

**CUCA**

كلية المدينة الجامعية بعجمان

**CITY UNIVERSITY**

**COLLEGE OF AJMAN**

# CATALOG

2014-2015

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1 November 2014

Submitted to:

The Commission for Academic Accreditation  
Ministry of Higher Education and Scientific Research  
United Arab Emirates

## Foreword

This Catalog describes the administration, organization, admission requirements, academic obligations, and degree programs offered by City University College of Ajman (CUCA) and is published for informational purposes only.

It should not be considered the basis for any contract between the student and CUCA. While provisions will ordinarily be applied as stated, CUCA reserves the right to change any provision subject to and consistent with established policy and procedures for making such changes without actual notice to individual students.

Every effort will be made to keep students informed of any changes. Information on changes will be available from the Student Affairs Office of the College. Each student is responsible for knowing the current regulations. Interpretations or explanations contrary to those expressed in this publication are not binding upon CUCA.

It is particularly important to note that each student is solely responsible for knowing the current graduation requirements for their program of study.

## Accreditation

City University College of Ajman, located in the Emirate of Ajman, has earned accreditation through the Commission for Academic Accreditation of the Ministry of Higher Education and Scientific Research for the following degree programs:

- Bachelor of Business Administration with the following specializations:
  - Finance and Accounting
  - Hospitality and Tourism Management
  - Human Resource Management
  - Human Resource Management (Arabic)
  - Management Information Systems
  - Marketing
- Bachelor of Law (Arabic)
- Bachelor of Public Relations and Advertising (Arabic) with the following specializations:
  - Advertising (Arabic)
  - Public Relations (Arabic)
- Professional Diploma in Teaching (Arabic)

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Revised	1 November 2014	Updates to comply with <i>requirements</i> and <i>suggestions</i> from the CAA RLRT and MBA ERT.
Administrative Update	23 July 2015	Corrected internship course numbers in the curriculum listing to match study plans. Changed page position of internship and capstone course descriptions in Finance and Accounting, and Marketing, to maintain alphabetical order.

## 1. Academic Year

Each academic year consists of two 16-week semesters in the fall and spring, and includes the time allocated for examinations. Summer sessions of eight weeks each may also be offered. In each semester or session, classes begin with the first instructional period of the first day. See paragraph 7.10 for further details.

## 2. Departments and Degrees Offered

### Department of Business Administration

Master of Business Administration (MBA) [Proposed]

*Degree Specializations:*

Financial Management

Human Resource Management

Islamic Finance

Marketing

Total Quality Management

Bachelor of Business Administration (BBA)

*Degree Specializations:*

Finance and Accounting

Hospitality and Tourism Management

Human Resource Management

Human Resource Management (Arabic)

Management Information Systems

Marketing

Note: Information on programs and courses delivered in Arabic are in separate Arabic language publications.

### Department of Law (Arabic)

Master of Law [Proposed]

Bachelor of Law

### Department of Public Relations and Advertising (Arabic)

Bachelor of Public Relations and Advertising

*Degree Specializations:*

Advertising

Public Relations

Professional Diploma in Teaching (Arabic)

### 3. Vice-Chancellor's Welcome

Greetings!

The student community in Ajman has long felt the need for an academic institution that delivers affordable education leading to accredited qualifications that are recognized and accepted both in the UAE and internationally as well.

The establishment of CUCA is an attempt to meet this very demand. We hope to attract a student body that is socially, religiously, and ethnically diverse. This will ensure a wide range of opportunities for educational enrichment and social interaction. The CUCA faculty consists of persons who are well-versed in Business Administration and Law. Their frequent contacts with outside communities and firms enables them to bring up-to-date perspectives to the classroom and respond quickly and competently to the changing educational needs of our modern technological society.

The academic year operates on the semester system. The flexible class schedule offers daytime, evening, and weekend courses, and is an added convenience for students who work during the day. The friendly and caring staff adds to what is already a great learning environment. I assure you that the time you spend at CUCA will be an enriching experience both academically and socially.

I welcome you to CUCA and invite you to become an integral part of the institution that will have a positive influence on your future endeavors.

Sincerely,

Dr. Mohamed S. Amerah  
Vice-Chancellor

## 4. Authorities

Board of Directors. The Board is the governing body and legal part of CUCA that approves and monitors policy.

Responsibilities of the Board:

- Provide leadership and guidance to the college
- Approve College policies and their amendments
- Secure financial resources to maintain and support College objectives
- Appoints the President
- Approve by-laws which govern organizational, financial, and executive affairs
- Confer academic degrees
- Make decisions on recommendations submitted by the Academic Council concerning future plans for the College
- Approve the establishment of new departments, non-academic units, and new programs
- Contract for the College's external financial audit
- Approve the Annual Budget and External Financial Audit Report
- Accept grants, donations, or endowments provided they are not in conflict with the purpose for which they were established
- Determine College tuition and fees.

## 5. CUCA Administration

**President.** The President of the College is selected by the Board, continues in office at the pleasure of the Board, and receives such compensation as the Board may direct.

The President is the liaison between the Board and the College and is an ex-officio Board member of the Board without the power to vote; executes Board policies to operate, develop, and promote the College mission and objectives; performs such acts, duties, and responsibilities that promote the interests of the College consistent with the College By-Laws; represents the College in public and presides at public academic occasions, or designates a College officer to preside; keeps the Board and Executive Committee informed of College operations and activities; and has other powers and duties as assigned by the Board or Executive Committee. The Board evaluates the performance of the President in the above functions annually.

**Vice Chancellor.** The Vice Chancellor is appointed by the President with the approval of the Board, continues in office at the pleasure of the President, and receives such compensation as the President may direct with the concurrence of the Board. The Vice Chancellor:

- a. Is the Chief Executive Officer (CEO) of the College, second in responsibility only to the President.
- b. Is a member of the College faculty and of each department and an ex-officio member of each academic committee of the College.
- c. Reports to the President and has the powers and duties as the President designates, with the concurrence of the Board.
- d. The Vice Chancellor will exercise the powers and duties of the President in case of a vacancy in that office and during the President's absence.

The annual assessment of performance for the Vice Chancellor is based on the growth of the College in number of programs and student enrollments, financial viability, and facility improvements.

**Dean.** The Chief Academic Officer (CAO) of the College and oversees all matters pertaining to academics. The Vice Chancellor appoints the Dean with the advice and consent of the appropriate college faculty and with the approval of the President and Board. The Dean reports to the Vice Chancellor.

**Department Chairs.** Overall managers of specific academic departments. Responsible for course management, delivery, and academic program effectiveness in meeting program learning outcomes. The Vice Chancellor and Dean appoint the Department Chairs who report directly to and assist the Dean in managing and implementing College academic policies and procedures. The Department Chairs are the facilitating link between the various department faculty members, students, and senior College managers. All activities and roles of the Department Chairs are undertaken to further the best interests of students.

As the principal executives of their departments, the Chairs perform a variety of planning and management functions, and seek the counsel of their faculty members and delegate duties whenever possible. In addition, as faculty members, they are expected to participate in teaching, research, and other departmental activities.

Department Chair responsibilities include the following:

- a. Oversee the preparation of department academic plans and follow-up on implementation.
- b. Submit proposals for recruitment of faculty members and other employees involved in academics.
- c. Monitor teaching and learning processes and direct activities to enhance student learning within the department.
- d. Submit reports to the Dean when required about academic, administrative, and financial matters. They also show student activities, performance, teaching and learning issues, and department strengths and weakness.
- e. Prepare and submit department budgets to the Dean and Finance Manager.
- f. Supervise the academic advising of students and implement policies to enhance research activities within the department.
- g. Evaluate the performance of faculty and other support staff within the department.
- h. Monitor the assessment and quality of academic programs within the department and review plans for faculty development plans before submitting them to the Dean.

#### Academic Council

**Membership.** The Academic Council is chaired by the Dean and consists of the Department Chairs, the Director of Institutional Effectiveness, Administration Manager, Finance Manager, and two representatives of the faculty selected by the Dean. It meets once each semester or whenever required.

#### Responsibilities.

- a. Supervise the implementation of College policies.
- b. Formulate plans which secure the appropriate infrastructure to execute College objectives.
- c. Recommend new by-laws and policies applicable to academics and program support (or recommend changes to existing ones) for approval by the Board.

- d. Approve College study plans.
- e. Recommend, the awarding of academic degrees to the Board.
- f. Recommend changes to policies, terms, and conditions for student admission and enrollment in accordance with the Commission for Academic Accreditation *Standards* to the Board.
- g. Commission and oversee feasibility studies to determine and establish new departments, non-academic units, and programs for approval by the Board.
- h. Follow-through with the implementation of College plans for teaching, research, and community services.
- i. Review reports on faculty positions, hiring, and promotion and submit recommendations to the Board for approval.
- j. Review institutional effectiveness assessment results and recommend actions necessary to ensure maintenance of the highest quality standards.

Director of Institutional Effectiveness. Reports to the Vice Chancellor. Manages and measures institutional effectiveness (IE) in all areas of the College. This includes quality assurance (QA) and assessment of teaching, course design and delivery, producing and maintaining relevant documentation, monitoring student development, assisting with staff development, and conducting institutional research to enhance strategic planning. Supervises the Quality Assurance Officer who assists and supports the activities related to IE and QA.

Registrar. Reports directly to the Vice Chancellor. Responsible for all aspects of administration related to registering students. This includes student financial services, academic disciplinary procedures, formal admissions, student records management and maintenance, final grade results, transcript evaluation and preparation, and graduation activities. Although the Registrar manages the academic advising function, formal advising is conducted by the appropriate faculty members.

Administration Manager. Provides essential administrative and human resource management, logistics, and maintenance support for all College functions. Reports directly to the Vice Chancellor.

Finance Manager. Supports the mission of the College by ensuring its financial well-being, including budgeting, funds management, accounting, financial reporting, investments, auxiliary enterprises, and administering the College's business affairs. The Finance Manager reports directly to the Vice Chancellor and performs the following duties:

a. Serves as the chief financial advisor for the Vice Chancellor and manages all financial operations of the College, including financial planning, conduct of financial analyses, the handling of investments, and provision of appropriate controls and reports, funds management, accounting, and payroll.

b. Assists the Vice Chancellor in budget, capital planning, and development.

c. Assists the Vice Chancellor and other administrators in gathering and analyzing data relative to the operation and function of budgeting, financial, and business services.

d. Assists with audit reviews, conducts and directs fiscal analysis and planning.

e. Supervises property and inventory control, purchasing, contracts, facility upgrades, and outsourcing activities as required.

**Student Affairs Manager.** This office is responsible for student matters and includes functions such as counseling, learning support, student placement and careers, future employment, health, and student extra-curricular activities. Reports directly to the Dean and supervises the following activities:

a. Participates in the promotional activities of the College which are designed to enhance its image.

b. Hosts formal and informal functions such as luncheons, outings, etc., to enhance student quality of life and social skills.

c. Serves as liaison with the chairs of the academic departments to ensure they identify and address the needs of their students.

d. Keeps abreast of and informs the Vice Chancellor and Finance Manager of trends and issues related to Student Affairs.

**IT/Network Manager.** The IT/Network Manager manages all aspects of information technology, communication, network administration, and other support for all College operations. This includes training and assisting all faculty and staff in computer software use, in addition to computer hardware, database, and network maintenance or troubleshooting. Reports to the Vice Chancellor.

**Marketing Officer.** The Marketing Officer reports directly to the Vice Chancellor and provides advertising and public relations support for all College academic programs and activities. This includes representing and promoting CUCA in local, national, and regional education trade fairs, conventions, and other promotional events.

**Librarian.** Responsible for maintaining a properly stocked professional library of books, journals, and other resources including resources to meet the academic requirements of the teaching departments and students. Reports directly to the Dean.

## 6. CUCA Campus

### 6.1 Vision

City University College of Ajman endeavors to be a learning center which applies the American education system model modified to fit local requirements and offers specializations needed for the job market in both the United Arab Emirates and the region. Its demographically diversified students will be able to cultivate their personalities, improve self-learning skills, and pursue life-long learning at both the undergraduate and graduate levels. These attributes will eventually enable CUCA to become a nationally and internationally distinguished University.

### 6.2 Mission

The mission of City University College of Ajman (CUCA) is to offer affordable, top-quality, market-driven educational programs that give its students the opportunity to excel and reach their individual academic goals. CUCA provides its students with a solid, well-rounded education with multi-cultural and multi-national influences in the fields of Business Administration, Law, Public Relations and Advertising, and Education. In addition, the College creates an environment that is conducive to learning, promotes community engagement, and encourages a culture of research.

### 6.3 Mission and Vision Review

The CUCA Board of Directors requires the College to review its vision and mission statements every two years and update them as required.

The next scheduled review is 1 November 2016.

### 6.4 Facilities

The following paragraphs contain information on operating hours, regulations, and other guidelines for the use of CUCA facilities. The Vice Chancellor will control and direct the use of all campus facilities. CUCA facilities are subject to these guidelines except when the Vice Chancellor provides special authorization or waivers.

### 6.5 Operating Hours and Building Use

a. The CUCA campus is generally open Saturday through Thursday from 8:00 a.m. to 10:30 p.m. excluding holidays. For specific weekend hours, consult the semester timetable. These hours are subject to change. The President will announce last-minute changes to operating hours in sufficient time to minimize any adverse impact on scheduling.

b. Employees, with the exception of faculty members, and students are not permitted to enter during closed hours without a valid reason or written permission from the President or Vice Chancellor. Violators will be considered to be trespassers and will be treated as such by security personnel, local police, or College officials.

The President has the authority to develop and implement administrative policies and procedures governing after-hours building use.

c. Custodians will ensure all rooms are cleared after evening classes. They will also lock the buildings as soon as all students, staff, and visitors have departed. Custodians are authorized to ask any persons in the building after closing time to leave and must remain in place until the building is vacated. Custodians will promptly report all security and safety incidents to Security.

d. Use for Special Events. Prior approval to use buildings for special events must be obtained from the Administration Manager at least 48-hours in advance of the event, counting normal working days.

## 6.6 General Regulations

College buildings and grounds are intended for use by students, faculty, and staff to support academic research, instruction, and extension. College buildings and grounds may not be used by individuals, groups, or organizations who are not connected with the College except by written permission from the Administration Manager, and then only in accordance with College rules and regulations.

a. Permits. Written permits for the temporary use of College grounds, buildings or rooms for any purpose other than regularly scheduled classroom work must be secured in advance from Administration Manager.

b. Requirements. It is expected that proper care will be taken of the facility and that simple rules of courtesy, decency, and good manners will be observed at all times. Failure to abide by these requirements may cause permission for use of the facility to be withdrawn. This may also affect future permission for use of any College facilities.

c. No College facility, or part thereof, or grounds may be occupied as living rooms or bedrooms except those duly set aside for such purposes.

d. The College reserves the right to set reasonable restrictions on time, place, and manner for all meetings or gatherings to ensure the most beneficial use of the buildings and grounds of the College is made and that there is no interference with the right of students to obtain an education.

e. The use of College facilities does not imply an endorsement of any individual, group, or organization and the name of the College will not be identified in any way with the aims, policies, programs, products, or opinions of any individual, groups or organizations which may meet in College facilities or grounds in accordance with these regulations.

## 6.7 Grounds Restrictions

a. The Security Division provides overall security for the campus and establishes effective control policies. Campus security is monitored around-the-clock including weekends and holidays.

b. The Security Division is responsible for the physical security of College buildings. They also secure and issue keys.

c. Grand-master keys will be issued only to the Administration Manager, Security Division Manager, and designated supervisory personnel. Master keys will be issued only to Department Chairs.

d. Domestic animals are prohibited on College properties with the exception of support animals, which may be required by visitors, students, and employees.

e. Students or staff who require the regular use of such animals must register with Security. Documentation certifying such need may be requested.

f. Use and Scheduling of Facilities for College-Sponsored Activities:

(1) Facilities may be used for College-sponsored activities in accordance with procedures established by the administration. All requests for using College facilities will be submitted to Administration Manager.

(2) The President or a designee will establish priorities whenever scheduling conflicts arise.

## 6.8 Equipment and Facilities Responsibility

Department Chairs are responsible for the equipment in their respective departments and will periodically conduct a physical inventory check when requested by the administration. The College's inventory list will include all capital assets valued at or above AED 1000.00 and all audiovisual equipment of AED 300.00 or more.

a. Removal from Designated Area. No item of equipment or furniture may be moved without the approval of the Department Chair.

b. Personal Use. College-owned equipment or other property may not be taken off-campus or loaned for personal use. Personal use of College-owned property violates the insurance policy carried by the College. Therefore, exceptions to this policy cannot be made.

c. Report of Loss.

(1) Loss of equipment should be reported immediately by phone to the Administration Manager and to Campus Security.

(2) Campus Security will then call the local police and complete a police report if it is necessary for police to be dispatched to the campus.

