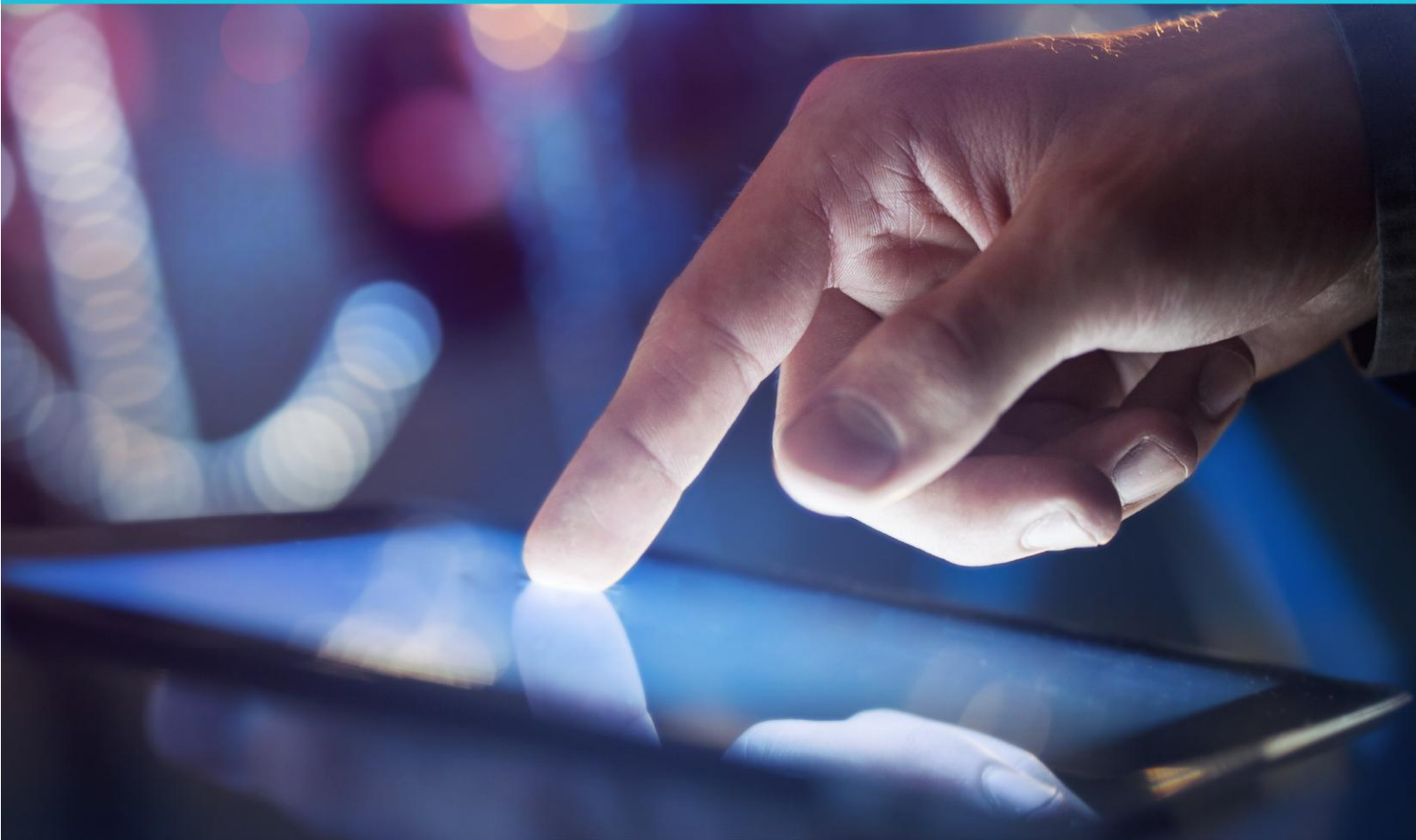




جامعة حمدان بن محمد الذكية
Hamdan Bin Mohammed Smart University

UNDERGRADUATE PROGRAM CATALOGUE

2025 - 2026





جامعة حمدان بن محمد الذكية
Hamdan Bin Mohammed Smart University



H. H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum

Crown Prince of Dubai
and University President



HE Mattar Al Tayer

Commissioner General for Infrastructure, Urban Planning and Well-Being Pillar and the
Director General, Chairman of the Board of Executive Directors of the Roads and Transport
Authority (RTA)

HBMSU Board of Governors Chair

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Chancellor of HBMSU

Table of Contents

Message from the Chancellor	9
Academic Calendar 2025/2026	11
An Overview of Hamdan Bin Mohammed Smart University	14
Hamdan Bin Mohammed Smart University Institutional Licensure.....	15
Vision.....	15
Mission.....	15
Value proposition	16
Enablers.....	16
International Relations and Partnerships	17
Tutoring and Teaching.....	19
Defining Smart Learning.....	19
HBMSU Delivery Approach	19
Skills for becoming Successful in Smart Learning	21
Guiding Principles: Transparency and Consistency	22
Admission to Undergraduate Programs	23
Admission Requirements	24
Required Documents.....	24
Admission Process	24
Submission of Online Application.....	24
Document Upload Requirements	25
Payment of Non-Refundable Application Fee.....	25
Payment of Admission Fees (Upon Offer Acceptance).....	25
Offer Letter Generation	25
Re-Admission	25
Verification of Eligibility	25
Approval and System Update.....	25
Admission Validity and Fees.....	26
Transfer of Credit.....	26
Application Deadlines.....	27
Undergraduate Admission:.....	27
Mathematics Requirement.....	28
Conditions for Continuation	28
Recognition of Prior Learning (RPL)	29
Academic Terms, Regulations and Course Registration	31
Semesters.....	32
Credit Hour Definition.....	32
Definition of Major	33
Definition of Minor	33

Academic Load.....	33
Course Descriptions and Syllabi	33
Course Registration.....	34
Credit Transfer and Parallel Enrolment	34
Registration Suspension	34
Add and Drop	35
Course Withdrawal and Refund.....	35
Repeating Courses	36
Incomplete Coursework.....	36
Minimum and Maximum Study Periods.....	37
Grading System	37
Graduation Honours	38
Academic Probation	39
Transcripts.....	39
Learner's Records.....	39
Attending classes.....	40
Coursework Assessment.....	40
Plagiarism and Acknowledgement Practice	40
Course/ Program Evaluation	41
Graduation.....	41
Learner Rights, Responsibilities, Code of Conduct and Problem Resolution	43
Learners' Dress Code.....	46
Penalties for Violating of Code of Conduct.....	46
Learner Academic Integrity Code (Academic Honesty)	49
Settlement of Academic Honesty Offenses.....	52
Problem Resolution	54
Learners Council and Subcommittees	55
Learners Communities:.....	56
Learners' Related Events.....	56
HBMSU Alumni Association	56
Financial Policies and Tuition Fees	58
Programs Tuitions & Other Applicable Fees.....	59
Payment Channels.....	67
Learners' Services and Facilities	69
Academic Advising.....	70
HBMSU Smart Library Services.....	70
Learning Delivery Support	72
Learner e-Mails.....	72
Innovative Learners' Support and Smart Learning Infrastructure.....	73
e-Orientation Program	73

Skill Upgrading Workshops and Resources	73
HBMSU Smart Campus	73
Learners' Related Events.....	74
Learners Relationship Management Department (LRM).....	74
Registration Department	75
Career Services	76
HBMSU Campus	76
Campus Timing and Security	77
Schools & Academic Programs	78
General Education	79
Program Learning Outcomes.....	79
General Education Course Descriptions	80
School of Business and Quality Management	84
Bachelor of Business and Quality Management	85
Bachelor of Business and Human Resource Management	89
Bachelor of Business and Accounting.....	93
School of Business and Quality Management Course Descriptions.....	97
School of Business & Quality Management Faculty Roster	109
School of Health Sciences.....	117
Bachelor of Science in Health Administration.....	118
School of Health Sciences Course Descriptions	122
School of Health Sciences Faculty Roster	127
School of Sustainability and Green Economy	131
Bachelor of Science in Sustainability and Green Economy.....	132
School of Sustainability and Green Economy Faculty Roster.....	140
School of Sustainability and Green Economy Course Descriptions.....	135
Key Contact Personnel.....	142

Message from the Chancellor



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 HBMSU, HBMSU has been able to move from one success to another as a national and regional leader of Smart 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.

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

Dr. Mansoor Al Awar

Chancellor

Hamdan Bin Mohammed Smart University

Academic Calendar 2025/2026

* All Islamic holidays are subject to change

Fall Semester (2025-2026)				
Month	Date	Semester Week	Day	Event/ Activity
August	25	1	Monday	First day of semester; First day of classes
	29		Friday	New Learners Orientation
September	05	2	Friday	Last day to add section(s); Last day to drop section(s) with 100% refund of tuition - last day of fall 2025 admission
	08	3	Monday	First day of 70% refund of tuition for dropped section(s)
	20	4	Saturday	Last day of 70% refund of tuition for dropped section(s)
	22	5	Monday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
	22		Monday	First day of Spring 2025 admission
October	20 -24	9	Monday	Mid-term Exams
November	09	11	Sunday	Last day to drop section(s) with a grade of Withdraw (W)
	10	12	Monday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
December	02 -03		Tuesday	UAE National Day Holiday
	05	15	Friday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	08		Monday	First day of final assessment
	21		Sunday	Last day of final assessment
	22		Monday	First day of Semester Break
	26		Friday	Declaration of final grade(s)
January	01		Thursday	New Year*
	02		Friday	Last day of Semester Break

Spring Semester (2025-2026)				
Month	Date	Semester Week	Day	Event/ Activity
October 2025	1		Wednesday	First day of Spring 2026 admission
January	12	1	Monday	First day of semester; First day of classes
	16		Friday	New Learners Orientation
	23		Friday	Last day of spring 2025 admission
	25	2	Sunday	"Last day to add section(s); Last day to drop section(s) with 100% refund of tuition - Last day of late admission"
	26	3	Monday	First day of 70% refund of tuition for dropped section(s)
February	08	4	Sunday	Last day of 70% refund of tuition for dropped section(s)
	09	5	Monday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
	16		Monday	First day of summer and Fall 2026 admission
	18		Wednesday	First Day of Ramadan*
March	16		Monday	First day of Spring Break
	19		Thursday	Eid Al-Fitr Holiday*
	27		Friday	Last day of Spring Break
	30	11	Monday	Classes resume after Mid-Semester Break
April	12	11	Sunday	Last day to drop section(s) with a grade of Withdraw (W)
	13	12	Monday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
May	08	15	Friday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	11		Monday	First day of final assessment
	18		Monday	Last day of final assessment
	21		Thursday	Declaration of final grade(s) End of Spring Semester

Summer Semester (2025-2026)				
Month	Date	Semester Week	Day	Event/ Activity
May	25		Monday	Last day of summer 2026 admission
June	01	1	Monday	First day of classes; First day of grade of Withdraw (W) for cancelled registration in section(s)
	07		Sunday	Last day for grade of Withdraw (W) for cancelled registration in section(s)
	08	2	Monday	First day of grade of Withdraw Failure (WF) for cancelled registration in section(s)
	17		Wednesday	Al-Hijri Islamic New Year*
July	11	6	Saturday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	13		Monday	First day of final assessment
	16		Thursday	Last day of final assessment
	21		Tuesday	Declaration of final grade(s)

An Overview of Hamdan Bin Mohammed Smart University

Hamdan Bin Mohammed Smart University Institutional Licensure

Under the presidency of H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, the Crown Prince of Dubai, UAE, Hamdan Bin Mohammed Smart University (HBMSU) is committed to instigating a culture of quality, innovation and research through smart learning in the Arab world, with emphasis on the academic disciplines of business, quality management, education, healthcare and environment. Established in 2002, this innovative higher education project has been conceived, crafted and implemented by Dr. Mansoor Al Awar, HBMSU Chancellor, as a passionate response to the hopes and aspirations of the new Arab generation, with a focus on smart learning as the future of education and empowerment in the region.

HBMSU is a research-based University that has brought about a paradigm shift in smart education in Dubai by designing learner-centric solutions in its strategy. Learner experience at HBMSU is more diverse and innovative than any other campus life. With its unique learning environment (Smart Campus), the University Dubai campus offers a fresher learning experience with the use of technologies in the form of mobile learning, discussion blogs, online classrooms, educational gaming and social networking all suited to meet the needs of working professionals and high-school graduates alike.

The learner-centric environment at the University is reflected in the full support offered to learners with automated pre-enrolment and admission support and learners' clubs, and additional learning resources such as the Library, Career and Placement Services, using the latest in ICT technologies to communicate with learners across the globe.

Vision

“Globally recognized as an Innovative University and Learning Hub with distinctive impact on the skills of Ambitious, Career Focused learners.”

Mission

“Enable Knowledge creation and application through disruptive innovation and transformation, and provide unique lifelong learning opportunities, intellectually stimulating learning experience and diverse community of Faculty, Staff, Learners and Alumni”

Value proposition

- **Online Academic Excellence:**
To be a distinguished provider of accredited online academic programs aligned with the new economic era.
- **Innovative Learning Methods:**
To be a pioneer in innovative, state-of-the-art digital learning methods.
- **An Enterprise Mindset:**
To be a regional partner of choice for digitally enabled learning
- **Center of Excellence:**
To be a thought leader in the future of learning.

Enablers

- **Learners:**
Attract career-focused learners looking for employability and advancement.
- **Faculty:**
Attract and develop Industry focused faculty.
- **Financial Sustainability:**
Diversify and create new sources of revenue for financial sustainability.
- **Partnerships:**
Build strong partnerships across the higher education value chain and industry.

Hamdan Bin Mohammed Smart University, located in the Emirate of Dubai, is officially Licensed from 19/08/2025 to 18/08/2029 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates to award degrees/qualifications in higher education”

International Relations and Partnerships

Hamdan Bin Mohammed Smart University is committed to promote international relations and foster partnerships with institutions of higher education and professional organizations aligned with the strategic direction of the University.

International Cooperation leads agreements that involve collaborative efforts that both HBMSU and the partner institutions intend to pursue.

HBMSU leverages international credibility, recognition and affiliation and develops its relations based on the following values:

- **Collaborative**

HBMSU strives to create synergies in all affairs with partners and brings real tangible results and mutual benefits on both sides of the cooperation. HBMSU knows how to build a dialogue and develop lasting fruitful collaborations.

- **Innovative**

HBMSU is a dynamic educational enterprise that provides lifelong learning opportunities to equip learners with the 21st century skills, and continuously creating the knowledge based on the culture of quality, innovation and research.

- **Leading-edge**

HBMSU believes in strategic partnerships that lead to the real transformation of education necessary to keep up with the rapidly changing world. In order to provide a higher quality of education and service to society, HBMSU extended its commitment to the qualitative high-level partnerships and affiliations.

The University has a number of collaborative relationships that have resulted in creating new opportunities for HBMSU in areas related to research, program development, content development, training, benchmarking and collaborative case study and report development to name just a few. These relationships are based on both contracts and memoranda of understanding and have benefitted the University in terms of international recognition, development and improvement of teaching and learning at many levels, as well as attraction of associate faculty.

A sample of some recent relationship agreements are also listed below:

- HBMSU launched an international Consortium for Benchmarking Framework for Online, Open, Smart, and Technology-Enhanced Higher Education
- HBMSU and Alexandria University jointly offer a Master Program in Innovation and Change Management in Egypt
- HBMSU and Al Maktoum College of Higher Education in Scotland sign MoU to jointly conduct research and training on globalization, ethics, law & Islamic economy
- HBMSU and International Council for Open and Distance Education re-launch the ICDE Global Doctoral Consortium
- HBMSU signs an Agreement with Oakland University to provide more learning opportunities to its students in the USA
- HBMSU was the first and only Arab university invited to join the Global Education Coalition launched by UNESCO

HBMSU advocates for and facilitates international links, perspectives, and initiatives. These partnerships foster international cooperation in areas such as health & environment, e-learning, quality and business management. The University is aligned with the following renowned associations and international organizations:

- International Association of Universities
- International Council for Open and Distance Education (ICDE)
- Quality Matters
- EDUCAUSE
- European Learning Industry Group (ELIG)
- International eLearning Association (IELA)
- Association of Arab Universities (AARU)
- American Society for Quality (ASQ)

- Union of Japanese Scientists and Engineers (JUSE)
- International Academy for Quality (IAQ)
- European Foundation for Quality Management (EFQM)
- Asia Pacific Quality Organization (APQO)

Tutoring and Teaching

Hamdan Bin Mohammed Smart 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.

Defining Smart Learning

Before starting your journey with us, you may want to know more about Smart Learning. This section answers this question and some of the most frequent questions one may have about Smart Learning.

Starting with its definition, Smart 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 Smart Learning is often used to describe a range of learning situations that include either directed learning or self-learning conducted through the internet.

HBMSU Delivery Approach

Driven by HBMSU extensive experience and the state of art technological infrastructure, HBMSU programs are offered through the Full-Fledged Online Learning Approach: Synchronous (Virtual) and Asynchronous (self-paced). The full-fledged online learning delivery format is learner-centric and involves independent thinking on the part of the learner. Using synchronous delivery allows learners to interact with faculty and get questions answered in real time; thus, learners can benefit from the immediate personal engagement with faculty members and other learners, which prevent miscommunication and create greater feelings of community and lessen feelings of isolation. While faculty can gauge whether or not learners are grasping the material and plan as needed. Having some parts of the courses delivered through the asynchronous delivery

mode offers more flexibility, allowing learners to set their own schedule and work at their own pace. The approach shifts the focus from an instructor-centred to an individualized learner-centric approach. Learners are empowered to discover and construct their own knowledge.

Synchronous or Virtual learning is learning that is conducted in real time using online tools, where learners and the instructor can interact and engage with the disciplinary content of the course at the same time but without the constraints of a specific place. Synchronous learning is conducted at HBMSU in the virtual classroom and makes use of all its features, such as using audio, video and chatting, file and screen sharing, various interactive media and applications, and a variety of tools and technologies that provide a high quality learning experience.

Asynchronous learning comprises virtual and self-paced learning. The virtual component focuses on Virtual Lab activities that engage learners, consolidate skills, and measure their achievement. The Self-paced component includes further activities and homework to be conducted by the learners during the week. The Self-paced learning is not bound by time or place, and allows learners and instructors to interact and engage among each other sharing resources and information outside the constraints of time and place. The online delivery strategy at HBMSU is intended to engage learners, enhance their skills and competencies, and ensure the achievement of learning outcomes for all courses.

At HBMSU, learners are provided with a variety of learning material including specially designed digitized learning objects that can be accessed anytime from anywhere to enhance and personalize their learning experience. Asynchronous learning at HBMSU is further facilitated a variety of tools (e.g. emails, file sharing, discussion forums, blogs, e-portfolios, etc.) and resources (e.g. podcasts, videos, presentations, simulations, educational games, etc.) to ensure a highly enjoyable and interactive learning experience.

To complement the online delivery strategy adopted in all courses at HBMSU, assessment of learners can take different forms and can vary from one program to another and across the courses. Assessment for each course is linked to the learning outcomes and is administered as per the assessment strategy in the approved course syllabus provided to learners at the beginning of each semester.

In courses, where a midterm exam is required, the midterm exam will be conducted physically on Campus, and will be properly invigilated. Learners must bring their HBMSU IDs to the exam room and must abide by all examination guidelines as shared by registration.

In courses, where a final project is required (not a final exam), a virtual viva and online presentation will be necessary to allow the course instructor to authenticate the learner's work and to ask questions related to

the course and the final project. Learners must open their cameras and show their HBMSU IDs to the course instructor for verification. Failing to do so would be considered a major breach of examination guidelines that necessitates reporting to the Learners' Disciplinary Committee.

In courses, where a final exam is required, the final exam will be conducted physically on Campus, and will be properly invigilated. Learners must bring their HBMSU IDs to the exam room and must abide by all examination guidelines as shared by registration.

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

Skills for becoming Successful in Smart 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

Guiding Principles: Transparency and Consistency

This program catalogue outlines the rules, regulations, and program requirements forming the contract between learners and HBMSU. We prioritize transparency and consistency to ensure your educational journey remains steadfast from enrolment to completion.

Admission to Undergraduate Programs

Admission Requirements

Hamdan Bin Mohammed Smart University (HBMSU) admits applicants without discrimination based on national origin, color, gender, disability, or religion. The University is committed to equality, ensuring that all learners receive the same rights and privileges.

While HBMSU welcomes applications from all individuals, admission is subject to meeting the program-specific requirements outlined below to uphold the University's high academic standards.

Required Documents

The following documents are required for undergraduate admission:

Required Document
Secondary school grades and certificate
English language test results TOEFL, IELTS score reports (if available)
SAT score (if available)
One photograph
Equivalency certificate issued by the UAE Ministry of Higher Education and Scientific Research (for foreign high school grades)
A valid passport copy with a valid visa
Emirates ID/National ID (both sides)
Copy of Ethbarah and Family Book (UAE Nationals)
Police clearance certificate
Letter of employment (if employed)
LinkedIn account

Admission Process

Applicants seeking admission to any academic program at Hamdan Bin Mohammed Smart University (HBMSU) must complete the following steps:

Submission of Online Application

Applicants must complete all sections of the online application form accurately and provide all required supporting documents.

Applicants shall access the online application portal through the HBMSU website.

- Applicants shall create a user account using a valid email address.
- Applicants shall complete all mandatory fields in the application form.

