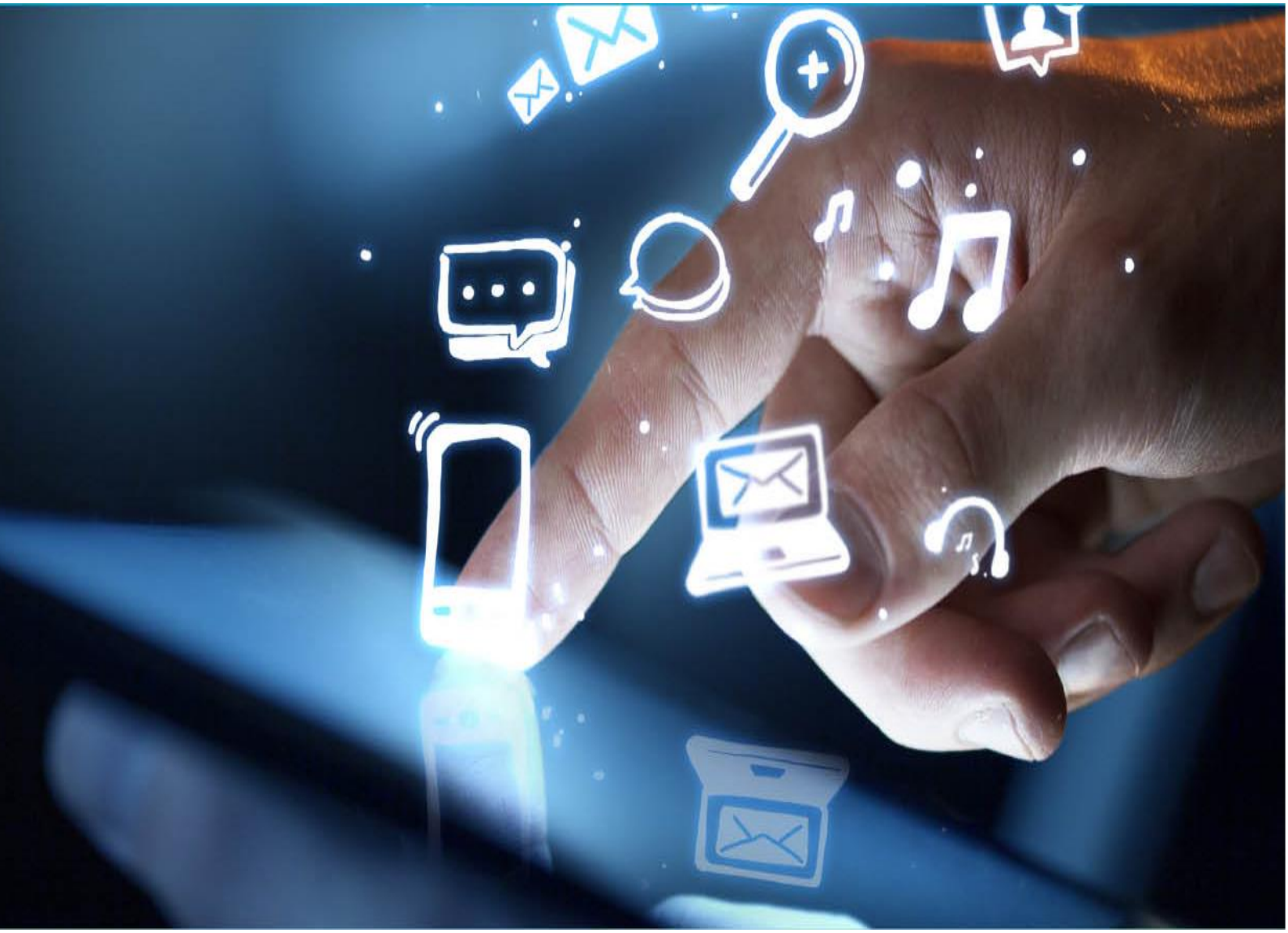
جـامـعـة حـمـدان بن محـمـد الـذكـيـة
Hamdan Bin Mohammed Smart University