(3) Department Chairs will ensure responsible subordinates prepare an incident report which summarizes the circumstances of the loss, as well as the date and time the police report was made, and which requests that the lost item be removed from the inventory accountability records for the department.

## 6.9 Classroom, Computer Laboratory, and Office Space Use

- a. The Vice Chancellor will assign space in College buildings for continued use by academic departments or other units for offices or other special purposes.
- b. The Dean will also assign classrooms and computer laboratories for scheduled classes and examinations on a semester-by-semester basis. Optimum class size is 25 students.
- c. Members of the College faculty, staff or students who are assigned office space in a campus building and who have been authorized to have a building exterior key, will be authorized to use assigned office space whenever required.

## 6.10 Photocopying

- a. From time to time, the faculty and staff of the CUCA may use photocopied materials to supplement or assist with their work. In many cases, photocopying can facilitate the College mission of teaching and research.
- b. Faculty and staff may reproduce copyrighted works for instructional and research purposes without securing permission and without paying royalties when the circumstances amount to what the law calls "fair use." It is generally fair use for faculty to copy supplementary items for such purposes as filling in missing information or for bringing materials up to date, but fair use is a multi-faceted concept.
- c. The photocopy room, open during normal operating hours, may be used to reproduce classroom and office materials by faculty and staff.
- d. Copyrighted Materials. Duplication of copyrighted sections of magazines, manuals, books, and other publications will not be done without prior approval of the copyright owner.
- e. Test Materials. All materials that are identified as test materials will be kept in a locked cabinet and will neither be accepted from nor released to students.

## 6.11 Acceptable Computer Use Policy

This policy applies to all users including faculty, staff, students, and guest users of CUCA computer networks, equipment, or connecting resources.

- a. College Inspection of Personal Electronic Information. Electronic information on College networks or equipment, including, but not limited to, electronic mail and personal information, is subject to examination by the College when:

- (1) It is necessary to maintain or improve the functioning of College computing resources.

(2) It is necessary to comply with or verify compliance with law.

b. Acceptable Use Guidelines.

(1) Responsibilities of Users of College Computer Resources:

(a) Respect the intellectual property rights of authors, contributors, and publishers in all media.

(b) Protect user ID, password, and system from unauthorized use.

(c) Adhere to the terms of software licenses and other contracts. Persons loading software on any College computer must adhere to all licensing requirements for the software. Except where allowed by College site licenses, copying software licensed for College use for personal use is a violation of this policy.

(d) Adhere to other College and campus policies, including the Collected Rules and Regulations of the CUCA.

(e) Adhere to College data access policies or those established by law.

(f) Use computer resources in compliance with College policies and regulations.

c. Prohibited Uses of College Computer Resources:

(1) Unauthorized or excessive personal use. Use may be excessive if it overburdens a network, results in substantial use of system capacity, or otherwise subjects the institution to increased costs or risks.

(2) Uses that interfere with the proper functioning of the College's information technology resources.

(3) Uses that unreasonably interfere with the ability of others to make use of College computer resources.

(4) Attempting to gain or gaining unauthorized access to the computer system, or files of another.

(5) Use of College computer resources to infringe the intellectual property rights of others.

(6) Use of College computer resources for personal profit, except as permitted under the College's conflict of interest policy.

d. Enforcement of Acceptable Use Policy. Violation of the Acceptable Use Policy may result in a denial of access to College computer resources, and those disciplinary actions provided or authorized by CUCA rules and regulations in a manner that is compliant with College policies and procedures.

## 6.12 Information Security

CUCA security policy involves several layers from physical access control to firewall and virus protection.

- a. The base security mechanism is to have dedicated servers for different college functions mounted on the intranet.
- b. The intranet will be provided with appropriate firewall software, which will be automatically updated.
- c. Each computer on the network will be provided with an individual firewall and virus protection.
- d. Each staff member and student will have a separate email account but all email will be filtered through proprietary software that monitors such things as Spam.
- e. All servers will be automatically backed up regularly and copies kept off-site.
- f. Students and faculty may request services to restore a given a file/s at any time.

## 6.13 Library

Sufficient budget allocation has been made for the seamless operation and maintenance of the College Library, which is one of the major CUCA facilities.

- a. The library collection, including books, copies of bound and current periodicals, has sufficient size and quality to ensure effectiveness of the instructional program of the College. The library collection will be well-maintained and regular repair work will be scheduled. Library collections will be constantly upgraded for continual improvement to meet current educational needs and trends. The library collection will also be periodically inventoried and matched with recognized collegiate library lists.
- b. The library will also offer audiovisual materials appropriate for course offerings along with an assortment of electronic instructional and reference media which will form an integral part of library resources. There will be an annual budgetary allocation for the library. This budget will be applied to the purchase of books, on-line resources, periodicals, bindings, audiovisual materials, and library maintenance supplies. Circulation records that reflect student and faculty utilization of the library facilities will be maintained. A library orientation course will be available for freshman and transfer students.
- c. The physical environment of the library is attractive and has adequate lighting, furniture, fixtures, equipment, and seating capacity, along with sufficient workspace for the library staff.

## 6.14 Classrooms

All of the classrooms at the College are air conditioned and have comfortable seating. They feature excellent technological resources including audiovisual equipment, a computer, and at least one whiteboard to facilitate excellent teaching and learning activities.

The optimum class size for undergraduate courses is 40-45 students; 20-25 students for graduate courses; and 30 maximum students for computer labs. CUCA Policy 3.10 further explains the class size policy and operating hours for classes.

### 6.15 Smoking Policy

The College is a smoke-free facility. Smoking is restricted to outdoor areas in only those locations providing ash receptacles. Smoking is not permitted outside the entryway to any building.

## 7. Academic Regulations

### 7.1 General Admission Requirements

#### BBA Programs:

The CUCA admission policy is based on a student's academic achievements in secondary school certificate or its equivalent, regardless of gender, race, color, religion, age, handicap, or national origin. CUCA will classify a successful candidate as either full- or part-time based on the number of credit hours attempted per semester. All documents presented by the applicant for admission purposes become the property of CUCA and will not be returned. If it is determined that any documents presented by the applicant are fraudulent, CUCA reserves the right to expel the student without refund of any fees paid.

#### MBA Programs:

For academic policies related to the MBA Program, refer to the *MBA Program Guide 2014-2015* (November 2014).

#### Admission as Freshman Student

To be eligible for admission, all applicants must meet the following minimum requirements before submitting an application to the college:

a. Each applicant must complete a CUCA application form available at the Office of Admission and Registration. This form must be submitted by the deadline dates announced by CUCA and must be accompanied by a non-refundable application fee. The applicant must certify that all information submitted on the application is complete and accurate at the time of submission and confirm their understanding that misrepresentation of any information or failure to provide necessary documents may result in denial or rejection of their admission to the college.

b. The applicant must have a UAE secondary school certificate or its equivalent, as approved by the MOHESR, with an average of at least 60% (65% for vocational/technical) to satisfy the College requirement.

c. The applicant must satisfy any additional requirements for admission into the program for which they are applying. Transfer students who passed the UAE secondary school certificate with a score less than 60% can be accepted under the following conditions:

(1) They have spent a full academic year at any accredited college or university.

(2) Their CGPA must be 2.5 or above.

(3) If the conditions of items (1) or (2) above cannot be met, students will have the option of joining the Foundation program.

d. The applicant must demonstrate an acceptable competency level in English equivalent to a TOEFL score of 500 (paper-based), 173 (computer-based), (61 internet-based), or its equivalent on a standardized English language test, such as Band 5.0 for IELTS or another standardized, internationally-recognized test that is approved by the MOHESR. This condition applies to all students, including those who have previously been admitted to a non-credit bearing intensive English language program or remedial English course.

e. Those applicants who do not have the minimum required TOEFL (500 score), IELTS (5.0 score), secondary, or vocational/technical score in English, must study 20 hours of English per week in the Intensive English Program (IEP).

f. Students may only register in five General Education Program courses while enrolled in the IEP. The General Education courses are Computer Fundamentals, College Mathematics, Islamic Studies, Study Skills, and UAE Studies. They can complete the course and try to get a passing TOEFL/IELTS score. If they don't, they repeat until they pass; however, when a student achieves a passing TOEFL or IELTS score, they may exit the program at once.

The table below shows the way students in the IEP can progress through courses, along with the five General Education courses they are permitted to take:

IEP Level	Pre-College English Courses		Academic Program Courses		Total Hours per Week
	Study Hours	Study Hours per Week	Courses Permitted	Study Hours per Week	
IEP 101	180	12 for 15 weeks	1 Gen Ed	3 for 15 weeks	15
IEP 102	135	9 for 15 weeks	2 Gen Ed	6 for 15 weeks	15
IEP 103	90	6 for 15 weeks	3 Gen Ed	9 for 15 weeks	15

#### Admission as a Transfer Student

a. Students applying for post-freshman admission may be considered provided they have attended at least one semester as a full-time student at another accredited university, college, or equivalent educational institution and possess a cumulative grade point average (CGPA) of 2.0 or above.

b. However, a student with a CGPA of less than 2.0 can be admitted only to a program in a field different from the one from which the student is transferring.

c. Coursework completed elsewhere may be accepted in the appropriate program at the College by meeting the following provisions:

(1) The applicant submits an official transcript showing all credits and grades earned along with a detailed description of the courses to the CUCA Office of Admission and Registration.

(2) Only coursework at a grade level of C (2.0) or higher and relevant to the degree will be accepted.

(3) Courses should bear at three credit hours; however, two or more can be combined to equal one three credit hour course. The course must also be approved by the respective department.

(4) The coursework must be equal to approximately 75-80% of the CUCA course content.

(5) No more than 50% of the total credits of the program may be accepted as transfer credit.

(6) CUCA does not accept credit twice for substantially the same course taken at two different institutions.

NOTE: Grades of the transfer courses earned at the host institution are not used in calculating the student's CGPA. To receive the status of "transfer students" they must have spent a full academic semester at an accredited college or university and completed at least 9 credit hours at the institution.

### Student File

When applying for admission to CUCA, the applicant must submit the following documents which will become part of the Student File:

a. An official transcript of the secondary school certificate (or its equivalent) properly authenticated in accordance with the regulations and procedures specified by the Ministry of Education.

b. One copy of a current official passport or government-issued identity card.

c. Four recent passport-sized photographs.

d. A non-refundable application fee of AED 100.

e. Certificate of a Standardized Test of Eligibility in English (TOEFL or IELTS) or the placement test taken earlier at the college. (Certificates of TOEFL or IELTS are valid for only two years).

f. A certificate of health fitness furnished by a recognized medical establishment or a registered medical practitioner.

g. All student records must be kept in a fireproof container both on-campus and in off-site archive storage.

NOTE: All documents presented by the applicant for admission purposes become the property of CUCA and will not be returned.

## 7.2 Credit by Examination

CUCA does not grant credit for life experience or for study at non-collegiate or non-accredited post-secondary institutions.

## 7.3 Registration

a. Students are scheduled for classes only after a one-on-one meeting with their Academic Advisor. Registration and pre-registration take place each semester. The student must apply for registration on the prescribed form listing the subjects to be studied during the semester. The last date for registration is posted by the Registrar.

b. Registration will not be considered complete until the course fees and all other balances due have been paid. Students will not receive credits for courses in which they are not registered. Inquiries regarding registration should be directed to the Registrar's Office.

### Late Registration

Students must register for classes by the deadline dates specified on the academic calendar. A late registration fee of AED 200 will be assessed for all students who register after the deadline for normal registration and up to the end of the second week of class, after which students will not be permitted to attend further classes.

## 7.4 Add/Drop Procedure

Students may make schedule changes without financial penalty during each term's Add/Drop Period in the first two weeks of the semester to add or drop a course. Adding or dropping courses is not allowed outside of this period, and there are no refunds for classes dropped after the end of the Add/Drop Period. Each Add/Drop form requires a processing fee of AED 30. Courses may only be added or dropped with the permission of the student's Academic Advisor.

## 7.5 Withdrawal Procedure

a. There is no academic penalty for withdrawing from courses prior to the ninth week of a course in a course offered in fall or spring semester, or prior to the fourth week of a course offered in summer semester. In these cases, the letter W will be noted in the student's file alongside the course. The student's CGPA will not be affected. However, if students withdraw after the second week, they must pay the full amount for repeating the course whenever they decide to take the course again.

b. If students withdraw from a course after the second week, CUCA will award a mark of WP or WF, which means the student would have achieved either a passing or failing score on the date of withdrawal from the course. A score of WP shall have no effect on the GPA, but a score of WF shall count as an F (0.0 grade points). Thus, the decision of timing for withdrawal from a course is important should it become apparent to the student that they are failing the course.

c. Any student leaving a course must complete a special withdrawal form. Failure to complete this form indicates the student is continuing in the course and they will be awarded grades in accordance with academic policy. The withdrawal form must be signed by the student along with their Academic Advisor and submitted to the Registrar's Office before the end of the week in which they are withdrawing during spring or fall semester and before the end of the fourth week during summer semester.

d. Aside from voluntary withdrawal from a course as described above, a faculty member may require a student to withdraw from a course as a result of failure to complete required assignments or misconduct. As in the case of voluntary withdrawal, a mark of W, WP, or WF will be awarded, based on the date of withdrawal and student performance.

## 7.6 Academic Advising

Every student is assigned an Academic Advisor for the duration of their degree program.

The Advisor assists students in selecting courses for each semester. In addition, the Advisor is available to the student on a daily basis by appointment or, in emergency cases, non-scheduled sessions.

Advisors discuss professional goal-setting, answer questions about academic programs, review student registration forms for classes, and make referrals to College and off-campus resources as needed.

The optimum advisor-to-student ratio is 1 advisor to 35 students.

## 7.7 First Year Orientation

a. Entering freshmen at CUCA must attend an orientation session during their first semester. This orientation is designed to acquaint students with the many aspects of college life in general and with this institution in particular.

b. The orientation also familiarizes students with CUCA policies and procedures. Students receive important information about CUCA student services, learning resources, job opportunities, job placement procedures, financial aid, student activities, and career counseling.

c. Transfer students from universities which use the credit-hour system who enter with the status of sophomore, junior, or senior are not required to attend orientation.

## 7.8 Course Load

a. Once a student receives a letter of acceptance from the Registrar's Office, they are eligible to select courses and register for classes during the registration period.

b. The selected student course load must be approved by the Academic Advisor.

c. The maximum number of credit hours for which full-time students can register is 18, and the minimum number is 9.

d. In some special cases, a student may register up to a maximum of 21 credit hours as follows:

(1) If the student's CGPA or semester GPA is not less than 3.6.

(2) This course load will enable the student to pass the semester in question or the following semester.

e. A student may register for less than 9 credit hours if the number of credits needed to complete the graduation requirements is less than 9.

f. A student may register for 2 courses or 6 credit hours in a summer session.

g. A student may register for 3 courses but no more than 10 credit hours in summer session if their GPA or CGPA is not less than 3.6; or if they will complete graduation requirements by the end of the semester.

h. The minimum number of credit hours for a part-time student is 6; the maximum number is 9 credit hours per semester.

Any case which exceeds the prescribed registration limits requires the approval of both the Academic Advisor and the Department Chair.

## 7.9 Credit Hours

Courses are calculated in credit-hours. Each course carries a certain number of credits which are awarded after its successful completion. Credit hours usually equal the number of hours spent in class per week. One credit hour is typically 50 minutes of lecture given weekly for a minimum of fifteen weeks. Two or three hours of tutorial or laboratory work per week is the equivalent of one credit hour.

## 7.10 Academic Year

The academic year consists of two 16-week semesters including time set aside for holidays and examinations. One or two summer sessions may also be offered. In each semester, classes begin with the first instructional period of the first day.

a. The fall semester begins in September of each year.

b. The spring semester begins in February of each year.

c. The summer sessions take place between June and September each year.

The Registrar publishes the academic calendar for the next academic year shortly before the final exam period of the second semester. All religious and national holidays in the United Arab Emirates are official holidays for CUCA.

## 7.11 Grading System

Course Grading System. Students are awarded letter grades for each course in which they have enrolled. The letter grade reflects student performance in a particular course. The minimum passing grade in an undergraduate course is D; for a graduate course the minimum passing grade is C. However, BBA students must achieve a CGPA of 2.0 (C) to graduate while MBA students must achieve a CGPA of 3.0 (B) to graduate. (For MBA-specific academic policies, refer to the *MBA Program Guide 2014-2015*). Grades are awarded as shown in the following table:

<i>Grade Range</i>	<i>Symbol</i>	<i>Grade Points</i>	<i>Description</i>
90-100	A	4.0	Outstanding
85-89	B+	3.5	Excellent
80-84	B	3.0	
75-79	C+	2.5	Satisfactory
70-74	C	2.0	
65-69	D+	1.5	Marginal
60-64	D	1.0	
Below 60	F	0.0	Unsatisfactory
N/A	W	N/A	Withdraw
N/A	I	N/A	Incomplete

**Incomplete Coursework.** An instructor may award a grade of I (Incomplete) for a class during the semester in accordance with the following procedures:

When the reason for non-completion of the course is illness, accident, etc., the student must provide the appropriate certificates which will then be attached to the application for award of an I grade.

