

**CUCA**

كلية المدينة الجامعية بعجمان  
**CITY UNIVERSITY  
COLLEGE OF AJMAN**

# **Catalog**

**2011-2012**

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**Revised: 1 September 2011**

**Submitted to:**

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

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## **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:  
Bachelor of Business Administration.

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## 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. Day and Evening Classes

Students can opt for day or evening classes. Day and evening classes normally meet Sunday through Thursday. All classes are taught in English except for a Foundation class which is taught in Arabic.

## 3. Vice-Chancellor's Welcome

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. 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.

Dr. Mohamed S. Amerah  
Vice-Chancellor

## 4. Authorities

### 4.1 Board of Directors

a. The Board of Directors (BOD) is the legal body in charge of the entire institution and its policies. It is led by the Chairman of the Board or an authorized designee. It meets at least twice a year. The Board members, who are noted for their eminent academic reputation and social status, will be appointed after CUCA is granted initial licensure by the Ministry of Higher Education and Scientific Research (MOHESR). The Vice-Chancellor or Chief Executive Officer (CEO) attends the Board meetings but has no voting power.

b. Responsibilities:

- (1) Provide leadership and guidance to the college.
- (2) Approve College policies and their amendments.
- (3) Secure financial resources to maintain and support College needs and objectives.
- (4) Appoint the CEO.
- (5) Approve by-laws which govern organizational, financial, and executive College affairs.
- (6) Approve by-laws to govern employment and disciplinary measures for all College personnel.
- (7) Confer academic degrees.
- (8) Make decisions on recommendations submitted by the Academic Council concerning future plans for the College.
- (9) Approve the establishment of new departments, non-academic units, and new programs.
- (10) Contract for the College's external financial audit.
- (11) Approve the Annual Budget and External Financial Audit Report.
- (12) Accept grants, donations, or endowments provided they are not in conflict with the purpose for which they were established.
- (13) Determine College tuition and fees.
- (14) Approve the admission policy and size of student enrollment.

## 5. CUCA Administration

a. The governance of the College rests with the BOD. Administration of the College is delegated to the Vice-Chancellor (CEO) who will have authority to make and enforce all necessary regulations for the internal governance of the institution.

b. Under the direction of the CEO, the faculty will determine the courses of study and arrangement of recitations, lectures, and other exercises, along with the length and methods of examination and the general means of instruction and discipline. These are subject to review and approval by the Academic Council.

c. The faculty will establish and maintain the rules for its general procedures. These rules will not conflict with College by-laws and require Academic Council and BOD approval.

d. The CEO will make recommendations to the BOD about any aspect of College policy or administration.

e. All rules, regulations, directions, orders, or instructions from the BOD will be transmitted through the CEO.

f. The CEO will perform other necessary duties as directed by the BOD.

### 5.1 Main Officers

A description of the key officials at CUCA follows.

### 5.2 The Dean

The Dean is the Chief Academic Officer (CAO) of the College and oversees all matters pertaining to academics.

### 5.3 Program Director

The Program Director manages the institutional effectiveness program of the College and oversees all matters related to quality assurance for academic and administrative units.

### 5.4 Registrar

The Registrar supervises enrollment management functions including student financial services, student records management and maintenance, transcript evaluation and preparation, and admissions-related duties.

## **5.5 Department Chairs**

The Department Chairs are appointed by the CEO and the Dean. They assist the Dean in the management and implementation of College academic policies and procedures. The Department Chairs occupy a unique place in the continuum of academic administrators as the facilitating link between the various department faculty members, students, and higher administration. All activities and roles of the Department Chair are undertaken in light of furthering the best interests of the students. Their responsibilities are continuous throughout the year.

## **5.6 Director of Administration and Finance**

The Director of Administration and Finance (DAF) is responsible for supporting the academic mission of the College by ensuring its financial well-being, including general budgeting, funds management, accounting, financial reporting, investments, auxiliary enterprises, and administering the College's Business Affairs. The DAF is appointed by the BOD and reports directly to the CEO.

## **5.7 Director of Student Affairs**

The Director of Student Affairs provides leadership, vision, and ultimately supervises student activities, leadership development, career services, student counseling, and recreation and wellness. The director also provides administrative direction for a comprehensive student development program that directly supports the mission of the College.

## 6. CUCA Campus

### 6.1 Philosophy

CUCA recognizes that it can only earn the respect of the local and international communities by maintaining the highest academic and quality standards for the faculty, staff, students, facilities, and its curricula. CUCA is confident in its ability to play a prominent role in fostering the growth of professional education in the UAE and significantly contributing to its self-reliance and prosperity by providing it with a well-educated workforce.

