continuous improvement (CI) as a philosophy that seeks to improve all factors related to the process of converting inputs into outputs on an ongoing basis. It covers equipment's, methods, materials, and people. This course shows how CI enables the internal business processes function more effectively. Thus, it focuses on the nature and context of continuous improvement philosophy, CI models, CI cycle, the relationship between CI and customer focus and the main tools and techniques of continuous improvement.

103CAC305	Cost Accounting	Cost Accounting focuses on the methods and techniques used by accountants for product costing, cost control, and providing financial information for managerial decision-making. It discusses topics include cost accounting concepts, procedures, methods, and techniques used for personnel, production, factory overhead costs, inventory, work-in-progress, allocation of service department costs, job orders, process, joint and by-product costing, cost control, and standard costing.
101CCA315	Customer Care	The course covers several key aspects related to customer care. In contemporary business environment, it is considered that by focusing on customer satisfaction, loyalty and retention, an organization can carve a niche and survive and grow profitably. By developing a customer care program through a careful analysis of customer needs and wants, a firm can of course become market oriented. The course seeks to examine the evolution and conceptual framework of customer care and market orientation through a well-crafted customer centric approach.
104CRM802	Customer Relationship Management	The universal acceptance of CRM is helping businesses to successfully implement strategies aimed at with retaining customers. It is also helping businesses shift from a short-term transaction-based approach to a la long-term relationship strategy. This course basically focuses on the growing importance of CRM and use of Internet technologies for the effective management of relationships with individual customers. Coverage includes strategic aspects of CRM in the information technology era.
104ECO302	E-Commerce	In the contemporary world characterized by emerging digital trends, the focus of strategy is on e-solutions for marketing management. Customer satisfaction must of course drive these solutions. An important potential direction for marketing managers is to find a way of making e-commerce really customer-oriented. This course focuses on e-commerce concepts and issues that are interesting for marketing professionals seeking to satisfy customers.

Code	Name	Description
102EMR318	Employee Relations	This course focuses on employee relations, the conflicts inherent to that relationship and the processes used to resolve these conflicts and manage the relationship. Employee Relations involve the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals who arise out of or affect work situations.
102ELW204	Employment Law	Employment Law is a broad area including all areas of the employer/employee relationship except the negotiation process covered by labor law and collective bargaining. Many employment laws (e.g., minimum wage regulations, employee discrimination) were enacted as protective labor legislation. Other employment laws take the form of public insurance, such as unemployment compensation. The course considers claims for wrongful dismissal, unfair dismissal and statutory redundancy. Also covered are the statutory rights of individual employees such as protection from different forms of discrimination and the provision of family-friendly rights. Employment law in the UAE and its impact on the growth of this dynamic area is also considered.
101ENB201	English for Business	This course is a distinctive Business English course. Drawing on the extensive media asset, it offers a highly authoritative and flexible range of material for business English learners. It covers methods of communication for business situations, emphasis on writing for business, effective presentations, and other communicative strategies for business.
103ERP409	Enterprise Resource Planning	This course covers an important topic of managing supply chain and value chains in a virtual, electronic and internet based environment which requires real time response, agile and customized approaches of serving and fulfilling customer needs. The course will discuss the origins and definitions of Enterprise Resource Planning (ERP) as a way of managing supply chains with IT enabled principles and approaches. In addition to closely analyzing the various key factors that impact on the effective implementation of ERP systems or otherwise, the course will look at extended ERP systems that will cover wider aspects than just supply chain ones, to include for instance Customer Relationship Management (CRM) issues.

101FAC109	Financial Accounting	An introduction to the basic concepts, systems, terminology and application underlying financial statements and accounting procedures used in preparing statements of financial position, income statement, and statement of cash flows, as well as the basics of Islamic accounting. The course focuses on accounting cycle procedures as well as the interpretation, analysis, and evaluation of published financial statements in real world situations.
103FIM306	Financial Institution Management	This course is designed to provide learners with the macro financial environment with emphasis on the structure, functions, and economic role of financial institutions and markets. This includes the role of commercial banks, the central banking system and international finance.
103FSA401	Financial Statement Analysis	The course introduces the techniques to the analysis of financial information and the use of financial statement in business valuation. The course applies the techniques of financial information analysis to specific areas of business analysis that are commonly met in practice. The subject explores the varied sources of financial information used in developing financial analyses of firms.
102HRP201	HR Planning & Development	This course examines the importance of human resources role as an equal business partner with other departments within the organization in the strategic planning process. It examines how human resources respond to different organizational strategies with different human resources management policies, practices and philosophies. This course includes applied, as well as theoretical work
103ACC304	Intermediate Accounting I	This course expands the analysis of financial accounting and reporting beyond principles of accounting and financial accounting. It explores advanced financial accounting and reporting issues including share capital, reserve, revenue, impairment of assets, leases, provisions, contingent liabilities and contingent assets, disclosure as well as the presentation of financial reporting in more depth.

103NCC410	Intermediate Accounting II	This course expands upon the underlying framework and concepts of Financial Accounting in the context of how accounting fits into the overall business environment of contemporary society. This course is the second in a two-course sequence of Intermediate Accounting. It provides a comprehensive review of the accounting process that was initially discussed in Financial Accounting and expanded on in the first course of this Intermediate Accounting sequence. Student will study the conceptual basis of accounting. Students will also deepen their understanding of the preparation and understanding of classified financial statements and related information and apply analytical tools in making both business and financial decisions. The course covers advanced financial accounting issues including: acquisition and disposition of property, plant and equipment, depreciation, impairment and depletion, liabilities, contingencies, stockholders' equity, dilutive securities, earnings per share and statement of cash flows. Students will learn how to apply some of the many accounting and economic concepts they have learned to the analysis of a company's financial position and performance as shown in published information, primarily focusing on financial statements. The aim is to demonstrate the role of financial accounting as means to resolve conflicts internally as well amongst the contracting parties.
103NAC407	International Accounting	This course examines comparative accounting practices and technical problems in international accounting. The course is designed to explore the concepts, principles, and practices underlying comparative international accounting as well as accounting issues faced by multinational companies. This course provides an in-depth study of international accounting issues, differences between national accounting systems and accounting practices applied in multinational companies. This course equips students with important tools necessary to reflect upon international accounting, and address the three broad areas of multinational corporate accounting: measurement, disclosure and audit. The course aims to explore how national cultures and diversity can impact on the development of accounting system in different countries and region. Also it aims to develop learners' skill in making use of accounting information from foreign sources for decision-making purposes, and to prepare them to successfully manage typical accounting problems that arise in the current international business activities of a corporation.