The grade of I may only be awarded if the student has the possibility of passing the course.

An instructor who awards an I grade will write a "Memorandum for the Record" (MFR) and issue one copy to the student and one copy to the Registrar for placement in the student file. The MFR will explain:

- Reasons for awarding the I grade
- Assignments or other coursework required to complete the course
- Method for submitting the coursework to the instructor
- Both the faculty member and student must sign and date the MFR

Responsibility for submitting the required work to complete the course falls on the student. If the work is not completed within eight weeks of the last day of the semester or the mutually-agreed upon date, the student's grade in the course will automatically be changed to F.

Grade Point Average. The grade point average (GPA) reflects student achievement in one semester. The cumulative point average (CGPA) reflects student achievement in all semesters of coursework attempted. GPA and CGPA are evaluated as follows:

<i>Grade Point</i>	<i>Evaluation</i>
3.6 and above	Outstanding
3.0 to less than 3.6	Excellent
2.5 to less than 3	Satisfactory
2.0 to less than 2.5	Marginal
Less than 2.0	Unsatisfactory

Calculating the Cumulative Grade Point Average:

The GPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total by the number of total credit hours taken in the semester. The CGPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total of all courses by the number of total credit hours taken for all semesters. By contrast, the GPA is the average of grade points for all courses in one semester, whether the course was passed or failed. As mentioned earlier, the CGPA is the average of grade points for all courses in all semesters. Both GPA and CGPA are rounded to the nearest decimal units. Calculate the GPA and CGPA using the following formula:

$$\text{GPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total of credit hours per semester}}$$

$$\text{CGPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total credit hours taken during all semesters}}$$

Example:

Course	Number of Credits	Grade	Grade Points
College Mathematics	3	4	12
English I	3	4	12
UAE Studies	3	2	6
Islamic Studies	3	3	9
Computer Fundamentals	3	3	9
Introduction to Sociology	3	2	6
Total	18		54

$$\text{GPA} = \frac{(3 \times 4 + 3 \times 4 + 3 \times 2 + 3 \times 3 + 3 \times 3 + 3 \times 2)}{3 + 3 + 3 + 3 + 3 + 3} = \frac{54}{18} = 3.0$$

Grade Appeals. Students have the right to appeal a final grade of any course. Use the following procedure:

Complete and submit an appeal form to the Registrar within 15 calendar days of final grade posting.

The Registrar submits the appeal forms to the responsible academic department. The responsible department will then respond within 7 calendar days. The decision of the academic department is final.

**Change in Grade.** The following procedure will be followed by all faculty members when it becomes necessary to change a student grade previously submitted to the Registrar's Office:

Grades for a course must be based only on work performed before the end of each semester. Grade changes are permitted only in cases of errors in calculating or recording grades.

The change of grade desired, together with adequate explanation, will be submitted by the faculty member concerned to the department chair.

If the Department Chair approves the request for change of grade, the request will be submitted to the Dean.

If the request is approved by the Dean, the change of grade will be reported to the Registrar to make the appropriate change on the student record and notify both the student and the faculty member. Forms are available in the departmental offices.

## 7.12 Attendance

Students must attend each class meeting. Absence never exempts a student from the work required for satisfactory completion of courses. Excessive absences from any course will result in:

- First Warning - for absence of 10% of total class hours
- Second Warning - for absence of 20% of total class hours
- Final Warning - for absence of 25% of total class hours (student is subject to forced withdrawal from the course)

Any exception to this policy must be approved by the Department Chair.

### Rules for Attendance

a. A student will be marked absent but may be allowed into the classroom if:

(1) The student is more than 10 minutes late from the start of the class for the first class period of the day

(2) More than five minutes late from the beginning of class for all other class periods

b. A student who arrives after the start of a class but within the time limits shown above will be permitted to attend the class but marked as absent if such tardiness continues beyond three occasions.

c. Those students who remain absent on the pretext of attending rehearsals for College or intercollegiate programs, etc., will be marked absent unless they obtain written permission from the appropriate faculty member or student services counselor.

d. Leaving the classroom to answer telephone calls is not allowed.

e. Under extraordinary circumstances where a student's attendance falls below 80% but not less than 70%, they may be permitted to take part in final examinations with permission from the Department Chair. An administrative fee of AED 30 will be charged for this purpose.

f. Department Chairs and faculty members must ensure compliance with the above rules by managing daily attendance records and through other checks or monitoring procedures.

### 7.13 Assessment and Evaluation

a. Student performance will be assessed continuously through coursework, assignments, seminars, tests, quizzes, case studies, and examinations.

b. The continuous assessment components for each course will count toward 60-70% of the marks.

c. The end-of-semester final examination will count for the remaining 30-40% of the marks.

d. Failure to complete a final examination without authorization results in a grade of F. Students who fail a course must re-register and pay the appropriate fees.

### 7.14 Examination Policy

a. The final examination period shall consist of six scheduled days during the 16<sup>th</sup> week of the fall or spring semester, or the last three days of the summer semester.

b. The period for each final examination is a maximum of two hours.

c. No student is required to take more than two final examinations in one day. Students initially scheduled for more than two examinations in one calendar day are entitled to reschedule any examination after coordinating with the Registrar and course instructor. The rescheduled examination must be completed during the final examination period.

d. No tests or examinations can be given on any of the seven calendar days before the first day of final examinations, except for laboratory examinations.

## Missed Examinations

- a. If circumstances beyond student control cause the student to miss a scheduled exam, the College will permit the student to take the missed examination.
- b. The student must provide the Student Affairs Department and Registrar with valid and verifiable evidence. Additional fees may apply.
- c. The Registrar coordinates the examination date with the course instructor.
- d. The student must take a missed exam within two weeks of its originally scheduled date.

## Academic Integrity

One of the main objectives of CUCA is to provide quality undergraduate education. All members of the College community are required show commitment to this objective, including an obligation to promote the highest standards of integrity in study, instruction, and evaluation.

Dishonesty or unethical behavior has no place at CUCA. The integrity of the academic process requires fair and impartial evaluation by the faculty and honest academic conduct and effort by its students.

Therefore, students are expected to conduct themselves at the highest levels of responsibility while fulfilling the requirements of their studies. Similarly, the faculty has a responsibility to make clear to students the evaluation standards that apply and the resources that students may use in a given course.

## Definitions

### Plagiarism

This violation occurs when a student takes the words or ideas of another and uses them as if they were their own. This can happen in three ways:

- A student copies the words of another person without using quotation marks and without giving reference to the source
- A student puts the ideas of another person into the student's own words but does not give reference to the source
- A student duplicates the structure of thought or organization of another person but does not give reference to the source

When students make use of concepts or words from an outside source, whether in the form of a direct quotation or of paraphrase, they must give credit to the original source for each idea by footnote, parenthetical reference, or other bibliographic technique acceptable to the instructor.

Academic integrity presumes that all work submitted as a part of academic requirements is the product of the student submitting it unless credit is given with proper bibliographic techniques as prescribed by the course instructor.

### Collusion

Collusion occurs when someone else writes all or any part of a student's paper.

### Cheating

Cheating includes, but is not limited to, a student looking at another's work or using unauthorized materials during a test or written assignment.

Cheating, plagiarizing, or otherwise falsifying the results of study is prohibited. These policies apply not only to examinations, but to all work handed-in, such as papers, reports, solutions to problems, tapes, films, and computer programs, unless authorized by the instructor.

### Plagiarism Detection Software

CUCA uses *TurnItIn* plagiarism detection software to verify the originality of student work. This software provides an important first step for instructors in their evaluation of student work. The process for the use of *TurnItIn* is as follows:

a. The CUCA IT staff conducts initial training on the use of *TurnItIn* for all faculty members in the computer labs. They are also available to assist with any questions or technical problems encountered.

b. Instructors provide brief instructions to students on how they use *Turnitin* to verify the originality of written work.

Faculty members are responsible for providing students with an explanation of the freedom they may exercise in collaboration with other students or in the use of outside sources.

This includes the student's own work prepared and submitted for another course, during group study sessions, and in take-home examinations.

Any doubts on the part of students about what constitutes academic dishonesty should be discussed with and will be resolved by the course instructor.

### Academic Dishonesty

The policy for academic dishonesty is outlined below.

All academic work and materials submitted for assessment must be the work of the student.

Cheating is not only limited to copying from the work of others and providing unauthorized assistance, but also includes the use of devices or other surreptitious means for the purpose of obtaining falsely-derived passing scores on examinations.

Students are prohibited from submitting any material prepared by or purchased from another person or company.

All students are expected to take the process of advanced education seriously and act responsibly. Students who violate examination or assignment rules are subject disciplinary action.

### Penalties for Academic Dishonesty

If a faculty member has reasonable grounds to conclude that a student has plagiarized, committed collusion, or cheated, the faculty member may choose one or more of the following options:

- Report a grade of F for the work submitted (exam or assignment)
- Report a grade of F for the course
- Apply other disciplinary action against the student which may lead to the student's suspension or dismissal from the College

### Procedure

- The faculty member who discovers the academic integrity violation completes a report describing the disciplinary infraction incident
- Submit the report to the Dean through the Department Chair
- After review, the Dean decides on the appropriate action to take based on the particular case (as shown in the options listed in the preceding section)
- Distribute copies of the violation report to the student, faculty member, Department Chair, and the Registrar
- The Registrar places a copy of the report in the student file

### Verification Process

Students who deny dishonesty must reconstruct or reproduce the suspected work in a way agreeable to and under the supervision of the faculty member to prove that no dishonesty has occurred.

If the student declines the opportunity to reconstruct or reproduce the suspected work, the matter is ended, and the faculty may impose one or more of the penalties listed above.

Students who produce what constitutes proof that the work is indeed their own, and the faculty still disagrees, the student may then file a grievance.

### Plagiarism Software Training and Use

CUCA uses *TurnItIn* anti-plagiarism software to verify the originality of student work. This software provides an important first step for instructors in the evaluation of student work.

a. The CUCA IT staff conducts initial training in the computer labs on the use of *Turnitin* for all faculty members. They are also available to assist with questions or problems encountered during the academic year.

b. Instructors provide brief instructions to students on how they use *Turnitin* to verify the originality of written research work.

## 7.15 Academic Honors

The Registrar issues the Student Academic Honors List at the end of each semester. To be placed on this list, a student must have:

- Registered for at least 15 credits and receive no failing grades
- A minimum semester GPA of 3.6
- No recorded or pending disciplinary action

## 7.16 Good Academic Standing

A student is considered to be in good academic standing if they maintain at least a 2.0 CGPA for all degree credit courses attempted at CUCA. A CGPA of 2.0 or above is required for graduation.

### Academic Probation

a. A student whose CGPA falls below 2.0 by the end of the second semester, or in any subsequent semester, is placed on academic probation.

b. Students on academic probation are expected to raise their CGPA to at least 2.0 in the following two semesters and may not register for more than 12 credit hours.

c. Students who fail to achieve the required CGPA within the specified period will be asked to transfer to another specialization within the College.

d. Students who fail to remove the probation by the end of the following two semesters after specialization transfer will be dismissed from the College.

e. Students with a CGPA of at least 1.9 and with at least 75% of the credit hours required for graduation, he will not be dismissed from the College but will be permitted to continue in the same major until they exceed the maximum period of study.

f. Summer sessions do not count in the probationary period.

### Academic Suspension

A student who begins the semester on academic probation and whose CGPA at the end of that semester is not at least 1.5 after 18 attempted semester credits (or at least 1.7 after 33 attempted semester credits, or at least 1.9 after 48 attempted

semester credits) will be academically suspended from registering at CUCA for at least one semester.

### Readmission of Academically Suspended Students

Suspended students may apply to the Registrar for one-time readmission by submitting a letter detailing their activities since the suspension took effect and providing rationale for why they believe their academic performance will improve in the future. The Registrar will refer the application to the appropriate Department Chair. If the Department Chair is convinced of the student's potential to succeed, they will advise the Registrar to grant the student one-time readmission for the next semester's registration. Students in this category will be reinstated on academic probation.

### Final Academic Dismissal

If, after one-time readmission, a student who is on academic probation at the beginning of a semester completes that semester with a cumulative GPA that is not at least 1.5 after 18 attempted semester credits (or at least 1.7 after 33 attempted semester credits, or at least 1.9 after 48 attempted semester credits), that student receives final academic dismissal and will not be readmitted to CUCA in the future.

## 7.17 Study Time Limitation

The minimum and maximum periods of study at the College are as follows:

- a. The minimum study period is eight regular semesters. However it is possible for a student to graduate with a minimum time period of seven regular semesters by attending summer sessions.
- b. The maximum period is 14 regular semesters for all degree programs which normally require eight regular semesters for graduation.
- c. The minimum study period for transfer students is four regular semesters for all degree programs which normally require eight regular semesters for graduation.
- d. The maximum study period for the transferred student depends on the number of approved transfer credits. This period can be calculated as a ratio of the maximum study period mentioned in paragraph 3.18b above.

## 7.18 Graduation

a. To be eligible for graduation, students must satisfy each of the following requirements:

- (1) Satisfactorily complete the curriculum in which the student is registered.
- (2) Achieve a CGPA of at least 2.00.

b. The student becomes a degree candidate when the Department Chair, at the request of the Student Advisor, certifies the student has completed all program and College requirements for graduation and consequently recommends the student to the faculty to confer the appropriate degree.

c. If a failed course has been removed from the curriculum or is an Specialization, the student may meet graduation requirements by the substitution of another course only with the written approval of the Department Chair.

d. With the written approval of the chair of the degree-granting department or program, a student who has completed all but six hours for graduation may complete them off-campus.

e. Students must satisfy all financial obligations to the College within the time specified by the Registrar. Certificates for graduation and transcripts will be withheld on past-due accounts and loans.

NOTE: CUCA is committed to ensuring that students will finish the program they started even if, after accreditation, the College must close for unforeseen reasons. See Policy 9.3, *Teach Out Policy*.

## Diplomas

A student who has fulfilled all of the academic requirements of the program and has settled all of monetary and administrative obligations with CUCA will receive a student copy of their Academic Transcript together with an official Diploma from the College. This will occur only after all scores and relevant material for graduation have been provided to the Registrar's Office.

## Academic Transcripts

a. Transcripts created from a student's permanent record are either official or unofficial.

b. An official transcript is a copy of the student's permanent record, printed on an CUCA transcript form, bearing its official seal or stamp, and signature of the Registrar.

c. The official transcript is mailed directly to the individual who needs official confirmation of the student's academic achievements at CUCA. Official transcripts are typically sent to a college or university, a state authority, an employer, or to an organization providing financial aid. Only in extraordinary circumstances will an official copy be sent directly to a student.

d. An unofficial transcript is a copy of the permanent record made for the personal use of the student which does not bear the College's stamp or seal and is sent directly to the student.

## Student Permanent Record

Each Student Permanent Record maintained at CUCA includes:

- Basic student identification information
- Listing of all coursework accepted by CUCA for transfer
- Current listing of CUCA courses attempted and completed
- Grades, credits, and GPAs earned each semester
- Required entries for academic probation, suspension, or dismissal
- Notation of degree completion for a student who has graduated

This student record is considered to be permanent in that it will be kept as an active record perpetually, i.e., it will never be disposed of by the institution. It is the permanent and official record of all grades, credits, and diplomas earned by the student at CUCA.

### 7.19 Student Record Release Policy

No one shall have access to, nor will the institution disclose, any information from a student's permanent academic record without the written consent of the concerned student. Student record access is granted only to authorized individuals at CUCA who have an official requirement to view information about courses completed and grades earned by the student in order to fulfill their administrative responsibilities and assist students with registration, advising, degree completion, and career counseling.