### 6.2 Vision

City University College of Ajman is a private institution that 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 in the field of Business Administration. It provides demographically diverse students with opportunities and resources to help them enhance achievement in their fields of study, cultivate their personalities, improve their self-learning skills, and pursue life-long learning upon graduation.

### 6.3 Mission

The mission of City University College of Ajman is to offer high-quality educational programs that give its students the opportunity to reach their individual academic goals by providing a solid, well-rounded education to students with a multi-cultural and multi-national background, especially those from middle- and lower-income groups.

- To accomplish this mission, City University College of Ajman offers specialized coursework in a highly individualized, student-centered learning environment that incorporates both traditional and innovative instructional techniques.
- City University College of Ajman is also keen on seeing its graduates committed to their national and religious identities while they stand ready to contribute to the community as they engage in both individual effort and teamwork throughout their study program. The College strives to produce graduates who possess both critical and creative thinking, leadership and self-assessment skills, moral awareness, commitment to professional ethics, and who appreciate diversity, respect other cultures, and accept other opinions without prejudice.

#### Mission Statement Review

- CUCA will periodically study its mission statement, considering internal changes as well as the changing responsibilities of the institution to its constituents.
- CUCA will conduct a top-to-bottom review of its mission, vision, purpose, policies, and procedures at least once every three years.

## 6.4 Facilities

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

## 6.5 Operating Hours and Building Use

- a. The CUCA campus is normally open Saturday through Thursday from 8:00 a.m. to 10:30 p.m. excluding holidays. These hours are subject to change. The CEO 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 CEO. Violators will be considered trespassers and will be treated as such by security personnel, local police, or College officials. The CEO 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 Campus Security.
- d. Use for Special Events. Prior approval to use buildings for special events must be obtained from the DAF at least 48-hours in advance of the event, counting normal working days.
- e. Use on Weekends or Holidays. Access to campus offices on weekends and holidays is permitted for faculty and staff. Only one designated entrance will be used.

## 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 Director of Administration and Finance (DAF), 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 DAF.

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 CUCA building, 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, gatherings, or get-togethers 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 buildings or on College 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 DAF, 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 the Security Department. 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 DAF.

(2) The CEO 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 Director of Administration and Finance 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 CEO will assign space in College buildings for continued use by academic departments or other units for offices or other special purposes.

b. The CEO will also assign classrooms and computer laboratories for scheduled classes and examinations on a semester-by-semester basis.

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. However, photocopying copyrighted materials is a right granted under the Doctrine of Fair Use in the copyright law and therefore must not be abused.

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 Duplicating Office, open during normal operating hours, will reproduce classroom and office materials for 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.

f. Duplicating. Faculty and staff who turn in a work request should allow a minimum of two working days for completion.

g. Duplicating Office staff will not normally provide quick-copy service on a while-you-wait basis.

h. High-speed quality reproduction is the primary means of duplication.

i. Electrostatic masters are made inexpensively and rapidly from any good materials printed with black ink, such as typed, cut-and-paste compositions, manuals, thin books, or photocopies.

## **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 offsite.
- 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.

### **6.13 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. Optimum class size is 25 students.

## 7. Academic Regulations

### 7.1 General Admission Requirements

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.

#### 7.1.1 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, Business Mathematics, Islamic Studies, Study Skills, and UAE Studies. They can complete the course and try to get a passing TOFEL/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

### 7.1.2 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 on probation for one semester. The student must raise the CGPA to 2.0 by the end of the probationary period. Students who fail to do so will be dismissed from the College. Probationary students may only enroll for a maximum of three to four courses.

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 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.

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.

### 7.1.3 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.

**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.

### 7.3.1 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 25 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 assigned 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 nine, subject to approval by the Chair of the department in which the student enrolls.

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 nine credit hours if the number of credits needed to complete the graduation requirements is less than nine.

f. A student may register for two courses or seven credit hours during the summer session.

g. A student may register for three 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 six; the maximum number is nine credit hours per semester.

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

## 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. Two summer sessions of eight weeks each may also be offered. In each semester, classes begin with the first instructional period of the first day.

- a. The fall semester begins in the first week of September each year.
- b. The spring semester begins in the first week of January each year.
- c. The summer sessions are conducted between May and August each year.
- d. The Registrar will publish the academic calendar for the next academic year shortly before the final exam period of the second semester.
- e. All religious and national holidays in the United Arab Emirates are official holidays for CUCA.