Document Upload Requirements

- Applicants shall upload clear, legible scans of original documents.
- Documents in languages other than English or Arabic shall be accompanied by certified translations.

Payment of Non-Refundable Application Fee

A non-refundable application fee of AED 315 must be paid upon submission of the application.

Payment of Admission Fees (Upon Offer Acceptance)

Upon accepting the admission offer, applicants must pay **AED 1,000** as admission fees for the bachelor's Program

Offer Letter Generation

Upon approval, the system shall generate the appropriate offer letter:

- Standard Offer Letter – for full admission.
- Conditional Offer Letter – specifying conditions and deadlines.
- Rejection Letter – with a clear rationale.

Re-Admission

Learners seeking re-admission must contact the Admissions Team for approval.

Verification of Eligibility

- The Admissions Team will review the learner's file to ensure compliance with the current admission requirements applicable at the time of re-admission.
- The learner must meet all current admission criteria, including the submission of valid English proficiency scores, if required.

Approval and System Update

- Upon approval, the Admissions Team will notify the Registration Team to update the system accordingly.
- Once the system is updated, the learner will be granted access to enroll in the required courses.

Admission Validity and Fees

- Admission offers are valid for the full academic year, excluding the summer semester.
- Applicants who delay registration for more than two semesters must reapply for admission.
- Application processing fees must be paid at the time of submission.
- Reapplications are subject to the payment of a new application fee.

Transfer of Credit

Prior to the first semester of enrolment, HBMSU may consider transferring credits for courses completed at other accredited universities, colleges, or institutions to its undergraduate and postgraduate programs if the learner meets the admission requirements of the program .

Transfer applications are open during the admission period as well as during add and drop period .

Eligibility Criteria

To be eligible for transfer credit, learners must meet the following conditions:

- Courses must be completed at an accredited institution.
- Course content and credit hours must be at least 80% equivalent to HBMSU courses.
- Learners must satisfy the admission requirements of their chosen program.

Application Process

Learners seeking to transfer credits and enroll at HBMSU must follow these steps:

Step 1: Application Submission

- Select the "Transfer" option in the online admission application.
- Pay the non-refundable application fee (AED 315) to unlock the Transfer Credit Evaluation process.

Step 2: Submission of Required Documents

Applicants must submit the following:

- Official transcripts of completed courses.
- Course descriptions and syllabi for evaluation.
- Any additional supporting documents required for assessment.

Step 3: Review & Evaluation

- The Admissions Office reviews the request to ensure eligibility criteria are met.
- If approved, the Registration Department processes the credit transfer.

Recording of Transfer Credits

Accepted transfer credits shall be recorded in the learner's academic record.

Transfer Limits

- Undergraduate programs: Maximum of 50% of program credits may be transferred.

Final Decision

The approval of transfer credits is at the sole discretion of HBMSU.

Application Deadlines

Applications for admission to undergraduate studies at Hamdan Bin Mohammed Smart University are accepted at three intakes during the year; the Fall, Spring and Summer semesters.

Undergraduate Admission:

General Requirements

Applicants are required to meet the following requirements:

- Hold a recognized high school certificate (or equivalent) issued by a recognized educational authority or government body in UAE or abroad
- UAE Curriculum or Equivalent: Successful completion of high school

Documentation Requirements

- Applicants must have all academic credentials certified by the relevant authorities.
- International certificates must be officially equated by the Ministry of Education in the UAE.
- Official transcripts and supporting documents must be submitted in their original language, accompanied by certified English translations if they are not in English or Arabic.

English Language Proficiency

Applicants must fulfill one of the following English language requirements:

- Achieve a minimum score of 80% or higher in high school English.
- Learners who completed secondary education in an English-medium curriculum are considered to have met the English proficiency requirement. However, they must submit an equivalency certificate issued by the UAE Ministry of Education.
- Undergraduate transfer learners who have successfully completed an English Foundation Course at an accredited university may also be exempted.

For learners from non-English-medium curricula, proficiency must be demonstrated through:

- TOEFL: 500 (paper-based), 173 (computer-based), or 61 (internet-based).
- IELTS Academic: 5.0 or above.
- Applicants who do not meet the required English proficiency standards may be conditionally admitted and permitted to register for up to 21 semester credits while completing the English proficiency requirement.

Mathematics Requirement

- A minimum score of 70% in high school Mathematics (or its equivalent) is required for admission to all undergraduate programs.
- Applicants who score below 70% must enroll in a non-credit remedial Mathematics course.
- Admission will remain conditional until the course is successfully completed.

Conditions for Continuation

- Learners must enroll in non-credit remedial courses, as required.
- All submitted credentials are subject to verification by HBMSU.

Recognition of Prior Learning (RPL)

HBMSU has established a Recognition of Prior Learning (RPL) system to support individuals with relevant knowledge and skills in obtaining formal qualifications. This initiative enhances employability, mobility, lifelong learning, social inclusion, self-esteem, and economic development.

The HBMSU RPL policy applies to all undergraduate programs and should be read in conjunction with HBMSU's academic regulations. It covers applications for course credit based on experiential or other non-classroom-based learning.

General Requirements

- Possess a minimum of five years of substantial professional experience directly relevant to their chosen program.
- Fulfil all other program-specific admission requirements
- Successfully complete the RPL assessment process

For applicants seeking admission through RPL:

1. RPL applicants shall submit the standard application plus:

- Comprehensive professional portfolio
- Detailed CV with verified employment history
- Evidence of at least five years of relevant professional experience
- Certifications and professional development documentation
- Letters of recommendation from employers

2. The RPL Committee shall review applications.

3. Assessment methods shall include:

- Portfolio evaluation
- Competency interviews
- Skills demonstration (if applicable)
- Written assessments

4. The RPL Committee shall submit recommendations to the Registrar.

Application Process and Evidence Requirements

Learners must submit an RPL application to the Admissions Office during the admission process. The Admissions Office will forward the request to the Registrar's Office for coordination with the relevant schools to determine the applicant's eligibility.

To receive course credit based on informal or non-formal learning, applicants must complete a challenge exam before credit is awarded. Applications must include appropriate evidence and supporting statements demonstrating that the applicant has acquired the knowledge, skills, or competencies relevant to the course.

The evidence must:

- Directly relate to the learning outcomes of the program or course for which credit is sought.
- Align with the current assessment criteria of the course under consideration for RPL.
- Demonstrate that the applicant has personally achieved the claimed learning outcomes.
- Be sufficiently recent to ensure the applicant can meet the program's objectives. If experience from more than five years prior is presented, the applicant must provide proof of staying up to date with developments in the field.

All submitted evidence must be verifiable, authentic, and clearly attributable to the applicant's own work.

Academic Terms, Regulations and Course Registration

Semesters

Courses in Hamdan Bin Mohammed Smart University are offered in two semesters: A Fall semester and a Spring semester. Each semester consists of 16 weeks including the examination period. The University may also offer a Summer term consisting of 8 weeks or less.

Credit Hour Definition

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

This total time includes:

1. Time spent in formal class instructions Time spent in laboratory, internship, or other scheduled activity (when applicable)
2. Time devoted to reading, studying, writing, preparation or problem solving.
3. 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 instructions, 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 weeks semester. Formal class instructions occur under the supervision of faculty members
- 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 are the same.
- 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 educational.

Definition of Major

The term 'major' refers to the primary field of study that students choose to focus on throughout their undergraduate education. It consists of a structured sequence of courses and related requirements designed to provide students with in-depth knowledge, skills, and expertise in a specific academic discipline or interdisciplinary area. Majors at HBMSU are designed to prepare students for various career paths or further academic pursuits by fostering critical thinking, problem-solving abilities, and subject matter expertise within their chosen field.

Definition of Minor

A minor or area of concentration refers to a secondary field of study that complements a student's primary major. It consists of a coherent set of courses within a specific discipline or interdisciplinary area, typically requiring fewer credits than a major. Minors or areas of concentration offer students the opportunity to explore additional academic interests, enhance their skills, and broaden their knowledge base beyond their major field of study

Academic Load

The study load for a new undergraduate learner per semester is set at a maximum of 18 credit hours . In exceptional cases, a learner can register for up to 21 credit hours after obtaining permission from the Dean of the School or the VCAA who can recommend more load if the learner's CGPA is 3.60 or greater on a 4.00, or this additional load enables the learner to graduate in the current semester. The maximum study load for the summer session is 6 credit hours.

Course Descriptions and Syllabi

Faculty members must ensure that learners receive the course syllabus during the first week of the semester preferably making the syllabus available on the university Virtual Learning Environment (VLE).

The deans of the respective schools have the final approval of the Course Syllabus, any changes or amendments cannot be made by individual faculty members and recommendations for change can be made to the dean.

Course Registration

Learners can choose courses through smart campus as per the study plan of the program he/she is admitted to. Detail of the registration process is available in the following videos:

- **How to Register for Courses (Smart Advising) ----- Click [HERE](#)**

Courses will be automatically dropped from the learner's record if the payment has not been received before the announced payment deadline. Payment should be for all registered courses, otherwise the courses will be dropped on the last day of the pre-enrollment (partial payment is not allowed).

Credit Transfer and Parallel Enrolment

Prior to the first semester of enrolment, HBMSU may consider transferring credits for courses completed at other accredited universities, colleges, or institutions to its undergraduate and postgraduate programs if the learner meets the admission requirements of the program. The content and outcomes of the course(s) to be transferred shall be equivalent to at least 80% or more of the contents and outcomes of the course(s) taught at Hamdan Bin Mohammed Smart University.

To apply for transfer of credits, a learner shall fill the admission application and complete the "Transfer Credit Request" at least 15 working days before the beginning of classes. Copies of all official transcripts, course descriptions, and syllabi for the course(s) he/she wants to transfer must be attached to the request and the transfer of credit fees paid. The learner must submit and pay fees for each transcript with courses to be evaluated for credit transfer.

HBMSU applies the Transfer Admission Policy as defined in the Ministry Education Standards (2019).

Registration Suspension

A continuing learner may suspend his/her registration for two consecutive regular semesters given that he/she does not exceed the maximum allowed study period. The registration of the learner will be considered as cancelled if he/she fails to register after two consecutive suspended semesters.

Learners called for the UAE National Service program shall be granted a maximum of two extra semesters not counted in the suspended semesters and the maximum allowed study period of undergraduate.

Summer semesters not included.

Learners whose registration is cancelled are required to re-apply to the University when considering returning to their previous program of enrollment, such learners need to fulfil admission requirements at the date of readmission.

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

Add and Drop

Learners may add or drop a course or more after he/she registered for that (those) course(s) up to the last day of Add/Drop period as per the University Academic Calendar.

Add/Drop period will take place in the first two week of the Fall and Spring semesters.

If the learner dropped a course within Add/Drop period, the course paid fees will be refunded to e-wallet and the course will not be recorded in the learner academic history (Refer to the academic Calendar page)

Final auto drop will take place on the last day of add/drop period.

Late registration fees will be applicable for the first week after the add/drop period.

Course Withdrawal and Refund

If a learner drops a course after the Add/Drop period, he/she will be considered withdrawing from the course and the withdrawal policy will be applied.

If a learner withdraws starting from the first working day of the 3rd week and no later than the last working day of the 4th week of a regular semester, a grade of “W” will NOT be recorded in his/her Academic History, but the refund policy will be applied.

If a learner withdraws starting from the first working day of the 5th week and no later than the last working day of the 11th week of a regular semester, the grade “W” will be recorded in the learner’s transcript but not considered in program and CGPA calculations and the refund policy will be applied.

If the learner withdraws after the end of the 11th week from the beginning of the regular semester, a grade of “WF” will be recorded in his/her academic record and this grade will be considered in calculating the learners’ program GPA and CGPA.

Summer sessions are NOT considered as regular semesters, therefore there is NO add/drop of courses during summer sessions. However, if a learner registers for a course(s) during a summer session and decides not to continue, he/she may withdraw from course(s) within the first week of the start of the session. In such circumstances, the grade “W” shall be entered in the learner’s Transcripts. If the learner wishes to withdraw a course/courses after the last working day of the 2nd week of a summer session, the grade “WF” shall be

entered against the course(s) cancelled in the learner's transcript. The grade "WF" will be considered in calculating the learner's CGPA. There is No Refund for courses registered during summer sessions

Repeating Courses

In order to improve the CGPA or meet graduation requirements, a learner may repeat courses (core or elective).

If a course is repeated (core or elective), the highest grade obtained by the learner shall be recorded in the learner's transcript and will be included in the calculation of the CGPA (Lowest Grade include In the Transcripts but exclude from calculation of the CGPA).

In all cases, all courses taken and grades obtained by a learner shall be included in his/her Transcript.

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

Incomplete Coursework

Attendance to 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 does not attend the final examination due to extenuating circumstances the course may be considered as "Incomplete". The extenuating circumstances may include the following:

- Illness or accident that is certified in a medical report approved by a doctor who is certified by a governmental Health Authority in the UAE.
- Death of a first or second degree relative.
- Being arrested.
- Mandatory courtroom appearance supported by a copy of the official court summons including the date when the learner was required to attend.
- Any other valid reason as deemed acceptable by the Registrar.

Learners who miss final assessments due to extenuating circumstances must request an incomplete assessment by submitting the Incomplete Grade Request form through the Incomplete System and attaching

all required documents. The system is accessible from the first day of exams until the official release of results. No incomplete request will be accepted after the specified deadline and he/ she must have a good class attendance record (i.e. must not be dismissed from the course for which they are requesting an incomplete grade) and must have accumulated a minimum aggregate score of 30 out of 60 in the formative/ongoing assessments of that course.

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 Add and Drop period 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.

The Program Coordinator shall organize with faculty to have a version of the final exams (that is different from the versions used on the day of the scheduled final exam) for use in cases of incomplete course requests; administrate the exam, grade it and send the final grade to the registration unit.

Learners who receive an 'incomplete' grade in a course will be offered “**One chance**” to complete their final exam or submit the required coursework before the end of the “add and drop” period of the following regular semester. Failure to meet this deadline will result in an "F" grade being recorded on the learners’ transcript, with no further extension for an incomplete exam, except for the exceptional circumstances mentioned below

The scheduling and organization of the final exam for an incomplete course shall be done in coordination between the Registrar and the School.

Minimum and Maximum Study Periods

Depending on the number of credit hours of undergraduate program, the minimum allowed study period to complete the graduation requirements of credit hours is seven regular semesters. While the maximum study period is 14 semesters not including the summer semesters.

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 activities taken during the semester.

Undergraduate Grading System

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 quality points are used in the University to calculate the Grade Point Average (GPA) per semester by summing the quality points of individual courses taken at a specific semester multiplied by the credit weight of each course and dividing by the total number of credit at that semester.

The Cumulative Grade Point Average (CGPA)

The quality of a learner performance is measured in terms of his/her Cumulative Grade Point Average (CGPA) which is calculated by summing the quality points of the individual courses as per the related study plan multiplied by the credit weight of each course and dividing by the total number of credits.

Graduation Honours

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

Performance	CGPA
Excellent with Honours	3.95 – 4.00
Excellent	3.70 – 3.94
Very Good	3.00 - 3.69
Good	2.50 - 2.99
Pass	2.00 - 2.49

Academic Probation

Undergraduate learner must maintain, a minimum cumulative grade point average (CGPA) of (2.00). If a learner achieves less than 2.00 CGPA in any given semester (excluding summer semesters); he/she will receive a first academic warning. The “first academic warning” will be mentioned on his/her transcript

If a learner fails to remove the academic warning by the end of the next completed regular semester, he/she will receive a second warning the “second academic warning” will be mentioned on his/her transcript.

The academic warning is removed if the learner achieves a CGPA of 2.00 or above at the end of next completed semester.

If a learner fails to remove the academic warning by the end of the next completed semester, the learner’s case will be reviewed by the related School. The Dean of School, after reviewing the case with the related Program Coordinator, 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.

Transcripts

Learners may obtain official signed transcripts of their academic records by applying for the official transcript. 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.

Learner’s sponsor, if any, can access the learner’s academic profile and can apply for an official transcript

Learners may access their grade records and print unofficial transcripts from the system.

Learner’s Records

Hamdan Bin Mohammed Smart 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 requests to the registrar department 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.

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 Registration File. The admission file is considered the main and permanent file and it contains all admission requirement documents. An electronic version of each learner 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

Attendance at HBMSU is compulsory and is governed by the attendance policy.

The maximum number of absences in any course should not exceed 25%, as explained in the following table.

Attendance Warning / Notification	Number of sessions missed	
	In regular semesters (Fall / Spring) after the add & drop period (2 weeks)	In Summer semesters (no add & drop period)
1st warning	2 Synchronous/Virtual Sessions	2 Synchronous/Virtual Sessions
2nd warning	3 Synchronous/Virtual Sessions	3 Synchronous/Virtual Sessions
Dismissal	4 Synchronous/Virtual Sessions	4 Synchronous/Virtual Sessions

Coursework Assessment

Courses are generally assessed based on a 40% final assessment and 60% ongoing 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 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 Course Work and Assessment 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/ Program Evaluation

One of the pillars of continuous improvement at Hamdan Bin Mohammed Smart University is based on getting feedback from all learners about each course taught as part of the program curriculum, and about the whole program.

In limited cases, the university may temporarily withhold midterm or final grades along with the process of issuing official transcripts and/or printing of unofficial transcripts till certain requirements-which are identified as crucial are met. Such cases could be but are not limited to: delays in filling the course/program evaluation form which may jeopardize the accreditation status of the institution.

Graduation

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

Graduation Requirements

To be eligible for the award of a 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 a CGPA of not less than 2.00 for Diploma and undergraduate
- Spend the minimum period, stipulated for the award of the degree and not exceeding 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 Smart 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 Learners 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 Unit. The university will charge the graduation fees as indicated in the “Application Form for Graduation“.

Learner Rights, Responsibilities, Code of Conduct and Problem Resolution

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

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

1. Academic Freedom

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

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 Learner Relationship Management office by submitting a grievance record.

3. Freedom of Inquiry and Expression

Learners and recognized learners' associations and clubs which are part of Hamdan Bin Mohammed Smart University Community are guaranteed the rights of free inquiry, expression in both verbal and written form that do not violate the University and the country laws, policies, regulations and operations. At the same time, it must be made clear that in their public expressions or demonstrations, learners speak only for themselves

4. Freedom of Assembly

Hamdan Bin Mohammed Smart University recognizes the rights of all learners to gather in groups 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.

5. Web Presence, Media/social media Relations, Distribution and Posting

Learners may distribute post or upload printed and/or online published material after obtaining approval from the Learner Relationship Management office. All free publications not in violation of the University

policies and procedures and the UAE laws and culture may be distributed. Using media, social media, institutional resources, trademarks, logos or brands under the name of HBMSU is strictly prohibited unless written approval is obtained from the Chancellor through the Learner Relationship Management office. Legal actions shall be taken against any learner violating.

6. Commercial Activities and Fund Raising

The use of university grounds or facilities for commercial or private gain purposes is prohibited. Learners shall contact Learner Relationship Management office to get approval on such activities.

7. Role of Learners in the University-wide Decision Making

HBMSU 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 Learner's Council or the Learner Relationship Management office by posting a complaints on SAWTI channel on the Smart Campus or email.

Hamdan Bin Mohammed Smart 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 resources available, appropriate use of those resources, and the specific behavioral tasks necessary for attaining desired learning outcomes.

Some of **the learners' responsibilities** are summarized below:

- To become knowledgeable of, and adhere to the University's policies, practices, and procedures.
- Demonstrate respect for all people in the university community-staff, faculty, and other learners.
- To set up their university email accounts, and recognize that emails are the main and only official means of communication with university staff
- To participate actively in the learning process, both in and out of the virtual classroom (in online and offline class activities);
- To attend all class sessions online.
- To develop skills required for learning, e.g., basic skills, computer skills, time management, motivation, study skills, and openness to the educational goals.

Learners' Dress Code

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.

- Kandura (Deshdasha)
- Abaya and Sheila
- Formal or Casual Attire
- Pants/Trousers below knee
- Skirts below knee
- Blouse/Jackets covering the arm to elbow.
- Sleeveless, Pants/ Trousers and skirts above knees are strictly prohibited

The learners are also expected to obey 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.

Penalties for Violating 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. 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 is against the university standards. Continued misconduct may result in more serious disciplinary action..
- **Disciplinary Probation:** - By sending a written formal notice from the Learners Relationship Management Senior Manager to the learner informing him or her that s/he was found in violation of the university standards. Violations of the stated conditions will cause more serious disciplinary action.
- **Suspension:** - The University Disciplinary 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 Relationship Management, Senior Manager prior to being allowed to enroll at the University after the suspension period has expired.

- **Expulsion:** - The LRM Senior Manager 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 LRM, Senior Manager 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 public

Examples of Learner's Misconduct

- Abusing physically or verbally any person on University campus or through University facilities (i.e. SAWTI, online classrooms, forums, through email accounts of the University, etc).
- Humiliating conduct or language based on a person's race, gender, color, religion, nationality, and origin, physical or other disability, age, or political beliefs.
- Being involved in unwelcome sexual advances or physical touching or making sexually-oriented remarks, jokes, comments and/or behavior.
- Interfering by force or by violence (or by threat of force or violence) with any other learner, faculty or University Staff in the University.