### 7.20 After Graduation

Program graduates should be able to work in the following professions:

- |                     |                                      |                             |
|---------------------|--------------------------------------|-----------------------------|
| • Administrator     | • Retail Management                  | • Sales Representative      |
| • Accountant        | • Banking                            | • Financial Accountant      |
| • Marketing         | • Consulting                         | • Management Accountant     |
| • Business Analyst  | • Insurance Officer                  | • Transaction Officer       |
| • Budget Analyst    | • Marketing Researcher               | • Wholesale Manager         |
| • HR Officer        | • Investment Officer                 | • Administration Supervisor |
| • Financial Analyst | • Marketing Representative           | • Tourism Manager           |
| • Hotel Management  | • Hospitality and Tourism Consultant | • Hotel Operations Manager  |

Finance and Accounting graduates can expect to find employment in many of the positions listed below:

- |                         |                         |                  |
|-------------------------|-------------------------|------------------|
| • Auditing              | • Public Accountant     | • Investments    |
| • Management Accountant | • Government Accountant | • Real Estate    |
| • Financial Accountant  | • Banking               | • Public Sector  |
| • Taxation Accountant   | • Brokerage             | • Private Sector |
| • Budget Analyst        | • Insurance             |                  |

Hospitality and Tourism Management graduates can expect to find employment in many of the occupations listed below:

- Hotel General Manager
- Rooms Executive
- Front Desk Manager
- Housekeeping Supervisor
- Concierge
- Reservations Specialist
- Events Manager
- Cruise Director
- Tourism Director
- Travel Agency Manager
- Travel Guide
- Tourism Director
- Travel Agency Manager
- Communications Director
- Guest Relations Manager
- Food and Beverage Manager
- Maintenance Manager
- Purchasing Manager
- Resort Manager
- Catering Director
- Hotel Auditor
- Facility Manager
- Sales Director
- Public Relations Manager

Human Resource Management graduates can expect to find employment in many of the positions listed below:

- Compensation Manager
- Benefits Manager
- Staffing Specialist
- Contract Specialist
- Employee Welfare Manager
- Government HR Manager
- Employee Communications
- Employee Orientation
- Recruiting and Retention Manager
- Labor Relations Manager
- Job Analyst
- Training and Development Manager
- Human Capital Manager
- Strategic HR Manager
- Safety Program Manager
- HR Data Manager
- Statistical Analyst

Management Information Systems graduates can expect to find employment in many of the industries listed below:

- Systems Analyst
- Network and Internet Manager
- Webmaster
- Network Security Administrator
- Project Manager
- Network Administrator
- Web Developer
- Software Engineer
- Technical Consultant
- Communications Network Designer
- Business Systems Analyst
- Systems Project Manager
- Database Analyst
- Assistant Analyst

Marketing graduates can expect to find employment in many of the industries listed below:

- Advertising Agencies
- Airlines
- Banks
- Colleges and Universities
- Communications
- Computer Industry
- Government Agencies
- Healthcare Providers
- Hospitals
- Insurance Companies
- International Companies
- Marketing Firms
- Marketing and Research
- Management Consulting
- Manufacturing
- Media Outlets
- Non-Profit Organizations
- Private Industry
- Publishing Companies
- Retail Businesses
- Securities Brokers
- Television
- Travel and Tourism

## 8. Financial Information

### 8.1 Tuition and Fees

CUCA charges the following tuition and fees for registered students:

Application • Admission • Registration Fees:		
Application and Admission Fee (Undergraduate Programs)	AED 1500	One-time fee submitted with application; non-refundable
Application and Admission Fee (Graduate Programs)	AED 1300	One-time fee submitted with application; non-refundable
Application and Admission Fee (International Students)	AED 3000	One-time fee submitted with application; non-refundable
Registration Fee	AED 500	Per semester (fall and spring)
Registration Fee	AED 300	Per session (summer))
Tuition Fees:		
BBA Finance & Accounting, Marketing, MIS, HRM (English)	AED 825	Due at the time of course registration (3 credit hours x AED 825 = AED 2475 per course)
Law and HRM (Arabic)	AED 850	Due at the time of course registration (3 credit hours x AED 850 = AED 2550 per course)
Public Relations & Advertising (PRA)	AED 825	Due at the time of course registration (3 credit hours x AED 825 = AED 2475 per course)
Hospitality & Tourism Management	AED 750	Due at the time of course registration (3 credit hours x AED 750 = AED 2250 per course)
Professional Diploma in Teaching (Arabic)	AED 900	Due at the time of course registration (3 credit hours x AED 900 = AED 2700 per course)
Other Fees:		
Student Activity Fee	AED 250	Per semester (fall and spring)
Student Activity Fee	AED 100	Per session (summer)
Credit Transfer Fee	AED 200	
Late Registration Fee	AED 200	Per course
Computer Lab and Internet Fee	AED 300	Per semester (fall and spring)
Visa Processing Fee	AED 2000	
Visa Deposit	AED 3000	Refundable at the time of visa cancellation and after completing one year of study at CUCA
Intensive English Program • Consists of 3 Levels		
Level 1	AED 5000	Duration is one semester (180 study hours)
Level 2	AED 200	Duration is one semester (135 study hours)
Level 3	AED 200	Duration is one semester (90 study hours)
Intensive English Program for HRM (Arabic) and PRA (Arabic) • Consists of 2 Levels		
Level 1	AED 3750	Duration is one semester (112 study hours)
Level 2	AED 3500	Duration is one semester (90 study hours)

NOTE: CUCA may charge fees for additional services and facilities as required, and may increase fees at any time without prior notice.

#### Important Payment Information

Students must pay at least one-third of the total semester fees in cash, and submit two post-dated checks. The date of the second check should be payable before the beginning of the final exams as shown on the academic calendar.

## 8.2 Refunds

Application and Admission Fees are non-refundable.

### Tuition Fees

Students who withdraw before program commencement will be refunded 100% of the tuition fee paid.

Students who withdraw within one week of program commencement will forfeit the first installment of the tuition fee. The College will return the postdated check for the second installment of the tuition fee.

The entire first semester tuition fee is non-refundable for students who withdraw after one week from program commencement. This includes the PDC.

A student who is suspended or expelled from the College for disciplinary reasons forfeits all rights to any refunds.

## 8.3 Financial Aid

CUCA offers the following discounts and scholarships for students:

A discount of 25% on the tuition fee for brothers, sisters, or spouses studying at CUCA. (Both family members must register in the same semester in order to take advantage of this discount).

The *Individual Needs Scholarship* is a 15% reduction of the tuition fee. (This type of scholarship is awarded on a case-by-case basis. Students must present evidence of financial hardship to the relevant committee for approval).

The *Merit Scholarship* is a 15% reduction of the tuition fee. (CUCA awards this scholarship to new students with a secondary school score of 90% and above. Currently-registered students who earn a CGPA of 3.50 and above in the previous semester also qualify for this award).

For *Individual Needs* and *Merit Scholarships* to remain in effect, students must maintain class attendance of not less than 80% and a CGPA of not less than 3.50 in each semester.

For more information on student financial aid and scholarships, students may visit the Registration Office or use the following contact methods:

Email: [registrar@cuca.ae](mailto:registrar@cuca.ae) Phone: +971.6.731.5000 Website: [www.cuca.ae](http://www.cuca.ae)

## 9. Student Support Services

### 9.1 Career Services

The Career Services Office at CUCA provides advice and information to students and alumni as a unit of the Student Affairs Department. Career Services strives to provide CUCA students and graduates with a clear purpose and solid decision-making required to be confident, selective, and competitive in managing careers and further academic pursuits.

Career Services accomplishes its mission by supporting students, alumni, faculty and staff, and collaborating with employers.

Career Services offers the best possible suggestions and advice with access to the most current employment information and career resources available. They also offer on-line interaction for clients who are off-campus.

The Career Services Office provides the following support for students and alumni:

Career Selection Planning	Job Search Techniques	Alumni Directory
Career Interest Assistance	CVs and Cover Letters	Links to Employer Databases
Career Assessment Tools	Employment Interviews	Links to Employment Agencies
Internship Opportunities	Employment Workshops	Career Opportunities Overseas

The Career Services Office also cooperates with employers to furnish these opportunities:

- Ask employers to post key contact information for student and alumni access
- Invite private companies and public agencies to participate in Career Services job fairs and workshops
- Schedule on-campus interviews for organizations who wish to hire CUCA students and alumni
- Encourage employers to list job openings and internship opportunities with the Career Services Office
- Enable employers to search student and alumni resumes posted at the Center for potential internships and full-time positions

Career Services regularly engages the College faculty and staff to update them on the additions to the services it offers and to encourage the faculty to remind students to take advantage of the services it offers. The faculty and staff are also a good source for providing employment referrals to both students and potential employers.

The Career Services Office employs a staff with the appropriate expertise to fulfill its mission. Career Services is determined to fulfill the overall CUCA mission through its top-quality services.

## 9.2 Counseling

The purpose of counseling is to assist students in understanding and resolving their educational, vocational, and personal problems. The Student Affairs Department conducts basic counseling for students.

The Student Affairs Department provides confidential counseling services and advising to CUCA students. The goal is to help students reduce stress, maximize opportunities for academic and personal success, enhance personal development, and make important life changes.

All administrators, faculty, and staff should refer students to the Student Affairs Department for counseling services when necessary.

## 9.3 New Student Orientation

Student orientation programs are designed to help freshman, transfer, and non-traditional students adjust to the academic and social life of the College.

The primary purpose of new student orientation is to help students understand the nature of the College, the educational opportunities available to them, the mission, vision, objectives, and core values of the College, and how CUCA operates as an institution of higher education.

It is also intended to permit students to participate in placement testing, participate in academic advising, and to inform them about matters relating to student registration, campus activities, and other aspects of college life in general.

## 9.4 Food Services

All CUCA students may use the food service facilities provided at the campus.

## 9.5 Health Care

CUCA has a Healthcare Clinic located near the reception area on the ground floor of the campus available for use by all students, faculty, and staff. The operating hours are Sunday through Thursday from 9:30 am to 2:30 pm, and 6:30 to 9:30 pm.

## 9.6 Transportation

CUCA provides transportation for students in air-conditioned shuttle buses to and from the College campus.

## 9.7 Sports Activities

A multipurpose gym, accommodating some sports facilities and an outdoor recreation area are available at the College campus. In addition, the Student Affairs Department organizes, implements, and supervises athletic events at the college, and develops collaboration with other institutions in Ajman and the surrounding area for various student competitions.

## 9.8 Social and Cultural Activities

The Student Affairs Department organizes, implements, and supervises all social, cultural, and entertainment programs for CUCA students. Its main objective is to help students to develop their interests and abilities, and to practice their hobbies through a variety of programs and activities. The College places great emphasis on these extracurricular activities. It seeks to help students to develop their many talents and abilities plus make good use of their leisure time by forming student cultural and scientific societies.

The College also encourages students to meet each other in the friendly atmosphere of its surroundings. Almost every academic department has a student society or club, the purpose of which is to unite students and have them participate to accomplish a set of academic objectives that enrich student life. To this end, the academic departments organize lectures, present book and cultural exhibits, celebrate national occasions, and support intramural sports activities.

CUCA emphasizes that participating in organizations and clubs is an effective means of establishing interpersonal relationships, developing leadership skills, and generally enhancing the overall academic programs.

## 9.9 Spiritual Facilities

The College has on-campus prayer rooms for both males and females.

## 9.10 Student Council

The primary purpose of the Student Council is to serve as a recognized forum for student opinion and to take part in College governance. It also has a major role in assisting the College with its community engagement efforts. The Student Council is elected annually by the student body.

The Student Council operates within the laws of the United Arab Emirates and follows the procedures established and adopted by CUCA.

## Activities

The activities of the Student Council include the following:

- Assisting CUCA in identifying the interests, programs, and goals of students
- Communicating the interests, programs, and goals students to the College administration
- Assisting CUCA in providing students with extracurricular programs to meet student needs

## Elections

The elections are conducted according to the Election Code of the Student Council.

### 9.11 Student Publication Policy

CUCA supports an atmosphere of free and responsible discussion along with the use of media throughout the education process. However, all student publications financed and published by CUCA must conform to the standards and norms of responsible journalism. These publications must not contain libelous, indecent, or harassing material in any form. These same publication policies apply when deciding what material can be included on the CUCA website developed and managed by students. The President has the ultimate authority to determine the acceptability of any questionable material in student publications.

### 9.12 Visitors

Visitors are not permitted in classrooms, non-instructional, or student areas of the campus facility without approval from the management. Visitors may not pass beyond Campus Reception without an official escort.

### 9.13 Change of Address

Students must notify the Administration Office immediately in the event of any address or name change. The Administration Office forwards this information to the appropriate academic and administrative departments.

## 10. Curriculum

### 10.1 General Education

#### Requirements and Philosophy

The CUCA degree program is designed to provide students with both a specialized as well as a liberal education. Through a specialized education, students obtain some depth of knowledge in an academic discipline and perhaps in a career area. A liberal education enables students to develop both a basis and a context for their specialized studies and for their lives within and beyond the College. The following paragraphs apply to the *liberal education* or what is often called the *General Education* component of the baccalaureate degree programs offered at CUCA.

General Education (GE) is enabling education. At its best, GE enables students to develop academic skills, acquire liberal knowledge, shape individual values, and apply all three (skills, knowledge, and values) in their academic, professional, personal, and societal lives. General studies programs are typically delivered to provide students with instruction in these areas. At CUCA, the GE program is committed to this same mission.

The GE program focuses on fundamental academic skills. These skills are the basic enablers of education. They include the language skills of reading, writing, speaking, and listening in both English and Arabic, critical thinking skills, mathematical and statistical skills, information technology skills, and research skills. They make it possible for students to acquire and create knowledge, and subsequently enable students to assess existing values and to develop new ones. Academic skills are, moreover, the vehicles for critical analysis and synthesis of ideas and attitudes. They are, in fact, the primary means of communication.

The liberal knowledge component of the GE program concerns itself, in broad terms, with the intellectual context of specialized studies and with life both during and after college.

This context includes several separate yet interrelated areas of knowledge where students will inevitably exercise choices and be required to make well-informed judgments. In their liberal studies, therefore, students acquire knowledge of basic concepts and current thinking in the physical and biological sciences, the social and behavioral sciences, and the arts and humanities. They also begin to understand the interrelationship of these disciplines and, indeed, of all knowledge and experience.

At CUCA, the GE program asks students to deal directly with their own values and with values other than their own.

The skills, knowledge, and values developed by students in the GE program are clearly applicable to their academic, professional, personal, and social lives. They enable students to improve their quality-of-life not only during but also after they complete their academic studies. Ultimately, this is the true measure of their success along with the success of CUCA.

An education is to be valued. It is the key to individual development and the very substance of civilization. CUCA, through its curriculum, faculty, facilities, and leadership, makes the enrichment of individual lives and of civilization in general possible through its baccalaureate programs. Fundamental to this enrichment is the GE component. Also key to this enrichment is the willingness of students to understand what is offered to them by the College in GE and to take responsibility for their own learning in the program.

**Learning Goals:**

1. Develop and continually improve oral and written communication skills.
2. Increase awareness of Islamic culture, ethics, and personal values.
3. Acquire well-rounded general knowledge skills in order to function effectively in modern society.
4. Develop problem-solving skills for use in both academic and professional settings.
5. Acquire and use information literacy skills.
6. Maintain a quest for lifelong learning and personal development.

**Learning Outcomes:**

1. Use information technology in business.
2. Solve mathematical and science problems.
3. Think critically, ethically, and culturally.
4. Demonstrate English literacy.
5. Practice effective study habits for personal and professional development.

## General Education Courses

30 Credit Hours

NOTE: Courses identified with a check mark (✓) in the *REQUIRED COURSE* column are *REQUIRED* courses. Those not marked are *ELECTIVE* courses.

INFORMATION TECHNOLOGY				
COURSE NUMBER	COURSE NAME	CREDIT HOURS	REQUIRED COURSE	LAB
CIS 101	Computer Fundamentals	3	✓	✓
Total Credit Hours		3		
MATHEMATICS				
MTH 101	College Mathematics	3	✓	
Total Credit Hours		3		
SCIENCE				
ENV 201	Environmental Science	3	✓	
Total Credit Hours		3		
SOCIAL SCIENCE				
SOC 101	Introduction to Sociology	3	✓	
Total Credit Hours		3		
HUMANITIES, LANGUAGE, AND OTHER COURSES				
ENG 101	English I	3	✓	
ENG 102	English II	3	✓	
HUM 101	Critical Thinking	3	✓	
REL 201	Islamic Studies	3	✓	
SSS 101	Study Skills	3	✓	
UAE 201	UAE Studies	3	✓	
Total Credit Hours		18		
SUMMARY:				
TOTAL GENERAL EDUCATION CREDIT HOURS		30		

## 10.2 Department of Business Administration

CUCA has submitted a proposal to the MOHESR to offer a Master of Business Administration (MBA) degree. All information relating to the MBA degree is published separately in the *MBA Program Guide (May 2014)*.

### Bachelor of Business Administration (BBA)

Majors:        Finance and Accounting  
                  Hospitality and Tourism Management  
                  Human Resource Management  
                  Management Information Systems  
                  Marketing

Note: CUCA currently has three bachelor degrees offered in Arabic: Law, Human Resource Management, and Public Relations and Advertising.

#### BBA Program Mission

The mission of the Bachelor of Business Administration (BBA) program is to provide students with the knowledge, skills and abilities required to serve as effective, responsible, and ethical leaders and managers in the modern workforce of today-- anywhere in the world. It prepares graduates for a diverse assortment of careers in the business sector and for graduate studies. The program focuses on decision-making, problem-solving, developing strong ethical values, social responsibility, and working to achieve success in culturally-diverse settings.