101NBU404	International Business	This course focuses on the management of business across national borders. Topics to be covered include the characteristics of international companies, theories of international trade and investment, cultural, social, economic, political and financial environments of international firms as well as the international dimension of the basic enterprise functions such as finance, production, marketing and personnel.
102NHR406	International HR Management	The course focuses on providing an in-depth understanding of the core aspects of HRM in the international context. The course focuses on diffusion of international HRM in multinational corporations, expatriation and repatriation management, and international aspects of the core Human Resource Management issues such as recruitment and selection, compensation and reward, training and development and performance management.
104NMK701	International Marketing	Recent years have witnessed internationalization of markets at a remarkable speed. Marketing managers must therefore be equipped with the knowledge, tools and techniques related to international marketing. This course focuses on international marketing strategies.
103NTF308	International Trade and Finance	The student studies topics in international Trade & finance. The course is designed to help students understand the fundamental principles or economic theories of international trade and finance, and the effects of various international economic policies on domestic and world welfare. In addition, the course will highlight sources of comparative advantage, gains and losses from trade, the impact of trade on economic growth, and effects of trade policy interventions such as tariffs, quotas, VERs, etc. International agreements on regional trade liberalization (such as NAFTA) and on multilateral trade liberalization (e.g., WTO) will be also discussed. Topics on international finance will include balance of payments, determination of foreign exchange rates, and international monetary system. Furthermore, the course will help students learn to analyze and critically evaluate economic policies and issues in this field.

101NTS408	Internship	This course seeks to expose the learners to real life situations in the areas of business and quality management practice. This self-directed project involves a hand-on practice that engages learners in a real-world project of their choice in an organization where they would be required to apply relevant knowledge and appreciate relevant practice. After successfully completing the internship and practicum program, learners would demonstrate knowledge, skills and practices in business and quality management.
103NTS407	Internship / Practicum	This course seeks to expose the learners to real life situations in the areas of business and management practice. This self-directed project involves a hand-on practice that engages learners in a real-world project of their choice in an organization where they would be required to apply relevant knowledge and appreciate relevant practice. After successfully completing the internship and practicum program, learners would demonstrate knowledge, skills and practices in business and management relevant to program major.
102PRA404	Internship / Practicum	This course seeks to expose the learners to real life situations in the areas of business and management practice. This self-directed project involves a hand-on practice that engages learners in a real-world project of their choice in an organization where they would be required to apply relevant knowledge and appreciate relevant practice. After successfully completing the internship and practicum program, learners would demonstrate knowledge, skills and practices in business and management relevant to the program major.
104NTS407	Internship / Practicum	This course seeks to expose the learners to real life situations in the areas of business and management practice. This self-directed project involves a hand-on practice that engages learners in a real-world project of their choice in an organization where they would be required to apply relevant knowledge and appreciate relevant practice. After successfully completing the internship and practicum program, learners would demonstrate knowledge, skills and practices in business and management relevant to program major.

101HRM207	Introduction to HR Management	This course provides an introductory overview of the field of human resource management (HRM) with an emphasis on strategic HRM. The unit emphasizes the nature of the generalist practitioner rather than the specialist and develops a holistic approach to the integration of HRM activities and strategies with those of the organization as a whole. It covers the functional processes of planning for recruiting, selecting, training, developing, rewarding and retaining people at work. It explores current themes such as labor flexibility, and international human resource management.
101MGT110	Introduction to Management	This course introduces management functions including planning, organizing, staffing/human resources, leading/interpersonal influence and controlling in domestic, international, multi-national, global, and multi-domestic spheres. The course gives insights on organizational environment, decision-making process, business ethics and social responsibility.
102LME319	Labor Market Economics	This course analyses economic models that explain how wages and levels of employment are determined and describes various important factors that affect labor market outcomes. It explains differences in wages across individuals may occur. The basic models are extended to analyze how and why labor market outcomes differ across groups and over time, in particular in terms of the increased inequality of wages among male and female workers. Issues related to labor migration and its impact on regional growth is examined. Finally, the effect of collective bargaining and government intervention in labor markets are also discussed.
101LQU312	Leadership in Quality	This course presents the importance of leadership as a major pillar to achieve organizational excellence. The course defines leadership, examines the various traits of leaders, presents various leadership theories and evaluates the various leadership styles appropriate to drive organizational excellence. The course presents several examples of role models worldwide to identify what roles, responsibilities, practices and level of commitment and involvement that make capable leaders to drive quality and excellence initiatives.

101MAC208	Macroeconomics	This is an introductory course in macroeconomics. The course provides a sufficient understanding of the definition and determinants of aggregate variables in the economy. Learners will be introduced to economic models that are designed to explain certain macroeconomic phenomena and problems such as growth, output, unemployment, and inflation. It discusses the strengths and weaknesses of different government policies in influencing the overall economy.
101MIS309	Management Information System	This course deals with the concepts and nature of information systems in general and management information systems (MIS) in particular. Thus, it places a major emphasis on information systems in organizations, database management systems, decision support systems and knowledge management. It also includes an understanding of the value of information systems as well as aspects related to the management of global information systems.
103MAC201	Managerial Accounting	Management in most if not all types of organizations is better equipped to perform their tasks when they have a reasonable grasp of accounting information. Decision making and taking is the core of efficient management processes that heavily depends upon useful accounting information. This type of information will be provided through management accounting system, which refers to accounting information developed for decision makers within organizations.
103MEC307	Managerial Economics	This is an elective course surveys important economic theories and deals with the application of basic economic theory and methodology to managerial decision making problems within various organizational settings such as a firm or a government agency. The emphasis in this course will be on demand analysis and estimation, production and cost analysis under different market conditions, forecasting and decision making under uncertainty
101MKR301	Market Research	Business marketing research has come to play a vital role in managerial decision making all over the world. All sorts of organizations rely heavily on scientific evidence collected through the process of marketing research. This course seeks to expose the; learners to the nature, role, techniques and process of marketing research in contemporary business environment.
104MCH903	Marketing Channels	This course explains how to design, develop, maintain and manage channels of distribution for achieving the strategic objectives of business. The course is based on theory and case studies related to marketing channels.

104MKC402	Marketing Communications	The success of any marketing program depends, to a great extent, on the effectiveness of marketing communications strategy. This course will expose the learners to the concepts and techniques in the area of marketing communications.
104MFS902	Marketing of Financial Services	This course provides the learners with a sound knowledge of tools and techniques used in the marketing of financial services. Learners in this course will be exposed to various marketing techniques and can expect to learn how to effectively market financial services and create value for customers in a complex and competitive investment environment.
104HTM901	Marketing of Hospitality and Tourism Services	The GCC countries including the UAE have been making incessant efforts to market hospitality and tourism services in various parts of the world. In fact, hospitality and tourism strategies have come to play a key role in the process of diversification of the economies of those countries. This course provides knowledge related to techniques and strategies that can be used effectively to market a range of hospitality and tourism services in any part of the world.
101MIC205	Microeconomics	This course is an introduction to the concepts and tools of Microeconomic analysis. It is concerned with the interactions of consumers and producers in a free market economy. The supply and demand model is explained and used to illustrate the efficient allocation of scarce resources. Different aspects of perfectly competitive as well as monopolistic markets are discussed. Need and desirability of government are highlighted.
103BMF303	Money and Banking	This course teaches learners about the financial systems, focusing on banking, and of the interaction between financial systems and the macro-economy. Topics covered include the nature and functions of money, banking history, interest rate determination, commercial banking, the money supply process, Foreign exchange rates, the Federal Reserve system and how it operates, monetary policy and inflation
102OHS401	Occupational Health and Safety	The course structure is based on a building block approach and referencing is consistently made to previous Topics to demonstrate their interaction and sequential application. An array of activities, exercises and tasks are focused on providing students with the hands-on skills and knowledge in the application of the Topic materials. Importantly there is a review process at the conclusion of all Topics and activities to reinforce learning objectives and outcomes. Exercises are based on the course content which allows participants to apply the learned material into a practical demonstration.