- Filing a formal complaint falsely accusing another learner, faculty or University Staff.
- Damaging the reputation of the University through unacceptable actions or behavior.
- Using the name of the University of distributing or posting any materials (including in electronic form) in its name without prior approval.
- Being involved in academic violation: cheating, plagiarism, violating copyrights, etc.
- Entering or using University campus, offices or any locked or closed University facility in any manner, at any time, without permission of the University.
- Bringing unauthorized visitors to the University.
- 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 staff.
- 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 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.
- Smoking within the University campus.
- Possessing or using weapons or any dangerous chemicals which can be used to inflict bodily harm or damage upon a building or grounds in the University.
- Using SAWTI Page for any purpose or in any manner that violates any local or federal laws, along with any local tradition, disciplines or direction imposed by any competent Authorities in the Country.
- Conducting any process of surveys, commercial messages or advertising any material without the prior written approval of the University.
- Using the SAWTI Page to post or send any infringing, threatening, defamatory, libelous, disrepute or obscene others.

- Undertaking any action which may be calculated to disrepute the University and its standing image, or otherwise determined to be abusive or harmful to the University Staff and Faculty.
- Using university email for:
 - Personal gain
 - Chain letters (e.g., any communication which requests or demands the recipient forward the message to one or more individuals)
 - Solicitations for contributions for non-University sponsored entities
 - Deliberate acts associated with denying, interfering with or disrupting service of HBMSU e-mail service or that of any other agency.
 - Attempts to perform mass mailings to the entire University community of a non-official nature.
 - Any unlawful activity.

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.

The Coursework and Assessment Procedure at HBMSU includes (Appendix 1 page 13) the details on the similarity report produced by Turnitin. The procedure covers many aspects including the following:

- As a guide, a returned percentage of over 25% would indicate that plagiarism has occurred.
- In case of dissertations, the similarity percentage should be as close as possible to zero but consider 10% similarly as cut-off point.
- The default assignment settings should be adjusted to exclude quoted material, references/bibliography and small matches up to 5 words in order to gain a more accurate overall percentage.
- Learners may access, edit and reload their submitted file without any need for faculty intervention as long as it is still in Draft form. If a submitted file shows very high similarity and the assignment deadline was not yet due, then a learner may ask the instructor to revert the assignment to “draft” status, so that the learner can work on it and improve it.
- In all cases, the it is the learners’ responsibility to submit the Assignment file before deadline

- The Originality Report is available to learners once the learner uploads his/her submission.

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.
- Making an attempt to change the outcome of assessment results.

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
- Turning in a paper retrieved from an Internet source as one's own
- Using another student's work in whole or part and handing it in as one's own
- Presenting the same work for more than one course
- Using information from an encyclopaedia, book, textbook, web site, database, etc., without citing the source
- Using any facts, statistics, graphs, drawings, pictures, sounds or other piece of information from any source that is not common knowledge, without citing the source
- Using quotations of another person's actual spoken or written word without citing the source
- Paraphrasing (putting into your own words) another person's unique ideas, spoken or written without citing the source
- Using online translators for assignments and assessments to outsmart plagiarism detection tools

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 Coordinator, 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 Coordinator. 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 General Education director (in the case of learner is enrolled in GE courses) and the Registrar, in order to monitor any recurrence of such errors in judgment by the particular learner.

In the case where the faculty believes that the offense made by the learner is a serious breach 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 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 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. The faculty is 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 Coordinator may either:

1. Dismiss the case and notify the Registrar of the decision, or
2. Refer the case to the Learner Disciplinary Committee (LDC), which should include the University Registrar, Administrative Faculty, Faculty Member of concerned School, Enterprise Technical Support Manager and Learners Relationship Management Manager. 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 Registrar to form the committee within 5 working days.

Penalties

- Learners must be aware that academic violations will be treated seriously, with special attention given to repeat offenders. Learners who have been found guilty may be suspended or dismissed or expelled after the case is brought to the Learner Disciplinary Committee (LDC):
 - 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.
 - h. Learners on scholarships will lose their scholarship if they were proven to have engaged in academic dishonesty or plagiarism.
 - i. 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

Grade Appeal

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.

Grade appeal only applies to the final course grade or final assessment grade.

Grades can be appealed on the basis of one or more of the following:

- An error in calculating the final grade of a course;
- An error in calculating the grade of the final assessment in the course;
- The grade assigned to the final assessment in a course is a substantial departure; from the instructor's established grading criteria.

Learners lodging a grade appeal application must submit a the Grade Appeal Request no later than 5 working days following the reporting of the final course grade.

Learner Complaints

All University learners may raise complaints expressing their dissatisfaction in the delivery of academic, academic support or administrative services offered to them by HBMSU.

SAWTI page on Smart Campus.

SAWTI shall be monitored on a daily basis, complaints and suggestions identified through SAWTI or any other mean are processed according to the Learner Complaint and Suggestion Procedure.

The University is committed to apply fair resolution to learners' complaints by considering all relevant evidences from all concerned parties, investigating root circumstances that caused the complaint, taking unbiased decisions and corrective actions.

Learners' complaints may be lodged against:

- Any member/s of university staff (full-time or part-time)
- Any division or department of the university

Communications related to complaints and suggestions posted on the Swati system shall be communicated via Swati. Confidential information affecting individual learners, if any, may be communicated via email to the learners.

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 harassment 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 Registrar. Any such written grievance must be received no later than 30 calendar days after the learner first became aware of the facts which gave rise to the grievance.

The Registrar shall conduct an informal investigation to resolve any factual disputes.

Whenever, the informal investigation was not successful to address the conflict, a fact-finding panel of no more than three persons shall conduct an investigation. The panel shall report the facts to the Grievance Committee. The Grievance Committee shall make its decision and shall inform all involved parties. The University Grievance Committee decision is irrevocable.

Learners Council and Subcommittees

Hamdan Bin Mohammed Smart University encourages learners to play a major role in shaping their learning experience at the university. For that purpose, the University has introduced the Learners Council (LC) to serve a platform for expressing learners' opinions and to initiate them, moreover, a member from the LC is elected to represent the learners in the University Council

All HBMSU learners are considered as a voting member of the LC as long as she/he is enrolled in any program 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.
- Have at least one year till graduation.
- Must adhere to the learner's code of conduct.
- Only UAE nationals are eligible for the LC president position.

Learners Communities:

The Learners Council can also form learners' virtual communities for the purpose of advancing learner skills and making a difference throughout the virtual community. Learners' virtual Communities can be formed for activities such as sports, cultural, public relationships, arts, services, social activities and technology enthusiasts and others.

Learners' Related Events

The Learners Council along with the LRM Team organizes a variety of learners' virtual events for the benefit of enhancing the learner experience at HBMSU during the academic year.

Activities include HBMSU Annual Gathering, Community Events, National Day celebrations, extra-curricular and skills development workshops and a range of various social networking events.

All learners' related events are announced in the My Smart Hub section, News section and SAWTI of Smart Campus, including other communication channels.

My Smart Hub is a platform on Smart Campus which enriches the learners experience through conducting virtual events, online competitions and interactive activities, as well as learning about new volunteer opportunities and enriching knowledge regarding health and lifestyle issues and topics.

HBMSU Alumni Association

The Alumni Association is established to operate as a non-profit association under HBMSU. The purpose of the Association is to positively extend the alumni experience beyond graduation and foster a culture of mutual benefit. This is going to be achieved with alumni involvement towards the development of the alumni,

learners, and the University. Engagement virtual activities will be carried out through knowledge creation and application in smart learning, quality management, entrepreneurship, and innovation.

Alumni Council

The Alumni Council works with the LRM on a voluntary- basis to achieve Alumni Association's goals and purpose, through planned virtual activities, programs and projects.

To stand for the election for membership of the Council, alumni must be:

- Any Alumni member who completes any academic program or professional diplomas from HBMSU.
- Having a good conduct and academic history as defined by the academic regulations of the University.
- Only UAE nationals are eligible for the Alumni Council President position.
- The LRM responsibility is to ensure eligibility of the nominees before the final declaration.

Financial Policies and Tuition Fees

Programs Tuitions & Other Applicable Fees

The tuitions for the undergraduate programs and other applicable fees for the academic year 2025 - 2026 are depicted in the following tables:

Program Name	Fees
School of Business and Quality Management – Undergraduate Programs	
Bachelor of Business in Accounting	104,280
Bachelor of Business and Human Resource Management	109,032
Bachelor of Business and Quality Management	141,000
School of Health Sciences - Undergraduate Programs	
Bachelor of Science in Health Administration	120,000
School of Sustainability and Green Economy - Undergraduate Programs	
Bachelor of Science in Sustainability and Green Economy	123,000

English Language Programs

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

Program	Number of hours	Fees (VAT Inclusive)
Program 1	180	11,340
Program 2	150	9,450
Program 3	120	7,560
Program 4	90	5,670
Program 5	60	3,780

Please note that the above fees cover tuition and course material. Each level includes a 30 hours of IE LTS Exam Preparatory course.

Academic Program Related Fees

Fees Type	Fee (AED) Inclusive of VAT	Notes
Admission Application	315	Non-Refundable
Admission Fees – Bachelor	1000	Non-Refundable
Admission Fees – Master	1500	Non-Refundable
Admission Fees – Doctoral	2000	Non-Refundable
Math Placement Test Fee	100	Non-Refundable
Transfer of Credit Application	315	Non-Refundable
Transfer of Credit Per Undergraduate Course	550	Non-Refundable
Transfer of Credit Per Graduate Course	750	Non-Refundable
Change of Program Fee	200	Non-Refundable
Late Registration Fee	525	Non-Refundable
Midterm Make-up	500/Course	Non-Refundable
Incomplete Course Grade (Final Exam)	1000/Course	Non-Refundable
Grade Appeal Application Fee	300/Course	Non-Refundable
Official Transcript	105	Non-Refundable per copy
Attestation	367.5	Non-Refundable per each extra copy
Degree/Certificate	210	Non-Refundable per each extra copy
Services Fees for standard semesters	1000	Non-Refundable
Services Fees for Summer semester	500	Non-Refundable
English Placement Test	157.5	Non-Refundable
Graduation Fees	1050	Non-Refundable
MAP	5000	Non-Refundable

Scholarship and Financial Aid

Hamdan Bin Mohammed Smart University administers various and scholarship schemes and programs. These schemes and programs are offered on merit and competitive bases to applicants to the university programs.

Scholarships

➤ H.H. SHEIKH HAMDAN BIN MOHAMMED SCHOLARSHIP

Eligibility

- H.H. Sheikh Hamdan Bin Mohammed Scholarship offered on merit and competitive bases to applicants who recently graduated from high school and wishes to enrol in any undergraduate program at HBMSU in the same academic year of high school graduation.
- The scholarship covers 100% of tuition fees and accommodates 20 FULL scholarships only; 16 of which are given to UAE nationals and the remaining 4 are given to non-UAE nationals.
- The scholarship will be given to fresh high school graduates who are interested to join HBMSU in the following academic year of their high School graduation year (fall or spring semester) or fresh graduates from the UAE, National Service program with a minimum of 90% marks in high school average provided that they meet the admission requirements.

Criteria

- Within three weeks from the announcement of the scholarship, the Admission unit will identify the top applicants who fulfil the scholarship criteria and who have accepted the admission offer to be considered for H.H Sheikh Hamdan Scholarship . After the lapse of the three weeks, The partial scholarships will be applied. Learners who fulfil English proficiency requirements will be considered first for the scholarship.
- The applicants must fulfil the admission requirements as per HBMSU admission policies.
- The applicants for the scholarship must have the required English proficiency test score prior to the start of the first semester.
- The University Registrar shall evaluate each case as per the scholarship evaluation criteria
- The Registrar receives and evaluates all applications for Scholarship and Financial Aid. The Registrar shall evaluate the eligibility of all applicants for scholarships in accordance with the Scholarships Policy and procedure and evaluates the applications for Financial Aid according to their financial status, merit, and academic performance as well as the availability of budget in the university
- The final eligible list will be sent by the admission to the University registrar for verification. The Registrar shall review and verify the results and shall take the final results to the VCLD

- The Registrar shall then submit his/her recommendations to VCLD for approval. Upon the approval of the awards by the VCLD, the Registrar informs the awardees of scholarships and financial aid and completes the related formalities.

Terms and Conditions

- Awardees must register in the semester that he/she has been admitted.
- The scholarship requires continuous active enrolment. It is expected that learners will complete the program as per the guiding policies (i.e. study load, attendance, minimum and maximum study periods, transfer of credit, etc.).
- The continuation of the scholarship is subject to learners maintaining a minimum cumulative grade point average (CGPA) of 2.50 out of 4.00. If an awardee's CGPA falls below 2.50 out of 4.00 at the end of any semester the scholarship will be automatically suspended for one semester. If he/she improves his/her CGPA to maintain the accepted minimum in the next semester, he/she will benefit from the scholarship for the following semesters. This rule applies only once otherwise the scholarship will be discontinued.
- Change of program will result in the discontinuation of the scholarship.

➤ DISTINGUISHED LEARNERS' SCHOLARSHIP

Eligibility

- Be on the Dean's List at least twice during their study period;
- Have a cumulated CGPA of minimum 3.70 as of the last semester academic record.
- Join any HBMSU postgraduate program within a maximum of two semesters post their graduating semester.

Terms and Conditions

- The continuation of the scholarship is subject to learners maintaining satisfactory academic performance at the end of each semester. If the CGPA falls below 3.0 at the end of any semester (as per related policy) the scholarship will be suspended for one semester. If he/she improves his/her CGPA to maintain the accepted minimum in the next semester, he/she will benefit from the scholarship for the following semesters. This rule applies only once otherwise the scholarship will be discontinued.
- Change the program shall result in discontinuation of the scholarship.

➤ **UNIVERSITY SEMESTER BASED SCHOLARSHIPS (summer semester not included)**

- All new officially admitted learners to Undergraduate Programs and who have completed their high school certificate with minimum grade point average of 90% are entitled to a tuition remission of 10% of the tuition of the program combinable with other applicable discounts to MAX of 20% in total for the first semester they are enrolled. Transferred learners are excluded from this scholarship.
- A continuing full-time undergraduate learner who achieves a minimum semester GPA of 3.80 out of 4.00 in a given semester is entitled to tuition remission of 10% of the tuitions combinable with other applicable discounts to MAX of 20% in total for the following semester he/she will enroll in.
- All new officially admitted learners to Postgraduate Programs (Master degrees) who have completed their Bachelor degree with minimum cumulative grade point average of 3.60 out of 4.00 or its equivalent are entitled to the tuition remission of 10% of the registration fees combinable with other applicable discounts to MAX of 20% in total for the first semester he/she is enrolled in. Transferred learners are excluded from this scholarship.
- A continuing full-time postgraduate learner (Master degrees) who achieves a minimum semester GPA of 3.80 out of 4.00 in a given semester where the academic is entitled to a tuition remission of 10% of the tuitions combinable with other applicable discounts to MAX of 20% in total for the following semester he/she will enroll.
- A continuing full-time postgraduate learner (Ph.D.) who achieves a minimum semester GPA of 3.80 out of 4.00 in a given semester where is entitled to a tuition remission of 10% of the tuitions combinable with other applicable discounts to MAX of 20% in total for the following semester he/she will enroll (not applicable for dissertation).

➤ **STAFF SCHOLARSHIP**

- All full-time staff member of HBMSU, who have successfully completed one year full time contract are eligible for scholarship, as long as the full-time member of staff is employed at HBMSU, and meets the satisfactory academic progress requirements; if the staff/learner has received an academic warning, the scholarship will be automatically discontinued; shall he/she remove the academic warning in the next semester, he/she will benefit from the scholarship for the following semester of employment with HBMSU, shall be entitled to 10%.

- Staff are responsible for obtaining the approval of the respective VC/Chancellor for the study program (study major) in advance. In the case where a conflict of interest arises, the staff member will be required to sign a confidentiality/non-Disclosure agreement before they start their studies.
- A staff member who is granted the 10% scholarship will be required to serve HBMSU for a period of one year following his graduation, in the case where this requirement is not fulfilled, the staff member will be required to refund the University the full scholarship amount
- The staff scholarship is granted per semester, HR shall approve the scholarship prior to each semester.
- Staff scholarship shall not be granted for back dated semesters.
- Staff scholarship shall not be applied on pro-rata basis or during a running semester,
- Staff scholarship shall be discontinued by HR for the upcoming semesters in case of the occurrence for once of the following reasons:
 - a. If the staff receives any official warning notice / letter.
 - b. Performance appraisal result is below expectation.
 - c. Staff receives official contract termination.

➤ **UNIVERSITY PARTNER (HBMSU Staff members are excluded from this category)**

- Hamdan Bin Mohammed Smart University has numerous agreements and MOUs with government, semi government and private departments, civil and business organizations within UAE and the region.
- University partners are entitled to a tuition remission of 10% of the tuition. A list of those partners is approved by the VCLD and maintained by the University Registrar.
- Learners whom one of their parents are working in government sectors or spouse, son or daughter shall be entitled to 10% discount.
- The learner shall apply for this scholarship and attach the required documents at the beginning of joining semester
- The discount will be granted for the entire program of study Adding new organizations to the partner's list shall be recommended by the University Registrar and approved by the VCLD.

➤ **SPONSORED LEARNERS**

- Some learners are sponsored by government bodies, public organizations, private organizations, or individuals. Such learners shall submit an official letter from their sponsor directed to the University Registrar, clarifying the conditions governing the sponsorship.
- However, a learner's sponsor, if any, shall be able to receive an official transcript whenever requested or at the end of each semester. The sponsored learners shall pay all fees not covered by the sponsorship letter.
- In case the sponsor wishes to withdraw the sponsorship, the learner shall be responsible for any outstanding payment.
- Discounts will not be given to sponsored learners.
-

➤ **LEARNERS DISCOUNT:**

- Discount may apply to Concentrated Learners (excluding PhD) upon registration for courses for entire group, based on signed MOU with the organization and according to the MOU terms and conditions, the group discount shall not exceed 20%
- The continuation of the granted discount for concentrated learners is subject to active enrolment in the first semester.
- In case a concentrated learner from the entire group drop/withdraw up to the last day of the add/drop, the discount will not be granted.

➤ **TRAINING DISCOUNT:**

- Discount may apply to training upon registration for courses on the HBMSU training platform
- Cloud Campus (Groups can be colleagues from same organizations or friends from different organizations), and according to the following terms:
- If a group of minimum 3 Casual/Committed learners register for a training course, a private discount of 10% could be given on the course fee.
- If a group of minimum 4 and up to 7 Casual/Committed learners register for a given course, a private discount of 20% could be given on the course fee.
- If a group of 8 and more Casual/Committed learners register for a training course, either public or private discount code of 30% discount could be granted on the course fee.

➤ **HBMSU ALUMNI:**

- HBMSU Alumni are entitled to a tuition remission of 10% of the tuition when they join any Master program at HBMSU.

➤ **CARD HOLDERS DISCOUNT:**

- Learners holding ESAAD or FAZAA card or one of their family members are entitled to a tuition remission of 20% of the tuition for the first semester only

➤ **FIRST DEGREE RELATIVE DISCOUNT:**

- Learners and their first degree relative are entitled to a tuition remission of 10% of tuition

➤ **PEOPLE OF DETERMINATION DISCOUNT:**

- are entitled to a tuition remission of 20% of the tuition

➤ **HATTA CDA DISCOUNT:**

- Learners from Hatta city and as per the CDA confirmation are entitled to a tuition remission
- of 20%

General Terms:

- Repeated courses are not covered by all scholarships and the cost related to repeated courses will be added to learners' financial statement three weeks from the start of each semester.
- Exceptions to the scholarships and discount shall be reviewed and approved by the school and academic council, final approval to be granted by the University Council

Payment Channels

Payment for each semester is due immediately and fully upon courses enrolment, 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 and all other fees can be made through Hamdan Bin Mohammed Smart University secure payment gateways via the following methods

1. Full Online Payment

Learners can pay the fees in full in one instalment upon courses enrolment online using their own debit/ credit card through Smart Campus.

2. Instalment Online Payment - Easy Payment Plan:

Learners can also pay using an easy payment plan via credit card through HBMSU online payment gateway. Learners contact the bank and request to convert the credit card payments into an easy payment plan (EPP).

- Learner shall contact the bank and get more information on EPP and the Instalments.
- EPP can be availed through bank's mobile application, call center and SMS.
- Learners make the payment using their credit cards via HBMSU Smart campus, Dubai Smart Government payment gateway: **Smart Campus ~ finance ~ payment summary ~ outstanding balance ~ UAE issued credit card.**
- Learners contact the bank and request to convert the credit card payments into an easy payment plan (EPP).
- Banks offer a convenient instalment plan starting from 3, 6 or 12 months depending on the bank and the learner's financial history.

3. Instalment Online Payment - Tabby:

Tabby is a payment platform introduced by Dubai Smart Government. Learners can pay their tuition fees in easy, flexible installments with Tabby in 4, 6 or 8 month installment plan.

- Tabby is a payment platform introduced by Dubai Smart Government. The university does not have any direct involvement in Tabby's processes or approvals.
- A one-time service fee will be applied based on the total amount and number of months selected. This may vary depending on learner's credit terms with Tabby.

4. Bank Transfer (ONLY for overseas Learners):

Overseas learners can pay their fees online by credit card, or transfer funds to HBMSU bank account as per the following details:

Bank name:	Emirates NBD
Branch:	Main branch, Dubai – United Arab Emirates.
Account name:	Hamdan Bin Mohammed Smart University
Account Number:	101-22607463-01
IBAN Number:	AE170260001012260746301
SWIFT Code:	EBILAEAD
Currency	AED

Please email copy of the bank advice mentioning your name, ID, contact no & payment details to the email address: Finance@HBMSU.ac.ae

Learners' Services and Facilities

HBMSU 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.