## 7.11 Grading System

a. Course Grading System. Students will be awarded letter grades for each course in which they have enrolled. The letter grade reflects student performance in a particular course. The minimum grade for passing a course is D. Grades are awarded as shown in the following table:

Marks	Meaning	Grade	Grade Points
90-100	Outstanding	A	4.0
85-89	Excellent	B+	3.5
80-84		B	3.0
75-79	Satisfactory	C+	2.5
70-74		C	2.0
65-69	Marginal	D+	1.5
60-64		D	1.0
Less than 60	Unsatisfactory	F	0.0

b. Incomplete Coursework. An instructor may award a grade of I (Incomplete, no grade points) for a class during the semester, in accordance with the following procedures:

(1) 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.

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

(3) 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

**NOTE:** Both the faculty member and student must sign and date the memorandum.

(4) 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.

c. 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:

Grade Point	Evaluation
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:

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

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

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

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

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

(1) Complete and submit an appeal form to the Office of Admission and Registration within 15 calendar days of final grade posting.

(2) The Office of Admission and Registration submits the appeal forms to the responsible academic department. The responsible department will then respond within seven (7) calendar days.

**NOTE:** The decision of the academic department is final.

e. 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 Office of Admission and Registration:

(1) 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.

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

(3) If the department chair approves the request for change of grade, the request will be submitted to the Dean of the College.

(4) If the request is approved by the Dean of the College, the change of grade will be reported to the Office of Admission and Registration to make the appropriate change on the student record and notify both the student and the faculty member.

**NOTE:** Forms are available in the departmental offices.

## 7.12 Missed Examinations

If circumstances beyond student control cause the student to miss a scheduled exam, the course instructor will permit the student to take the missed examination if the student furnishes sufficient evidence. The student must take a missed exam within two weeks of its originally scheduled date.

## 7.13 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)

**NOTE:** Any exception to the policy shown above must be approved by the Department Chair.

### 7.13.1 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.

## **7.14 Assessment and Evaluation**

Student performance will be assessed continuously through coursework assignments, seminars, tests, quizzes, case studies, and examinations. The value of continuous assessment components for each course vary and are listed on each course syllabus. At the end of each semester, comprehensive final examinations are held for each course and normally count toward 40% of the final grade. Failure to complete a final examination without authorization will result in a grade of F. Students who fail a course must re-register and pay the appropriate fees.

## **7.15 Examination By-Laws**

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. For courses classified as directed-study, student teaching, industrial experience, or research, the examination period is determined by each department.

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

d. No student shall be required to take more than two final examinations on one day. Students scheduled for more than two examinations in one calendar day are entitled to reschedule any examination after coordinating with the appropriate faculty member. The rescheduled exam must be completed during the final examination period.

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

### **7.15.1 Academic Dishonesty**

The policy for academic dishonesty is outlined below.

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

b. 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.

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

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

e. If a student is found to be cheating, the following penalties apply:

(1) The student will fail the course in which they were found to be cheating in during its examination.

(2) A disciplinary warning will be added to their file.

(3) Subsequent episodes of cheating or academic dishonesty will result in dismissal from the college.

## **7.16 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

## **7.17 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.

### **7.17.1 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.

### **7.17.2 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.

### **7.17.3 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.

### **7.17.4 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.

## **7.18 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.

## 7.19 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 Admission and Registration Office. Certificates for graduation and transcripts will be withheld on past-due accounts and loans.

### 7.19.1 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.

### 7.19.2 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.

**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.

### **7.19.3 Student Permanent Record**

a. Each Student Permanent Record maintained at CUCA includes:

- Basic student identification information
- Listings 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 graduated student

b. 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.

### **7.19.4 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.

### **7.19.5 After Graduation**

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

- Administrator
- Accountant
- Marketing Officer
- Business Analyst
- Budget Analyst
- HR Manager
- Staffing Manager
- Labor Relations
- Wholesale Manager
- Retail Manager
- Banker
- Management Consultant
- Insurance Officer
- Marketing Researcher
- Investment Officer
- Financial Analyst
- Administration Supervisor
- Marketing Representative
- Sales Representative
- Financial Accountant
- Management Accountant
- Transaction Officer
- Information Manager
- Business Systems Analyst
- Electronic Commerce Worker
- Website Designer

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

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

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

- Compensation Manager
- Benefits Manager
- Training and Development Manager
- Staffing Specialist
- Contract Specialist
- Employee Welfare Manager
- Employee Communications
- Employee Orientation
- Recruiting and Retention Manager
- Labor Relations Manager
- Job Analyst
- Government HR 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 Fee	AED 100	One-time fee submitted with application; non-refundable.
Admission Fee	AED 3000	Once, at the time of admission (non-refundable)
Registration Fee	AED 500	Per semester (fall and spring)
Registration Fee	AED 300	Per session (summer))
Tuition Fee	AED 750	Due at the time of course registration (3 credit hours x AED 750 = AED 2250 per course)
Late Registration Fee	AED 200	

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

Other 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 Refund Policy

a. Application and Admission Fees are non-refundable.

b. Tuition Fees:

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

(2) 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.