UNDERGRADUATE PROGRAM CATALOGUE

2018-2019



جـامعة حـمـدان بن محـمـد الـذكـيـة

Hamdan Bin Mohammed Smart University

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

Crown Prince of Dubai
and University President

H. E. Lieutenant General Dhahi Khalfan Tamim

Deputy Chairman of Police and General Security

Chairman of University Board of Governors

Board of Governors

H.E. MATTAR AL TAYER

Director-General and Chairman of the Board Of Executive Directors - Roads & Transport Authority, Dubai
Deputy Chairman of Board of Governors

H.E. Sami Al Qamzi

Director General Department of Economic Development

H.E. Dr. Lowai Belhoul

General Director, Legal Affairs Department Dubai Government

H.E. Ahmed Mohammed Bin Humaidan

Director General Dubai Smart. Gov, Deputy Director of H.H. The Ruler's Court

H.E. Essa Abdulfattah Kazim

Governor of Dubai International Financial Centre (DIFC)

H.E. Abdulla Jassim Bin Kalban

CEO and Managing Director of Emirates Global Aluminum

H.E. Nasser Al Shamsi

Founder and Chairman of Yas Management reform

H.E. Fatma Ghanem Al Marri

CEO of School Agency, Knowledge & Human Development Authority

H.E. Abdullatif Abid Al Mulla

CEO Dubai Properties Group

H.E. Raja Easa Al Gurg

Managing Director, Dubai Business Women Council

Major General Ahmed Hamdan Bin Dalmouk

Table of Contents

Message from the Chancellor **10**

Organizational Structure **11**

Undergraduate Studies Academic Calendar 2018/2019 ..... **12**

An Overview of Hamdan Bin Mohammed Smart University **15**

Hamdan Bin Mohammed Smart University Institutional Licensure 16

Vision 16

Mission 16

Values 16

Tutoring and Teaching 17

Defining Smart Learning 18

HBMSU Delivery Approach 18

Skills for becoming Successful in Smart Learning/ Blended Learning 19

Admission to Undergraduate Programs **20**

Admission Requirements 21

English Language Proficiency 21

English Placement Test 22

Math Placement Test 22

Admission Required Documents 22

Confirming Admission 23

Admission Criteria 23

Admission Postponement 26

Withdrawal from the University and Re-admission 27

Application Deadlines 27

Learner's Resident Visa Sponsorship 27

Academic Terms, Regulations and Course Registration **28**

Semesters 29

Credit Hour Definition 29

Academic Load 30
Course Descriptions and Syllabi 30
Registration 30
Credit Transfer and Parallel Enrolment 30
Registration Suspension 31
Add and Drop 31
Course Withdrawal and Refund 31
Repeating Courses 32
Incomplete Coursework 32
Minimum and Maximum Study Periods 33
Grading System 33
The Grade point Average (GPA) 34
The Accumulative Grade point Average 34
Graduation Honours 34
Academic Probation 34
Transcripts 35
Learner's Records 35
Attending classes 36
Coursework Assessment 36
Plagiarism and Acknowledgement Practice 36
Course Evaluation 37
Graduation 37
Graduation Requirements 37
Learner Rights, Responsibilities, Code of Conduct and Problem Resolution 38
Learner Rights, Responsibilities and Code of Conduct 39
Learner Academic Integrity Code (Academic Honesty) 45
Settlement of Academic Honesty Offenses 47
Problem Resolution 49
Learners Council and Subcommittees 51

Financial Policies and Tuition Fees **53**
Programs Tuitions & Other Applicable Fees 54
Scholarships and Financial Aid 56
Payment Channels 58
Learners' Services and Facilities **62**
Academic Advising 63
HBMSU Smart Library Services 63
Learning Delivery Support 63
Learner e-Mails 64
Innovative Learners' Support and Smart Learning Infrastructure 65
Orientation Program 65
Skill Upgrading Workshops and Resources 65
HBMSU Smart Campus 65
Learners' Related Events 66
Career Advising 66
HBMSU Campus 66
Campus Timing and Security 66
Schools & Academic Programs **67**
General Education Department 68
Mission 68
Department Objectives 68
Program Learning Outcomes 69
General Education Course Descriptions 70
General Education Faculty Roster 73
School of Business and Quality Management **74**
Bachelor of Business and Quality Management 74
Bachelor of Business and Human Resource Management 74
Bachelor of Business and Accounting 84
School of Business and Quality Management Course Descriptions 89