#### Program Goals

The BBA program prepares its graduates to:

1. Possess a solid background in business theory and practice.
2. Succeed in entry-level business careers, progress in current positions, or pursue advanced learning.
3. Develop the necessary skills to function effectively in a global economy.
4. Communicate effectively in any setting.
5. Make ethical and professional decisions, and practice social responsibility.
6. Adopt information technology to develop business solutions.

#### Program Learning Outcomes

Students who successfully complete the BBA program should:

1. Communicate effectively in writing, speaking, and using technology.
2. Apply appropriate business theories and practices on the job.
3. Practice ethical behavior.
4. Use business skills successfully in the workplace.
5. Think critically to solve business problems.
6. Design information systems to solve business problems.

## BBA in Hospitality and Tourism

### HTM Program Mission

The mission of the Hospitality and Tourism Management (HTM) program is to provide students with the knowledge, skills and abilities required to serve as effective, responsible, and ethical leaders and managers in the modern hospitality and tourism industry of today--anywhere in the world. It prepares graduates for a diverse assortment of careers in the hospitality and tourism sectors and for graduate studies. The program focuses on decision-making, problem-solving, developing strong ethical values, social responsibility, and working to achieve success in culturally-diverse settings.

### Program Goals

The HTM program prepares its graduates to:

1. Possess a solid background in hospitality and tourism theory and practice.
2. Succeed in entry-level hospitality and tourism careers, progress in current positions, or pursue advanced learning.
3. Develop the necessary skills to function effectively in a global economy.
4. Communicate effectively in any setting.
5. Make ethical and professional decisions, and practice social responsibility.

### Program Learning Outcomes

Students who successfully complete the HTM program should:

1. Communicate effectively in writing, speaking, and using technology.
2. Apply appropriate hospitality and tourism theories and practices on the job.
3. Practice ethical behavior within a hospitality and tourism management context.
4. Use hospitality and tourism management skills successfully in the workplace.
5. Think critically to solve hospitality and tourism management problems.

## Program Requirements

<u>COMPONENTS</u>	<u>CREDIT HOURS</u>
General Education Courses	
Information Technology	3
Mathematics	3
Science	3
Social Science	6
Humanities, Language, and Other	15
General Education Total:	30
Core Courses:	51
Specialization Courses:	39
 Total Requirement:	 120 Credit Hours

## Curriculum

### 1. General Education Courses (30 Credit Hours)

Information Technology (3 Credit Hours)	
CIS 101 Computer Fundamentals	3
Mathematics (3 Credit Hours)	
MTH 101 College Mathematics	3
Sciences (3 Credit Hours)	
ENV 201 Environmental Science	3
Social Sciences (3 Credit Hours)	
SOC 101 Introduction to Sociology	3
Humanities, Languages, and Other (18 Credit Hours)	
ENG 101 English I	3
ENG 102 English II	3
HUM 101 Critical Thinking	3
REL 201 Islamic Studies	3
SSS 101 Study Skills	3
UAE 201 UAE Studies	3

## 2. Core Courses (51 Credit Hours)

Course Number	Course Name	Credit Hours
ACC 101	Accounting I	3
ACC 202	Managerial Accounting	3
BUS 101	Introduction to Business	3
BUS 102	Business Statistics	3
BUS 201	Business Communication	3
BUS 202	Business Ethics	3
BUS 301	Business Research Methods	3
BUS 302	Business Law	3
BUS 401	Business Policy and Strategy	3
ECO 201	Microeconomics	3
ECO 202	Macroeconomics	3
FIN 301	Financial Management	3
MGT 302	Management and Organizational Behavior	3
MGT 303	Management Information Systems	3
MGT 304	International Management	3
MGT 402	Operations Management	3
MKT 302	Principles of Marketing	3
TOTAL		51

## 3. Specialization Courses (39 Credit Hours)

Major in Finance and Accounting:

Course Number	Course Name	Credit Hours
ACC 301	Cost Accounting	3
ACC 302	Intermediate Accounting	3
ACC 303	Accounting Information Systems	3
ACC 304	International Accounting	3
ACC 401	Taxation (Elective)	3
ACC 402	Governmental Accounting (Elective)	3
ACC 403	Auditing	3
FIN 302	Financial Institutions	3
FIN 306	Business Finance (Elective)	3
FIN 402	Corporate Finance	3
FIN 404	Banking Operations	3
MGT 305	Investment Management	3
MGT 403	Risk Management (Elective)	3
FIN 495	Internship (Finance and Accounting)	3
FIN 499	Capstone: Financial Statement Analysis	3
TOTAL		39

## Major in Marketing:

Course Number	Course Name	Credit Hours
MKT 303	Consumer Behavior	3
MKT 304	Supply Chain Management	3
MKT 305	Integrated Marketing Communications	3
MKT 306	Retail Management (Elective)	3
MKT 307	Sales Management (Elective)	3
MKT 308	Business-to-Business Marketing (Elective)	3
MKT 309	Marketing Research	3
MKT 310	Marketing Strategy (Elective)	3
MKT 401	Direct Marketing (Elective)	3
MKT 402	Brand Marketing	3
MKT 403	Services Marketing	3
MKT 404	International Marketing	3
MKT 495	Internship (Marketing)	3
MKT 499	Capstone: Marketing Management	3
TOTAL		39

## Major in Human Resource Management:

Course Number	Course Name	Credit Hours
HRM 201	Human Resource Management	3
HRM 301	Staffing Organizations	3
HRM 302	Employee Training and Development	3
HRM 303	Career Management (Elective)	3
HRM 350	Performance Management and Total Rewards	3
HRM 351	Occupational Safety and Health	3
HRM 352	Quality of Work Life (Elective)	3
HRM 402	Employment Law: Theory and Regulations	3
HRM 403	Global Workforce Management	3
HRM 404	Applying Employment Law in the Workplace	3
HRM 410	Leadership and Organization Development	3
HRM 411	Special Topics in HRM I (Elective)	3
MGT 412	Special Topics in HRM II (Elective)	3
HRM 495	Internship (HRM)	3
HRM 499	Capstone: Strategic HRM	3
TOTAL		39

## Major in Management Information Systems:

Course Number	Course Name	Credit Hours
MIS 201	Discrete Mathematics	3
MIS 301	Foundations of Databases	3
MIS 302	Foundations of Programming	3
MIS 303	Data Communication for Business	3
MIS 304	Advanced Database Systems	3
MIS 305	Advanced Programming	3
MIS 306	Structured System Analysis and Design	3
MIS 401	Information Systems Project Management	3
MIS 402	Innovation and Emerging Technologies	3
MIS 403	Web Programming for Business (Elective)	3
MIS 404	Information Resource Management (Elective)	3
MIS 405	Decision Support Systems (Elective)	3
MIS 406	E-Business (Elective)	3
MIS 407	Object-Oriented System Analysis and Design (Elective)	3
MIS 495	Internship (MIS)	3
MIS 499	Capstone: Management Information Systems	3
TOTAL		39

## Major in Hospitality and Tourism Management:

Course Number	Course Name	Credit Hours
HTM 201	Introduction to the Hospitality and Tourism Industry	3
HTM 301	Introduction to Food Production (with Lab)	3
HTM 302	Financial Accounting for the Hospitality Industry	3
HTM 303	Hospitality Facilities Management	3
HTM 310	Tourism Management and Development	3
HTM 311	Food and Beverage Management (Elective)	3
HTM 350	Hospitality and Tourism Law and Ethics	3
HTM 351	Introduction to Event Management	3
HTM 352	Hospitality Human Resource Management	3
HTM 353	Meeting and Event Management (Elective)	3
HTM 354	Hospitality and Tourism Marketing	3
HTM 401	Lodging Management (Elective)	3
HTM 410	Tour Guide Principles (Elective)	3
HTM 411	Special Topics in Hospitality and Tourism (Elective)	3
HTM 495	Internship (HTM)	3
HTM 499	Capstone: Strategic Management for Hospitality and Tourism	3
TOTAL		39

## Study Plans

BBA Core Courses  
Study Plan

COURSE NUMBER		COURSE NAME	CREDIT HOURS	PREREQUISITE	LAB
<b>FIRST YEAR</b>					
<b>•Semester 1•</b>					
BUS	101	Introduction to Business	3		
ENG	101	English I	3		
MTH	101	College Mathematics	3		
SOC	101	Introduction to Sociology	3		
SSS	101	Study Skills	3		
<b>Total Credit Hours</b>			<b>15</b>		

<b>FIRST YEAR</b>					
<b>•Semester 2•</b>					
ACC	101	Accounting I	3		
BUS	102	Business Statistics	3	MTH 101	
CIS	101	Computer Fundamentals	3		✓
ENG	102	English II	3	ENG 101	
HUM	101	Critical Thinking	3		
<b>Total Credit Hours</b>			<b>15</b>		

<b>SECOND YEAR</b>					
<b>•Semester 3•</b>					
ACC	202	Managerial Accounting	3	ACC 101	
BUS	201	Business Communication	3		
BUS	202	Business Ethics	3		
ECO	201	Microeconomics	3		
REL	201	Islamic Studies	3		
<b>Total Credit Hours</b>			<b>15</b>		

<b>SECOND YEAR</b>					
<b>•Semester 4•</b>					
ECO	202	Macroeconomics	3		
ENV	201	Environmental Science	3		
FIN	301	Financial Management	3	ECO 201	
MKT	302	Principles of Marketing	3	ECO 201	
UAE	201	UAE Studies	3		
<b>Total Credit Hours</b>			<b>15</b>		

THIRD YEAR					
•Semester 5•					
BUS	301	Business Research Methods	3	ECO 201	
BUS	302	Business Law	3	ECO 201	
MGT	302	Management and Organizational Behavior	3	ECO 201	
MGT	303	Management Information Systems	3	CIS 101;ECO 201	
MGT	304	International Management	3	ECO 201	
<b>Total Credit Hours</b>			<b>15</b>		

THIRD YEAR					
•Semester 6•					
BUS	401	Business Policy and Strategy	3		
MGT	402	Operations Management	3	BUS 102	
		Specialization 1	3		
		Specialization 2	3		
		Specialization 3	3		
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 7•					
		Specialization 4	3		
		Specialization 5	3		
		Specialization 6	3		
		Specialization 7	3		
		Specialization 8	3		
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 8•					
		Specialization 9	3		
		Specialization 10	3		
		Specialization 11	3		
		Specialization 12	3		
		Specialization 13	3		
<b>Total Credit Hours</b>			<b>15</b>		
<b>Cumulative Credit Hours</b>			<b>120</b>		

## NOTES:

- Students can finish the program in less time by completing summer courses.
- Students must select specialization courses from their program major.
- The Internship takes place after year three. Students must successfully complete 90 credit hours in order to qualify for the internship. See specific requirements for the HTM Internship
- The capstone course in all specializations is required for graduation.
- For electives, students can select 2 out of 4 courses for Finance and Accounting, HRM, and HTM; and 4 out of 5 courses for Marketing and MIS.

## Major in Finance and Accounting Study Plan

THIRD YEAR					
•Semester 5•					
		Core Course 11	3		
		Core Course 12	3		
		Core Course 13	3		
		Core Course 14	3		
		Core Course 15	3		
<b>Total Credit Hours</b>			<b>15</b>		

THIRD YEAR					
•Semester 6•					
		Core Course 16	3		
		Core Course 17	3		
ACC	301	Cost Accounting	3	ACC 101	
FIN	302	Financial Institutions	3	FIN 301	
MGT	305	Investment Management	3	FIN 301	
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 7•					
ACC	302	Intermediate Accounting	3	ACC 101	
FIN	306	Business Finance*	3	FIN 301	
MGT	403	Risk Management*	3	FIN 301	
ACC	303	Accounting Information Systems	3	ACC 101	
ACC	304	International Accounting	3	ACC 101	
FIN	402	Corporate Finance	3	ACC 101	
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 8•					
ACC	401	Taxation*	3	ACC 101	
ACC	402	Governmental Accounting*		ACC 101	
ACC	403	Auditing	3	ACC 101	
FIN	404	Banking Operations	3	FIN 301	
FIN	495	Internship	3	90 CR	
FIN	499	Financial Statement Analysis (Capstone)	3	FIN 301	
<b>Total Credit Hours</b>			<b>15</b>		
(*) Elective course		<b>Cumulative Credit Hours</b>	<b>120</b>		

## Major in Marketing Study Plan

THIRD YEAR					
•Semester 5•					
		Core Course 11	3		
		Core Course 12	3		
		Core Course 13	3		
		Core Course 14	3		
		Core Course 15	3		
<b>Total Credit Hours</b>			<b>15</b>		

THIRD YEAR					
•Semester 6•					
		Core Course 16	3		
		Core Course 17	3		
MKT	303	Consumer Behavior	3	MKT 302	
MKT	304	Supply Chain Management	3	MKT 302	
MKT	306	Retail Management*	3	MKT 302	
MKT	307	Sales Management*		MKT 302	
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 7•					
MKT	305	Integrated Marketing Communication	3	MKT 302	
MKT	308	Business-to-Business Marketing*	3	MKT 302	
MKT	309	Marketing Research	3	MKT 302	
MKT	310	Marketing Strategy*	3	MKT 302	
MKT	401	Direct Marketing*	3	MKT 302	
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 8•					
MKT	402	Brand Marketing	3	MKT 302	
MKT	403	Services Marketing	3	MKT 302	
MKT	404	International Marketing	3	MKT 302	
MKT	495	Internship	3	MKT 302; 90 CR	
MKT	499	Marketing Management (Capstone)	3	MKT 302	
<b>Total Credit Hours</b>			<b>15</b>		
(*) Elective course		<b>Cumulative Credit Hours</b>	<b>120</b>		

## Major in Human Resource Management Study Plan

SECOND YEAR					
•Semester 4•					
		Core Course 6	3		
		Core Course 7	3		
		Core Course 8	3		
		Core Course 9	3		
HRM	201	Human Resource Management	3	BUS 101	
<b>Total Credit Hours</b>			<b>15</b>		
THIRD YEAR					
•Semester 5•					
		Core Course 10	3		
		Core Course 11	3		
		Core Course 12	3		
		Core Course 13	3		
		Core Course 14	3		
<b>Total Credit Hours</b>			<b>15</b>		
THIRD YEAR					
•Semester 6•					
		Core Course 15	3		
		Core Course 16	3		
		Core Course 17	3		
HRM	301	Staffing Organizations	3	HRM 201	
HRM	302	Employee Training and Development	3	HRM 201	
<b>Total Credit Hours</b>			<b>15</b>		
FOURTH YEAR					
•Semester 7•					
HRM	303	Career Management *	3	HRM 201	
HRM	350	Performance Management and Total Rewards	3	HRM 201	
HRM	351	Occupational Safety and Health	3	HRM 201	
HRM	352	Quality of Work Life *	3	HRM 201	
HRM	402	Employment Law: Theory and Regulations	3	BUS 302;HRM 201	
HRM	403	Global Workforce Management	3	HRM 201;MGT 304	
<b>Total Credit Hours</b>			<b>15</b>		
FOURTH YEAR					
•Semester 8•					
HRM	404	Applying Employment Law in the Workplace	3	HRM 402	
HRM	410	Leadership and Organization Development	3	HRM 350	
HRM	411	Special Topics in HRM I *	3	HRM 302	
HRM	412	Special Topics in HRM II *	3	HRM 403	
HRM	495	Internship (HRM)	3	90 CR	
HRM	499	Strategic HRM (Capstone)	3	HRM 301,302,350,351	
<b>Total Credit Hours</b>			<b>15</b>		
(*) Elective course		<b>Cumulative Credit Hours</b>	<b>120</b>		

## Major in Management Information Systems Study Plan

THIRD YEAR					
•Semester 5•					
		Core Course 11	3		
		Core Course 12	3		
		Core Course 13	3		
		Core Course 14	3		
		Core Course 15	3		
<b>Total Credit Hours</b>			<b>15</b>		

THIRD YEAR					
•Semester 6•					
		Core Course 16	3		
		Core Course 17	3		
MIS	201	Discrete Mathematics	3	MTH 101	
MIS	301	Foundations of Databases	3	CIS 101, MGT 303	✓
MIS	302	Foundations of Programming	3	MIS 201	✓
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 7•					
MIS	303	Data Communication for Business	3	MGT 303	
MIS	304	Advanced Database Systems	3	MIS 301	✓
MIS	305	Advanced Programming	3	MIS 302	✓
MIS	306	Structured System Analysis and Design	3	MIS 301	
MIS	401	Information Systems Project Management	3	MIS 306	
<b>Total Credit Hours</b>			<b>15</b>		