101OPM307	Operations Management	This course deals with the management of the operations function, including the analytical techniques used to plan and control the production of goods and services. It includes operations strategy, the role of technology in operations, MRP, capacity planning, scheduling, and inventory management
101OPR202	Operations Research	This course aims to broaden learners' knowledge and understanding of Quantitative methods. It provides practical discussion with applications for Linear programming, Markov chains Transportation problems, etc. These tools aim to assist in making decisions with least risk and uncertainty.
101OBE303	Organizational Behaviour	The course includes several topics on the nature of human behavior in public, private and not-for- profit organization. It discusses in details the various theories of motivation, theories of leadership, power and authority, strategies of organization design and change, teamwork and collaboration, decision making, conflict resolution and negotiation management, and the measurement of organization effectiveness. Interaction amongst people within and outside organizations is characterized by complex human dynamics. This course is designed to help learners study these very interesting complexities by both; standing back and considering these dynamics; and by directly experiencing these dynamics through course activities.
102OCG203	Organizational Consulting	This course is designed to expose learners to the dynamics of organizational consultancy. Management consultants are organizational change agents and are expected to provide invaluable advice to organizations in a dynamic environment. This course will help learners understand and appreciate that modern organizations have benefited immensely from outside help from consultants who have asked for uncomfortable reports and given painful reports. Professional organizations have found the pain bearable and have been able to convert it into opportunities for self-renewal.
102PBP402	Pension Benefits and Plan	This course highlights relevant pension issues facing all those planning for retirement. Such issues include income planning, social security, healthcare, insurance, housing and power of attorney, among others. Pension benefits are reviewed and discussed as they are relevant in the context of retirement strategy of employees.

102PEM304	Performance Measurement	This course presents the importance of performance measurement in creating continuous improvement culture in any organization. The course discusses the various performance models including the Balanced Scorecard and the PRISM models. Finally, the course emphasizes how to implement performance measurement system that is integrated with the organization's performance management and how IT can be utilized to support the implementation process.
101PEM406	Performance Measurement	This course presents the importance of performance measurement in creating continuous improvement culture in any organization. The course discusses the various performance models including the Balanced Scorecard and the PRISM models. Finally, the course emphasizes how to implement performance measurement system that is integrated with the organization's performance management and how IT can be utilized to support the implementation process.
104PES401	Personal Selling	Personal selling skills are indeed invaluable for marketing professionals, particularly in the UAE. This course will focus on interpersonal skills and provide an understanding of the process of personal selling.
101PAC109	Principles of Accounting	An introduction to the basic concepts, systems, terminology and application underlying financial statements and accounting procedures used in preparing statements of financial position, income statement, and statement of cash flows, as well as the basics of Islamic accounting. The course focuses on accounting cycle procedures as well as the interpretation, analysis, and evaluation of published financial statements in real world situations.
101PFN204	Principles of Finance	The course is designed to provide learners with basic understanding of the essentials of financial decision-making. Emphasis is given to the underlying principles of corporate finance leading to effective decision-making by financial managers; one of their roles is to maximize shareholders' wealth. In essence, the course covers a number of topics related to investment and financing decisions â€" that is- where to invest funds and how to raise funds.

101PMK203	Principles of Marketing	Marketing is a vital part of every organization, large or small. The success of an organization depends upon successfully satisfying customer needs and wants. Marketing is not just advertising or selling; it encompasses a wide range of concepts, techniques, and activities -- all directed toward distribution of goods and services to chosen consumer segments. This course explains the principles that underpin the marketing process and how they apply in business. It is a broad-based course providing a general overview of marketing for all learners and a foundation for further study in the specialist area of marketing.
101PRM209	Project Management	This course will explore the elements and dimensions of project management; concepts, methodologies, tools, and techniques. The main tasks involved in, and the outputs of the project management process groups 'initiating, planning, executing, monitoring and controlling, and closing' will be explained. Learners will be provided with realistic project scenarios from general business and/or information technology project management to apply the concepts, tools and techniques learnt on this course. Learners will also be introduced to the use of project management software to help in developing and tracking project plans (e.g. Microsoft Office Project), and for selecting between projects based on financial and other criteria (e.g. Microsoft Excel for analyzing project financials and weighted scoring models).
101QCU310	Quality Culture	This course is designed to provide students with the essentials of Total Quality Management, including an introduction to the use of various methods and recent developments of quality control (such as QA/QC, STQM, Six Sigma and DFSS) are covered. Quality in design and planning is stressed as equally important to managing quality in in production of goods and services. This course familiarizes learner with quality control techniques, quality assurance issues and quality management methods.

101QGP302	Quality Gurus and their Philosophies	This course presents learners with the fundamental theory behind the quality concepts and discusses the evolution of total quality management. To fully understand the total quality management movement, the course exposes the philosophies of notable individuals who have shaped the evolution of total quality management. Their philosophies and teaching have contributed to our knowledge and understanding of quality today. Finally, the course emphasizes an integrative view of total quality management based on the philosophies of the quality gurus.
101QMT305	Quality Management Tools & Techniques	This course will look at a wide variety of tools and techniques which are used generically and universally and in different cultural contexts. Starting with the most basic tools of quality (7 basic tools), planning tools of quality are also used, quality costing tools, team building tools, prioritization tools amongst others. These tools are organized within the quality improvement model.
101QUP313	Quality Planning	The course presents the concept of quality planning in the various quality planning stages. The course discusses various examples and success stories to emphasize how the quality planning process is carried out. The course is largely based on the Juran Trilogy, which includes Quality Planning, Quality Control and Quality Improvement. Various planning tools will be described and models of driving quality from a top down perspective will be covered.
101QSY402	Quality Systems	This course will explore the evolution and development of Quality Assurance and in particular the various systems that have, over the years, played a key role in assisting organizations create consistency in their efforts to deliver quality products and services to their customers. The course will examine some of the main quality systems and in particular ISO 9000, the various stages of the certification process, the quality manual, the implementation of the system, the process of 3rd party certification amongst others. Learners will have the chance to look at how quality systems such as ISO 9000 can drive organizational performance and how the former can help produce a paradigm shift from a 'compliance-based culture' to 'a continuous improvement & learning culture'.
102QME301	Quantitative Methods	This course aims to broaden learners' knowledge and understanding of Quantitative methods. It provides practical discussion with applications for Linear programming, Markov chains Transportation problems, etc. These tools aim to assist in making decisions with least risk and uncertainty.