(3) The entire first semester tuition fee is non-refundable for students who withdraw one week after program commencement. This includes the post-dated check.

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

### **8.3 Financial Aid**

- A discount of 25% on the tuition fee for brothers, sisters, or spouses studying at CUCA
- Individual needs or merit scholarship is a 15% scholarship on the tuition fee

## **9. Student Support Services**

### **9.1 Career Planning**

The Career Planning Center (CPC) at CUCA provides career services of the highest standard to students and alumni from its different departments. The CPC strives to provide CUCA graduates with clarity of purpose and the solid decision-making abilities required to be confident, selective, and competitive in managing their careers and further academic pursuits.

### **9.2 Counseling**

a. The purpose of counseling is to assist students in understanding and resolving their educational, vocational, and personal problems. Counseling is conducted only by professional counselors.

b. Counseling Services provides confidential 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.

### **9.3 New Student Orientation**

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

b. The primary purpose of CUCA orientation programs is to help students understand the nature of the College, the educational opportunities available to them, the values and functions of the College community, and the central objectives of CUCA as an academic institution.

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

### **9.4 Food Services**

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

### **9.5 Health Care**

CUCA provides medical clinic access to both male and female students for emergency incidents. Additional medical services will be provided through a contract with a local medical center.

### **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 hall accommodating some sport facilities is provided at the College campus along with an outdoor recreation area. 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 Student Social and Cultural Activities

a. 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.

b. 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.

c. 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 separate prayer rooms for men and women.

## 9.10 Student Council

a. The primary purpose of the Student Council is to serve as a recognized forum for student opinion. The Student Council is elected annually by the student body.

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

c. Activities. The activities of the Student Council include, but are not limited to, the following:

(1) Assisting CUCA in identifying the interests, programs, and goals of the student majority.

(2) Communicating those interests, programs, and goals of the student majority to CUCA.

(3) Assisting CUCA in providing students with programs to meet the needs of its students.

d. 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 Director of Student Affairs 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 CEO. 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, who will then forward this information to the appropriate academic and administrative departments.

## 10. Curriculum

### 10.1 General Education

#### 10.1.1 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.

**10.1.2 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.

<b>INFORMATION TECHNOLOGY</b>				
<b>COURSE NUMBER</b>	<b>COURSE NAME</b>	<b>CREDIT HOURS</b>	<b>REQUIRED COURSE</b>	<b>LAB</b>
CIS 101	Computer Fundamentals	3	✓	✓
<b>Total Credit Hours</b>		<b>3</b>		
<b>MATHEMATICS</b>				
MTH 101	College Mathematics	3	✓	
<b>Total Credit Hours</b>		<b>3</b>		
<b>SCIENCE</b>				
ENV 201	Environmental Science	3	✓	
<b>Total Credit Hours</b>		<b>3</b>		
<b>SOCIAL SCIENCE</b>				
SOC 101	Introduction to Sociology	3	✓	
<b>Total Credit Hours</b>		<b>3</b>		
<b>HUMANITIES, LANGUAGE, AND OTHER COURSES</b>				
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	✓	
<b>Total Credit Hours</b>		<b>18</b>		
<b>SUMMARY:</b>				
<b>TOTAL GENERAL EDUCATION CREDIT HOURS</b>		<b>30</b>		

## 10.2 Department of Business Administration

**Degree Program:** Bachelor of Business Administration (BBA)

**Majors:** Finance and Accounting  
Marketing

### 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.

### 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.

### 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.

## 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
<b>Total Requirement:</b>	<b>120 Credit Hours</b>

## 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
<b>TOTAL</b>		<b>51</b>

**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
INT 494	Internship (Finance and Accounting)	3
FIN 499	Capstone: Financial Statement Analysis	3
<b>TOTAL</b>		<b>39</b>

**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
INT 495	Internship (Marketing)	3
MKT 499	Capstone: Marketing Management	3
<b>TOTAL</b>		<b>39</b>