FOURTH YEAR					
•Semester 8•					
MIS	402	Innovation and Emerging Technologies	3	MIS 304	
MIS	403	Web Programming for Business *	3	MIS 304	✓
MIS	404	Information Resource Management *		MIS 306	
MIS	405	Decision Support Systems *	3	MIS 304	
MIS	406	E-Business *		MIS 304	
MIS	407	Object-Oriented System Analysis and Design		MIS 305	
MIS	495	Internship (MIS)	3	90 CR; MIS 301,302,306,401	
MIS	499	Management Information Systems Capstone	3	INT 497	
<b>Total Credit Hours</b>			<b>15</b>		
(*) Elective course			<b>Cumulative Credit Hours</b>	<b>120</b>	

## Major in Hospitality and Tourism Management Study Plan

SECOND YEAR					
•Semester 4•					
		Core Course 6	3		
		Core Course 7	3		
		Core Course 8	3		
		Core Course 9	3		
HTM	201	Introduction to the Hospitality and Tourism	3		
<b>Total Credit Hours</b>			<b>15</b>		
THIRD YEAR					
•Semester 5•					
		Core Course 10	3		
		Core Course 11	3		
		Core Course 12	3		
		Core Course 13	3		
		Core Course 14	3		
<b>Total Credit Hours</b>			<b>15</b>		
THIRD YEAR					
•Semester 6•					
		Core Course 15	3		
		Core Course 16	3		
		Core Course 17	3		
HTM	301	Introduction to Food Production (with Lab)	3	HTM 201	
HTM	302	Financial Accounting for the Hospitality Industry	3	HTM 201	ACC 201
<b>Total Credit Hours</b>			<b>15</b>		
FOURTH YEAR					
•Semester 7•					
HTM	303	Hospitality Facilities Management	3	HTM 201	
HTM	310	Tourism Management and Development	3	HTM 201	
HTM	351	Introduction to Event Management	3	HTM 302	
HTM	311	Food and Beverage Management *	3	HTM 201	
HTM	353	Meeting and Event Management *		HTM 351	
HTM	401	Lodging Management *	3	HTM 302	
HTM	410	Tour Guide Principles*		HTM 301	HTM 310
HTM	411	Special Topics in Hospitality and Tourism*		HTM 310	
<b>Total Credit Hours</b>			<b>15</b>		
FOURTH YEAR					
•Semester 8•					
HTM	350	Hospitality and Tourism Law and Ethics	3	HTM 201	BUS 302
HTM	352	Hospitality Human Resource Management	3	HTM 201	
HTM	354	Hospitality and Tourism Marketing	3	HTM 310	MKT 302
HTM	495	Internship (HTM)	3	90 CR	
HTM	499	Strategic Management for HTM (Capstone)	3	HTM 310; 350; 352	
<b>Total Credit Hours</b>			<b>15</b>		
(*) Elective course		<b>Cumulative Credit Hours</b>	<b>120</b>		

## 11. Course Descriptions

### 11.1 General Education Courses

#### CIS 101: Computer Fundamentals

Credit Hours: (2-2:3)

Prerequisite: None

This course offers students exposure to basic personal computer operation and commonly-used programs. Included is familiarization with and practical use of word processing, spreadsheet, database, presentation, and personal information management software.

#### ENG 101: English I

Credit Hours: (3-0:3)

Prerequisite: None

This course is designed to instruct college students in how to read academic texts with understanding and how to use them in a variety of disciplines. The rhetoric chapters teach critical reading, paraphrasing, summarizing, quoting, writing process, synthesizing, analyzing, researching, and developing arguments. The anthology balances journal articles with works by public intellectuals in the sciences, social sciences and humanities.

#### ENG 102: English II

Credit Hours: (3-0:3)

Prerequisite: ENG 101

This course prepares and familiarizes students with the principles of clear, concise writing in a technical environment for specific discourse communities. Technical writing conventions such as headings, illustrations, style, and tone in the writing of a variety of letters, emails and reports will be considered.

#### ENV 201: Environmental Science

Credit Hours: (3-0:3)

Prerequisite: None

This interdisciplinary approach to our world emphasizes the history of environmental concerns, species interaction (both with each other and their environment), air, water, soil and biological resources, population dynamics, toxicology, energy sources, land use management, and other related topics. Basic principles of science are incorporated throughout the course.

#### HUM 101: Critical Thinking

Credit Hours: (3-0:3)

Prerequisite: None

This course explores the process of thinking critically and helps students think more clearly, insightfully, and effectively. Relevant examples drawn from student experiences and contemporary situations help students develop the abilities to solve problems, analyze issues, and make informed decisions in their academic, career, and personal lives. The course includes substantive readings, structured writing assignments, and ongoing discussions designed to help students develop language skills while fostering sophisticated thinking abilities.

**MTH 101: College Mathematics****Credit Hours: (3-0:3)****Prerequisite: None**

This course provides a sound, intuitive understanding of the basic concepts students need as they pursue careers in business, economics, plus life and social sciences. It includes a brief review of intermediate functions, graphs, algebra, equations and inequalities, exponential and logarithmic functions, linear and non-linear systems, graphing of conic sections, along with single variable calculus, which includes: limits, continuity, derivatives, and applications of derivatives as well as indefinite and definite integrals and some applications.

**REL 201: Islamic Studies****Credit Hours: (3-0:3)****Prerequisite: None**

This course introduces Islam as the universal civilization which contributes to the progress of human life, to counter and to reject all false accusations toward Islam and its components, to inculcate and enhance the high quality of virtue in the daily lives of Muslims, so that a comprehensive, balanced, and prosperous life can be achieved.

**SOC 101: Introduction to Sociology****Credit Hours: (3-0:3)****Prerequisite: None**

This course is an introduction to the study of people and their interaction with each other, the environment, and various social groups. Students develop awareness of the relationship between individual beliefs, attitudes, and behaviors, plus the greater society and culture. They will also learn how to apply sociological concepts to current issues that affect individuals, modern society, and the international community.

**SSS 101: Study Skills****Credit Hours: (3-0:3)****Prerequisite: None**

This course equips students with the study skills needed for success in their undergraduate studies. It is also useful for acquiring skills that can be used in their personal lives as well as in the workplace. Students learn several techniques they can use in the areas of communication, research practices, teamwork, computer literacy, creativity, critical thinking, presentation skills, and overall literacy.

**UAE 201: UAE Studies****Credit Hours: (3-0:3)****Prerequisite: None**

This course presents the foundations of United Arab Emirates society with special emphasis on the historical, social, economic, political, and cultural aspects.

## 11.2 BBA Core Courses

ACC 101: Accounting I Credit Hours: (3-0:3)

Prerequisite: None

The significance of accounting and the challenges it presents. Extensive coverage and review of major concepts followed by practical exercises.

ACC 202: Managerial Accounting Credit Hours: (3-0:3)

Prerequisite: ACC 101

The course will provide a study of the role of the management accountant in the preparation, analysis, and interpretation of accounting and financial data for business management purposes.

BUS 101: Introduction to Business Credit Hours: (3-0:3)

Prerequisite: None

Provides first-year students with an understanding of business systems and guides them to the field of business, including business organization, operation, and management.

BUS 102: Business Statistics Credit Hours: (3-0:3)

Prerequisite: MTH 101

Business Statistics is the science of collecting, organizing, and summarizing data to provide information, stated in numerical form, for the purpose of making objective business decisions. Topics include methods of sampling, classifying, analyzing, and presenting numerical data; frequency distribution, averages, dispersion, times series analysis, correlation, and forecasting for business purposes.

BUS 201: Business Communication Credit Hours: (3-0:3)

Prerequisite: None

The primary forms of communication used in business organizations today. A variety of strategies along with some of the technologies which support effective business communication.

BUS 202: Business Ethics Credit Hours: (3-0:3)

Prerequisite: None

Traditional ethical theories and how they apply to business. The course provides an understanding of how ethical issues in business arise, and some strategies to control or resolve them.

BUS 301: Business Research Methods Credit Hours: (3-0:3)

Prerequisite: ECO 201

The course is designed to introduce the business research process where students learn to understand managerial problems and formulate research questions and hypotheses. Students gain insight into choosing the right research design, construction of research instruments, sampling, both qualitative and quantitative data collection, data analysis, and report presentation.

**BUS 302: Business Law** **Credit Hours: (3-0:3)**

Prerequisite: ECO 201

This course introduces the ethics and legal framework of business. Emphasis is placed on contracts, negotiable instruments, and how court systems operate. Students learn ways to apply ethical issues and laws covered to selected business decision-making situations.

**BUS 401: Business Policy and Strategy** **Credit Hours: (3-0:3)**

Prerequisite: None

The course offers the most recent theories and current practices in strategic management. The development and implementation of strategies in various areas of business activity such as finance, sourcing, production, human resource management, marketing, and international business.

**ECO 201: Microeconomics** **Credit Hours: (3-0:3)**

Prerequisite: None

An introduction to the analysis of the principles and problems at the microeconomic level. This course elaborates on the theories of demand and supply along with the various types of elasticity. It discusses the costs of production and the profit maximization for an individual firm under varying degrees of competition, pricing, and the deployment of resources.

**ECO 202: Macroeconomics** **Credit Hours: (3-0:3)**

Prerequisite: None

Students will gain an understanding of the analysis of principles and problems at the macroeconomic level. The course examines the public and private sectors, national income, unemployment, inflation, income distribution, and fiscal and monetary policies as they relate to the economy..

**FIN 301: Financial Management** **Credit Hours: (3-0:3)**

Prerequisite: ECO 201

Introduces the tools and concepts employed in financial management for individuals. Topics include analysis of investment alternatives, tax minimization strategies, tax shelters, risk analysis, employee benefits, retirement and estate planning.

**MGT 302: Management and Organizational Behavior** **Credit Hours: (3-0:3)**

Prerequisite: ECO 201

An overview of the major functions of management. Emphasis on planning, organizing, staffing, leading, and controlling. It provides balanced coverage of all the key elements comprising the discipline of Organizational Behavior in a style that students will find both informative and interesting

**MGT 303: Management Information Systems** **Credit Hours: (3-0:3)**

Prerequisite: CIS 101; ECO 201

The course provides an overview of Management Information Systems (MIS) in business. It provides students with a framework for the uses information technology in business. Topics include MIS concepts, software, databases, information systems (IS), the strategic use of IS, the development of IS, and social and ethical issues associated with MIS.

**MGT 304: International Management****Credit Hours: (3-0:3)****Prerequisite: ECO 201**

The activities of globalizing companies, including resource development, overseas operations and management, international management styles, and global strategies. Emphasis on theoretical analysis, with particular focus given to in-depth case study analyses of international strategies.

**MGT 402: Operations Management****Credit Hours: (3-0:3)****Prerequisite: BUS 102**

This course Introduces students to the dynamic field of Operations Management. Converting inputs into outputs through established processes. The principles of management are key factors along with concepts of distribution, project management, quality assurance, and lean manufacturing. Includes several practical exercises to enhance skills.

**MKT 302 Principles of Marketing****Credit Hours: (3-0:3)****Prerequisite: BUS 101**

The relationship between the firm and its customers and the other members of the distribution channel. The marketing functions of an organization, environmental factors influencing marketing decisions, the discovery of market opportunities, development of marketing strategy and marketing programs.

## 11.3 BBA Specialization Courses

### Major in Finance and Accounting

#### ACC 301: Cost Accounting

Credit Hours: (3-0:3)

Prerequisite: ACC 101

This course will cover the procedures and principles of cost accounting with emphasis on gathering and reporting cost accounting information for purposes of accurate financial reporting. Students will analyze cost accounting information to aid in managerial decision making.

#### ACC 302: Intermediate Accounting

Credit Hours: (3-0:3)

Prerequisite: ACC 101

One of the goals of the intermediate accounting course is to orient students to the application of accounting principles and techniques in practice. It provides coverage of the principles and structure of financial accounting statements and financial disclosures. Topics include cash, receivables, inventory, property, depreciation, intangible assets, and long-term liabilities.

#### ACC 303: Accounting Information Systems

Credit Hours: (3-0:3)

Prerequisite: ACC 101

Many traditional accounting functions are now embodied in systems that require a different combination of technical and financial knowledge. The AIS course is designed to provide this combination of knowledge and skill sets to meet the new challenges and opportunities of the information technology world. This course explains the application of computer technology in the design, implementation and operation of accounting tools, the actual processing of accounting transactions, and the application of these systems to the accounting cycle.

#### ACC 304: International Accounting

Credit Hours: (3-0:3)

Prerequisite: ACC 101

This course discusses the international dimensions of accounting vital for anyone doing business or investing internationally. Topics such as comparative accounting, foreign currency translation, accounting for inflation, and international financial reporting standards are discussed.

#### ACC 401: Taxation

Credit Hours: (3-0:3)

Prerequisite: ACC 101

This course provides an overview of the tax system in the United States with comparisons to selected systems in other parts of the world. Students explore the basics of business and individual taxes, government entities, and their administration of taxation laws.

#### ACC 402: Governmental Accounting

Credit Hours: (3-0:3)

Prerequisite: ACC 101

The goal of this course is to provide a broad range of information about governmental accounting and financial reporting that is used. The course deals with fund accounting which is the basic model used for internal accounting and for part of the external reporting for governments.

ACC 403: Auditing Credit Hours: (3-0:3)

Prerequisite: ACC 101

This course presents auditing concepts and procedures. It provides students with a clear perspective of the current auditing environment and discusses the challenges inherent in the auditing practice, and how the auditor can live up to the expectations of the profession.

FIN 302: Financial Institutions Credit Hours: (3-0:3)

Prerequisite: FIN 301

This course will examine the theory of financial intermediation in the context of banks, savings and loans, public and private insurance companies, and investment banking.

FIN 306: Business Finance Credit Hours: (3-0:3)

Prerequisite: FIN 301

This course provides an overview of the business finance field, financial environment, present value concepts and calculations, common stocks, investment decisions with present value rules, analysis of financial statements, risk, return and opportunity cost, capital budgeting and risks, the time value of money, bond and stock valuations, and financial planning. Practical case studies are also used.

FIN 402: Corporate Finance Credit Hours: (3-0:3)

Prerequisite: FIN 301

The course will offer students the opportunity to analyze financial decisions involving investment in capital assets and the selection of internal and external sources of long-term funds.

FIN 404: Banking Operations Credit Hours: (3-0:3)

Prerequisite: FIN 301

This course explores the multitude of aspects in bank operations and includes detailed coverage of organization, structure, transactions, funds management, banking services, and loan processes.

FIN 495: Internship Credit Hours: (3-0:3)

Prerequisite: FIN 301; 90 Credit Hours of Coursework

This course offers students the chance to gain firsthand experience in an actual workplace environment. It also provides students with the opportunity to apply their academic knowledge to practical work situations. It introduces and exposes students to the differences between obligations and responsibilities in their personal lives and those found in the working world.

FIN 499: Financial Statement Analysis (Capstone) Credit Hours: (3-0:3)

Prerequisite: FIN 301

This is a capstone course. It will provide students with a fundamental understanding of how to interpret accounting data presented in financial statements. It will demonstrate popular tools and techniques in analyzing and interpreting financial statements. Moreover, basic concepts and conventions on the construction of financial will be briefly viewed. Students are expected to complete a capstone paper that covers most accounting and finance concepts.

**MGT 305: Investment Management**

**Credit Hours: (3-0:3)**

**Prerequisite: FIN 301**

The course will emphasize risks, returns, and the investment process. Students will evaluate alternative investment instruments, investment environments, introduction to analysis and valuation techniques, and an introduction to portfolio management.

**MGT 403: Risk Management**

**Credit Hours: (3-0:3)**

**Prerequisite: None**

An overview of the many aspects involved in financial risk management. Emphasis is on the practical elements which are applied in the modern business environment.

## Major in Marketing

### MKT 303: Consumer Behavior

Credit Hours: (3-0:3)

Prerequisite: MKT 302

Students in this course look at the consumer functions of decision-making, attitude formation and change, cognition, perception, and learning. The marketing concepts of product positioning, segmentation, brand loyalty, shopping preference and diffusion of innovations are considered in context with the environmental, ethical, multicultural and social influences on an increasingly diverse global consumer.

### MKT 304: Supply Chain Management

Credit Hours: (3-0:3)

Prerequisite: MKT 302

The goal of this course is not only to cover high-level supply chain strategy and concepts, but also to give students a solid understanding of the analytical tools necessary to solve supply chain problems. It also develops an understanding of key areas and their interrelationships, namely the strategic role of the supply chain, key strategic drivers of supply chain performance, and methodologies used to analyze supply chains.

### MKT 305: Integrated Marketing Communications

Credit Hours: (3-0:3)

Prerequisite: MKT 302

This course aims to equip students understand the important tools of the promotional mix such as advertising, direct marketing, sales promotion, publicity and public relations, personal selling, and interactive internet marketing. It also helps them see why organizations try to position their brand firmly in the minds of the target market to achieve desired results.