102RSE202	Recruitment & Selection	This course is designed to improve learners' knowledge and skills by drawing on the latest methods and 'best practices' relating to job analysis and design, recruitment, selection, and induction of a promising and effective workforce for attaining the goals of an organization in a competitive business environment. This course will help learners develop frameworks for making sound recruitment decisions; analyze labor market situations; develop plans to monitor, improve, and practice their recruitment and selection skills; and more effectively learn the right lessons from case studies.
101RMB301	Research Methods for Business	Business marketing research has come to play a vital role in managerial decision making all over the world. All sorts of organizations rely heavily on scientific evidence collected through the process of marketing research. This course seeks to expose the learners to the nature, role, techniques and process of marketing research in contemporary business environment.
104SLM906	Sales Management	This course emphasizes the analysis of sales data and management of sales force. It focuses on issues and strategies related to sales management in a competitive environment. Special emphasis is placed on developing an effective sales force program, managing strategic account relationships and team building.
101SQU314	Service Quality	This course is designed to provide a broad understanding of service quality management It does not merely present information about the major concepts and techniques in the area of service quality but enables you to evaluate and use them, thus improving your capacity to build and manage an effective service quality system for creating customer value. The course is based on research studies from disciplines such as economics, consumer behavior, marketing, operations management and strategic management.
104SMK403	Services Marketing	The services sector has come to occupy great heights in various parts of the world. This course seeks to highlight the growing importance of the services sector and the challenges facing marketing managers in the services sector to be successful in a competitive environment.

101SRE316	Social Responsibility	the course is designed to examine the social and legal environment in which business is transacted. Social responsibility can be studied from different perspectives, such as law and the legal system; government regulation; contracts; product liability; forms of business organizations; employment discrimination; environmental law; and business ethics. However, the importance will be given to tacit understanding related to moral, social and ethical aspects that are not written in legal and contractual documents that will shape the cultural norms of an organization to conduct its daily business. The main aim is to develop professionals to demonstrate social responsible behaviour in all aspects of their business management, business dealings and transactions.
103STA406	Special Topics in Accounting	This course examines a wide array of issues of current concern to both the accounting profession and users of accounting information in the Arab world. The course coverage includes the cultural and religious influences on accounting, disclosure and transparency and the important issue of corporate governance in the Middle East. The topics covered will change from time to time to reflect current issues relating to accounting and which concern both the accounting profession and the users of accounting information in the Arab world.
102SPT317	Special Topics in HRM	The specific emphasis in this course will vary depending on the contemporary issues surrounding the topics in Human Resources Management that will be the focus of the course. Some of the HRM topics, each of which would form the basis for a special topic are: Emiratization strategy, recruitment and selection, human resources planning, performance appraisal, compensation and benefits, and training and development. It is a supervised research project that provides learners with the opportunity to undertake independent research in a specific area of interest to them.
104STM801	Special Topics in Marketing	The specific emphasis in this course will vary depending on the contemporary issues and the topics in marketing field. Some of the marketing topics (each of which would form the basis for a Special Topic in Marketing course), are: Logistics issues in the UAE, tourism service quality in UAE, and marketing in the digital age. However, learners will have the freedom to choose any other topic of interest to them following consultation with the instructor. The course will be presented through literature review and case studies.

101TEW405	Team Work	This course presents the concept of teamwork and differentiates it from the group work. It presents the historical evolution of the concept based on the Japanese quality circles experiences to date. It shows the importance of team work as an essential component of creating continuous improvement culture organizational wide. The course emphasizes team dynamics, personality differences and the team members' roles throughout the various stages of building the team; additionally this course defines the various types of teams and presents the problem solving tools and techniques used by the various types of teams.
101TQF304	TQM Fundamentals	This course presents TQM as a business philosophy that companies should adopt to achieve organizational excellence. It is concerned with the improvement of all aspects of operations performance and how improvement should be managed. It deals with the management of continuous improvement, including the differences between traditional quality management and TQM, the analysis of TQM in daily operations, continuous improvement, and tools and techniques used to achieve TQM.
101TQM306	TQM Implementation	This course discusses in details the so called hard and soft critical success factors of TQM implementation. It presents the various models of effective and successful implementation; this includes various national quality awards models, researcher's models and the quality experts' models. It also introduces the concept of TQM sustainability and presents some of the tools and approaches for sustainable TQM culture organization wide.

		During the course learners will be given the opportunity to develop a broad view of the complex and contesting issues that confront designing systems of learning within organizations. The unit introduces you to the basic concepts and theories of workplace learning and asks you to apply some of these concepts to simulated training delivery and to your own workplace projects. This unit encourages learners to construct their own concepts of workplace learning, and examine the skills involved in managing learning at work. It prepares managers to contribute to development programmes or perform training roles in private, public or not-for-profit organizations. You will complete the unit by constructing learning programmes and experiencing programme delivery. While this plan outlines the broad scope of this unit, the specific student needs of each class will be used to customize the emphasis placed upon the diverse content within this unit.
102TRD303	Training & Development	

e-School of Business & Quality Management Faculty Roaster

Professor Khaled Sartawi, Dean of e-School of Business & Quality Management

Khaled Sartawi is Professor of Management and Dean of e-School of Business and Quality Management at Hamdan Bin Mohammed e-University. Before coming to Dubai, he served in various academic and administrative positions at universities in the United States and the Middle East. Prior to his career in academia, Professor Sartawi worked in banking and finance in the areas of assets and liability management, corporate credit, and investments. Professor Sartawi is an experienced trainer and consultant and has served on the boards of directors of a number of NGOs.

Professor Sartawi holds a BBA in Management from the University of Toledo, MBA in Finance from University of New Haven, PhD in Organizational Behavior from the University of Alabama, and PDBP in Finance from the University of Florida. His current research interests are in the areas of behavioral finance and TQM in higher education

Dr. Sanjai Kumar Parahoo, Postgraduate Program, Director

- PhD in Management/Marketing, University of Mauritius. Supervisors: Prof Jacques-Marie
- Aurifeille (France) and Prof S K Sobhee (Mauritius)
- MBA (Distinction, University Gold Medal and DCDM cash prize and trophy); University of Mauritius
- Graduate Certificate in Business (Distinction), Curtin University of Technology, Perth, Australia
- Registered Professional Engineer status, Mauritius
- Bachelor in Technology (Civil Engineering), Indian Institute of Technology-Delhi, India

Dr. Souma Alhaj Ali, Undergraduate Program, Director

Dr. Souma Alhaj Ali is an associate professor in Industrial Engineering; she is currently the Executive Director for e-TQM Institute and the acting undergraduate program director at e-School of Business and Quality Management in Hamdan Bin Mohammed e-University. She held many positions in the public and private sectors including the Director of the Center of Academic Quality Assurance at Hashemite University and the Executive Director for the United Industrial Group Corporation. She is an EFQM lead assessor with a strong record of achievement combining skills in diverse areas of industrial engineering and building quality systems, she have more than ten years of experience in building and operating quality systems in both private and governmental sectors, and six years in assessing quality management awards like EFQM, King Abdullah II Award for Excellence, Sheikh Khalifa Government Excellence Program, and the Global Performance Excellence Award. She has participated in writing a book and published over 30 papers in international journals. She had a bachelor and a master degree in Industrial Engineering/ Engineering management from University of Jordan and a PhD degree in Industrial Engineering from University of Cincinnati in Ohio, USA.

Professor Ebrahim Soltani, Full Professor

Dr Ebrahim Soltani is Professor of Quality Management at Hamdan Bin Mohammed e-University in the e-School of Business and Quality Management. Before joining HBMeU Professor Soltani worked at Strathclyde and Kent Universities in the UK. His teaching and research experience includes Operations Management, Quality Management, and Managing Quality in Supply Chain.