HBMSU 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 online delivery model.

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

Academic Advising

Advising services at HBMSU are available through the Smart Advising system. Smart Advising facilitates learners' course selection and approves courses for registration while taking into account every learner's individual academic history, program completion and graduation requirements. Learners who wish to discuss their academic progress or career path have the option to contact an academic advisor in their school through different communication modes that are available to them in Smart Campus.

HBMSU Smart Library Services

The HBMSU Smart Library put in the hands of learners, alumni, faculty members and admin staff an enriched collection of learning resources and research materials that can be accessible on the go 24/7 with ChatBot Support Service. In a blink, the HBMSU Smart Library Portal can return to online users with millions of OAR and subscribed electronic and digital resources, including books, journals, articles, and case studies, in addition to corporate documents that cover their reports and profiles. Also, The Smart Library provides the following smart services: Smart Reference Service, Smart Borrowing Service, Current Awareness, Inter-Library Loans ...etc. The Smart library regularly conducts live information literacy sessions for learners on a multitude of topics on how to avoid plagiarism, how to use reference tools, and how to use different research techniques. Plus, offering orientation sessions for the new comers.

Furthermore, the Smart Library provides sufficient and appropriate equipment, such as workstations, electronic imaging equipment, to allow learners, faculty, and staff to access electronic resources, perform searches, copy materials within limits prescribed by copyright laws, and study.

The Smart Library facilities includes:

- (5) Group Study Spaces and a Presentation Practice Spaces. Booking available online through library portal.
- Wireless connections.
- (14) Computers for users use.

Available resources to support HBMSU programs include:

- **E-Books:**
 - EBSCO Academic Collections.
- **eJournals:**
 - EBSCO Business Source Ultimate.
 - Emerald.
 - EBSCO Medline Complete.
 - EBSCO Education Source.
 - E-Marefa.
- **Dissertations:**
 - PDQT (Dissertations) ProQuest.
 - ETHOS.
 - NDLTD.
- **Research Tool:**
 - RefWorks.
- **HBMSU Collations:**
 - HBMSU Dissertations Repository.
 - HBMSU Publications Repository.
 - LCMS Repository.
- **Open Access Resources:**
 - More than 500 databases.

Learning Delivery Support

The Learning Delivery Support unit is dedicated to providing computer-related technical support to all HBMSU 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 ITSupport@hbmsu.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.

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 Smart 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 6 months.

HBMSU 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 Smart Learning Infrastructure

HBMSU has developed and deployed a state-of-art Smart 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, Smart Library, mobile services, social networking, etc. Furthermore, HBMSU 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 Smart Learning environment. Technical support and training is available both face to face and virtually online.

Furthermore, HBMSU 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.

e-Orientation Program

The purpose of the e-orientation program is to introduce new learners to Hamdan Bin Mohammed Smart University, its policies and procedures, virtual learning environment and available services. Besides that, the e-orientation program prepares learners for a quantum transition from conventional learning to the virtual 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 conducts numerous virtual workshops, training sessions, and lectures on variety of topics. The purpose of these virtual events is to enhance and improve learners' skills and competencies.

HBMSU Smart Campus

HBMSU Smart 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 along with the LC organizes a variety of learners virtual 'events. These include: Competition events, social events, and celebrations, which include various activities involving learners, faculty and staff.

My Smart Hub is a platform on Smart Campus which enriches the learners experience through conducting virtual events, online competitions and interactive activities, as well as learning about new volunteer opportunities and enriching knowledge regarding health and lifestyle issues and topics.

Learners Relationship Management Department (LRM)

Overview:

The Learner Relationship Management (LRM) is playing an important role in enriching learners' university experience through providing non-academic support services that needed during their learning journey and beyond. The provided services help learners to expose and develop their personality to prepare them for their future career.

LRM Role:

- **Career Planning** : LRM Provides learners and Alumni with a wide range of career-related guidance, resources, and services. These include career planning, personal counseling and career advising, career services and career placement.
- **Career Services** :Learners are provided with a series of workshops and visits to develop their career skills.
- **Counseling Services** :LRM Provides the learners with counseling services provided by a third party . The first session is completely free for learners followed with a discounted session (if needed)
- **Job Opportunities** : Supporting learners and graduates in Finding employment opportunities.
- **Orientation and training programs** : Orientation sessions and training programs are provided every semester to new and existing learners
- **Learners Events**: LRM organize events and field trips for both learners and alumni , some events are annually organized such as the Annual Gathering , Tomorrows Ride and other events are organized on a semester base such as Deans List and Top Management meeting . LRM also organizes fun field trips such Hiking activities .
- **Learners Council**: The purpose of the LC is to foster and facilitate communication between learners and various constituents of the university. Specifically, the Council shall work towards promoting harmony, understanding, and cooperation among learners and the other stakeholders of the university.

- **Entrepreneurs Club:** Entrepreneurs Activities: The Entrepreneur Club is one of the leading initiatives that creates a network for HBMSU entrepreneurs of learners and graduates.
- **Learners Success Stories:** LRM highlights learners and alumni achievements on the University social media platforms.
- **Sawti:** Sawti is an innovative, real-time, electronic wall where learners, faculty, and staff can post questions, suggestions, ideas, comments, complaints and issues. LRM makes sure that the Sawti experience goes smoothly by helping learners to answer their inquiries and guide them to the right channels .
- **Alumni Services:** several services are provided to HBMSU Alumni such as HBMSU News, Events, and Job Opportunities.

Registration Department

Overview:

The Registration Dept scope of work is mainly providing several services to our external and internal customers in collaboration with other departments and plays a major role in records and data observations, enriching and enhancing learners experience during their learning journey and beyond

Registration Dept. Role:

- Academic calendar preparation.
- Preparing semester time table.
- Issuing Letters (Examination / Enrolment / Completion of Academic Requirement)
- Processing of credit transfer.
- Processing of change of program request.
- Issuing official transcripts.
- Processing of incomplete request.
- Processing of grade appeal request.
- Issuing learners time table.
- Applying scholarships and grants to all eligible learners every semester.
- Issuing of graduate attestation every semester to all graduate learners.
- Responding to all learners inquires via Sawti, email and phone calls.
- Monitor enrolment of learners in RED category (under final academic warning)
- Update Learners Handbook.

- Final exams logistics.
- Learners cases, enquires and Sawti
- Degree audit for all Graduating learners.
- Graduation Ceremony (operations and logistics)

Career Services

- **Career Services:**

The primary aim of the career services is to build bridges connecting learners, alumni, and fresh graduates with employers and career opportunities by providing a range of services through career planning, personal counseling and career advising services, career opportunities and placement services.

- **Career services include:**

- Assisting prospective and new learners in clarifying their interests and skills (Self-Assessment Tests).
- Familiarizing learners with career development resources.
- Assisting learners in planning for a career.
- Identifying internship and training opportunities for learners.
- Assisting learners in acquiring the necessary skills to meet the market's requirements (i.e. time management, communication and interpersonal skills, etc.).
- Finding employment opportunities for the Alumni.
- Providing career advising and personal counseling.

HBMSU Campus

The HBMSU 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.

Schools & Academic Programs

General Education

Program Learning Outcomes

In compliance with the requirements of the UAE Ministry of Education, the general education courses are an integral part of each of the Hamdan Bin Mohammed Smart University's (HBMSU) undergraduate programs. In order to be considered eligible for graduation in an undergraduate program, a learner must complete at least 33 credit hours of a general education curriculum. This credit hour load is equivalent to 11 courses or approximately 25-27% of the total credit hours required for graduation in an undergraduate program.

Learners who have finished GE courses should be able to:

PLO1: Explain fundamental principles in various general education domains.

PLO2: Synthesize information to create and adapt knowledge to different contexts.

PLO3: Utilize critical and creative thinking skills to access and evaluate information effectively.

PLO4: Use digital tools to collect, evaluate, explain, and present information in different disciplines.

PLO5: Express ideas clearly and persuasively in English and Arabic and in various contexts relevant to the United Arab Emirates

PLO6: Take initiative and responsibility in individual and collaborative projects while observing ethical standards.

PLO7: Actively seek opportunities for further learning and skill development.

General Education Course Descriptions

Course Code	Course Name	Course Description
ENGL101	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.
ENGL102	English II	In this advanced course, learners will develop academic writing competencies. Learners are required to read and respond to a variety of texts from different disciplines and to produce written reports and a research proposal demonstrating analytical and critical skills.
ARAB101	Arabic Studies	يوفر المساق المقرر فرصة للطالب الجامعي غير المتخصص لدراسة نصوص مختارة شعرا ونثرا، والتعرف على أساليب التعبير، والتدرب على تطبيقات لغوية ونحوية وبلاغية. كما يتدرب الطالب على مهارات الكتابة المطلوبة والداعمة لدراسته، مثل: كتابة التقارير والرسائل الوظيفية على أنواعها والتعميمات والمخاطبات والسير الذاتية والغيرية، كذلك يرسي المساق من خلال المعالجات اللغوية منظومة مهارات القرن الحادي والعشرين بما فيها من نشاطات عقلية ومستويات تفكيرية قائمة على المعرفة، والمقارنة، والتحليل، والبحث والاكتشاف، والتفكير التحليلي والنقدي، والتواصل الفعال.
ARAB102	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. This course is also designed for students with little to no prior knowledge of Arabic. It aims to provide a comprehensive introduction to the Arabic language, encompassing both Modern Standard Arabic (MSA) and elements of colloquial Arabic. Through a communicative and immersive approach, students will develop the fundamental skills of listening, speaking, reading, and writing in Arabic.
MATH001	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 the total credit hours required for graduation in a particular undergraduate program. Topics taught include operations with signed numbers and algebraic expressions, linear equations and inequalities, polynomial operations and factoring, rational expressions and equations, slope/graphing/ equations of lines, systems of linear equations, ratio/proportion, formulas and variation, applications, radicals and exponents, quadratic equations.

MATH101	General Mathematics	General Mathematics is a comprehensive introduction to the concepts and applications of mathematics in a variety of disciplines. The course introduces basic arithmetic and problem-solving techniques and illustrates their use in a wide array of life and business situations. The course involves the study of linear equations, various types of functions, mathematics of finance, systems of linear equations, matrices, linear inequalities, with single variable calculus, which includes limits, derivatives, and applications of derivatives as well as indefinite and definite integrals and some applications.
STAT101	Introduction to Statistics	The course introduces learners to the basic concepts of statistics. It focuses on summary measures of central tendency and variability, tabular and graphical presentation of data, basic concepts of probability and probability distributions, and hypothesis testing. This course also explores the use of statistical methods as analytical tools for understanding and analysing business problems and for supporting business decision-making.
PROG101	Introduction to Programming	Build a solid foundation in computational thinking and programming knowledge and skills by emphasizing critical thinking and problem-solving. It covers essential programming concepts and techniques, such as variables, data types, expressions, algorithms, sequence, selection, and iteration. It begins by introducing computational thinking and the importance of programming languages in software creation. Learners will also explore programming tools and the basics of coding, including an introduction to popular programming languages, syntax, semantics, and the tools used to write and edit code. Additionally, students will gain proficiency in data analysis, including data reading from various sources, data cleaning, applying data engineering, and conducting basic inferential statistical analyses and visualization. Throughout the course, students will apply their programming skills to solve problems relevant to their academic discipline, focusing on both problem-solving and data-driven decision-making.
HLTW101	Health and Wellbeing	This course focuses on the key concepts of human health and wellness, with an emphasis on the impact of various parameters within the physically built environment consisting of elements such as air and water quality, material composition, lighting, movement opportunities, and food availability. These elements affect human physical and mental health, performance, comfort, and wellbeing. The course also outlines the fundamental requirements that must be

		considered when designing constructed settings that promote health, performance, and overall wellness. The course, additionally, examines various strategies for preventing or mitigating the risks connected with mental health and behavioural aspects of health and wellness.
SOCL101	Psychological Principles and Lifelong Learning Skills	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 the modern world.
SOCL103	UAE Studies (English)	This course aims to introduce the learners to the rich history, inherited traditions and deep-rooted values that are fundamental to the social structure of the UAE. It aims at acquainting learners with essential economic and social aspects that have been integral to the development of the Emirati society, as well as drawing attention to the significant role of UAE leaders in the empowerment of the Emirati women as part of the development process. The course also sheds light on UAE policies and future aspirations that foster its accelerated economic and societal growth and promote its global competitiveness
SOCL104	UAE Studies (Arabic)	يهدف هذا المساق إلى تعريف المتعلمين بالتاريخ الغني والتقاليد الموروثة والقيم الراسخة التي هي أساس البنية الاجتماعية لدولة الإمارات العربية المتحدة. كما يهدف إلى تعريف المتعلمين بالجوانب الاقتصادية والاجتماعية الأساسية التي تعتبر جزءاً لا يتجزأ من تنمية المجتمع الإماراتي، وكذلك لفت الانتباه إلى الدور الكبير لقادة دولة الإمارات العربية المتحدة في تمكين المرأة الإماراتية كجزء من عملية التنمية. كما يسلط المساق الضوء على سياسات دولة الإمارات العربية المتحدة وتطلعاتها المستقبلية التي تعزز تسارعها الاقتصادي ونموها المجتمعي وتعزيز قدرتها التنافسية العالمية.
ISLM101	Islamic Culture (Arabic)	يُطرح مساق الثقافة الإسلامية باللغة العربية ليتناول مفهوم الثقافة والفكر الإسلامي وخصائصه ومصادره، ويبرز التصور الإسلامي للكون والحياة والانسان، ويعطي صورة إجمالية عن العقيدة والعبادة. والاخلاق وأثرها في الحياة، مع العناية بالمنهج العلمي الإسلامي.
ISLM102	Islamic Culture (English)	This course, taught in English, is an introduction to Islamic history and culture. The course mainly discusses the basic pillars of Islam, the religious concepts and teachings on which Islam is based, and some social and economic principles in Islam. It also addresses aspects of Islamic civilization and the challenges it faces.
INEN301	Fundamentals of Innovation and	This course is developed for the UAE based on decades of practices and experiences of teaching innovation and entrepreneurship at Stanford University

	Entrepreneurship	that has fueled innovation and high growth in Silicon Valley. The goal of the course is to equip the next generation of leaders in the UAE with an innovative and entrepreneurial mindset and its related core skills. Most sessions include a mix of components: lecture, discussion, interactive activities in class, and open Q&A if an appropriate expert or guest speaker is available. The course is composed of three modules designed to be taught over a 15-week semester. Module 1: Design Thinking; Module 2: Entrepreneurship; and Module 3: Growth and Leadership.
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General Education Administrative Faculty



Dr. Adel Zairi

Assistant Professor

PhD in Quality Culture from the University of Salford in the United Kingdom

Administrative Faculty – General Education Section

Dr. Adel Zairi is an Administrative Faculty member within the School of e-Education with over 15 years experience in Higher and Executive Education. He holds a PhD in Quality Culture from the University of Salford in the United Kingdom.

Having held numerous leadership positions, he specializes in Quality Management, Excellence, Innovation & Entrepreneurship, and strategic Leadership. His expertise is forged by a strong international foundation, featuring a proven track record of delivering measurable results and leading transformation across the UK, Malaysia, and the United Arab Emirates.

As a former Dean of Academic Operations, he is highly adept at directing complex, cross-functional teams and driving forward-thinking strategies that consistently set new benchmarks for academic quality. Dr. Zairi's core strength lies in his ability to spearhead large-scale organizational initiatives and cultivate impactful industry partnerships that significantly enhance institutional standing. Beyond administrative roles, he brings extensive experience as an Assistant Professor, teaching core courses in Total Quality management, Leadership, Excellence, Quality Standards, Business Ethics, and Innovation and Entrepreneurship. He also actively mentors startups, leveraging his deep knowledge from conducting numerous training and leadership development programs for public and private sector organizations.

School of Business and Quality Management

The School of Business and Quality Management provides learning opportunities to all individuals aspiring to specialize in business, quality management, innovation, and related areas. The approach adopted by the school consists of pioneering up-to-date programs relevant to the Middle East region. The school specializes in courses, programs, and certifications that identify and address the business challenges faced by workers, managers, entrepreneurs, policy makers, and the larger community in the Middle East region.

All School of Business and Quality Management programs are accredited by the UAE Ministry of Education. The school is aspirant and working to achieve AACSB accreditation in addition to alignment of professional learning skills in its related programs with renowned professional accrediting bodies (e.g., GInI, SHRM, Six Sigma, PMI, ACCA).

In alignment with the four main pillars of UAE centennial 2071 (future-focused government, excellent education, diversified knowledge economy, and a happy and cohesive society), SBQM operates to achieve the following vision, mission, and objectives.

School Vision:

To be a leading smart business school that shapes the education of the future by offering innovative solutions to life-long learners globally.

School Mission

We adopt a learner-centered approach to educate the leaders of the future by leveraging smart technologies and relying on practice-based methodologies. We aim to foster an entrepreneurial, innovation and quality mindset to enable our life-long learners to play a leadership role and make a positive impact in their communities and beyond.

School Objectives

The School's key objectives are:

- To create a learning environment that encourages a spirit of critical inquiry and intellectual curiosity in relation to all disciplines offered by the school.
- To build on and strengthen our distinctive competencies in total quality management and its wider application.
- To set the highest standards of Smart Learning and to be responsive to society's needs.

- To conduct research and disseminate findings in relevant disciplines in line with the HBMSU strategic directions and goals
- To foster a mindset of innovation and entrepreneurship among our life-long learners.

Bachelor of Business and Quality Management

Total credit hours (123)

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.

Accreditation: This program is accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research

Program Learning Outcomes (PLOs)

After completion of the program, graduates will be able to:

1. PLO 1 Compare and contrast regional and International Business Excellence Frameworks.
2. PLO 2 Demonstrate a thorough understanding of core functional areas of business.
3. PLO 3 Plan, develop, implement and evaluate business and quality management strategies in all sectors of the economy
4. PLO 4 Apply modern business and quality management principles to solve problems and streamline organizational processes.
5. PLO 5 Apply knowledge of global best practice trends in business and quality management.
6. PLO 6 Apply various quality tools and techniques to achieve continuous improvement in organizations.
7. PLO 7 Demonstrate competence in conducting research and oral, writing and presentation skills.
8. PLO 8 Demonstrate autonomy and responsibility through independent work and taking responsibility for own future learning and professional development.
9. PLO 9 Demonstrate professional attributes relevant to role.
10. PLO 10 Demonstrate ability to respond to challenges and opportunities of leading and working in diverse teams and cultural environments.

Program Study Plan

Pre-Program			
Course code	Course Name	Credit hours	Pre-Requisites
MATH001	Remedial Mathematics	0	

Semester 1				
Course code	Course Name		Credit hours	Pre-Requisites
ARAB101	Arabic Studies*	Select One	3	None
ARAB102	Arabic As Foreign Language*			
ENGL101	English I		3	None
PROG101	Introduction to Programming		3	None
HLTW101	Health and Wellbeing		3	None
MATH101	General Mathematics		3	MATH001
ISLM101	Islamic Culture (Arabic)*	Select One	3	None
ISLM102	Islamic Culture (English)*			

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

- Islamic Culture (Arabic)
- Islamic Culture (English)

Semester 2			
Course code	Course Name	Credit hours	Pre-Requisites
ENGL102	English II	3	ENGL101
MGMT111	Principles of Management	3	None
STAT101	Introduction to Statistics	3	MATH101
SOCL101	Psychological Principles and Lifelong Learning	3	None
SOCL104	UAE Studies	3	None

Semester 3			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT101	Principles of Accounting	3	None
BUSS301	Legal and Ethical Environment of Business	3	None
BUSS201	English for Business	3	ENGL102
RESM301	Quantitative Methods	3	STAT101
MKTG201	Principles of Marketing	3	None

Semester 4			
Course code	Course Name	Credit hours	Pre-Requisites
BUSS206	Business Communication	3	ENGL102
ECON201	Microeconomics	3	None
HRMT101	Introduction to Human Resource Management	3	None
QLTY201	TQM Fundamentals	3	None
RESM250	Research Methods for Business	3	RESM301

Semester 5			
Course code	Course Name	Credit hours	Pre-Requisites
FINC201	Principles of Financial Management	3	ACCT101
ECON202	Macroeconomics	3	ECON201
QLTY406	Quality Management Tools & Techniques I	3	QLTY201
MGMT405	Team Work	3	MGMT110
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None

Semester 6			
Course code	Course Name	Credit hours	Pre-Requisites
MISM301	Management Information Systems	3	PROG101
QLTY465	Quality Management Tools & Techniques II	3	QLTY406
PROJ201	Project Management	3	None
OPER309	Principles of Business Process Management	3	None
Elective 1	Elective		

Semester 7			
Course code	Course Name	Credit hours	Pre-Requisites
HRMT340	Performance Management	3	HRMT101
MGMT304	Organizational Change Management	3	MGMT110
MGMT303	Organizational Behaviour	3	MGMT110
BUSS490	Internship	3	Completion of 90 CH
Elective 2	Elective	3	-

Semester 8			
Course code	Course Name	Credit hours	Pre-Requisites
QLTY410	Service Quality	3	QLTY406
QLTY480	Quality Systems	3	QLTY465
MGMT403	Business Strategies (Capstone)	3	Completion of Core
QLTY407	Business Excellence	3	QLTY201
QLTY412	Leadership in Quality	3	QLTY201

Program Electives (6 credit hours)			
Course code	Course Name	Credit hours	Pre-Requisites
MGMT315	Customer Care	3	None
BUSS316	Social Responsibility	3	None
BIAN304	Introduction to Business Analytics	3	STAT101
BIAN406	Big Data & Artificial Intelligence	3	None
HRMT302	Career Management	3	HRMT101

Bachelor of Business and Human Resource Management

Total credit hours (123)

Program Description

The Bachelor of Business and Human Resource Management (BBHRM) program equips learners with the knowledge and skills to become vital contributors to organizational success in today's highly competitive business environment. The program blends a solid foundation in core business functions with specialized expertise in human resource management, ensuring graduates develop the competence, intellect, and adaptability needed for thriving careers. Early courses establish a deep understanding of traditional business functions, while advanced courses explore critical HR areas such as Employment Law, Recruitment and Selection, Compensation and Benefits, Performance Management, Training and Development, Labor Relations, International HR Management and Strategic HRM.