School of Business & Quality Management Faculty Roster 107
School of Health and Environmental Studies 116
Bachelor of Science in Health Administration 116
Diploma in Health Administration 121
School of Health and Environmental Studies Course Descriptions 123
School of Health and Environmental Studies Faculty Roster 128

Message from the Chancellor

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

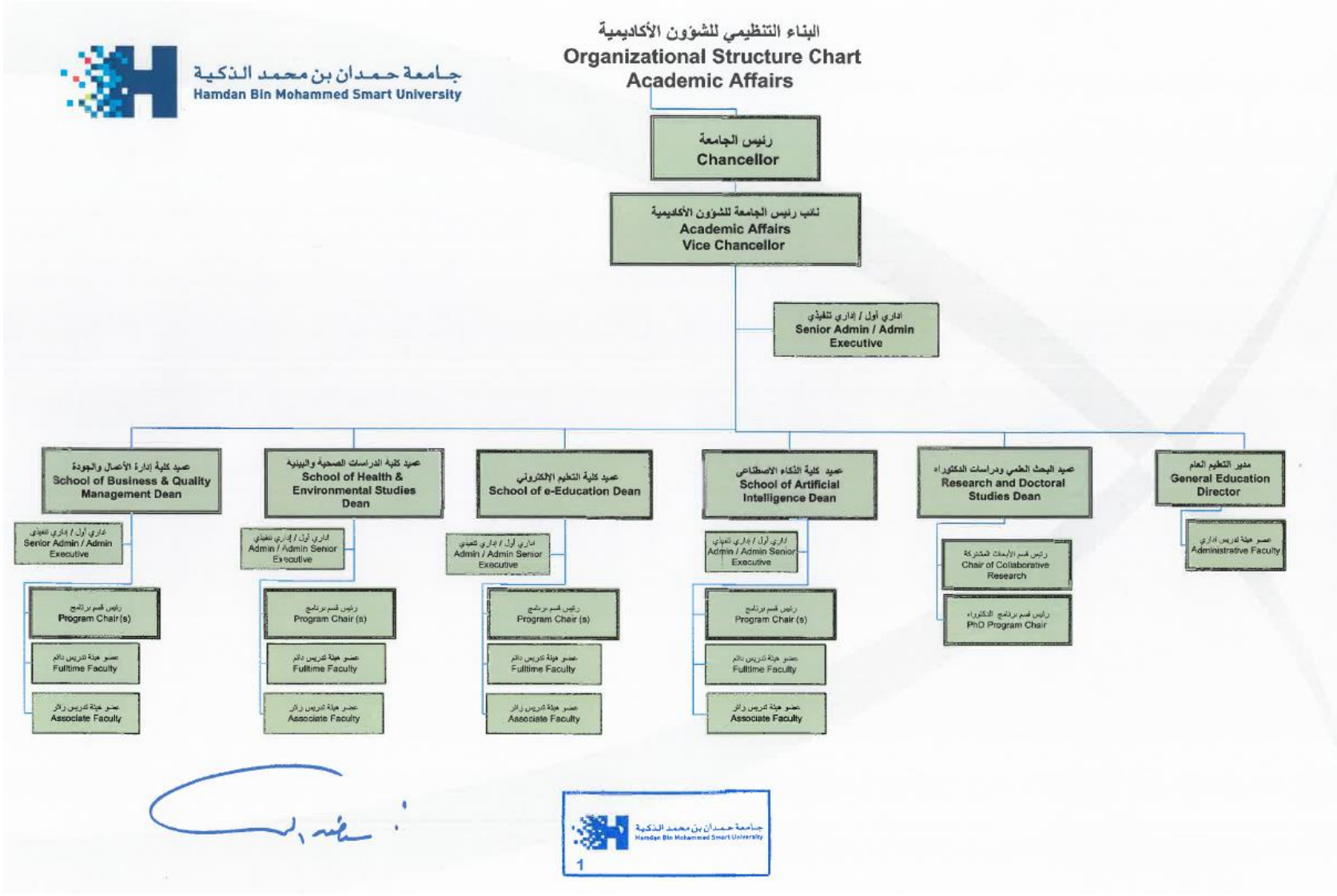
Such leadership is clearly reflected in its portfolio of accredited academic programs and professional certification programs. What makes these programs unique is that they are designed and delivered according to the principle of learner-centered education, and that they focus on innovation, promote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