Professor Soltani has published papers in peer-reviewed international journals and presented papers at international conferences. His primary area of research is operations improvement and effective management of quality-focused initiatives.

Professor Soltani received PhD from the Department and Management Science at the University of Strathclyde Business School (UK).

Dr. Basil Soufi, Associate Professor

Dr Basil Soufi has experience in both business and academe. He has a Masters and PhD from Loughborough University in the UK where he was employed as a research associate and lecturer. His business experience includes consulting projects on design computing and multimedia training for BP and subsequently, information systems planning and project management in the UK Government sector. He was appointed Associate Professor and founding chair of the department of information systems technology at Abu Dhabi University where he gained considerable experience in academic administration and curriculum design and accreditation. Dr Soufi has over 20 publications in international journals and conferences including Communication of the ACM, Interacting with Computers, and Design Studies.

His research interests include usability and accessibility of interactive systems and e-commerce and user experience design and evaluation. He has professional certifications in Project Management and IT Management.

Dr. Keenan Crane, Assistant Professor

Keenan Crane, Ph.D. (Kenni), internationally experienced in individual, group, and organizational development, uses a systems approach to help managers improve performance and strengthen business relationships while going through change.

For 20 years Dr. Crane has coached leaders in Fortune 500 corporations, family businesses and not-for-profit organizations to develop leadership, interpersonal and social skills while facilitating a smooth transition during corporate and cultural changes. Her ability to help manage change results in a greater integration with customers and clearer alignment of business objectives. Her background includes a successful career as director of Organization and Management Development at CIGNA Property & Casualty, where she helped restore distressed profit centers through leadership, coaching, counseling and group development.

In addition to her Ph.D. in Organization and Group Development, she holds a Master's Degree in Experimental Psychology and a Master's Degree in Counseling/ Human Relations and a B.A. in Psychology and Pre-med (magna cum laude). Before joining HBMEU she has been professor at Villanova University, Drexel University and West Chester University, USA.

Dr. Crane's areas of expertise include Executive Coaching / Counseling, Group / System Effectiveness, Change Management, Leadership Assessment and Development, Culture and Needs Analysis - OD & Training, Individual and Group Effectiveness, 360° Feedback Assessments and Program Design and Customization.

Her research interests include Leadership Development, Competency Modeling, Emotional Intelligence, Creativity and Retention and Qualitative Measurement.

Dr. Shamim Ahmad Siddiqui, Assistant Professor

- PhD (Economics) degree in 1989 from Temple University, USA. MA (Economics) in 1979 from University of Karachi
- MS (Applied Economics) in 1980 from University of Karachi
- Undergraduate Studies (Economics and Political Science) in 1977
- Taught courses in economics and Islamic Finance at the University of Brunei Darussalam, University of Karachi and Temple University.
- Published journal articles and papers in the areas of international trade, labor and development economics
- Worked as an Economics Consultant for various development projects undertaken by public sector departments of governments of Brunei, Sri Lanka and Pakistan a number of them sponsored by international agencies.

Dr. Ahmed Al-Nakeeb, Assistant Professor

Dr. Ahmed Al-Nakeeb is an Assistant Professor of Management at the e-School of Quality and Business Management at Hamdan Bin Mohammed e-University.
Dr. Al-Nakeeb received his Ph.D. in Quality Management from the University of Glamorgan in Wales, United Kingdom. He also completed a Master in Business Administration, a Diploma in Business Administration, and a B.Eng. in Civil Engineering all from reputable Universities in the United Kingdom. He taught various courses in Management and Marketing at graduate and undergraduate levels in addition to holding managerial positions.

Dr. Al-Nakeeb participated in various international conferences and published in well-known international journals. His publications in Quality Management attracted international interests among academics and practitioners. He has also developed research interests in HRM and Marketing. Dr. Al-Nakeeb is a member on the Editorial Advisory Board and the Articles Review Editor of the Journal of Islamic Marketing, published by Emerald. He was granted the 2011 Outstanding Reviewer Award for his work on the Journal of Islamic Marketing.

Dr. Adrienne A. Isakovic, Assistant Professor

Dr. Adrienne A. Isakovic is an Assistant Professor at Hamdan Bin Mohammed e University. She is faculty in the e-School of Business and Quality Management. She is an award-winning academic and HRM leader with extensive experience in both academia and in senior HRM roles in the Middle East and the U.S.

Dr. Isakovic has taught at the undergraduate levels at the Florida State University, USA, University of Texas at San Antonio, USA, Zayed University and UAE University, UAE, and the Institute of Public Administration, KSA. She has taught at both graduate and undergraduate levels at the University of the Incarnate Word, Texas, USA, and in the Executive MBA Program at the Higher Colleges of Technology, UAE.

During almost a decade of serving in senior HR management roles, Dr. Isakovic has had the challenge of creating three different Learning & Development and/or Organizational Development units from scratch. Her efforts at building and improving orientation/induction

programs for new employees have resulted in an increase in customer satisfaction excellence ratings from 54% to over 80%.

Dr. Isakovic's research focuses on self-initiating expatriates, expatriate employee engagement, and the psychological employment contract in the workplace. She has presented at numerous academic and professional conferences over the years, as well as been published in peer-reviewed academic journals and books.

Academic degree and other qualifications:

- Ph.D. in Organization and Management (2010) Capella University, Minnesota, USA.
- M.S. in Organization and Management (2006) Capella University, Minnesota, USA.
- M.S. Ed. In Multilingual/Multicultural Education (1997), Florida State University, Florida, USA.
- B.A. summa cum laude in International Studies/Asian Studies (1995), University of South Florida, USA.
- Only certified administrator for the Global Competency Inventory psychometric assessment tool in the GCC.
- Certified in several Lominger/KornFerry competency leadership architect and 360 degree assessment tools.

Dr. Mohamed El Baradie, Assistant Professor

Dr. Mohamed El Baradie is an Assisstant Professor of Accounting at Hamdan Bin Mohammed e-University in the e-School of Business and Quality Management.
Before joining HBMEU Dr. El Baradie worked as an Assistant Professor at Al Hosn University, Abu Dhabi and The American University in The Emirates, Dubai. He also taught Accounting courses at The University of Durham during his PhD studies.
He worked as a Financial Controller with American Airlines, and an Accounting Controller with P. Tech Corporation both in the USA. Also, he is a certified Business Trainer by the US AID.
Dr. El Baradie's teaching experience includes Financial Accounting, Cost/Managerial Accounting, Auditing and Finance.
Dr. El Baradie received his PhD in Accounting from The University of Durham, United kingdom, an MBA from Wayne State University, Michigan, USA, and the bachelor degree from Alexandria University, Egypt.
His research interests include Management Accounting techniques and the Institutionalization of Costing methods.

e-School of Health and Environmental Studies

Mission

The e-School of Health and Environmental Studies is committed to promote an innovative blended learning model, with emphasis on field application, research, community services and lifelong learning, ensuring quality in education.

School Objectives

1. To initiate and favor an innovative blended learning environment in addressing issues related to health and environment in the region.
2. To enhance the critical thinking of the learners and achieve excellence in e-learning.
3. To continuously assess the achievements of the learning outcomes.
4. To graduate proactive leaders to face the challenges relevant to health and environmental issues.