A distinctive feature of the program is its emphasis on contextual learning tailored to the cultural and economic dynamics of the Middle East and North Africa (MENA) region, while maintaining alignment with international standards. This unique integration of global perspectives with regional relevance prepares graduates to manage workforce challenges with strategic insight, ethical awareness, and cultural agility. By combining strong business acumen with specialized HR capabilities, graduates are positioned to play pivotal roles in shaping organizational growth and driving sustainable success.

Accreditation: This program is accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research.

Program Learning Outcomes (POs)

After completion of the program, graduates will be able to:

1. PLO1 (K1) Compare core functional areas of business, including marketing, management, human resource management, economics, accounting, and finance.
2. PLO2 (K2) Appraise underlying concepts, theories, and models of business functions.
3. PLO3 (K3) Interpret human resource management concepts, theories, and models.
4. PLO4 (S1) Defend written business projects in various business settings.
5. PLO5 (S2) Analyze various business data sets for effective decision making.
6. PLO6 (S3) Design research to address a business problem in the discipline.
7. PLO7 (S4) Devise human resource management strategies for a competitive edge.
8. PLO8 (S5) Develop human resource plans responsive to labor market conditions.
9. PLO9 (S6) Apply different tools and techniques to analyze and solve human resource challenges.
10. PLO10 (R1) Conduct business operations adhering to legal and ethical practices.
11. PLO11 (R2) Identify innovative entrepreneurial opportunities using a structured framework.
12. PLO12 (R3) Assess current professional development practices.

Program Study Plan

Pre-Program			
Course code	Course Name	Credit hours	Pre-Requisites
MATH001	Remedial Mathematics	0	

Semester 1				
Course code	Course Name		Credit hours	Pre-Requisites
ARAB101	Arabic Studies*	Select One	3	None
ARAB102	Arabic As Foreign Language*			
ENGL101	English I		3	None
PROG101	Introduction to Programming		3	None
HLTW101	Health and Wellbeing		3	None
MATH101	General Mathematics		3	MATH001
ISLM101	Islamic Culture (Arabic)*	Select One	3	None
ISLM102	Islamic Culture (English)*			

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

- Islamic Culture (Arabic)
- Islamic Culture (English)

Semester 2			
Course code	Course Name	Credit hours	Pre-Requisites
ENGL102	English II	3	ENGL101
MGMT111	Principles of Management	3	None
SOCL101	Psychological Principles and Lifelong Learning	3	None
STAT101	Introduction to Statistics	3	MATH101
SOCL104	UAE Studies	3	None

Semester 3			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT101	Principles of Accounting	3	None
BUSS301	Legal and Ethical Environment of Business	3	None
BUSS201	English for Business	3	ENGL102
RESM301	Quantitative Methods	3	STAT101
MKTG201	Principles of Marketing	3	None

Semester 4			
Course code	Course Name	Credit hours	Pre-Requisites
BUSS206	Business Communication	3	ENGL102
HRMT101	Introduction to Human Resource Management	3	None
ECON201	Microeconomics	3	None
QLTY201	TQM Fundamentals	3	None
RESM250	Research Methods for Business	3	RESM301

Semester 5			
Course code	Course Name	Credit hours	Pre-Requisites
FINC201	Principles of Financial Management	3	ACCT101
HRMT202	Recruitment and Selection	3	HRMT101
HRMT204	Employment Law	3	None
ECON202	Macroeconomics	3	ECON201
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None

Semester 6			
Course code	Course Name	Credit hours	Pre-Requisites
HRMT230	HR Planning and Talent Management	3	HRMT101
HRMT303	Training and Development	3	HRMT101
HRMT318	Employee Relations	3	HRMT101
MISM301	Management Information Systems	3	PROG101
Elective 1	Elective		

Semester 7			
Course code	Course Name	Credit hours	Pre-Requisites
HRMT340	Performance Management	3	HRMT101
MGMT303	Organizational Behaviour	3	MGMT111
BUSS490	Internship	3	Completion of 90 CH
Elective 2	Elective	3	-
Elective 3	Elective	3	-

Semester 8			
Course code	Course Name	Credit hours	Pre-Requisites
HRMT350	Compensation and Benefits Management	3	HRMT101
HRMT406	International HR Management	3	HRMT101
HRMT408	HR Analytics	3	STAT101
MGMT404	Business Strategies (Capstone)	3	Completion of core
Elective 4	Elective	3	

Program Electives (12 credit hours)			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT201	Financial Accounting	3	ACCT101 (recommended)
ACCT202	Managerial Accounting	3	ACCT201 (recommended)
ACCT302	International Financial Reporting	3	ACCT301 (recommended)
ACCT403	Auditing and Governance	3	ACCT301 (recommended)
BIAN304	Introduction to Business Analytics	3	STAT101
BIAN410	Digital Transformation	3	None
BIAN406	Big Data & Artificial Intelligence	3	None
BIAN400	Business Intelligence & Data Visualization	3	None
QLTY407	Business Excellence	3	QLTY201
MGMT405	Teamwork	3	MGMT111
QLTY412	Leadership in Quality	3	QLTY201

MGMT304	Organizational Change Management	3	MGMT111
HRMT402	Pension, Benefits and Plan	3	HRMT101
HRMT495	Capstone Project (HR)	3	Core HR courses (recommended)
HRMT302	Career Management	3	HRMT101
HRMT405	Applied HR Policies	3	HRMT101

Bachelor of Business and Accounting

Total credit hours (123)

Program Description

The Bachelor of Business in Accounting (BBA) program is designed to prepare learners for successful careers in accounting across both private and public sector organizations. It combines a strong foundation in core business studies with specialized expertise in accounting and finance, ensuring graduates are equipped with the technical skills, analytical abilities, and ethical grounding needed to thrive in today's complex financial landscape. The curriculum highlights the global importance of the accounting profession and prepares learners to manage financial transactions, regulatory compliance, and reporting standards in both multinational corporations and global enterprises.

During the initial two years, learners develop a solid grounding in key business functions and their interconnections within the field of accountancy. Building on this base, advanced courses such as Financial Accounting, Cost Accounting, Forensic Accounting, Accounting Analytics, and Contemporary Issues in Accounting and Taxation provide deeper insights into the specialized areas of practice. By blending theoretical knowledge with practical application, the program equips graduates to play pivotal roles in promoting transparency, accountability, and sustainable growth in organizations worldwide.

CIMA Exemptions:

Graduates of this program are exempted from the first level papers required by the Chartered Institute of Management Accountants (CIMA) professional certification.

Accreditation: This program is accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Higher Education and Scientific Research.

Program Learning Outcomes (PLOs)

After completion of the program, graduates will be able to:

1. PLO1 (K1) Compare core functional areas of business, including marketing, management, human resource management, economics, accounting, and finance.
2. PLO2 (K2) Appraise underlying concepts, theories, and models of business functions.
3. PLO3 (K3): Interpret the appropriate accounting, reporting, auditing, governance, legal, and ethical standards that apply in different business and financial contexts.
4. PLO4 (K4): Analyze accounting data and information as per best business practices.
5. PLO5 (S1) Defend written business projects in various business settings.
6. PLO6 (S2) Analyze various business data sets for effective decision making.
7. PLO7 (S3) Design research to address a business problem in the discipline.
8. PLO8 (S4): Prepare financial reports in supporting decision-making and strategy implementation.
9. PLO9 (S5): Employ relevant financial tools and reports to support forecasting, enterprise decision-making, and strategy implementation.
10. PLO10 (S6): Apply relevant auditing, governance and risk management models and mechanisms.
11. PLO11 (R1) Conduct business operations adhering to legal and ethical practices.
12. PLO12 (R2) Identify innovative entrepreneurial opportunities using a structured framework.
13. PLO13 (R3) Assess current professional development practices.

Program Study Plan

Pre-Program			
Course code	Course Name	Credit hours	Pre-Requisites
MATH001	Remedial Mathematics	0	

Semester 1			
Course code	Course Name	Credit hours	Pre-Requisites
ARAB101	Arabic Studies*	3	None
ARAB102	Arabic As Foreign Language*		
ENGL101	English I	3	None
PROG101	Introduction to Programming	3	None
HLTW101	Health and Wellbeing	3	None
MATH101	General Mathematics	3	MATH001

ISLM101	Islamic Culture (Arabic)*	Select One	3	None
ISLM102	Islamic Culture (English)*			

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

- Islamic Culture (Arabic)
- Islamic Culture (English)

Semester 2			
Course code	Course Name	Credit hours	Pre-Requisites
ENGL102	English II	3	ENGL101
MGMT111	Principles of Management	3	None
SOCL101	Psychological Principles and Lifelong Learning	3	None
STAT101	Introduction to Statistics	3	MATH101
SOCL104	UAE Studies	3	None

Semester 3			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT101	Principles of Accounting	3	None
BUSS301	Legal and Ethical Environment of Business	3	None
BUSS201	English for Business	3	ENGL102
RESM301	Quantitative Methods	3	STAT101
MKTG201	Principles of Marketing	3	None

Semester 4			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT201	Financial Accounting	3	ACCT101
BUSS206	Business Communication	3	ENGL102
RESM250	Research Methods for Business	3	RESM301
ECON201	Microeconomics	3	None
QLTY201	TQM Fundamentals	3	None

Semester 5			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT202	Managerial Accounting	3	ACCT201
ACCT301	Intermediate Accounting	3	ACCT201
FINC201	Principles of Financial Management	3	ACCT101
ECON202	Macroeconomics	3	ECON201
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None

Semester 6			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT302	International Financial Reporting	3	ACCT301
ACCT320	Cost Accounting	3	ACCT202
ACCT401	Contemporary Issues in Accounting and Taxation	3	ACCT301
MISM301	Management Information Systems	3	PROG101
Elective 1	Elective		

Semester 7			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT350	Accounting Information System	3	ACCT202, PROG101
ACCT403	Auditing and Governance	3	ACCT301
MGMT303	Organizational Behaviour	3	MGMT111
BUSS490	Internship		Completion of 90 CH
Elective 2	Elective	3	-

Semester 8			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT404	Accounting Analytics	3	ACCT320
ACCT405	Forensic Accounting	3	ACCT401
MGMT404	Business Strategies (Capstone)	3	Completion of Core
Elective 3	Elective	3	-
Elective 4	Elective	3	-

Program Electives (12credit hours)			
Course code	Course Name	Credit hours	Pre-Requisites
HRMT101	Introduction to HR Management	3	None
HRMT202	Recruitment & Selection	3	HRMT101
HRMT303	Training & Development	3	HRMT101
HRMT340	Performance Management	3	HRMT101
BIAN304	Introduction to Business Analytics	3	STAT101
BIAN410	Digital Transformation	3	None
BIAN406	Big Data & Artificial Intelligence	3	None
BIAN400	Business Intelligence & Data Visualization	3	None
FINC306	Financial Institution Management	3	FINC201
QLTY407	Business Excellence	3	QLTY201
MGMT405	Teamwork	3	MGMT111
MGMT304	Organizational Change Management	3	MGMT111
MGMT625	Organizational Behaviour and Leadership	3	MGMT111
QLTY412	Leadership in Quality	3	QLTY201

School of Business and Quality Management Course Descriptions

Course Code	Course Name	Course Description
ACCT404	Accounting Analytics	Data is the main concern or focal point in the current business world. Collection, classification, analysis, and decipherment of data groups is increasingly becoming a skill that graduates should have. Accounting professionals use analytics to provide educated, data-driven basis that decision makers and stakeholders utilize to formulate their decisions. This course will enable learners to determine which pieces of data would be critical to decision makers, and to know where and how to find this data
ACCT350	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 learners' abilities to understand the processing of accounting data in the electronic environment. The other topics include internal controls, systems analysis, systems design, and implementation.
HRMT405	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.
ACCT403	Auditing and Governance	This course provides a comprehensive introduction to the auditing profession and environment. It examines auditing, assurance, and attestation services using real-world and simulated case studies. Course coverage also includes legal liability, professionalism, materiality, internal controls, audit planning, and fieldwork, managing risks, internal and operational audits, audit reports and corporate governance regulations and mechanisms. Learners are trained to apply Generally Accepted Auditing Standards (GAAS) and a variety of procedural and analytical tools through task-based scenarios (TBS) similar to those found in professional accounting examinations
BIAN406	Big Data & Artificial Intelligence	In this course, learners will discover the dynamic fusion of Big Data and Artificial Intelligence, exploring AI and data-driven Intelligence fundamentals. The course begins with an exploration of Big Data, providing learners with essential insights into data typologies, structures, and the skills necessary for effective management. This course delves into cutting-edge Big Data management software, aligning with industry best practices, and preparing learners to navigate the intricacies of data-driven decision-making. Continuing this voyage, the focus shifts to the boundless potential of Artificial Intelligence. Learners gain profound insights into AI's unique capabilities and its strategic implications for organizations. The course emphasizes the design of robust AI strategies and the development of essential infrastructure for seamless AI integration and implementation. Throughout this course, the goal is not only to unlock the power of AI but also to demonstrate how businesses can create substantial value and achieve tangible returns on investment (ROI) through strategic AI adoption. "Exploring Data-Driven Intelligence" offers an integrated and holistic approach, equipping learners to drive innovation and success in the ever-evolving technological landscape.
BUSS206	Business Communication	Business Communications emphasizes proper business procedures, effective use of English, and psychosocial principles as they relate to business letters, reports, and other forms of official communication. The course introduces the interpersonal communication process through appropriate communication technologies, with applications for business organizations. Reflective and critical aspects of communication will also be examined
QLTY407	Business Excellence	This course presents the concept, importance, and application of business excellence (self-assessment) models in both private and public sector organizations. It discusses widely used and proven methodologies that represent prestigious quality awards for excellence at national, regional, and international levels. Topics include the EFQM Business Excellence Model, the Deming Prize, the Malcolm Baldrige National Quality Award (MBNQA), the ISO 9000 series of quality standards, and several UAE-based excellence models (e.g., DGQA, the 4th Generation of Business Excellence in the UAE) and their associated quality awards. The course emphasizes how these models drive,

		enable, and foster a culture of excellence within organizations by presenting evidence from best-in-class, award-winning organizations. Learners will be exposed to the assessment process and implementation of business excellence models in various organizational settings.
BIAN400	Business Intelligence & Data Visualization	This course explores the symbiotic relationship between Business Intelligence (BI) and Data Visualization (DV), showcasing how BI serves as the analytical foundation, while DV transforms data into compelling narratives. It begins with an overview of BI, differentiates it from data science, and delves into key roles and processes. Participants gain detailed insights into each role and essential skills, understanding their collaborative efforts in delivering actionable insights using real-world BI tools. Simultaneously, the course emphasizes Data Visualization, enabling learners to gather, preprocess, model, and interpret data effectively, emphasizing the importance of well-crafted data visualizations for conveying information efficiently. Designed for data professionals, it equips them with the expertise to build valuable Business Intelligence and present it through effective Data Visualization, serving as a foundational step towards advanced BI topics.
MGMT404	Business Strategies (Capstone)	This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. 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.
HRMT495	Capstone Project (HR)	This course is included in the HR Curriculum to train the students on undertaking scientific research, to bridge the gap between theory and practice in the industry and prepare the graduating students for future postgraduate studies. The research project is chosen in the area of Human Resource Management (HRM) and preferably conducted in the organization where the student is currently working. The students choose an appropriate research project on their own, justify the research problem, develop the research objectives, conduct literature review, work out the research methodology, collect the data, analyze it using either quantitative or qualitative techniques, and write-up the research findings as a formal report.
HRMT302	Career Management	This course explores career management as a dynamic process, empowering individuals to make informed decisions about their professional journeys. It encompasses essential aspects such as career development, selecting a major, identifying suitable occupations, crafting effective résumés, mastering interview techniques, and implementing strategic job search practices. The course also delves into the role of goal setting in successful career management and offers learners a hands-on opportunity to cultivate the skills required for comprehensive life and career planning
HRMT350	Compensation and Benefits	This course centers around the management of employee compensation and benefits within organizational settings. By engaging in case studies and projects, learners will gain

	Management	crucial knowledge and skills necessary for crafting proficient compensation systems, both in the UAE and in multinational corporations. After comprehending the significance of compensation, benefits, and reward systems, learners will delve into addressing various challenges within this domain. Additionally, a key focal point of the course will be the development of a pay structure aligned with a performance-based compensation model, achieved through the application of HR analytics.
ACCT401	Contemporary Issues in Accounting and Taxation	This course explores contemporary issues in accounting and taxation arising from the internationalization of business operations and ongoing financial events shaping the current economy. The course addresses the impact of the recent changes in the business environment on accounting and tax practices globally and in the UAE especially. Topics of relevance, to both the professional and academic debate, covered in the course include taxation with especial attention to UAE tax system, Tax Avoidance, Sustainability and Green Accounting, Earnings Management, and Fair Value Accounting
ACCT320	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.
BIAN410	Digital Transformation	Digital transformation implies a systemic change in an organization to integrate digital technologies and processes across all functional areas. This transformation takes place with the disruption of the current products and services or in other words the way of doing business. This course is divided into three modules: •Dive into digital disruption •Disruptive technologies and their transformation potential •The Journey of Digital Transformation
HRMT318	Employee Relations	This course constitutes a key element of managing human resources and focuses on developing and maintaining effective working relationships between employees and employer. The nature of such relationship has implications for employee productivity, jobsatisfaction, and organization's performance. Throughout the course, special consideration is given to the conflicts inherent in the employee-employer relationship and the processes used to resolve these conflicts and effectively manage the relationship. The course provides learners the knowledge and ability to not only adhere to organizational policies and labor law but also understand the structure of unions and the collective bargaining process and focus on employee development and retention.
HRMT204	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. The course provides an overview of employment law that governs the hiring process, terms and conditions of employment, managing a diverse workforce, and terminating employment. Specific topics include employment contracts, employee