**Bachelor of Business Administration Degree • 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.
- 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 • Specialization Course 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	
INT	494	Internship	3	90 CR	
FIN	499	Financial Statement Analysis (Capstone)	3	FIN 301	
<b>Total Credit Hours</b>			<b>15</b>		
<b>Cumulative Credit Hours</b>			<b>120</b>		

(\*) Elective course

**Major in Marketing • Specialization Course 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	
INT	495	Internship	3	MKT 302; 90 CR	
MKT	499	Marketing Management (Capstone)	3	MKT 302	
<b>Total Credit Hours</b>			<b>15</b>		
<b>Cumulative Credit Hours</b>			<b>120</b>		

(\*) Elective course

## 11. Course Descriptions

### 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 gives students a basic introduction to fiction, literary non-fiction, poetry, and drama and helps them develop their creative skills in each area. Each genre section is self-contained and includes complete works as examples along with helpful advice about how to draw on the variety of techniques they use. The style is informal, practical, and positive.

**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.

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## BACHELOR OF BUSINESS ADMINISTRATION

### 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.

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**BACHELOR OF BUSINESS ADMINISTRATION****• 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 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.

**INT 494: Internship****Credit Hours: (3-0:3)****Prerequisite: FIN 301; 90 Credit Hours of Coursework**

This course offers students the chance to gain first hand 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.

**BACHELOR OF BUSINESS ADMINISTRATION**  
**•Specialization Courses•**  
**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 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.

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

This course offers students the chance to gain first hand 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.

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## 12. Administration, Faculty, and Staff Listing

Dr. Mohamed S. Amerah	Vice-Chancellor
Prof. Dr. Hikmat Al Rawi	Department Chair, Finance and Accounting
Dr. Sayel R.N. Sabha	Department Chair, Marketing
Dr. Hardeep Anant	Department Chair, Business Management
Mr. Shadi Mousa Hijazi	Department Chair, English Language
Dr. Adel Abu Hashima	Department Chair, Law Program
Dr. Abdul Karim	Law Program Faculty
Ms. Sanah Khodadin	English Department Faculty
Ms. Wafaa Salih	English Department Faculty
Mr. Mark F.B. Langer	Program Director
Ms. Salma Senaran	Registrar
Mr. Shahid Saleem	Financial Controller
Ms. Verena Harwardt	Student Affairs Manager
Ms. Sadia Khan	Human Resource and Administration Mgr.
Mr. Ghous Ali Sheikh	Librarian
Mr. Yasir Saleem	Information Technology/Network Manager
Mr. Nino M. Decenorio	Executive Secretary
Mr. Basel Al Mashni	Marketing Officer
Ms. Amal Al Jiboury	Admissions Officer
Ms. Doaa Al Khateeb	Admissions Officer
Ms. Randa Moustafa	Admissions Officer/Faculty Coordinator
Ms. Alaa Mohammed	Receptionist

## Academic Calendar 2011-2012

Spring		
Date	Day	Event
February 20	Monday	Deadline for admission
February 22	Wednesday	Last day of placement exams
February 19-23	Sunday Thursday	- Registration for new students
February 26	Sunday	Orientation Day
February 26	Sunday	Classes begin
February 26 - March 1	Sunday Thursday	- Add/Drop period and late registration
March 1	Thursday	Late registration deadline
March 8	Thursday	Deadline to drop courses (no academic penalty but financial penalty applies)
April 12	Thursday	Deadline to withdraw from courses (no academic penalty but financial penalty applies)
April 15-19	Sunday – Thursday	Deadline to withdraw from courses (academic and financial penalties apply)
May 6	Sunday	Applications for changing specialization due
May 20-24	Sunday Thursday	- Early registration week for Summer and Fall
May 27 -29	Sunday – Tuesday	- Last week of Classes
May 29	Tuesday	- Deadline for changing specialization
May 30 – June 3	Wednesday – Sunday	- Final exam period
June 4	Monday	Examination Board meeting
June 4	Monday	Announcement of grades

<b>SUMMER SESSION</b>		
<b>Date</b>	<b>Day</b>	<b>Event</b>
June 10	Sunday	Classes begin
June 10-12	Sunday-Tuesday	Add/Drop period; late registration
June 14	Thursday	Deadline to drop courses (no academic penalty but financial penalty applies)
June 28	Thursday	Deadline to withdraw from courses (no academic penalty but financial penalty applies)
July 1-2	Sunday – Monday	Midterm exam period
July 31	Tuesday	Last day of classes
August 1-2	Wednesday Thursday	Final exam period
August 5	Sunday	Examination Board meeting
August 5	Sunday	Announcement of grades