The school offers three graduate programs and two undergraduate programs as follows:

1. Master of Science in Public Health: Excellence in Healthcare Management
2. Master of Science in Hospital Management
3. Master of Science: Excellence in Environmental Management
4. Bachelor of Science in Health Administration
5. Diploma in Health Administration

Bachelor of Science in Health Administration

Program Description

Keeping in view the University's mission of providing high quality programs using virtual learning environment, and supporting the pursuit of lifelong learning, the Bachelor of Science in Health Administration is designed to integrate a foundation of health care and applied management with the expertise that prepares the graduate for managerial positions in health care. The Bachelor of Science in Health Administration curriculum addresses the foundation of knowledge, understanding, and skills identified to be relevant to health administration.

The proposed curriculum for the Bachelor of Science in Health Administration is designed to meet the needs of those prospective learners who aspire to acquire the necessary knowledge to address the challenges when dealing with issues relevant to Health Care Services Administration and Management. Health Administration has become one of the most significant careers, in the Health care Industry that people are striving for. The globalization effect has put tremendous impact on UAE and GCC Countries' healthcare organizations to be in line with other countries in this Electronic Era. With the new trend of disease patterns, new concepts are developed to improve Health Care Services. The curriculum will focus on the operations and applications of the health administrative concepts. The courses are interrelated and provide a solid conceptual and applied foundation for the health administration in the UAE and other GCC Countries.

Program Goals

G1. To expose learners to the concepts of health administration (management theory, health economics, and finance, marketing and health information) needed for managing health care operations and work forces.

G2. To demonstrate knowledge of the organization of different health care delivery systems and their information needs

G3. To equip learners with necessary tools and techniques to improve health care quality and contain costs

G4. To address the challenging ethical and legal issues related to the well-being of the population

Program Structure

Curriculum Structure: The Bachelor of Science in Health Administration consists of a total of **123** credit hours over **eight** semesters, divided as follows:

Program Structure: total of 123 credit hours

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	--------
702NTD104	Introduction to IT	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Mathematics
702GMA202	Physical Sciences	3	--------
Total Number of Credit Hours		**15**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG201	English II	3	702ENG103
702PSY204	Psychological Principles and Lifelong Learning	3	--------
702STA203	Introduction to Statistics	3	702GMA202
101MGT110	Introduction to Management	3	---------
301MET201	Medical Terminology	3	---------
Total Number of Credit Hours		**15**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
702SCA107 Or 702SLC105	Islamic Culture (Arabic) Or Islamic Culture (English)	3	---------
301SBA303	Social and Behavioural Aspects of Health	3	---------
301PHC202	Principles of Healthcare and Diseases	3	---------
301PHM203	Principles of Healthcare Management	3	101MGT110
301BIE307	Biostatistics and Epidemiology	3	702STA203
Total Number of Credit Hours		**15**	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101FAC109	Financial Accounting	3	101MGT110
301HIS401	Health Information Systems Management	3	------------
301HMA302	Hospital Management	3	301PHM203
301RHS310	Organization of Health Services	3	301PHM203
301ELA309	Ethical and Legal Aspects of Healthcare	3	---------
Total Number of Credit Hours		**15**	

Semester V - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
101MIS309	Management Information Systems	3	702NTD104
101MIC205	Microeconomics	3	702GMA202
301RMH410	Research Methods for Health and Environmental Studies	3	301BIE307
101PMK203	Principles of Marketing	3	101MGT110
103MAC201	Managerial Accounting	3	101FAC109
XXXXXXX	Elective I	3	As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**18**	

Semester VI - Year 3

Course Code	Course Name	Cr/H	Pre-Requisite
301IGH101	Introduction to Global Health	3	---------
101PFN204	Principles of Finance	3	101FAC109
101HRM207	Introduction to Human Resource Management	3	101MGT110
301HEC301	Health Economics	3	101MIC205 301PHM203
XXXXXXX	Elective II	3	As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**15**	

Semester VII – Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
702MHG206	Muslim Heritage and Its Global Impact	3	---------
301HCF304	Healthcare Finance and Insurance	3	101PFN204
301ACM306	Advanced Healthcare Management	3	301PHM203
301QHC403	Quality in Healthcare	3	---------
XXXXXXX	Elective III	3	As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**15**	

Semester VIII - Year 4

Course Code	Course Name	Cr/H	Pre-Requisite
101OBE303	Organizational Behaviour	3	101MGT110
301STH402	Strategic Planning for Healthcare	3	301ACM306 301RHS310
301HEP308	Health Policy	3	301ACM306
XXXXXXX	Elective IV	3	As per the pre-requisites for individual elective courses
301NHM404 Or an Elective	Internship	3	Completion of 90 Cr/H
	OR an Elective for learners with substantial work experience from the below list		As per the pre-requisites for individual elective courses
Total Number of Credit Hours		**15**	

Program Electives

Course Code	Course Name	Cr/H	Pre-Requisite
301NFC405	Infection Control	3	---------
301GHC406	Governance of Healthcare	3	301ACM306
301ENH407	Environmental Health	3	---------
301PHP408	Primary Healthcare and Pharmaceutical Management	3	---------
102OHS401	Occupational Health and Safety	3	Completion of 90 Cr/H

Diploma in Health Administration

Program Description

The Diploma in Health Administration degree intends to prepare prospective learners for a career in the field of health administration by providing learners with a sound foundation in both practical and the functional areas of administrative and managerial health care services.

Program Goals

G1. To expose learners to key concepts in health administration (management functions, accounting, and resources related to health)
G2. To equip students with basic numerical skills as related to health care administration
G3. To provide knowledge of challenges of health care systems including quality and ethical problems in local and regional contexts

Program Structure

Curriculum Structure: The Diploma in Health Administration consists of a total of **60** credit hours over **4** semesters, divided as follows:

Program Study Plan

Pre-Program - Year 0

Course Code	Course Name	Cr/H	Pre-Requisite
702MAT101	Remedial Mathematics	0	--------
IELP1	Intensive English Language Program I	0	--------
IELP2	Intensive English Language Program II	0	--------
IELP3	Intensive English Language Program III	0	--------

Semester I - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG103	English I	3	--------
702ARB102 or 702AFL106	Arabic Studies or Arabic as Foreign Language*	3	--------
702NTD104	Introduction to IT	3	--------
702GMA202	General Mathematics	3	Passed the Math test or 702MAT101Remedial Mathematics
702GMA202	Physical Sciences	3	--------
Total Number of Credit Hours		**15**	

Semester II - Year 1

Course Code	Course Name	Cr/H	Pre-Requisite
702ENG201	English II	3	702ENG103
702PSY204	Psychological Principles and Lifelong Learning	3	--------
702STA203	Introduction to Statistics	3	702GMA202
101MGT110	Introduction to Management	3	---------
301MET201	Medical Terminology	3	---------
Total Number of Credit Hours		**15**	

Semester III - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
702SCA107 Or 702SLC105	Islamic Culture (Arabic) Or Islamic Culture (English)	3	---------
301SBA303	Social and Behavioural Aspects of Health	3	---------
301PHC202	Principles of Healthcare and Diseases	3	---------
301PHM203	Principles of Healthcare Management	3	101MGT110
301BIE307	Biostatistics and Epidemiology	3	702STA203
Total Number of Credit Hours		**15**	