		discrimination based on protected characteristics, workplace safety, pay equity, and harassment were enacted as protective labor legislation. Other employment laws take the form of accommodating disability, leave policies, work-life conflicts, and other diversity issues. Emphasis is placed on Employment law in the UAE and its impact on the growth of this dynamic region is also considered.
BUSS201	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.
ACCT201	Financial Accounting	Financial Accounting is the measurement of economic activity in order to convey financial results to parties interested in the financial status of the organization. Financial statements are a key product of this measurement process and an important component of firms' financial reporting activity. As this is a general course, the main goal is not to train learners to become accountants, but rather, to train them to be well-informed users of information in financial statements. Decision making is an integral part of the management process, and using financial information to support decision making will yield educated and well-informed decisions. Understanding financial terminology, supports the learners –not only- with financial topics, but also with other courses as it adds another dimension to the knowledge they will acquire in these courses
FINC306	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.
ACCT405	Forensic Accounting	This course will provide learners with the foundation and primary skills in Forensic Accounting methods and techniques. It will introduce learners to fraud and its methods. Students will learn how to identify, gather, analyze, interpret, and document evidence. Forensic Accounting will build on the learners' prior knowledge in financial accounting and auditing & governance to develop further skills that will enable them to support businesses in detecting and preventing fraud.
HRMT408	HR Analytics	The primary objective of this course is to acquaint learners with the concept of data analytics and its relevance in a business setting. It empowers them to acquire knowledge about quantifying, measuring, and reporting the value of human capital within organizations. The course will cover a range of measurement tools and research concepts. Ultimately, it will equip learners with the skills to analyze strategic and diverse HR functional data for informed decision-making.
HRMT230	HR Planning and Talent Management	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 in the human resource planning and talent management fields.
ACCT301	Intermediate Accounting	This course expands upon the underlying framework and concepts of International Financial Reporting (IFR) in the context of how accounting fits into the overall business environment of contemporary societies. This course is the second in a two-course sequence at the intermediate level of the BBA. It provides a comprehensive review of the accounting process that was initially discussed in Financial Accounting and reinforced IFR to allow learners to deepen their understanding of the preparation and understanding of classified and consolidated financial statements. A key aim of the course is to enable learners to 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 and provisions, dilutive securities, leases, financial instruments, events after the reporting period and the preparation of consolidated accounts
ACCT302	International Financial Reporting	This course builds on the fundamental principles of financial accounting and reporting taught in the lower level course Financial Accounting. Learners are introduced to advanced topics such as share capital, reserves and provisions, impairment and depletion of assets, leases, contingent liabilities and assets and the Statement of Cash Flows. As an intermediate level major/minor course, this course expands on the theoretical underpinnings of accounting through the introduction of the conceptual framework to aid understanding of how accounting fits into the overall business environment of contemporary societies. A key focus of the course is the deconstruction of published accounts to enable analysis of a company's financial position and performance. Learners are trained to apply a variety of techniques and analytical tools through task-based scenarios (TBS) like those found in professional accounting examinations.
INEN301	International HR Management	This course is developed for the UAE based on decades of practices and experiences of teaching innovation and entrepreneurship at Stanford University that has fueled innovation and high growth in Silicon Valley. The goal of the course is to equip the next generation of leaders in the UAE with an innovative and entrepreneurial mindset and its related core skills. Most sessions include a mix of components: lecture, discussion, interactive activities in class, and open Q&A if an appropriate expert or guest speaker is available. The course is composed of three modules designed to be taught over a 15-week semester. Module 1: Design Thinking; Module 2: Entrepreneurship; and Module 3: Growth and Leadership.
BUSS490	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.
BIAN304	Introduction to Business Analytics	Business analytics experts play a pivotal role in organizations by utilizing their problem-solving, critical thinking, and adept data management abilities to provide invaluable business intelligence and tackle prevalent business challenges. In this context, the Business Analytics course is meticulously designed to empower learners with the essential knowledge and competencies required to grasp the critical business needs of organizations. It further delves into how Business Analytics strategies and functions are meticulously tailored to cater to these imperative business requisites. This comprehensive course offers an insightful exploration of the pivotal roles and responsibilities that encompass the domain of business analytics expertise. Its primary objective is to facilitate learners in acquiring essential proficiencies and insights necessary to comprehend the fundamental functions of business analytics. These functions encompass the formulation of effective business solutions, advanced documentation techniques, strategic planning, and proficient data management. Notably, this course is meticulously structured to align with industry best practices and professional certifications. It is crafted with the intent of equipping learners with indispensable data management skills that hold relevance within the sphere of Business Analytics, with a notable focus on Excel software proficiency.
HRMT101	Introduction to HR Management	This course provides an introductory overview of the field of human resource management (HRM) with an emphasis on the strategic role of HRM in organizations. 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, appraising, rewarding and retaining of people at work. In addition, it also explores topics as labor flexibility, talent management and international human resource management.
HRMT101	Introduction to Human Resource Management	This course provides an introductory overview of the field of human resource management (HRM) with an emphasis on the strategic role of HRM in organizations. 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, appraising, rewarding and retaining of people at work. In addition, it also explores topics as labor flexibility, talent management and international human resource management.
QLTY412	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.
BUSS301	Legal and Ethical Environment of Business	The general purpose of this course is to introduce 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.
ECON202	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.
MISM301	Management Information Systems	Future managers in every area of business are required to have a working knowledge of modern IT, practical experience in its use, and a management perspective on how IT is used in organizations. 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.
ACCT202	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 is the core of efficient management processes that heavily depend upon useful accounting information. This type of information will be provided through a management accounting system, which refers to accounting information developed for decision makers within organizations.
ECON201	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 intervention in the markets are deliberated.
MGMT303	Organizational Behaviour	The course covers various topics on the nature of human behavior in public, private, and non-profit organizations. It provides a detailed discussion of different theories of motivation, leadership, power and authority, organizational design and change strategies, teamwork and collaboration, decision-making, conflict resolution, negotiation

		management, and measuring organizational effectiveness. The interactions among people within and outside organizations are characterized by complex human dynamics. This course is designed to help learners explore these complexities by both stepping back to consider these dynamics and directly experiencing them through course activities
MGMT304	Organizational Change Management	Only a few decades ago, top management of organizations could make explicit long-term strategies without having to worry about making many adjustments along the way. However, today we have a totally different reality because change is happening at a much faster pace than ever before. Nowadays, change in organizations is not a 'choice', it is simply a matter of survival. Organizations that cannot adapt to change will perish. This is why change management is now more important than ever before. This course provides learners with the essential knowledge to understand and appreciate the impact of change on employees, teams and on the organizational culture. This course explores various change management frameworks and puts a lot of emphasis on developing the learners skills to enable them to manage and lead change initiatives.
HRMT402	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
HRMT340	Performance Management	This course explores HR performance management (PM) in organizations. It provides an overview of employee PM as a continuous process and discusses the process of identifying, measuring, and developing the performance of individuals and teams. This course will especially emphasize on the linkages between Performance Management and other human resource management functions such as recruitment & selection, training & development, HR planning, and compensation management.
ACCT101	Principles of Accounting	This course aims to offer learners a solid foundation in accounting as a field. The course will familiarize learners with the basic concepts and terminology necessary for any novice business student. It introduces learners to the fundamentals of Financial Accounting and the components and output of the accounting system in addition to the essential knowledge of Managerial Accounting, costs, and basic decision-making applications
OPER309	Principles of Business Process Management	Today's business organizations face immense competitive pressures and strive to thrive by adopting innovative approaches and adapting to the changing marketplace. Business Process Management (BPM) is one such approach used by organizations to improve performance and remain resilient. This course presents practical frameworks and solutions updated with the latest developments in BPM, including their application to value-driven BPM. The course demystifies Business Process Management and helps learners understand how businesses operate in practice and how to complete process-based project improvements and achieve business transformation.

FINC201	Principles of Financial Management	This course provides learners with basic understanding of the essentials of financial decision-making. The course emphasizes the underlying principles of corporate finance leading to effective decision making by chief financial officers whose role is to maximize shareholders' wealth. The course covers topics related to the functions of the chief financial officer. Topics covered include financial statement analysis, capital structure issues, characteristics and valuation of stocks and bonds; time value of money; discounted cash flow techniques; capital structure; cost of capital and dividend policy
MGMT111	Principles of Management	This course introduces management functions, including planning, organizing, staffing/human resources, leading/interpersonal influence, and controlling within domestic, international, multinational, global, and multidomestic contexts. It also provides insights into the organizational environment, decision-making processes, business ethics, and social responsibility.
MKTG201	Principles of Marketing	This course exposes learners to the principles of marketing concepts and provides insights into how these concepts are applied by organizations regionally and internationally. This course is designed to provide learners with an overview of basic marketing theory and to expose learners to the elements of marketing practice through topics such as consumer behavior, developing marketing goods and services, pricing, distribution, and promotion. This course also devotes particular attention to analyzing consumer needs, and market segmentation
PROJ201	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 asked to provide project scenarios from general business and/or information technology project management to assess applying the concepts, tools and techniques learnt on this course. Learners will also be introduced to the role of project management software in developing and tracking project plans (e.g. Microsoft Office Project), and for selecting between projects based on financial and other criteria like weighted scoring models and balanced score card.
QLTY406	Quality Management Tools & Techniques I	This course examines a wide range of basic tools and techniques used to improve quality in various types of organizations. It begins with the seven basic quality tools, followed by other essential tools of practical importance in problem-solving and continuous quality improvement, such as Lean Management tools and Six Sigma tools, which are both graphical and statistical in nature.
QLTY465	Quality Management Tools & Techniques II	Building on the prerequisite course (Quality Management Tools and Techniques 1; QLTY406), this course offers more advanced tools and techniques used universally across different cultural contexts. It covers a range of practical and advanced tools including the Lean Management and Six Sigma toolkits. These tools are organized within the well-established DMAIC methodology: Define, Measure, Analyze, Improve, and

		Control.
QLTY480	Quality Systems	This course explores the evolution and development of Quality Assurance, focusing on the various systems that have historically played a key role in helping organizations achieve consistency in delivering quality products and services to their customers. The course examines several major management systems, particularly ISO 9000, including the stages of the certification process, the quality manual, system implementation, and third-party certification, among other aspects. Learners will gain an understanding of how management systems such as ISO 9000:2015, ISO14000:2015, ISO 45001:2018, ISO1002:2018 and ISO 50501:2018 can enhance organizational performance Upon completion of this course. They will learn how to effectively integrate these systems into an organization's business strategy and foster a culture of continuous improvement and learning.
RESM301	Quantitative Methods	The course introduces the concepts of quantitative analysis and the use of mathematical models in analyzing and making sense of business problems in the context of a complex world. A variety of names exist for the body of knowledge, i.e. operations research, management science and decision science. The purpose of this course is to provide learners with a sound conceptual understanding of the role that quantitative methods play in the decision making process. Throughout the course, we use mathematical models to represent abstraction of real-world situations and, those models capture the major relevant aspects of the problem and can then provide a solution recommendation in aiding decision making process. The models were programmed to generate optimal solutions for businesses, i.e. to minimize costs and maximize profits.
HRMT202	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.
RESM250	Research Methods for Business	Business marketing research has become essential in managerial decision-making worldwide. All types of organizations rely heavily on scientific evidence gathered through the marketing research process. This course aims to familiarize learners with the nature, role, techniques, and processes of marketing research in today's business environment
QLTY410	Service Quality	Services are becoming the dominant economic driver and contribute a larger share of GDP in many countries. They represent the primary growth and profitability source for many companies, generating a high percentage of revenues and profits. The aim of this course is to provide a broad understanding of service quality from both customers' and companies' perspectives. Specifically, the course focuses on understanding customer experience and evaluating service quality based on customers' expectations and

		perceptions, as well as how successful service marketers manage service delivery and implement effective strategies to satisfy their customers. The course not only helps learners apply relevant theories and models to real business situations through case analysis and projects but also enables them to define, measure, analyze, and manage service quality across different service sectors.
MGMT405	Teamwork	The course is designed to introduce essential theories for understanding, analyzing and managing teams. It defines the various types of teams, explores key components that form a team and highlights key factors that influence each individual working in a team and that create an effective group. The course also presents the problem solving tools and techniques used by different groups across an organization. To enhance learners' understanding of the subject, learners will study team management through reading and discussing cases, online material, learning and implementing techniques to build and sustain teams.
QLTY201	TQM Fundamentals	This course provides a comprehensive introduction to Total Quality Management (TQM) as a framework for achieving organizational excellence in a competitive global environment. Learners will explore key topics such as strategic management, corporate social responsibility, and the ethical dimensions of quality management. The course emphasizes building a quality culture by fostering leadership, effective communication, employee empowerment, and teamwork. Critical aspects like customer satisfaction, retention, and loyalty are examined alongside tools for overcoming workplace challenges such as politics, negativity, and conflict. Additionally, the course highlights the importance of ISO 9000 standards and their relationship to TQM. A significant focus is placed on Quality in the Era of Industry 4.0, where traditional TQM principles are integrated with innovations driven by data and artificial intelligence. This modern perspective equips students with the knowledge and skills to navigate and lead in an era defined by digital transformation and interconnected systems.
HRMT303	Training & Development	In this course, learners will have the opportunity to cultivate a comprehensive understanding of the often-debated issues that shape the learning culture within organizations. Additionally, the course will introduce fundamental concepts and theories of workplace learning and provide guidance on their practical application in training delivery. Learners will be encouraged to formulate their own perspectives on workplace learning and to scrutinize the skills necessary for effective learning management. Ultimately, this course equips managers to actively contribute to development programs or to take on training roles within private, public, or non-profit organizations

School of Business & Quality Management Faculty Roster



Professor Jamal Abu Rashed

Dean of School of Business and Quality Management

Ph.D. Economics, Southern Methodist University, Dallas, Texas, USA

Professor Jamal Abu Rashed has an extensive and distinguished career in both academia and business consulting. He has held significant leadership roles, including Dean of the School of Business at Mount St. Joseph University in Cincinnati, Ohio USA, and Dean of the College of Business at Northern Michigan University, USA. Prior to these positions,

he was a professor of economics and international business at Xavier University in Cincinnati, Ohio, USA, where he also served as Chair of the Department of Economics and Human Resources and established the Center for International Business.

Professor Abu Rashed was the Founding Dean and Interim Executive Dean of the MBSC College of Business and Entrepreneurship, a collaborative venture involving Babson College, Lockheed Martin, and King Abdullah Economic City in Jeddah, Saudi Arabia.

He has received numerous accolades for his contributions to teaching, research, and service. Professor Abu Rashed earned his Ph.D. in economics from Southern Methodist University in Dallas, Texas USA, specializing in financial theory, international trade, banking, and labor economics, and he also completed a master's degree in economics there. Additionally, he holds a master's degree in economics from North Texas State University (now the University of North Texas, USA).

His research has been published in prestigious journals such as The Canadian Journal of Development Studies, the International Review of Economics and Finance, the Global Business and Economics Review, the International Journal of Economics and Business Research, and the Management Decision Journal among others.

In his consulting and advisory roles, Professor Abu Rashed has provided expertise on business accreditation and curriculum design both in the United States and internationally. He has offered forensic economics consulting to major law firms across Ohio, Kentucky, and Indiana, and has served as an expert witness in the USA federal, state, and local courts. His consultancy extends to universities, corporations, and government agencies. He is also actively involved in the American Assembly of Collegiate Schools of Business (AACSB) as a mentor and evaluator and has served on the boards of Northern Initiative Bank and the Center for Rural Economic Development in Michigan. He has extensive experience serving as an external reviewer and chairing review teams for the CAA in the UAE.



Prof. Mounir Elkhatib

Full Professor

PhD in IS project management and technology - Special emphasis on organizational e-transformation and e-government - School of Advanced Technology - University of Glamorgan – Cardiff – UK

Program Coordinator: MSc in Project Management - MSc of Management in Entrepreneurial Leadership

As an academic and professional practitioner, my goal is to blend cutting-edge yet practical technologies with my knowledge and experience. By doing so in a timely and fitting way, I aim to achieve the pinnacle in teaching and research, project management and consulting, in harmony with the best academic standards, and aligned with business strategies, goals, and needs.

Long and varied experience in Digital Government and Digital Transformation in UK, Middle East and UAE; as practitioner and an academic; in focused areas like Project and Program Management, Information Systems, Strategy and Operations, Business process and service management, providing teaching, training, consulting, advising, research and professional services.



Dr. Tahir Masood

Associate Professor

Ph.D. in Management/HRM - Mohammad Ali Jinnah University, PAK

Program Coordinator: Bachelor in Business and Human Resources Management - MSc in Human Resources Management

Dr. Tahir Masood is a distinguished academic and Associate Professor of Leadership and Human Resource Management (HRM) with over two decades of experience in academia, research, and professional training. Before joining Hamdan Bin Mohammed Smart University (HBMSU), he served in various academic and leadership roles, contributing to curriculum innovation, faculty development, and accreditation excellence. His expertise spans strategic HRM, leadership, HR analytics, and organizational sustainability. He holds MBA, MS, and Ph.D. degrees in Management/HRM, along with ToMT and ToT certifications from the World Bank/IFC, reflecting his commitment to professional excellence. As an Academic FCIPD and FCAHR, Dr. Tahir has received over ten international awards for research, teaching, and training. With 40+ publications, 3,000+ citations, and presentations at 30+ global conferences, he actively contributes to CAA and AACSB accreditation, bridging academia and industry through impactful research and leadership development.



Dr. Md Reiazul Haque

Assistant Professor

Ph.D. in Accounting and Finance from The University of Newcastle, Australia

Program Coordinator: Bachelor of Business & Quality Management

Dr Md Reiazul Haque has over 12 years of academic experience teaching undergraduate and postgraduate courses in financial accounting, auditing, taxation, and international accounting across face-to-face, blended, and online learning environments. Prior to joining Hamdan Bin Mohammed Smart University, he served as a Lecturer in Accounting and Finance at The University of Manchester (UK), The University of Newcastle (Australia), and Hajee Mohammad Danesh Science and Technology University (Bangladesh). Throughout his career, he has contributed to curriculum development, postgraduate research supervision, and accreditation activities aligned with AACSB standards. Dr. Haque's research has been published in reputable ABDC A/A*-rated journals such as Journal of Business Finance and Accounting, Abacus, and Finance Research Letters.



Dr. Umar Kayani

Associate Professor

Post-Doctorate - Lincoln University, New Zealand.

PhD - Lincoln University, New Zealand

Program Coordinator: Bachelor of Business in Accounting

Dr. Umar Kayani has over 15 years of academic experience in accounting, finance, quality assurance and accreditation. Before joining HBMSU, he served as Director and Associate Professor at Al Ain University and earlier as Director and Assistant Professor at Al Falah University, Dubai. He earned his PhD in Accounting and Finance from Lincoln University, New Zealand, where he also completed a postdoctoral fellowship. His expertise spans accounting, finance, accreditation, and institutional quality enhancement. He has published extensively in international journals, served on editorial boards, and supervised numerous research students. Additionally, Dr. Umar contributed over a decade of service to the Higher Education Commission of Pakistan as a Quality Assurance and Accreditation Expert



Dr. Arij Lahmar

Assistant Professor

PhD in Supply Chain Management, University of Sfax, Tunisia (FSEG Sfax), in collaboration with Mines Albi School of Engineering, France (2019)

Program Coordinator: MSc of Science in Innovation and Change Management - MSc in Organizational Excellence

Dr. Arij Lahmar is an Assistant Professor of Quality & Supply Chain Management with over a decade of academic experience since 2014. She currently teaches at the University of Dubai and has held prior faculty positions at the University of Sousse in Tunisia. Her areas of expertise include supply chain resilience, logistics, quality management, and digital transformation. She has supervised numerous Bachelor's, Master's, and PhD theses and has played a key role in developing and updating MBA and Master's programs. Dr. Lahmar has held academic leadership roles, including department chair, and led collaborative training initiatives with government and industry partners. She is an active contributor to international conferences and peer-reviewed journals, serving on editorial boards and reviewing for several indexed publications in the field of operations and supply chain management.



Professor Ebrahim Soltani

Full Professor

PhD in Quality/Operations Management, University of Strathclyde

Prof Ebrahim Soltani is Professor of Quality Management at Hamdan Bin Mohammed Smart University (HBMSU), UAE. Before joining HBMSU, he served as Professor at the University of Kent, UK, within the Kent Business School. His research has been published in leading international journals, including Human Resource Management, British Journal of Management, Journal of World Business, International Journal of Operations & Production Management, and International Journal of Human Resource Management. Prof. Soltani's research integrates academic rigor with practical application, advancing the understanding and implementation of Total Quality Management (TQM), organizational excellence, and performance improvement – particularly in the era of Quality 4.0 and artificial intelligence (AI) – across diverse sectors. He has supervised doctoral candidates to successful completion and served as an external examiner for PhD theses at leading international universities. He received a postdoctoral fellowship and research funding from the UK Economic and Social Research Council (ESRC) and serves on the editorial and advisory boards of several peer-reviewed journals, including The TQM Journal, Total Quality Management & Business Excellence, and the International Journal of Quality and Service Sciences.



Prof. Bassem Jarboui

Full Professor

PhD in Operations Research from Sfax University

Professor Bassem Jarboui is a distinguished academic with over two decades of academic and consulting experience spanning Tunisia, France, and the United Arab Emirates. He is particularly interested in the application of data-driven approaches to solve complex problems arising from operations research, logistics and supply chains, circular economy, and healthcare management.

Before joining Hamdan Bin Mohammed Smart University, Professor Jarboui served as Professor and Chair of Excellence: Transport, Circular Economy, and Sustainable Supply Chain at Université Polytechnique Hauts-de-France. His work focuses on developing innovative, sustainable, and technology-driven solutions to complex logistical and operational challenges.

He is the author of several books and numerous peer-reviewed research papers published in leading international journals, contributing significantly to the advancement of his fields. Professor Jarboui has led and collaborated on projects in smart city logistics, sustainable transportation, and advanced optimization. Passionate about shaping future leaders, he promotes applied research that delivers real-world benefits to organizations and society.



Dr. Shaima AlHarmoodi

Associate Professor

PhD in Project Management from BUiD, UAE and The University of Manchester, UK

Dr. Shaima AlHarmoodi is a dedicated academic committed to advancing education through excellence in teaching, research, and leadership. With more than a decade of experience in higher education, she currently serves as an Associate Professor at Hamdan Bin Mohammed Smart University (HBMSU), where she leads initiatives in project management, entrepreneurship, and innovation.

As an active researcher, Dr. Shaima's work focuses on innovation, entrepreneurship, project management, Smart education, and digital transformation. Her publications in leading international journals and publication houses contribute to advancing understanding and practice in innovation management and education.

Throughout her career, Dr. Shaima has played a pivotal role in strengthening academic quality and ensuring alignment with national educational priorities. She has mentored startups, coordinated nationwide entrepreneurship competitions, and partnered with diverse public and private organizations to cultivate the next generation of innovators and entrepreneurs. Driven by a passion for empowering learners and fostering innovation-driven growth, Dr. Shaima continues to inspire students and professionals alike to think critically, lead confidently, and create meaningful impact in an evolving global landscape.



Dr. Shatha Hawarna

Associate Professor

Ph.D. (Quality Management & Human Resource), International Islamic University in Malaysia-IIUM

Dr. Shatha Hawarna has over 18 years of academic experience in teaching, specializing in Business Administration, Quality Management, and Human Resources. She currently serves as an Associate Professor at Hamdan Bin Mohammed Smart University and has previously held several administrative positions at the Ministry of Education and Dubai University, contributing to the development of academic and administrative policies. She holds three master's degrees and three PhDs in diverse fields, including Education, Quality Management, and Human Resources. Dr. Hawarna is known for a teaching approach that combines theory with practical application, enhancing the learning experience for students and preparing qualified academic and research professionals. Her multidisciplinary expertise enables her to cover a wide range of administrative and educational areas simultaneously.