### MKT 306: Retail Management

Credit Hours: (3-0:3)

Prerequisite: MKT 302

In this era of multi product super markets, learning principles of retailing and effectively utilizing them has become imperative. The spirit behind the course is to make the student understand this important element in the overall marketing mix of mass distributed products. Again this course will highlight the importance of administration and strategic planning in both large and small retail firms. It concentrates on the management of retail functions to include stock planning, inventory control, markup and pricing, retail accounting, merchandising, retail promotion, human resources management, store location, design and layout, legal and ethical issues, and the use of information systems.

### MKT 307: Sales Management

Credit Hours: (3-0:3)

Prerequisite: MKT 302

This course examines the elements of an effective sales force as a key component of an organization's total marketing effort. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), and issues in recruiting, selecting, training, motivating, compensating and retaining the best salespeople.

**MKT 308: Business-to-Business Marketing** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

An overview of business-to-business marketing with emphasis on marketplace dynamics. Students explore concepts and issues that are common in the present-day marketing environment. Topics include organizational buying behavior, legal and regulatory concerns, target markets, positioning, branding, supply chains, communication, and ethics.

**MKT 309: Marketing Research** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

The primary objective of this course is to provide students with tools to undertake and critically evaluate marketing research projects. Students use a hands-on approach to explore both qualitative and quantitative marketing-research tools, and evaluate the results obtained.

**MKT 310: Marketing Strategy** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

This course aims to teach students how to design a marketing strategy by understanding the nature and structure of the market, analyzing the internal and external environmental factors and by applying SWOT analysis. This course also focuses on the importance of marketing mixes, the product life cycle, and its role in formulating and designing an accurate marketing strategy.

**MKT 401: Direct Marketing** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

This course introduces students to the scope of direct marketing including mail order, lead generation, circulation, loyalty programs, store traffic building, fund raising, pre-selling, post-selling and research. It also includes grounding in all major direct marketing media: direct mail, broadcast, print advertising, catalogs, co-ops, telemarketing, inserts, and videos. The measurability and accountability of direct marketing and its relationship to the total marketing mix are also stressed.

**MKT 402: Brand Marketing** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

Students learn how marketing professionals use brand names, identities, and recognition to result in sales. The course includes historical and regional examples of brand marketing.

**MKT 403: Services Marketing** **Credit Hours: (3-0:3)**

Prerequisite: MKT 302

Unique challenges are associated with marketing services to develop management-level skills for marketing a service business including marketing research applications, marketing planning and customer satisfaction. Service industries contribute to the GDPs of many countries and provide career opportunities for people around the world. This course enables students to understand how marketing services is different from marketing goods. It helps them make decisions about positioning, distribution, pricing, and promoting different services with the help of the marketing mix in a growing competitive service industry. It covers service organizations like banking, transportation, airlines, hotels, insurance, and other government and non-government service organizations.

**MKT 404: International Marketing****Credit Hours: (3-0:3)****Prerequisite: MKT 302**

This course dwells on the applications of marketing theory in the field of international market context. The emergence of global markets requires students to understand factors influencing marketing strategies in global markets. This course aims at empowering students to understand and analyze international marketing contexts in a rational manner and help them make decisions to tap into international market opportunities

**MKT 495: Internship****Credit Hours: (3-0:3)****Prerequisite: MKT 302; 90 Credit Hours of Coursework**

This course offers students the chance to gain firsthand experience in an actual workplace environment. It also provides students with the opportunity to apply their academic knowledge to practical work situations. It introduces and exposes students to the differences between obligations and responsibilities in their personal lives and those found in the working world.

**MKT 499: Marketing Management (Capstone)****Credit Hours: (3-0:3)****Prerequisite: MKT 302**

This is a capstone course. Students will use a practical, systematic approach to developing a sound marketing plan as they consider the business mission, situation analysis, strategy formulation, the development and implementation of product, pricing, communication, and distribution policies. At the end of this course, students are expected to prepare a research project applying scientific research methodology.

## Major in Human Resource Management

HRM 201: Human Resource Management Credit Hours: (3-0:3)

Prerequisite: BUS 101

This course focuses on the role of Human Resource Management and how it contributes to the organization's success. The important feature of this course is to specify the areas of contact between operating managers and the HR unit. Managing diversity, equal employment opportunity, job analyses, recruiting, training, compensation, and employee health, safety, and security are all demonstrated in this course. It also links the most important concepts with case analysis.

HRM 301: Staffing Organizations Credit Hours: (3-0:3)

Prerequisite: HRM 201

This course provides a comprehensive staffing model. Components include staffing models and strategy, staffing support systems such as legal compliance and job analysis, core staffing systems such as recruitment, selection, and placement. Students will have the opportunity to practice in key staffing activities and decision making and greater opportunity for in-depth analysis and skill building.

HRM 302: Employee Training and Development Credit Hours: (3-0:3)

Prerequisite: HRM 201

Successful training efforts relate to all business goals and strategies. This course gives students a strategic perspective about training and how it relates to the organization. It also provides students with a solid background in the fundamentals of training and development such as needs assessment, transfer of training, learning environment design, methods, and evaluation.

HRM 303: Career Management Credit Hours: (3-0:3)

Prerequisite: HRM 201

This course focuses on the essential views of careers and career management. The model of career management presents the active problem-solving approach to work life and how people can collect information, gain insights into themselves and their environment, and develop appropriate goals and strategies to obtain useful feedback regarding their efforts. Topics in this course include career context and stages, models, applications, occupations, job stress, and career strategic planning.

HRM 350: Performance Management and Total Rewards Credit Hours: (3-0:3)

Prerequisite: HRM 201

This course introduces a comprehensive approach to performance management and total rewards. Students learn the performance management process step-by-step and design, develop, and implement the process including total rewards and benefit systems to attract and retain talented employees. Topics in this course include performance management contributions, strategic planning measures, implementing performance management systems, skills, reward systems, pay models, compensation systems, incentives, benefits, and legal issues.

**HRM 351: Occupational Safety and Health** Credit Hours: (3-0:3)

Prerequisite: HRM 201

This course provides practical information regarding technology, management, and regulatory compliance issues, covering crucial topics like organizing, staffing, directing, and evaluating occupational safety programs and procedures. Students will learn how to comply with safety-related laws according to the UAE Civil Defense policies and procedures. Finally, students learn the risk factors that contribute to workplace violence, hazardous materials, construction, and transportation safety.

**HRM 352: Quality of Work Life** Credit Hours: (3-0:3)

Prerequisite: HRM 201

This course focuses on the work environment and work climate that are vital to businesses. Management cannot expect high quality and productivity if the work environment is not also of a high standard. This is one dimension of work life quality that affects the quality of human capital. The wellness of our people is a moral obligation and the dignity and needs of the workforce demand excellence in total care, occupational safety, and human resource development.

**HRM 402: Employment Law: Theory and Regulations** Credit Hours: (3-0:3)

Prerequisite: BUS 302, HRM 201

This course focuses on the laws that govern the relationship between employers and employees in the workplace. Students will learn how the status of an employer or employee influences the rights and obligations of each. Students will also analyze case law, legislation, and legal systems that have evolved to combat social injustice in the workplace. By reading the textbook, case studies, and written assignments, students will tackle various issues facing employers and employees in the workplace. Topics include; the regulation of employment, employee's right to privacy, labor law, the regulation of discrimination in employment, and more.

**HRM 403: Global Workforce Management** Credit Hours: (3-0:3)

Prerequisite: HRM 201, MGT 304

This course provides the concepts, tools, and techniques that are needed to effectively manage an internationally diverse workforce. It also focuses on the roles and activities of the HR department in managing a global workforce. Students explore ways to manage the cultural and ethnic differences that occur as a result of international global diversity.

**HRM 404: Applying Employment Law in the Workplace** Credit Hours: (3-0:3)

Prerequisite: HRM 402

This course focuses on the laws that govern the relationship between employers and employees in the UAE. Students will be introduced to employment and labor laws in the UAE. Students will also develop the skills to analyze both case law and legal systems in the workplace. Topics include: the regulation of employment, employee privacy, UAE labor law, and regulating discrimination in employment, among others.

**HRM 410: Leadership and Organization Development Credit Hours: (3-0:3)****Prerequisite: HRM 350**

This course focuses on leadership approaches to the change process to enhance managerial effectiveness in formal organizations. This course also focuses on different perspectives of organization development (OD) to create interpersonal, group, organizational development. Students will learn a wide variety of interventions from those involving basic human processes to those requiring planning at the strategic level and leadership roles.

**HRM 411: Special Topics in HRM I****Credit Hours: (3-0:3)****Prerequisite: HRM 302**

This course includes special topics in current developments within the field of human resource management, namely assessing and managing conflict, and negotiation. Students will explore assessing and managing conflict in the workplace. This course will also cover various methods for handling conflict and consider how students might apply them to both hypothetical and real-life conflicts.

**HRM 411: Special Topics in HRM II****Credit Hours: (3-0:3)****Prerequisite: HRM 403**

This course includes special topics in current developments within the field of human resource management, namely diversity in organizations and legislation. This course focuses on theoretical ideas about diversity in organizations, legislation that affects it, and explores the challenges and opportunities of the increasingly diverse workforce emerging in the world. Students will learn how to develop the necessary skills to work with other people from different backgrounds.

**HRM 495: Internship (HRM)****Credit Hours: (3-0:3)****Prerequisite: 90 credit hours of coursework**

This course offers students the chance to gain firsthand experience in an actual Human Resource Management workplace environment. It also provides students with the opportunity to apply their academic knowledge to practical work situations. It introduces and exposes students to the differences between the routines of college life and life in the working world.

**HRM 499: Capstone-Strategic HRM****Credit Hours: (3-0:3)****Prerequisite: HRM 403**

This is a capstone course. Students will be equipped with the skills needed to learn, analyze, and communicate critical HRM strategic activities to senior management. Students will explore concepts, approaches, tools, models, and techniques used to develop effective strategic plans. Topics include; strategic planning, the strategic role of HRM, design and redesign of work systems, and other strategic HRM activities. Students will produce a Strategic HRM research project.

## Major in Management Information Systems

### MIS 201: Discrete Mathematics

Credit Hours: (3-0:3)

Prerequisite: MTH 101

This course introduces the foundations of discrete mathematics as they apply to computer science, focusing on providing a solid theoretical foundation for further work. Topics include functions, relations, sets, simple proof techniques, Boolean algebra, propositional logic, digital logic, elementary number theory, and the fundamentals of counting.

### MIS 301: Foundations of Databases

Credit Hours: (2-2:3)

Prerequisite: CIS 101, MGT 303

This course provides an understanding of the functionality of databases and their role in modern business environments. It covers the fundamentals of database architecture, database systems, principles and methodologies of database design, and techniques for database application development. The course also develops an understanding of the processes used to normalize relational databases and the role of the Structured Query Language (SQL) standards in the current and future development of DBMS. Fundamental knowledge of these concepts equips students to effectively deploy a commercial database management system in response to the needs of a business organization.

### MIS 302: Foundations of Programming

Credit Hours: (2-2:3)

Prerequisite: MIS 201

This course covers the fundamental concepts of procedural programming using Java programming language. Topics include data types, control structures, functions, arrays, files, and the mechanics of running, testing, and debugging. The course also offers an introduction to the historical and social context of computing and a snapshot of computer science as a discipline. The course assumes students have no programming background and provides an overview of the program development process in addition to introducing important programming constructs and methodologies.

### MIS 303: Data Communication for Business

Credit Hours: (3-0:3)

Prerequisite: MGT 303

This course provides in-depth knowledge of data communication and networking by discussing both theoretical concepts and practical applications. It introduces students to the concepts and terminology of data communications and networking. It includes topics on communication models, network protocols, standards, local area networks (LANs), wide area networks (WANs), the transport communication protocol/Internet protocol (TCP/IP), Internet, intranet, and networking applications. Emphasis is on the analysis and design of networking applications in business.

**MIS 304: Advanced Database Systems****Credit Hours: (2-2:3)****Prerequisite: MIS 301**

This is an advanced course in database management systems emphasizing both the theoretical knowledge and practical skills of database design, database languages, and database implementation. The purpose of this course is to deepen and expand the concepts presented in the Fundamentals of Databases course. In particular, the course focuses on data modeling tools and techniques, advanced database design, complex uses of Structured Query Language (SQL), and database administration. Topics include modern database systems, including object-oriented databases, XML databases, distributed databases, and on-line analytical processing.

**MIS 305: Advanced Programming****Credit Hours: (2-2:3)****Prerequisite: MIS 302**

This course covers the fundamental concepts of object-oriented (OO) programming using the Java language and emphasizes basic programming skills using hands-on practices for developing business applications. Contents include Java applications, data types, variables, overloading methods, constructors, access control, inheritance, polymorphism, exception handling, use of try-and-catch, multithreaded programming, thread model, Java library, and exploring Java input-output streams.

**MIS 306: Structured System Analysis and Design****Credit Hours: (3-0:3)****Prerequisite: MIS 301**

This course introduces information system concepts and the system development process. It emphasizes the development phase of analysis, the application of structured methods, and the use of tools. Analysis, modeling, and design provide an understanding and application of system analysis and design processes. Coverage includes structured systems analysis and design methodologies, functional decomposition, data flow diagram (DFD) approaches, and information modeling. Rapid application development (RAD), prototyping, and visual development tools are also introduced.

**MIS 401: Information Systems Project Management****Credit Hours: (3-0:3)****Prerequisite: MIS 306**

Project management skills are essential for Management Information Systems (MIS) practitioners who want to be leaders. This is a comprehensive course in project management for anyone who is serious about planning and managing successful MIS projects. This course combines the knowledge, tools and techniques common to managing successful projects in any field with insight into the special challenges of managing projects in the MIS field. General project management subjects covered include a framework for project management, as well as the key project management knowledge areas: integration, scope, time, cost, quality, human resources, communication, risk, and procurement. The subject provides an overview of the activities involved in an MIS project.

**MIS 402: Innovation and Emerging Technologies** Credit Hours: (3-0:3)

Prerequisite: MIS 304

This course explores the impact of emerging, interactive technologies on business and society from social, technical, legal, creative, and entrepreneurial perspectives. The purpose of this course is to enable students to investigate the technologies, methods, and practices of using new innovations for the enterprise. The course introduces students to new technologies and examines how these powerful systems are fundamentally reshaping modern enterprises along with our society. It also provides an overview of the myriad of issues surrounding the introduction of new mobile, collaborative, social networking technologies, and their assimilation into society and commerce.

**MIS 403: Web Programming for Business** Credit Hours: (2-2:3)

Prerequisite: MIS 304

The Web is currently one of the most popular and useful applications built on top of the Internet using Internet technologies. This course stresses development strategies for managing the rapidly changing information of corporations and organizations for just-in-time distribution. It also covers a variety of software technologies relevant to web design and implementation. Several applied topics are covered in class: programming languages, scripting languages, network programming, client/server computing, security, and multi-media systems design. It introduces a number of modern scripting languages as well as the mechanisms for their use in diverse web applications.

**MIS 404: Information Resource Management** Credit Hours: (3-0:3)

Prerequisite: MIS 306

Information technology (IT) has played a key role in driving businesses into "going global." Also, IT is an important supporting tool for many, if not all, applications. However, it is one of the complex, relatively expensive, and fast-changing technologies that require careful management and utilization. This course provides an understanding of the use of information technology from an organizational perspective by focusing on the development of IT policies and plans to achieve organizational goals.

**MIS 405: Decision Support Systems** Credit Hours: (3-0:3)

Prerequisite: MIS 304

Decision support systems (DSS) assist the management decision-making process in a business environment. This is a specialized course in management information systems and information technology (MIS/IT) for undergraduates. It is designed to prepare MIS students for a major role in supporting high-quality decisions and developing an effective DSS for the complex and dynamic environment of today's business. Topics include an overview of DSSs, decision theory and organizational systems, and unstructured problem-solving. Introduction to group decision support systems, executive information systems and expert systems will also be discussed.

MIS 406: E-Business Credit Hours: (3-0:3)

Prerequisite: MIS 304

This course is designed to introduce some emerging concepts and practices in the field of on-line commerce via the Internet which are shaping both consumer behaviors and business systems. Theories and applications of Electronic Commerce, e-Cash, e-Banking, e-Tailing, supply chain management, business models, e-Marketing, Internet business opportunities, network security, Internet database interface and cooperative computing will be covered. Essential global issues related to e-Business will be covered such as mobile commerce.

MIS 407: Object-Oriented System Analysis and Design Credit Hours: (3-0:3)

Prerequisite: MIS 305

Object-Orientation (OO) is one of the most successful paradigms for the design and implementation of information systems. This course introduces and clarifies the fundamental ideas in and basic concepts associated with OO. This subject describes in detail the processes and related workflow, as well as the people and artifacts involved in the analysis and design of an IS. Domain modeling and analysis modeling are discussed in conjunction with the OO paradigm and the industry-standard Unified Modeling Language (UML).