Semester IV - Year 2

Course Code	Course Name	Cr/H	Pre-Requisite
101FAC109	Financial Accounting	3	101MGT110
301HIS401	Health Information Systems Management	3	------------
301HMA302	Hospital Management	3	301PHM203
301RHS310	Organization of Health Services	3	301PHM203
301ELA309	Ethical and Legal Aspects of Healthcare	3	---------
Total Number of Credit Hours		**15**	

Course Code	Course Name	Course Description
301ACM306	Advanced Healthcare Management	This course builds on management courses taught throughout the program especially principles of healthcare management. It covers advanced knowledge and skills needed for management of complex healthcare organizations. The course deals with organization behavior and organization theory as applied to healthcare field. The course enables learners to get in-depth insights into human relationships and necessary skills to lead and motivate individuals and groups.
301BIE307	Biostatistics and Epidemiology	Biostatistics and Epidemiology, distinct and interrelated subjects, are the foundations of the field of Public Health as well as for the managers of Health programs and organizations. The purpose of this course is to equip our School's learners with key concepts and skills in these subjects for a successful professional career. This course will begin with an introduction of the key concepts of Biostatistics. Learners will learn the value of the discipline of Biostatistics for their own environments. Next, the course will introduce learners to the fundamental concepts of the science of Epidemiology. Finally, learners will develop skills in blending both of these disciplines through application to different scenarios that are typically encountered in professional settings.
301ENH407	Environmental Health	This is an introductory course on the topic of Environmental Health meant for health professionals. This course seeks to expose learners to influences of environment on human health and also to societal roots of these influences.
301ELA309	Ethical and Legal Aspects of Healthcare	This course will cover key legal and ethical concepts from a healthcare manager's perspective. After an introduction to both Ethics and Law, the course will cover topics such as Contemporary Ethical Dilemmas, End-of-Life Dilemmas, Health Care Ethics Committee, Ethics and the Law, Physicians' Ethical and Legal Issue, Employee Rights and Responsibilities, and Patient Consent.
301GHC406	Governance of Healthcare	The course examines the multiple levels of governance in health care systems, including theory, dynamics, approaches, dysfunctions and challenges. Thus, this course will introduce learners to governance and accountability at the several levels: organizational, clinical, local, national, regional, and global levels. It will convey an understanding of governance and accountability of different healthcare structures. Finally, this course will examine roles, responsibilities, interactions and challenges at each level of governance, including the international one

301HEC301	Health Economics	Health Economics is an applied microeconomics course. It assumes that learners have sound understanding of the basic microeconomics principles through their completion of 301PHM203 course. This course applies basic microeconomics principles to health care markets, highlighting how healthcare differ from other markets. Some of the topics that would be highlighted are asymmetric information, uncertainty, government involvement, and externalities. Learners will be exposed to the economics of the health care sector and its players (patients, providers, insurers, employers, and government). Learners will learn how to apply microeconomic tools to study the medical care system and analyze the economic aspects of health care policy implications. This course will draw heavily from the experiences of the US healthcare system in addition to those from other countries
301HIS401	Health Information Systems Management	This course provides an overview of various health information systems, emphasizing the effective use of information technology and data management to improve organizational performance in the healthcare setting. Health information systems in the areas of patient care, healthcare enterprise management, telemedicine and e-health, clinical decision support, radiology, pharmacy, laboratory, dentistry, surgery, and patient monitoring are examined. Legal and ethical issues related to training, security, confidentiality, and the use of the Internet are addressed.
301HEP308	Health Policy	This course introduces overarching and integrated perspectives of public health and personal healthcare systems, policies and administrative processes through examination of management science theories, concepts and applications, and the social, economic, and political history, trends, legislation, and issues characterizing the roles and practices of government and the private marketplace.
301HCF304	Healthcare Finance and Insurance	This course will approach Health Care Finance & Insurance from a healthcare manager's perspective. While Health Care Finance deals with how healthcare organizations such as hospitals, nursing homes, diagnostic centers, etc. generate resource, Health Care Insurance deals with how healthcare insurance organizations act as financial inter-mediatory between such healthcare provider organizations on one hand and their "customers", members of the public seeking health and wellness, on the other hand. Beginning with an examination of Financial Environment of Health Care Organizations, the course will deal with such topics as Financial Information and the Decision-Making Processes, Billing and Coding for Health Services, Strategic Financial Planning, and Management Control Processes. On the Healthcare Insurance side, learners will learn the fundamentals of managed care, types of managed care

		organizations, elements of management control structure, and elements of the growing field of Disease Management.
301HMA302	Hospital Management	This course introduces learners to the complex organization of hospitals. It covers functions and relationships of governing board, hospital administrator, and medical staff. The course introduces learners to a framework for management of hospital departments and its application to a number of hospital departments. A well-planned and organized collection of articles concerning hospital organization, structure and quality will be covered.
301NFC405	Infection Control	This course is designed to complement other health administration preparation courses by addressing the scientifically accepted principles and practices of infection control in a manner that assures learners gain the knowledge and skills necessary to perform their work consistent with them. Learners will learn to recognize their own responsibilities as a health professional to perform consistently in a manner that promotes prevention and control of infection and the consequences that result from failing to do so, as well as their role in monitor both those they care for and those with whom the work and intervene as necessary to assure compliance and safety.
301IGH101	Introduction to Global Health	Global Health deals with health issues that are beyond the geographic national borders of a single nation. While the subject of Global Health has been an international agenda, and was instrumental in the creation of such apex international health agencies such as the World Health Organization in 1950, a number of recent major events have brought this to the urgent attention of the international community, including academia. Through the medium of recent international events such as SARS and Avian Influenza disease outbreaks and wars in Iraq and Afghanistan, learners will be exposed to the major threats to Global Health, and current mechanisms for dealing with them. Hope is that learners will be better informed about Global Health and better equipped to deal with such issues in their careers.
301MET201	Medical Terminology	This is a course in the language of health/ medicine, its vocabulary, syntax, and culture. The learner will learn how to analyze medical terms based on their roots, prefixes, suffixes, and structures. Just as with other languages, an acquaintance with the cultural background of the language of health/ medicine will immensely aid your understanding of it. Other facets from the development and history of health/ medicine will be touched on as well.
301RHS310	Organization of Health Services	This course discusses the framework for working productively with workers in the health vocations and professions, particularly in the UAE. The application of public health principles and problem solving processes are described in