Dr. Mohammad A.K Alsmairat

Associate Professor

PhD. Business Management, Girne American University, Cyprus

Dr. Mohammad Alsmairat is an Associate Professor of Operations and Quality at Hamdan Bin Mohammed Smart University (HBMSU). His research focuses on integrating operations, quality, and innovation—applying Industry 5.0's human-centric, resilient principles and AI-enabled decision intelligence to design scalable, high-reliability processes. He holds a PhD in Business Administration, an MBA, and two bachelor's degrees (including Computer Information Systems), and is CSCP-certified. Recognized with multiple Research Excellence Awards, he has authored 35+ publications and collaborates with leading international scholars on practice-oriented research in operational excellence, quality systems, and continuous improvement. At HBMSU, he champions smart learning and research-industry linkages that convert data into measurable performance gains while preparing future leaders for a technology-intensive, sustainability-driven economy.



Dr. Rachid Jabbouri

Assistant Professor

Ph.D. in Strategic Management and Innovation, Rennes School of Business, France

Dr Rachid Jabbouri holds a PhD in Management with a specialisation in strategic innovation, and he brings extensive experience as a consultant and advisor for innovation clusters and projects funded by the European Commission. His research is positioned at the intersection of innovation and technology management, with a specific focus on artificial intelligence and digital transformation in organisational and entrepreneurial contexts. He has published in top-tier academic journals including the *British Journal of Management*, *Industrial Marketing Management*, *Technological Forecasting and Social Change*, *Information Technology & People*, and the *International Journal of Entrepreneurial Behaviour & Research*. In his current academic and advisory roles in the UAE, he contributes to advancing knowledge and practice in AI-driven innovation ecosystems.



Dr. Aneeq Inam

Assistant Professor

PhD (Specialization: Human Resource Management) – Universiti Putra Malaysia, Malaysia

Dr. Aneeq Inam is an Assistant Professor at Hamdan Bin Mohammed Smart University (HBMSU), Dubai, and serves as Editor-in-Chief of the *International Journal of Service Excellence*, a journal published by HBMSU. Before joining HBMSU, he worked as an Assistant Professor at the University of Central Punjab, Lahore, where he led research initiatives and curriculum development in Human Resource Management. He has also taught at Air University, Bahauddin Zakariya University, and the National University of Modern Languages. His experience spans undergraduate and postgraduate teaching, AACSB accreditation processes, governance redesign projects, and digital course transformation. Dr. Inam has published in Scopus- and Web of Science-indexed journals such as *Current Psychology*, *International Journal of Manpower*, and *Technology Analysis & Strategic Management*. His academic work integrates Leadership, Artificial Intelligence in HRM, Business Ethics, and Organizational Behavior, emphasizing evidence-based and responsible management education.



Dr. Ali Omar Abu-Yasein

Assistant Professor

PhD. Management Sciences from Esade Business School in Barcelona, Spain

Dr. Ali brings professional experience from leading global organizations, including Ernst & Young LLP and the Sherwin-Williams Company. At Ernst & Young, he worked with clients across healthcare, bioengineering, real estate, and manufacturing sectors while collaborating with international teams to analyse business processes and guide strategic improvements. Earlier, at Sherwin-Williams, he worked as an Internal Field Auditor, managing a district of 72 retail stores and supporting the \$165 million acquisition of Comex Group's U.S. and Canada operations. His corporate background now supports his work in executive education and training, where he applies practical insights from the field to help leaders and professionals develop skills in innovation, strategy, and effective organizational management. Prior to joining HBMSU, Dr. Ali was a Visiting Assistant Professor of Management at Arkansas State University, where he further contributed to the International Business and Middle East Studies Committees.



Dr. Andrew Bratton

Assistant Professor

PhD in Human Resource Management – University of Strathclyde, United Kingdom

(Fulltime Non- Resident Faculty)

Dr. Andrew Bratton is a practice-focused academic specializing in human resource management, sustainability, and workforce transformation. He combines extensive higher education leadership experience with a background in organizational change and technology consulting. Before joining HBMSU, he served as Associate Professor of Human Resource Management at Edinburgh Napier University Business School, where he directed Scotland's largest employer-sponsored business management program and a global online MBA. Earlier in his career, he worked in the technology consulting sector with a Microsoft Dynamics 365 partner, supporting business transformation initiatives. His work bridges academia and practice, focusing on sustainable HRM, leadership, employee engagement, and the ethical adoption of AI in organizations. Dr. Bratton collaborates with global partners and professional networks, including the European Organisation Design Forum (EODF), to advance responsible leadership and sustainable workforce transformation.

School of Health Sciences

The School of Health Sciences aims to be a regional leader in health education by offering high-quality academic programs that integrate academic rigour with practical application, supported by leading international expertise. The School is dedicated to developing competent professionals equipped to tackle today's health challenges through advanced knowledge and skills in public health and health management. Our focus is on fostering an innovative learning environment that champions best practices in healthcare and drives improvements in the efficiency and quality of health systems and services. Through a smart learning model that blends flexibility with interactivity, learners benefit from practical experiences, research opportunities, and community engagement. We place strong emphasis on lifelong learning, offering diverse and adaptable educational pathways that align with the evolving needs of the healthcare sector and support broader goals of sustainable development. The School is committed to graduating future-ready leaders and practitioners who are empowered to make lasting, positive contributions to their communities—locally, regionally, and beyond.

School Mission

The School of Health Sciences enables knowledge creation and application in healthcare through disruptive innovation in online learning, a strong commitment to lifelong learning, and a culture of applied research. It provides flexible, career-focused educational opportunities that empower healthcare professionals to lead change, address contemporary health challenges, and drive impact across regional and global health systems.

School Objectives

- Develop and graduate healthcare professionals with the critical thinking, problem-solving, and leadership capabilities needed to address contemporary challenges in healthcare administration, hospital management, and public health through innovative and evidence-based approaches.
- Promote lifelong learning by offering flexible, modular learning pathways that support upskilling, reskilling, and professional development throughout the healthcare career lifecycle
- Promote a culture of applied research and scholarly inquiry that engages learners and faculty in addressing contemporary healthcare challenges through evidence-based solutions
- Pioneer innovative online learning environments dedicated to healthcare education that integrate cutting-edge digital technologies with industry-relevant content.
- Forge strategic partnerships with healthcare institutions that provide learners with practical experience, research opportunities, and employment pathways.

Bachelor of Science in Health Administration

Total credit hours (120)

Program Description

The Bachelor of Science in Health Administration is intended for those wanting to pursue careers related to the business operations of medical and healthcare facilities. Keeping in view the University's mission of providing high-quality programs using virtual learning environment, the BSc in Health Administration at Hamdan Bin Mohammed Smart University is designed to understand modern healthcare organizations and the workings of allied health facilities. The program is designed to provide a solid foundation in healthcare administration and applied management, preparing its graduates for managerial positions in healthcare. Course topics include social and behavioral aspects of health, ethical and legal aspects of healthcare, the organization of health services in addition to business principles such as fundamentals of innovation and entrepreneurship. The program prepares its learners for administrative as well as managerial positions in any healthcare organizations, such as hospitals, health centers, and nursing homes. The Bachelor of Science in Health Administration curriculum encourages innovative and self-governing thinking within the healthcare setting. For an overview of core units and electives you can study in this program.

Learners who complete the first 60 credit hours of the Bachelor of Health Administration program, may exit with Diploma in Health Administration degree.

Accreditation: This program has received an accreditation from the Ministry of Education in the UAE.

Program Learning Outcomes (POs)

After completion of the program, graduates will be able to:

PLO1. Integrate acquired comprehensive, up-to-date, and specialized knowledge in health services administration practices and critically appraise the interfaces between health services administration theories and practices.

PLO2. Demonstrate a knowledge of contemporary concepts of continual quality improvement programs and practices in health services settings and their application to health contexts.

PLO3. Analyse problems, formulate solutions and identify risks associated with the solutions in order to develop effective health administration practices.

PLO4. Communicate effectively orally and in writing and deploy a range of presentation techniques within health workplace settings.

PLO5. Demonstrate leadership competence for working effectively and anticipate the impact of health reforms on managerial effectiveness.

PLO6. Interact constructively with professional colleagues in health settings, and adapt multiple perspectives to formulate effective actions.

PLO7. Demonstrate commitment to life-long learning, self-evaluation, reflective practice, and application of professional ethics in health services administration.

Program Study Plan

Pre-program			
Course code	Course Name	Credit hours	Pre-Requisites
MATH001	Remedial Mathematics	0	-

Semester 1			
Course code	Course Name	Credit hours	Pre-Requisites
PROG101	Introduction to Programming	3	
ENGL101	English I	3	
MATH101	General Mathematics	3	MATH001
HLTW101	Health and Wellbeing	3	
ARAB101	Arabic Studies	3	
ARAB102	Arabic As Foreign Language		

Semester 2			
Course code	Course Name	Credit hours	Pre-Requisites
ENGL102	English II	3	ENGL101
HADM101	Medical Terminology	3	
MGMT111	Principles of Management	3	ENGL101
SOCL101	Psychological Principles and Lifelong Learning Skills	3	
STAT101	Introduction to Statistics	3	MATH101

Semester 3			
Course code	Course Name	Credit hours	Pre-Requisites
HADM201	Social and Behavioural Aspects of Health	3	
HADM202	Principles of Healthcare and Diseases	3	
HADM203	Principles of Healthcare Management	3	MGMT110
HADM204	Biostatistics and Epidemiology	3	STAT101
ISLM101	Islamic Culture (Arabic)	3	
ISLM102	Islamic Culture (English)		

Semester 4			
Course code	Course Name	Credit hours	Pre-Requisites
ACCT101	Principles of Accounting	3	MATH101
HADM205	Health Information Systems Management	3	
HADM206	Hospital Management	3	HADM203
HADM207	Organization of Health Services	3	HADM203
HADM208	Ethical and Legal Aspects of Healthcare	3	

Exit point: Diploma in Health Administration

Semester 5			
Course code	Course Name	Credit hours	Pre-Requisites
ECON201	Microeconomics	3	MATH101
HADM301	Research Methods for Health and Environmental Studies	3	STAT101
INEN301	Fundamentals of Innovation and Entrepreneurship	3	
MISM301	Management Information System	3	PROG101
MKTG201	Principles of Marketing	3	ENGL101

Semester 6			
Course code	Course Name	Credit hours	Pre-Requisites
FINC201	Principles of Financial Management	3	ACCT101
HADM302	Introduction to Global Health	3	
HADM303	Health Economics	3	ECON201
HRMT101	Introduction to HR Management	3	ENGL101, MGMT110
	Elective 1	3	

Semester 7			
Course code	Course Name	Credit hours	Pre-Requisites
HADM401	Healthcare Finance and Insurance	3	FINC201
HADM402	Advanced Healthcare Management	3	HADM203
HADM403	Quality in Healthcare	3	
SOCL103	UAE Studies	3	
	Elective 2	3	

Semester 8			
Course code	Course Name	Credit hours	Pre-Requisites
HADM404	Strategic Planning for Healthcare	3	HADM207
HADM405	Health Policy	3	
MGMT303	Organizational Behaviour	3	ENGL101
HADM406	Internship in Health Management	3	90 Credit Hrs.
	Elective 3	3	

Program Electives			
Course code	Course Name	Credit hours	Pre-Requisites
HADM304	Infection Control	3	Complete 40 CH
HADM305	Governance of Healthcare	3	Complete 40 CH
HADM306	Environmental Health	3	Complete 40 CH
HADM307	Primary Healthcare and Pharmaceutical Management	3	Complete 40 CH
HADM408	Occupational Health and Safety	3	Complete 40 CH

School of Health Sciences Course Descriptions

Course Code	Course Name	Course Description
HADM101	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.
HADM201	Social and Behavioural Aspects of Health	This course is designed to address the social and behavioral aspects of individual, group, community, organizational, and population health. It will focus on the understanding and use of social and behavioral theories and their application to facilitating positive behavior change in populations and population sub groups. The course aims to assist learners to gain greater understanding of the key concepts of social and behavioral health and develop skills necessary to analyze health behavior patterns, to plan, implement and evaluate health promotion programs.
HADM202	Principles of Health Care 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.
HADM203	Principles of Health Care 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 intended to introduce the principles of supportive communication, gaining power and influence, and motivating employees.
HADM204	Biostatistics and Epidemiology	This course introduces statistical concepts and analytical methods as applied to data encountered in the biomedical sciences. The course will also introduce students to the basic concepts and principles of epidemiology and how these concepts are applicable in health care management.
HADM205	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 are examined. System

		development life cycle is discussed with application in cases studies. Reporting systems and how can healthcare administrators use them for performance management are addressed
HADM206	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.
HADM207	Organization of Health Services	This comprehensive course equips learners with the knowledge and skills necessary for effective health services organization and management. Learners will gain a profound understanding of various models for organizing health services and their direct impact on improving Disability-Adjusted Life Years (DALYs) and Quality-Adjusted Life Years (QALYs). The course delves into the intricate components of health care systems and enables learners to critically assess health organization policy issues, health care manpower, development, and health care education and training. Through evidence-based analysis, learners will understand the implications of population characteristics, community factors, institutional/facility factors, and individual factors in organizing health services in the region and globally
HADM208	Ethical and Legal Aspects of Health Care	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.
HADM301	Research Methods for Health and Environmental Studies	The Research Methods course provides an in-depth exploration of fundamental methods for research design and implementation within the realms of public health and healthcare administration. This course equips learners with the skills needed to conduct both quantitative and qualitative research, addressing key aspects of the research process. Topics covered include formulating objectives and research questions, conducting literature reviews, and planning the implementation of a research study. Commencing with an introduction to the scientific method and research planning, the course encompasses various research designs, data collection methods, and offers an overview of descriptive and inferential statistics. The culmination of the course focuses on dissemination strategies and the critical evaluation of research.
HADM302	Introduction to Global Health	This course provides a nuanced exploration of Global Health by delving into the complexities of health issues that transcend national borders. While rooted in the historical context of international health agencies such as the World Health Organization (WHO), the course critically examines the contemporary urgency of

		global health challenges. Recent pivotal events, including Covid-19 outbreak will be analyzed to provide learners with a comprehensive understanding of the major threats to global health and the evolving mechanisms for addressing them. Through evidence-based approaches and multidisciplinary perspectives, the program examines global health challenges addressing social, economic, and political determinants of health.
HADM303	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 HADM203 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
HADM401	Health Care Finance and Insurance	This course will approach Health Care Finance & Insurance from a healthcare manager's perspective. Beginning with an examination of Financial Environment of Health Care Organizations, the course will deal with such topics as reimbursement methods, Billing and Coding for Health Services, criteria used to decide on healthcare financing policy. On the Healthcare Insurance side, learners will learn the fundamentals of health insurance and types of health insurance systems. Universal coverall and national health accounts will be also discussed
HADM402	Advanced Health Care 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.
HADM403	Quality in Health Care	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

HADM404	Strategic Planning for Health Care	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. As indicated in the diagram below, to complete the cycle of planning, the course spends considerable time on strategy implementation and business planning. http://www.chesapeakegroup.us/Planning.html
HADM405	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.
HADM406	Internship in Health Management	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. It is required to complete a minimum of 90 credit hours in order to be able to enroll in this course
HADM304	Infection Control (elective)	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. It is required to complete at least 40 credit hours to enrol in this course
HADM305	Governance of Health Care (elective)	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. It is required to complete at least 40 credit hours to enrol in this course

HADM306	Environmental Health (elective)	This introductory course is designed for health professionals, providing a comprehensive overview of Environmental Health. Participants will gain insights into the impact of the environment on human health, exploring the societal origins of these influences. The course covers key topics such as Environmental Health Assessment Methods, Global Environmental Problems, Climate Change and Health, Energy Production and its Environmental Impact, Chemical Environmental Hazards, Physical and Biological Environmental Hazards, Food Production and Environmental Health, Air Quality and its Relationship to Health, Drinking Water Quality and Resources, Environmental Wastewater Management Indicators, Solid Waste Management in the UAE, The Urban Environment and its connection to Health, and addresses specific Environmental Health issues in the UAE. It is required to complete at least 40 credit hours to enrol in this course
HADM307	Primary Health Care and Pharmaceutical Management (elective)	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. It is required to complete at least 40 credit hours to enrol in this course
HADM408	Occupational Health and Safety	This course introduces learners to fundamental principles of occupational health and safety (OHS) in workplaces. It will equip them with vital knowledge and skills for creating a secure work environment. Students will learn to identify hazards, assess risks, and implement control measures to ensure worker safety and regulatory compliance. Moreover, they will be able to report incident and develop prevention measures. Topics include legal frameworks, ergonomics, chemical/biological/physical hazards, emergency preparedness, and OHS management systems. Participants gain confidence in handling dangerous substances and master safety technologies like engineering safety and fire prevention. The result: graduates ready to exceed safety standards, fostering secure, healthy, and productive workplaces. It is required to complete at least 40 credit hours to enrol in this course

School of Health Sciences Faculty Roster

Professor. Samer Hamidi

Dean of School of Health Sciences

MPH, Dr.PH in Health Systems Management, Tulane University, USA



Professor Samer Hamidi serves as the Dean of the School of Health Sciences, HBMSU. With a career spanning over two decades, he has consistently demonstrated a deep commitment to leveraging technology to enhance the learning experience and transform traditional educational paradigms. He has extensive experience in innovative use of smart technology in teaching across diverse academic tiers, encompassing bachelor's, master's, and doctoral programs. His expertise extends across a diverse spectrum of disciplines, showcasing a distinct emphasis on health systems, disease burden analysis, health finance, and the enhancement of quality and efficiency within the healthcare sector.

Beyond his academic achievements, his influence resonates regionally and globally, reflecting in his role as a site visitor for renowned organizations including the European Accreditation Council for Public Health Education Accreditation Agency (APHEA) and the Commission for Academic Accreditation (CAA). His dedication to advancing scholarly research is evidenced by the publication of 150 peer-reviewed papers in prestigious journals, addressing health challenges at local, regional, and global levels. These honors further underscore the profound impact of Prof. Hamidi's efforts in advancing knowledge and comprehension within his field.

Dr. Malek Al Natour

Assistant Professor,

Program Coordinator: MSc. in Hospital Management and MSc. in Public Health

MPH, PhD, Universiti Utara Malaysia



Dr. Malek Al-Natour is an Assistant Professor of Health Sciences and currently serves as Program Coordinator for Postgraduate Studies at HBMSU. He has over 17 years of extensive academic and leadership experience across the UAE, Oman, Jordan, Malaysia, and KSA. Prior to joining HBMSU, he served as Deputy Dean in CoHS at the University of Buraimi, where he also chaired the Research Committee and contributed to academic development and accreditation processes. His expertise spans healthcare management, occupational safety and health, quality assurance, curriculum development, and research capacity building. He has participated as a speaker and trainer in multiple professional workshops and serves as an External Reviewer for the Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA).



Dr. Zufishan Alam

Assistant Professor

Program Coordinator: BSc. in Health Administration

PhD in Public Health, Faculty of Medicine, The University of Queensland, Australia, 2023

Dr. Zufishan Alam has nearly a decade of research and academic experience in public health. Before joining Hamdan Bin Mohammed Smart University, she served as a Postdoctoral Research Associate at the United Arab Emirates University, where she contributed to public health research and education. Trained as a physician at Fatima Jinnah Medical University, Pakistan, she later earned her PhD in Public Health from the University of Queensland, Australia, supported by the prestigious Research Training Program Scholarship, by Commonwealth Government of Australia. Her expertise spans preventive healthcare, biostatistics, epidemiology, and health promotion, with a focus on reducing health disparities among culturally and linguistically diverse populations. Dr. Alam's contributions to research were recognized with the Excellence in Higher Degree Research award from the Public Health Association of Australia. She continues to teach and supervise learners in public health and research methodology, with ongoing academic collaboration with the University of Queensland, Australia.



Dr. Nazik Nurelhuda

Associate Professor

PhD, University of Bergen, Norway - Fellow of the Faculty of Public Health (through distinction), UK - Fellow of FAIMER Institute, Philadelphia, USA - Certificate in Health Professions Education, Keele University, UK - Certificate in Risk Management, Institute for Risk Management, UK

Dr. Nazik Nurelhuda has over fifteen years of experience in public health, academia, and health systems development across Sudan, Norway, Canada, and the United Arab Emirates. She began her career at Sudan's Public Health Institute, where she helped bridge research, practice, and education. Before joining HBMSU, she held academic roles at the Universities of Khartoum and Toronto, leading initiatives to modernize public health education and strengthen community engagement. She has also served as a consultant for the World Health Organization, contributing to policy development and knowledge translation in health systems and oral health. Dr. Nurelhuda has led and collaborated on internationally funded projects with partners such as the Canadian Institutes of Health Research. Guided by a vision for global equity, she leverages smart learning to build knowledge and capacity that strengthen communities and prepare the next generation of public health leaders.



Dr. Fadumo Abdi Noor

Assistant Professor

MPH, PhD, University of Southern Denmark, Denmark

Dr. Fadumo Noor is an Assistant Professor at the School of Health Sciences, HBMSU. Dr. Noor has a PhD in Public Health from the University of Southern Denmark. Dr. Noor has provided technical and operational guidance to improve health service management in Denmark. In addition, she has provided technical assessments and reviews relating to policies, by conducting an analysis of Danish health agreements (policy documents). Dr. Noor has collaborated with national, regional and municipal actors to motivate action towards the design and delivery of integrated models of care that help to improve people's care experiences and outcomes with improved system efficiency. In addition, Dr. Noor has contributed to the public health education export program between Princess Nourah University in Saudi Arabia and University of Southern Denmark.