MIS 495: Internship (MIS) Credit Hours: (3-0:3)

Prerequisite: 90 credit hours of coursework; MIS 301, 302, 306, 401

The internship is an integral part of the undergraduate program. The main purpose of the internship is to complement the academic courses given in the classroom with on-the-job training in order to develop both the technical and generic skills of students. This internship course is designed to provide students with work experience specifically related to Management Information Systems (MIS). Each student is expected to complete 120 hours of training during the regular working hours of a selected private firm or public organization. The employer should provide a range of duties that will challenge, develop, and enable the student to acquire new practical knowledge to augment their studies in MIS. An MIS faculty member will be assigned as the supervisor of the internship project. The student and employer must agree that the student will work at least 120 hours, which is the minimum for receiving course credit.

MIS 499: Capstone-Management Information Systems Credit Hours: (3-0:3)

Prerequisite: INT 497

This course is the capstone for the Bachelor of Business Administration specialization in MIS. In this course, students integrate what they learned in previous courses and get ready for the workplace. The capstone course encompasses and consolidates all of the concepts covered in the MIS curriculum. Students work in teams (under the guidance of an instructor) and are expected to bring knowledge from the BBA/MIS core courses, chosen electives, and their own experience into this course. Students are also expected to apply their knowledge, practice with different tools and use several different techniques to examine a variety of viewpoints, critique readings and other views, to stretch their thinking, and ultimately to learn how to be effective MIS professionals. Oral and written reports are evaluated during and at the completion of the proposal. Teams, with contributions by each individual, present final written reports and final presentations in presence of undergraduate students and faculty.

## Major in Hospitality and Tourism Management

HTM 201: Introduction to the Hospitality and Tourism Industry Credit Hours: (3-0:3)

Prerequisite: None

This course focuses on hospitality operations while offering a broad, comprehensive foundation of current knowledge about the world's largest industry. Topics include; the hospitality industry and tourism; lodging; restaurants, managed services, and beverages; recreation, theme parks, clubs, and gaming entertainment; and assemblies and event management.

HTM 301: Introduction to Food Production (with Lab) Credit Hours: (3-0:3)

Prerequisite: HTM 201

This course introduces the contemporary introduction to cooking and food preparation. This course explores the preparation of fresh ingredients and provides information on other relevant topics, such as food history and food science, food safety and sanitation, nutrition, recipes and menus, tools and equipment, knife skills, kitchen staples, dairy products, principles of meat, fish, and vegetable cookery. Students will learn through laboratory-related activities.

HTM 302: Financial Accounting for the Hospitality Industry Credit Hours: (3-0:3)

Prerequisite: ACC 202; HTM 201

This course focuses on financial accounting in the hospitality industry. Students will learn how to apply financial accounting concepts to hospitality businesses. Topics will include; branches of accounting, the accounting cycle, financial statements, merchandising, cash control, payroll, receivables, assets, and forms of business organization. Computer software is used to illustrate concepts and provide hands-on experience.

HTM 303: Hospitality Facilities Management Credit Hours: (3-0:3)

Prerequisite: HTM 201

This course focuses on operations of hospitality facilities, including operating costs, characteristics of major building systems, and the role and responsibilities of staff and managers and how to work effectively with maintenance department. Topics include: hospitality facilities, specific facility systems, and lodging design.

HTM 310: Tourism Management and Development Credit Hours: (3-0:3)

Prerequisite: HTM 201

This course explores the major concepts in tourism, what makes tourism possible, and how tourism can become an important factor in the wealth of any nation. Students will learn the evolution and future development of tourism, in addition to the challenges facing tourism managers in this changing environment. Topics will include; tourism today, future of tourism, demand for tourism, transporting the tourism, accommodation and hospitality services, governments and tourism and managing tourism industry.

**HTM 311: Food and Beverage Management****Credit Hours: (3-0:3)****Prerequisite: HTM 201**

This course focuses on the functions of food and beverage management and managing quality. Students will learn the role of food and beverage management in the context of overall catering operations. Topics include: fast food and popular catering, hotels and quality restaurants and functional, industrial, welfare catering and contemporary environmental concerns, such as sourcing, sustainability and responsible farming. Students will use industry standard software solutions for foodservice operations in this course.

**HTM 350: Hospitality and Tourism Law and Ethics****Credit Hours: (3-0:3)****Prerequisite: BUS 302; HTM 201**

This course introduces students to the laws, ethics and regulations that govern businesses and management decisions in the hospitality industry. Students will understand how contracts are made and how hospitality businesses can be effectively managed, taking into consideration the guest's legal rights. Topics covered in this course include; contracts, operations, property management, employee management, insurance, product liability, safety and security.

**HTM 351: Introduction to Event Management****Credit Hours: (3-0:3)****Prerequisite: HTM 302**

This course provides students with an introductory perspective on the nature of events management. Students will learn the necessary skills and professional knowledge needed to succeed in the event industry. Topics will include sports, music, the arts, corporate events, tourism, and other activities found in the public and private sectors.

**HTM 352: Hospitality Human Resource Management****Credit Hours: (3-0:3)****Prerequisite: HTM 201**

This course provides students with the systematic approach to human resource management in the hospitality industry. Students will discuss and analyze contemporary issues related to human resources in the field of hospitality businesses, in addition to related laws, regulations and policies affecting the workforce in the hospitality industry.

**HTM 353: Meeting and Event Management****Credit Hours: (3-0:3)****Prerequisite: HTM 351**

This course presents the elements of business event management and the tools needed to plan, develop, organize, and implement planning meetings and events. Students will develop the skills needed for effective event management. Topics will include: organizers and sponsors of meetings, events, expositions, and conventions, Destination Marketing Organizations, Destination Management Companies, service contractors and international events.

**HTM 354: Hospitality and Tourism Marketing** **Credit Hours: (3-0:3)****Prerequisite:** MKT 302; HTM 310

This course concentrates on managing marketing strategies in hospitality and tourism industry. Students will examine the strategic use of various marketing communication components including promotion, advertising, personal selling, pricing strategy and destination marketing to design and develop brand equity in the hospitality and tourism industry.

**HTM 401: Lodging Management** **Credit Hours: (3-0:3)****Prerequisite:** HTM 302

This course explores how the lodging industry and hotels within the industry operate. It covers both small and large hotels and addresses each department, including the front office, sales and marketing, housekeeping, maintenance, and revenue optimization. Students will learn how to manage a hotel front office and better understand the complexity of the entire property.

**HTM 410: Tour Guide Principles** **Credit Hours: (3-0:3)****Prerequisite:** HTM 301; HTM 310

This course aims to equip students in hospitality and tourism management with the necessary knowledge and skills to make the experiences of their guests a memorable one. Students will learn the economy, religion, culture and the geography of the UAE. In addition, students will learn how to develop their interpersonal skills as well as the guiding techniques to get their license of tourism and hospitality.

**HTM 411: Special Topics in Hospitality and Tourism** **Credit Hours: (3-0:3)****Prerequisite:** HTM 310

This course includes special topics in current developments within the field of the hospitality and tourism industry, namely the future trends in tourism and hospitality, and corporate social responsibility (CSR) in the travel and tourism industry. Students will learn the roles played by marketing, social media, and technology in emerging consumer markets and tourism destination. Also students will discuss issues and challenges of implementing CSR and sustainable mobility in tourism destinations, in addition to hospitality information technology.

**HTM 495: Internship (HTM)** **Credit Hours: (3-0:3)****Prerequisite:** 90 Credit Hours

This course offers students the chance to gain firsthand experience in an actual hospitality workplace. The internship work experience will normally be conducted in one of the R Hotel properties as listed in the *Internship Agreement*. It also provides students with the opportunity to apply their academic knowledge to practical work situations. It introduces and exposes students to the differences between obligations and responsibilities in their personal lives and those found in the working world.

HTM 499: Strategic Management for Hospitality and Tourism Credit Hours: (3-0:3)

Prerequisite: HTM 310

This is a capstone course. Students will be equipped with the skills needed to analyze, develop, implement and evaluate hospitality and tourism strategic activities to senior management. Students will explore concepts, approaches, tools, models, and techniques used to develop effective strategic plans. Topics include: understanding strategy, strategic management in the hospitality and tourism sector, internal and external analysis, strategy context and content, strategy formulation, implementation and evaluation.

## 12. Administration, Faculty, and Staff

### Administration

Mr. Imran Khan	President
Dr. Mohamed S. Amerah	Vice-Chancellor

### Faculty

Professor	Degree	Discipline	Institution	Country	Year
Abdallah Al Tarawneh	PhD	Law	Cairo University	Egypt	2013
Abdul Karim	PhD	Law	Damascus University	Syria	2009
Adel Al-Karaki	PhD	Business Administration	Claremont University	USA	1986
Adel Abu Hashima	PhD	Law	Cairo University	Egypt	2010
Ahmed E. Abdulzaher	PhD	Law	Ain Shams University	Egypt	2011
Amira Badr	PhD	Law	Mansoura University	Egypt	2013
Ayman Bassam	PhD	MIS	University of Utara	Malaysia	2010
Fouad Qasem	PhD	Law	Cairo University	Egypt	2012
Hardeep Anant	PhD	Management	University Business School	India	2009
Haytham Ahmed	PhD	PR & Advertising	Baghdad University	Iraq	2000
Hossam Ahmed	PhD	HRM	Sadat Academy	Egypt	2012
Hussein Azab	PhD	Public Administration	University of Exeter	UK	2003
Jaishu Antony	PhD	Finance & Accounting	Mahatma Gandhi University	India	2012
Joseph Helou	PhD	English	Commonwealth University	Lebanon	2001
Khadijje Cheaib	PhD	Management	Banasthali University	India	2014
Khaled Derbashi	PhD	Education	University of Jordan	Jordan	2007
Khaled H. Khaled	PhD	Law	Damascus University	Syria	2011
Moayed Tawalbeh	PhD	Law	Baghdad University	Iraq	2001
Mahmoud Khalil	PhD	Finance & Accounting	Claremont University	USA	2006
Marwan Yousef	PhD	Economics	Karachi University	Pakistan	1977
Masoud Younes	PhD	Law	Cairo University	Egypt	2009
Moataz Afifi	PhD	Law	Zakaziek University	Egypt	2011
Muhammad Jumaa	PhD	Economics	Damascus University	Syria	2002
Nabil Makki	PhD	Management	Banasthali University	India	2014
Omar Musbih	PhD	Law	Ain Shams University	Egypt	2009
Saju Thomas	PhD	Management	Cochin University	India	2013
Tareq Genedy	PhD	HRM	University of Hertfordshire	UK	2013
Instructor	Degree	Discipline	Institution	Country	Year
Mohammed Al Rashed	M.A.	English	Yemenia University	Yemen	2000
Mohammed Ennab	M.S.	Information Technology	Arabian Academy for Banking	Jordan	2006
Qaiser Mughal	MBA	Marketing	Hamdard University	Pakistan	2001
Wafaa Bashir Saleh	M.A.	English	University of Khartoum	Sudan	2009

## Administrative Staff

Staff Member	Title
Mr. Mark F.B. Langer	Director of Institutional Effectiveness
Ms. Salma Senaran	Registrar
Ms. Amal Al Jiboury	Student Affairs Manager
Ms. Sadia Khan	Administration-Human Resource Manager
Mr. Shahid Saleem	Finance Manager
Mr. Yasir Saleem	IT/Network Manager
Ms. Muram Abelmajeed	Librarian
Ms. Wafaa Mahdi	Quality Assurance Officer
Mr. Basel Al Mashni	Marketing Officer
Ms. Alaa Mohammed	Admissions Officer
Ms. Amna Ahmad	Admissions Officer
Ms. Doaa Al Khateeb	Admissions Officer
Ms. Randa Moustafa	Admissions Officer
Ms. Siba Nestly	Admissions Officer
Ms. Deena Fakhouri	Student Affairs Assistant
Mr. Habib Ur Rahman	PRO
Zia Ur Rahman	Lab Technician
Mr. Saif Ul Islam	Security Supervisor
Mr. Mohammed Aslam	Security Support
Mr. Mohammed Zubair	Security Support
Mr. Ghous Ali Sheikh	Library Assistant
Mr. Abdul Moneim	Library Assistant
Mr. Nino M. Decenorio	International Student Coordinator
Ms. Melanie Marquez	Nurse
Mr. Mohsin Hassan	Chief Accountant
Mr. Javed Abdul Aziz Munshi	Accounts Officer
Mr. Abdul Salam	Accounts Officer
Mr. Muhammad Ali Rizwan	Cashier

**Support Staff**

Staff Member	Position
Mr. Anwar Khan	Logistics Support
Mr. Mohammed Ashraf	Logistics Support
Mr. Muhammad Yaseen	Logistics Support
Mr. Tassawwar Hussain	Logistics Support
Mr. Fareed Hassan	Security Guard
Mr. Khuram Shezad	Security Guard
Mr. Aftab Yousef	Security Guard
Mr. Abid Ayaz	Office Assistant
Mr. Ali Badusha	Office Assistant
Mr. Jayakumar Kumar	Office Assistant
Mr. Farhan Khan	AC Technician
Mr. Ayaz Muhammad	Groundskeeper
Mr. Girdhari Lal	Carpenter
Mr. Nizar Vaydil	Electrician

## 13. Academic Calendar • 2014-2015

Fall Semester 2014		
Date	Day	Event
September 9	Tuesday	Deadline for admission
September 10	Wednesday	Last day of placement exams
September 7-11	Sunday-Thursday	Registration for new students
September 14	Sunday	Orientation Day
September 14	Sunday	Weekday Classes Begin
September 19	Friday	Weekend Classes Begin
September 14-20	Sunday-Saturday	Add/Drop Period and Late Registration
September 27	Saturday	Late Registration Deadline
September 27	Saturday	Deadline to drop courses
November 8	Saturday	Deadline to withdraw from courses
November 16	Sunday	Admission begins for Spring 2015
November 23	Sunday	Applications for changing specialization
December 7-13	Sunday-Saturday	Early registration week for Spring 2015
December 21, 2014 - January 8, 2015	Sunday-Thursday	Fall 2014 Semester Recess
January 10	Saturday	Last day of weekend classes
January 15	Thursday	Last day of weekday classes
January 15	Thursday	Deadline for changing specialization
January 16-26	Friday-Monday	Final Exam Period
January 28	Wednesday	Examination Board Meeting
January 29	Thursday	Announcement of Grades
January 30	Friday	Semester Break begins

Spring Semester 2015		
Date	Day	Event
February 3	Tuesday	Deadline for admission
February 4	Wednesday	Last day of placement exams
February 1-5	Sunday-Thursday	Registration for new students
February 8	Sunday	Orientation Day
February 8	Sunday	Weekday Classes Begin
February 13	Friday	Weekend Classes Begin
February 8-14	Sunday-Saturday	Add/Drop Period and Late Registration
February 21	Saturday	Late Registration Deadline
February 21	Saturday	Deadline to drop courses
March 29-April 9	Sunday-Thursday	Spring 2015 Semester Recess
April 25	Saturday	Deadline to withdraw from courses
May 3	Sunday	Admission begins for Fall Semester 2015
May 10	Sunday	Applications for changing specialization
May 17-23	Sunday-Saturday	Early registration for Summer and Fall 2015
May 30	Saturday	Last day of weekend classes
June 4	Thursday	Last day of weekday classes
June 4	Thursday	Deadline for changing specialization
June 5-15	Friday-Monday	Final Exam Period
June 17	Wednesday	Examination Board Meeting
June 18	Thursday	Announcement of Grades
June 19	Friday	Semester Break begins

<b>Summer I Session 2015</b>		
<b>Date</b>	<b>Day</b>	<b>Event</b>
June 19	Friday	Weekend Classes Begin
June 21	Sunday	Weekday Classes Begin
June 19	Friday	Add/Drop Period; Late Registration for Weekend Classes
June 21-22	Sunday-Monday	Add/Drop Period; Late Registration for Weekday Classes
June 27	Saturday	Deadline to drop courses
July 11	Saturday	Deadline to withdraw from courses
July 17	Friday	Last day of weekend classes
July 20	Monday	Last day of weekday classes
July 23-25	Thursday-Saturday	Final Exam Period
July 27	Monday	Examination Board Meeting
July 28	Tuesday	Announcement of Grades

<b>Summer Session II 2015</b>		
<b>Date</b>	<b>Day</b>	<b>Event</b>
August 1	Saturday	Weekend Classes Begin
August 2	Sunday	Weekday Classes Begin
August 1	Saturday	Add/Drop Period; Late Registration for Weekend Classes
August 2-3	Sunday-Monday	Add/Drop Period; Late Registration for Weekday Classes
August 8	Saturday	Deadline to drop courses
August 22	Saturday	Deadline to withdraw from courses
August 29	Saturday	Last day of weekend classes
August 31	Monday	Last day of weekday classes
September 3-5	Thursday-Saturday	Final Exam Period
September 7	Monday	Examination Board Meeting
September 8	Tuesday	Announcement of Grades