		relation to protection from disease and injury. This course integrates knowledge in behavioral science, industrial hygiene, safety, nursing, toxicology and epidemiology.
301PHP408	Primary Healthcare and Pharmaceutical Management	The purpose of this course is to provide exposure to learners about the concept of Primary Health Care (PHC) and its organization and delivery. In addition, this course will expose learners about the rationale and key concepts in Pharmaceutical Management.
301PHC202	Principles of Healthcare and Diseases	This course will introduce learners to the field of Healthcare and Diseases. The course will begin by making distinction between public and individual health, and demonstrating the need for a Public Health paradigm for health planning and delivery of health services. Key principles of Public Health and their classic applications will be highlighted. Finally, this course will provide a broad overview of different disease groups that affect humanity and the Public Health approaches being used for mitigating such disease burden.
301PHM203	Principles of Healthcare Management	The course introduces learners to the principles of health care management. The course covers topics related to the different managerial processes including: planning, organizing, leadership and supervision, controlling, evaluation, and decision making and their application in health care organizations. The course is also extended to introduce the principles of supportive communication, gaining power and influence, and motivating employees.
301QHC403	Quality in Healthcare	The course examines at multiple levels the theory and practice of quality care management in health care organizations. The objectives of the course are to: (1) convey an understanding of quality of care, with particular attention to conceptual framework for continuous quality improvement, quality assessment, improvement and patient safety including approaches, methods and tools, (2) explain (illustrate) how to develop quality improvement plan, performance indicators and measurement systems for quality; and (3) address ethical issues related to quality management, risk management and patient safety
301RMH410	Research Methods for Health and Environmental Studies	The Research Methods course offers an introduction to the basic methods for research design and implementation in the areas of public health and health care administration. The course is designed to provide learners with the opportunity to learn how to conduct quantitative and qualitative research, while addressing main issues pertaining to the research process, e.g. how to formulate good objectives and research questions, how to conduct a literature review and how to plan for the implementation of a research study. The course will start with an introduction about the scientific method and research planning. Learners will be exposed to various research designs, data collection methods, in addition to an

		overview about descriptive and inferential statistics. The course will conclude with section on dissemination and critical evaluation of research.
301SBA303	Social and Behavioral Aspects of Health	The Research Methods course offers an introduction to the basic methods for research design and implementation in the areas of public health and health care administration. The course is designed to provide learners with the opportunity to learn how to conduct quantitative and qualitative research, while addressing main issues pertaining to the research process, e.g. how to formulate good objectives and research questions, how to conduct a literature review and how to plan for the implementation of a research study. The course will start with an introduction about the scientific method and research planning. Learners will be exposed to various research designs, data collection methods, in addition to an overview about descriptive and inferential statistics. The course will conclude with section on dissemination and critical evaluation of research.
301STH402	Strategic Planning for Healthcare	This course focuses on the role, functions, and application of strategic planning in health care organizations with special emphasis on the process of strategy assessment, development, and implementation. This course also examines the role of strategic leadership in adapting to change and dealing with unpredictability.
301NHM404	Internship in Health Management / or Elective	The internship is an integral part of the program and takes place in the last academic semester. During this period, the learners are assigned to a specific preceptor but remain under the supervision of the program. The internship may be spent in a variety of health agencies and institutions, including hospitals, primary health centers, hospitals; health research organizations; government and government agencies; consulting firms; planning bodies; information and communication technology vendor organizations; pharmaceutical firms

e-School of Health and Environmental Studies Faculty Roaster

Dr. Samer Hamidi- Acting e-School of Health & Environmental Studies, Dean

Dr. Samer Hamidi is an Associate Professor and Acting Dean of e-School of Health and Environmental Studies at Hamdan Bin Mohammed e-University. He has over 15 years of academic and professional experience in the field of health management, health care systems, health policy and planning, health care finance, and health economics. His academic and professional experience involves designing and teaching undergraduate and graduate courses and consulting assignments in the area of health management, and conducting research. His research papers have been published in refereed scholarly journals. Dr. Hamidi has shown outstanding contribution to the university in many areas including accreditation; program reviews, supervising dissertations, and academic advising. His practices in areas related to assessment and academic advising has been used and referred to as best practices that can be adopted across the university. Dr. Hamidi has also been selected by the international external jury as the winner of the Chancellor s' Award for Innovation in Teaching and Learning in 2010 and the Chancellor's Award for Excellence in Research in 2011.

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Professor Awoniyi Awofeso, Full Professor

Prof. Awoniyi Awofeso is a Professor at the e-School of Health and Environmental Studies at Hamdan Bin Mohammed e-University. He has over 23 years of experience in universities of Nigeria and Australia in the fields of public health Projects' management, public health surveillance, health sociology, correctional health care, and hospital administration. Prof. Awoniyi has extensive work experience, at both middle and senior management levels. He also authored four books, one book chapter and 104 peer-reviewed academic papers published in well-regarded journals and book serials. Prof. Awoniyi worked closely and productively with reputable Non-Governmental Organizations such as Medecins Sans Frontieres and Netherlands Leprosy Relief. In the past three years, Prof. Awoniyi reviewed at least 60 manuscripts on behalf of leading journals such as the British Medical Journal and Australian Medical Journal Social Science an. In addition since 2005 he attended and presented at over 15 international conferences in Africa, Asia, Europe North America, Turkey and Australia.

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Dr. Allan McNaught, Associate Professor

Dr. Allan McNaught is an Associate Professor at the e-School of Health and Environmental Studies at Hamdan Bin Mohammed e-University. He has over 20 years of experience in teaching and education administration in UK universities. He has previously been a Faculty member of Keele University, the University of Greenwich, and London Southbank University.

Dr. McNaught has also worked as a senior manager and health planner in the UK health system. He has also worked on a variety of international health sector development projects, including the establishment and teaching of postgraduate programs in health management and public health at Universities in Serbia, Bosnia, and Zimbabwe. Dr. McNaught has been a Managing Consultant in a Washington DC-based health economics consultancy, and has undertaken technical consultancy in a wide range of countries.

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Dr. Moetaz El Sergany, Assistant Professor

Dr. Moetaz ElSergany is an Assistant Professor at the e-School of Health and Environmental Studies at Hamdan Bin Mohammed e-University. He has over 20 years of technical and teaching experience in environmental health field. He taught and developed many environmental health courses (water and wastewater analysis, environmental legislation, water sanitation, integrated solid waste management, environmental aspects of pesticides, environmental impact assessment, industrial waste management, and hazardous waste management). Dr. Moetaz participated in many environmental studies in Egypt, Saudi Arabia and United Arab Emirates. He worked in a number of Middle East Universities. He worked as coordinator and participated in the establishment of the new Environmental Health Program in Dammam University, Saudi Arabia and as Assistant Professor Environmental Health Department, University of Sharjah, UAE. He has participated in installation, calibration and training in many environmental health laboratories in Egypt, Saudi Arabia and UAE.

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Dr. Mayada Moussa, Assistant Professor

Dr. Mayada Moussa is an Assistant Professor at the e-School of Health and Environmental Studies at Hamdan Bin Mohammed e-University. She has MPH and PhD from the High Institute of Public Health (HIPH), Alexandria University in Environmental Health. She has been in the academic field of environmental health for over 8 years. Her experience involves designing and teaching graduate and undergraduate courses, training students and conducting research in the fields of public health, with emphasis on environmental and occupational health, epidemiology and health promotion. Dr. Mayada was serving on several committees at HIPH, such as Strategic Planning Committee

and Environmental Affairs Committee. She also participated in two projects related to impacts of environmental risk factors and in another two projects related to quality assurance & accreditation in higher education. Dr. Mayada is a reviewer and editor at the Journal of the Egyptian Public Health Association, and a reviewer for two other Egyptian scientific journals in the field of public health, as well as for several national and international conferences.

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