Dr. Mohammad Alhawajreh

Assistant Professor

MHA, PhD, University of Aberdeen, UK

Dr. Mohammad J. Alhawajreh (MHA, PhD) is an enthusiastic Assistant Professor of Healthcare Management at HBMSU, dedicated to educating undergraduate and graduate students in health administration. With over 23 years of extensive experience, he is an internationally recognized leader in clinical health management, quality improvement, patient safety, and accreditation programs across diverse international healthcare organizations. His career is marked by solid leadership qualities and a profound commitment to advancing health systems.

As a driven and focused health services researcher, Dr. Alhawajreh possesses strong analytical skills and a proven track record of leading and collaborating with multidisciplinary and multicultural teams. This enables his exceptional ability to develop and implement impactful healthcare strategies. His comprehensive expertise spans managing and researching the culture and structure of acute healthcare settings, organizational leadership, change management in healthcare, and the restructuring of health services.

Dr. Alhawajreh is particularly known for translating evidence-based quality improvement, management, and leadership concepts directly into clinical practice, having significantly trained numerous healthcare professionals in Jordan on organizational, social, and team-based approaches to care. He actively conducts research, publishes in peer-reviewed journals, and disseminates his impactful findings at international conferences, continually striving to enhance services and strengthen health systems globally.



Dr. Md Hafizur Rahman

Associate Professor

(Fulltime Non- Resident Faculty)

MBBS, MPH, DrPH, The Johns Hopkins University, Baltimore, MD, USA

Dr. Md Hafizur Rahman brings over two decades of academic and professional experience in public health and healthcare management. Before joining Hamdan Bin Mohammed Smart University (HBMSU) as an Associate Professor, he served at the Johns Hopkins University Bloomberg School of Public Health (USA) as Assistant Scientist and Senior Associate, where he developed and taught graduate-level courses and received the Excellence in Teaching Award for the course Managing District Health Systems in Low- and Middle-Income Countries (2018–2020).

His global academic engagement includes lectures and training in research methodology and ethics at Makerere University (Uganda), the Chinese Health Economics Institute, and the Middle Eastern Technical University (Turkiye). Between 2021 and 2023, he mentored Master’s trainees at Arabian Gulf University (Bahrain) in quality improvement and implementation research.

Throughout his career, Dr. Rahman has been actively involved in graduate supervision and mentorship, guiding numerous PhD candidates and Master’s learners in developing theses, capstone projects, and peer-reviewed publications that advance healthcare research and practice.

In addition, he has served as an advisor and consultant for leading international organizations, including the World Health Organization (WHO) and the World Bank, Washington DC.

School of Sustainability and Green Economy

The School of Sustainability and Green Economy (SSGE) at Hamdan Bin Mohammed Smart University (HBMSU) exemplifies the University's strategic commitment to advancing sustainable development in alignment with the UAE Green Agenda 2030 and other national environmental initiatives. The School delivers accredited, learner-centred academic programs at both undergraduate and postgraduate levels, designed to prepare professionals for impactful careers in sustainability, environmental management, and the green economy.

SSGE integrates global expertise with local relevance through HBMSU's smart learning ecosystem. Programs are designed to be flexible, interdisciplinary, and outcome-driven, ensuring learners develop practical competencies in areas such as climate action, renewable energy, circular economy, and environmental governance. With a strong focus on applied research, community engagement, and lifelong learning, SSGE supports learners in driving positive change across sectors and contributing to national and global sustainability goals.

The programs are accredited by the UAE Ministry of Higher Education and Scientific Research's Commission for Academic Accreditation

School Mission

The mission of the School of Sustainability and Green Economy is to foster excellence in environmental and sustainability education through knowledge creation, application, and smart learning practices. The School aims to prepare future leaders capable of addressing complex sustainability challenges through innovation, applied research, and ethical environmental stewardship.

School Objectives

- Graduate professionals with critical thinking, analytical, and leadership skills in sustainability and environmental management.
- Promote lifelong learning through modular, flexible educational pathways that support continuous professional development.
- Encourage applied research to address real-world environmental challenges through innovative, evidence-based solutions.
- Deliver digitally-enabled academic content that reflects industry relevance and UAE national priorities.
- Strengthen partnerships with government, industry, and international organizations to facilitate experiential learning and career readiness.

Bachelor of Science in Sustainability and Green Economy

Total credit hours (123)

Program Description

The Bachelor of Science in Sustainability and Green Economy (BSS) program at HBMSU is designed to equip learners with a multidisciplinary understanding of sustainability practices, principles, and challenges. The program focuses on developing knowledge, skills, and competencies required to address contemporary sustainability and green economy issues, emphasizing practical applications, innovative solutions, and sustainable leadership in diverse sectors.

Learners engage in a dynamic, stackable lifelong learning model that incorporates digital badges, certificates, and micro-credentials, allowing for personalized learning pathways that align with industry requirements and personal interests. This approach ensures graduates are prepared to take on leadership roles in sustainability-related fields, capable of driving positive change and implementing sustainable practices in various organizational settings.

Program Learning Outcomes (POLs)

After completion of the program, graduates will be able to:

PLO1: Analyze the fundamental principles of sustainability and their application to complex environmental and societal issues.

PLO2: Evaluate the sustainability of technology, infrastructure, and environmental policies using advanced analytical methods.

PLO3: Develop innovative solutions and strategies in sustainability and the green economy, integrating entrepreneurial approaches to address current and emerging challenges.

PLO4: Demonstrate effective actions to address complex environmental issues at both local and global levels, taking responsibility for sustainability initiatives.

PLO5: Apply sociocultural and ethical principles effectively in handling responsibilities in sustainability and green economy contexts.

PLO6: Recognize the importance of lifelong learning by continuously acquiring and applying advanced knowledge and skills in sustainability and green economy.

Program Study Plan

Pre-program			
Course code	Course Name	Credit hours	Pre-Requisites
MATH001	Remedial Mathematics	0	-

Semester 1			
Course code	Course Name	Credit hours	Pre-Requisites
PROG101	Introduction to Programming	3	None
ENGL101	English I	3	None
MATH101	General Mathematics	3	MATH001
HLTW101	Health and Wellbeing	3	None
ARAB101	Arabic Studies	3	None
ARAB102	Arabic As Foreign Language		

Semester 2			
Course code	Course Name	Credit hours	Pre-Requisites
ENGL102	English II	3	ENGL101
STAT101	Introduction to Statistics	3	MATH101
SUST101	Environmental Sustainability	3	None
SUST102	Sustainable Agriculture and Food Security	3	None
SUST103	Sustainable Communities	3	None

Semester 3			
Course code	Course Name	Credit hours	Pre-Requisites
MGMT110	Principles of Management	3	None
SUST201	Water Sustainability	3	None
SUST202	Climate Change and Sustainability	3	None
SUST203	Natural Resource Management	3	None
ISLM101	Islamic Culture (Arabic)	3	None
ISLM102	Islamic Culture (English)		

Semester 4			
Course code	Course Name	Credit hours	Pre-Requisites
ECON201	Microeconomics	3	MATH101
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
SUST204	Environmental and Sustainability Policy	3	SUST101
SUST205	Marketing for a Sustainable World	3	None
SUST206	Sustainable Tourism and Hospitality	3	None

Semester 5			
Course code	Course Name	Credit hours	Pre-Requisites
SOCL103	UAE Studies	3	None
MGMT303	Organizational Behavior	3	ENGL101
HADM301	Research Methods in Health and Environmental Studies	3	STAT101
MISM301	Management Information Systems	3	PROG101
SUST301	Current Environment Issues	3	None
SUST302	Social Responsibility	3	None

Semester 6			
Course code	Course Name	Credit hours	Pre-Requisites
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None
SUST303	Environment and Society	3	None
SUST304	Economics in Society and Sustainability	3	ECON201
SUST305	Green Economy	3	None
Elective 1	Program Elective Course	3	None

Semester 7			
Course code	Course Name	Credit hours	Pre-Requisites
HADM408	Occupational Health and Safety	3	None
SUST401	Circular Economy	3	None
SUST402	Sustainability Reporting and Standards	3	None
SUST403	Sustainable Management	3	None
Elective 2	Program Elective Course	3	None

Semester 8			
Course code	Course Name	Credit hours	Pre-Requisites
SUST404	Internship in Environmental Sustainability	3	90 C/Hs
SUST405	Graduation Project	3	None
SUST406	Sustainable Cities and Communities	3	None
SUST407	International Development and Sustainability	3	None
Elective 3	Program Elective Course	3	None

Program Electives			
Course code	Course Name	Credit hours	Pre-Requisites
SUST306	Nutrition, Health, and Sustainability	3	None
SUST307	Wastewater and Drinking Water Treatment	3	None
SUST408	Logistics, Supply Chain management & Sustainability	3	None
SUST409	Sustainable Transportation Systems	3	None
HADM306	Environmental Health	3	None
HADM304	Infection Control	3	None

School of Sustainability and Green Economy Course Descriptions

Course Code	Course Name	Course Description
SUST101	Environmental Sustainability	This course provides a comprehensive understanding of environmental sustainability, integrating scientific, social, economic, and ethical perspectives. It explores the interconnections between human activities and the natural environment, emphasizing strategies for mitigating environmental impact and promoting a sustainable future. Key concepts such as biodiversity, ecosystem services, sustainable development, and environmental ethics are examined.
SUST102	Sustainable Agriculture and Food Security	This course offers an in-depth exploration of sustainable agriculture practices and their role in ensuring food security. It emphasizes farming methods that increase food production while preserving environmental health, enhancing biodiversity, and ensuring equity. It addresses challenges and opportunities in sustainable agricultural systems, the impact of climate change on agriculture, and strategies for resilience and adaptation.
SUST103	Sustainable Communities	This course delves into the concept of sustainable communities, focusing on strategies and practices that contribute to creating environmentally sustainable, economically viable, and socially equitable communities. Topics include sustainable urban planning, green building, renewable energy integration, waste management, water conservation, and social

		justice. It emphasizes community engagement, policy development, and technology in fostering sustainability at the local level.
SUST201	Water Sustainability	This course explores the critical issues surrounding water sustainability, addressing the balance between water demand and availability, the impacts of climate change on water resources, and strategies for managing water sustainably in various settings. Learners examine principles of water conservation, quality management, and technological innovations for water efficiency, emphasizing policy, governance, and community engagement.
SUST202	Climate Change and Sustainability	This course explores the relationship between climate change and sustainability, offering a comprehensive understanding of the science behind climate change, its impacts, and strategies for mitigating and adapting to these changes. Topics include renewable energy, sustainable agriculture, urban planning, and policy-making. The course emphasizes interdisciplinary approaches and global cooperation in addressing climate change challenges.
SUST203	Natural Resource Management	This course provides an in-depth understanding of sustainable management of natural resources, including water, soil, minerals, forests, wildlife, and fisheries. It emphasizes conservation, sustainable use, and the challenges posed by climate change, population growth, and economic development. Learners explore innovative approaches to managing natural resources that promote ecological health, economic viability, and social equity.
SUST204	Environmental and Sustainability Policy	This course equips learners with an understanding of environmental and sustainability policy frameworks, strategies, and practices at local, national, and global levels. It examines the relationship between policy development, environmental governance, and sustainable development goals, focusing on contemporary challenges such as climate change, resource depletion, and biodiversity loss.
SUST205	Marketing for a Sustainable World	This course explores the intersection of marketing and sustainability, examining how marketing strategies can be developed to support sustainable business practices. It covers topics such as green marketing, ethical consumerism, and corporate social responsibility, and assesses the effectiveness of various marketing approaches in promoting environmental stewardship, social equity, and economic viability.
SUST206	Sustainable Tourism and Hospitality	This course aims to explore the principles and practices of sustainable tourism and hospitality, emphasizing the importance of environmental stewardship, social equity, and economic viability. Students will analyze various global case studies, with a focus on Dubai's innovative approaches to sustainable tourism. The course will combine theoretical frameworks with practical applications, equipping students with the knowledge and skills necessary to promote sustainability in the tourism and hospitality industries.

SUST301	Current Environmental Issues	This course offers an in-depth examination of contemporary environmental issues with a special focus on the UAE. It covers global challenges such as climate change, pollution, biodiversity loss, and water scarcity, as well as the unique environmental context of the UAE, including rapid urbanization, desertification, and marine habitat conservation. The course emphasizes the UAE's approaches to sustainability and renewable energy.
SUST302	Social Responsibility	This course examines the social and legal environment in which business is transacted. It covers topics such as law and the legal system, government regulation, contracts, product liability, forms of business organizations, employment discrimination, environmental law, and business ethics. Emphasis is placed on moral, social, and ethical aspects that shape the cultural norms of an organization in conducting its daily business. The course aims to develop professionals who demonstrate socially responsible behavior in all aspects of business management and transactions.
SUST303	Environment and Society	This course examines the dynamic relationship between the environment and society, focusing on how human activities impact natural systems and how environmental changes affect human societies. Topics include environmental justice, sustainable development, resource management, and the socio-political dimensions of environmental actions, aiming to foster an understanding of the interconnectedness of human and environmental health.
SUST304	Economics in Society and Sustainability	This course explores the relationship between economics, society, and sustainability. It covers ecological economics, environmental externalities, sustainable development, and the green economy. The course aims to equip learners with the skills to analyze and propose economic policies and business strategies that promote environmental sustainability, social equity, and economic viability. Case studies and real-world applications are used to examine the challenges and opportunities of integrating sustainability into economic systems.
SUST305	Green Economy	This course provides a comprehensive understanding of the green economy concept, focusing on how economic growth can be aligned with environmental sustainability. It explores the transition from traditional to green economic practices, emphasizing renewable energy, sustainable agriculture, green technology, and eco-friendly manufacturing. The course encourages critical analysis of current trends, policies, and practices worldwide, with a focus on how businesses and governments can contribute to a sustainable future.
SUST401	Circular Economy	This course introduces the concept of the circular economy, a sustainable economic system aimed at minimizing waste and making the most of resources. It contrasts the traditional linear economy with the circular economy's "reduce, reuse, recycle" approach. Through case studies, policies, and business models, learners gain insights into how the circular economy can drive innovation, competitiveness, and sustainability. The

		course equips learners with knowledge and skills to contribute to the transition towards a sustainable circular economy.
SUST402	Sustainability Reporting Standards and	This course provides a comprehensive understanding of sustainability reporting and the standards guiding the disclosure of environmental, social, and governance (ESG) practices. It covers frameworks such as the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), and others. The course aims to equip learners with the skills to understand, prepare, analyze, and utilize sustainability reports, fostering a culture of sustainability in business practices.
SUST403	Sustainable Management	This course delves into the principles and practices of sustainable management, exploring how organizations can operate in an environmentally sustainable, socially responsible, and economically viable manner. Topics include corporate social responsibility (CSR), environmental stewardship, ethical leadership, and stakeholder engagement. Learners will examine the challenges and opportunities businesses face in transitioning to sustainable practices and will develop strategies for leading and managing sustainable projects and initiatives.
SUST404	Internship in Environmental Sustainability	The internship course provides learners with practical experience in applying theoretical knowledge of environmental sustainability to real-world professional settings. Through placements in organizations focused on environmental protection, sustainability consulting, renewable energy, conservation, or related fields, learners gain insights into the operations, challenges, and successes of sustainability initiatives. Supervised by academic mentors and workplace supervisors, learners will compile a portfolio of their experiences and achievements.
SUST405	Graduation Project	The Graduation Project is a capstone course where learners undertake a significant project addressing a real-world environmental sustainability challenge. Learners integrate knowledge from various courses, applying critical thinking, problem-solving, and project management skills to develop innovative solutions. The project includes research, data analysis, and synthesis of findings to create actionable strategies or solutions. Learners present their projects to a panel of academic and industry professionals, showcasing their ability to communicate complex sustainability issues effectively.
SUST406	Sustainable Cities and Communities	This course explores the development and management of sustainable cities and communities, focusing on the challenges and opportunities of urbanization in the context of sustainability. Topics include sustainable urban planning, green building, renewable energy integration, waste management, water conservation, and community engagement. The course aims to equip learners with knowledge and skills to contribute to the transformation of urban areas into sustainable cities and communities, promoting environmental sustainability, economic opportunity, and quality of life.

SUST407	International Development and Sustainability	This course explores the interplay between international development and sustainability, focusing on how efforts to promote economic growth, reduce poverty, and improve social welfare can align with environmental sustainability goals. It covers principles of sustainable development, challenges of balancing development with environmental protection, and the role of international organizations, governments, NGOs, and the private sector in shaping policies and practices. The course aims to equip learners with skills to contribute to sustainable international development initiatives.
SUST306	Nutrition, Health, and Sustainability	This course explores the interconnections between nutrition, public health, and sustainability, emphasizing the importance of developing sustainable food systems that promote human health and environmental protection. It delves into the principles of sustainable diets, the impact of food production and consumption on the environment, and the role of policy in shaping healthy sustainable food choices. Through comprehensive examination, learners will assess the nutritional, environmental, and social implications of food choices and food systems.
SUST307	Wastewater and Drinking Water Treatment	This course provides a comprehensive understanding of the principles, technologies, and practices involved in wastewater and drinking water treatment. Emphasizing the importance of water quality and sustainability, the course covers physical, chemical, and biological processes used in water treatment, including emerging technologies for water reuse and resource recovery. Learners will explore the challenges of managing water resources in the context of increasing demand, pollution, and climate change.
SUST408	Logistics and Supply Chain Management & Sustainability	This course offers an in-depth exploration of logistics and supply chain management within the context of sustainability. It covers core principles, the triple bottom line approach, the integration of sustainability across supply chain stages, and advanced topics such as AI and blockchain. The course includes practical implications for sustainability reporting and emphasizes how to design, implement, and manage sustainable supply chains to align with sustainable development goals (SDGs).

School of Sustainability and Green Economy Faculty Roster



Prof. Moetaz El Sergany

Dean, School of Sustainability and Green Economy

PH in Public Health Sciences, Environmental Chemistry, High Institute of Public Health, Alexandria University, Egypt

Professor Moetaz Elsergany is a professor of environmental management and sustainability at the School of Sustainability and Green Economy. Professor Elsergany has long experience in developing new programs, accreditation of academic programs and the design of training programs. He has long professional experience as well as research outcome in the field of Environmental management, Environmental health and public health. Prof. Elsergany has worked in a number of universities in Egypt, Saudi Arabia, and United Arab Emirates. He designed and conducted many training programs such as environmental laws and regulations, modern trends in waste management practices, environmental inspection and law enforcement, greening organizations and implementing environmental management systems in small and medium scale enterprises. Also, he supervised many master and PhD theses.

Professor Moetaz ElSergany is a Professor at the School of Sustainability and Green Economy. He has over 30 years of technical and teaching experience in the Field of environmental studies. He taught and developed many environmental health courses. Professor Elsergany has long experience in developing new programs, accreditation of academic programs and the design of training programs. He designed and conducted many training programs such as environmental laws and regulations, modern trends in waste management practices, environmental inspection and law enforcement, greening organizations and implementing environmental management systems in small and medium scale enterprises.

Professor El Sergany participated in many environmental studies in Egypt, Saudi Arabia and United Arab Emirates. He has participated in installation, calibration and training in many environmental health laboratories in Egypt, Saudi Arabia and UAE. Also, he supervised many master and PhD theses.



Dr. Mohammad Aljaradin

Associate Professor

Post-doctoral, Wisconsin University, USA - PhD, Environmental Engineering, Lund University, Sweden

Program Coordinator: Master of Science Environmental Management and sustainability -
Bachelor of Science in Sustainability and Green Economy

Dr. Mohammad Aljaradin has over 25 years of academic experience specializing in sustainability and environmental engineering. Before joining HBMSU, he served in academic and research roles in Sweden, Jordan, and the United States, including a postdoctoral fellowship at the University of Wisconsin. He is a Certified Sustainability Officer and a recipient of major international fellowships such as the Fulbright Research Fellowship and the Endeavour Fellowship. His expertise includes sustainability science, environmental management, waste management, water resources, and digital pedagogy. Dr. Aljaradin has played a key role in developing accredited academic programs, advancing research initiatives, and supporting national sustainability policies while actively contributing to international organizations and community-focused environmental initiatives.



Dr. Abdelrahman Azzuni

Assistant Professor

D.Sc. Doctor of Science (Technology), Energy Systems, LUT University, Finland, 2021

Dr. Azzuni is a distinguished academic, researcher, and consultant specializing in sustainability, green economy, and energy transitions, with expertise in teaching, interdisciplinary research, and industry-driven sustainability solutions. A Doctor of Science (D.Sc.) in Energy Systems, Professional Teacher Education degree holder, internationally recognized Certified Energy Manager (CEM®), and ISO 14001 Lead Auditor. Committed to fostering smart learning, innovative research, and sustainability leadership. Proven ability to develop and deliver high-quality, online and blended courses in sustainability, circular economy, and renewable energy technologies, integrating industry insights, with a teaching philosophy of student-centric, project-based, case-studies, and AI-enhanced education. Extensive experience in student mentorship and guidance. Strong track record in professional training and publishing in high-impact journals on climate change mitigation, energy transition policies, and sustainability strategies. Committed to bridging academia, research, and industry, leveraging expertise in policy development, sustainable infrastructure planning, and interdisciplinary collaboration. Focused on circular economic strategies, and sustainability-driven economic policies.

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