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

Dr. Mansoor Al Awar
Chancellor
Hamdan Bin Mohammed Smart University

Organizational Structure

Academic Affairs Division



Academic Calendar 2018/2019

* All Islamic holidays are subjected to change

Fall Semester (2018-2019)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
September	02	1	Sunday	First day of semester; First day of classes
	11		Tuesday	Al-Hijri Islamic New Year*
	13	2	Thursday	Last day to add section(s); Last day to drop section(s) with 100% refund of tuition
	16	3	Sunday	First day of 70% refund of tuition for dropped section(s)
	29	4	Saturday	Last day of 70% refund of tuition for dropped section(s)
	30	5	Sunday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
November	17	11	Saturday	Last day to drop section(s) with a grade of Withdraw (W)
	18		Sunday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
	19		Monday	Prophet Mohammed's Birthday*
	30		Friday	Martyrs' Day
December	02 -03		Sunday	UAE National Day
	15	15	Saturday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	16		Sunday	First day of final assessment
	24		Monday	Last day of final assessment
	27		Thursday	Declaration of final grade(s)
	30		Sunday	First day of Semester Break
January	01		Tuesday	New Year*
	17		Thursday	Last day of Semester Break

Spring Semester (2018-2019)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
January	20	1	Sunday	First day of semester; First day of classes
	31	2	Thursday	Last day to add section(s); Last day to drop section(s) with 100% refund of tuition
February	03	3	Sunday	First day of 70% refund of tuition for dropped section(s)
	10 - 12		Sunday	Innovation Arabia 12 - IA12
	16		Saturday	Last day of 70% refund of tuition for dropped section(s)
	17	5	Sunday	First day of 0% refund of tuition for dropped section(s); First day to withdraw from section(s) with a grade of Withdraw (W)
March	24		Sunday	First day of Mid-Semester Break
April	03		Wednesday	Israa & Miaraj Night
	04		Thursday	Last day of Mid-Semester Break
	20	10	Saturday	Last day to drop section(s) with a grade of Withdraw (W)
	21		Sunday	First day to drop section(s) with a grade of Withdrawal Failure (WF)
May	06		Monday	First Day of Ramadan*
	18		Saturday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	20		Monday	First day of final assessment
	30		Thursday	Last day of final assessment
June	09		Sunday	Declaration of final grade(s)

Summer Semester (2018-2019)				
Month	**Date**	**Semester Week**	**Day**	**Event/ Activity**
June	04		Tuesday	Eid Al-Fitr Holiday*
	16	1	Sunday	First day of classes; First day of grade of Withdraw (W) for cancelled registration in section(s)
	22		Saturday	Last day for grade of Withdraw (W) for cancelled registration in section(s)
	23	2	Sunday	First day of grade of Withdraw Failure (WF) for cancelled registration in section(s)
July	27		Saturday	Last day of classes; Last day to drop section(s) with a grade of Withdrawal Failure (WF)
	29		Monday	First day of final assessment
	31		Wednesday	Last day of final assessment
August	05		Monday	Declaration of final grade(s)

An Overview of Hamdan Bin Mohammed Smart University

Hamdan Bin Mohammed Smart University Institutional Licensure

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

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

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

Vision

"To lead the smart learning innovation for re-engineering the future of education aimed at the advancement of individuals, organizations, and society."

Mission

"We are an academic enterprise which enables knowledge creation and application through innovation, disruption, and transformation. We provide unique life-long learning opportunities, intellectually stimulating learning experiences and diverse community of faculty, staff, learners, and alumni"

Values

Learner-Centric:

We position our learners at the heart of our operations. Our learners are in the driving seat and involved in decision making. We strive to provide individualized, internationalized, and intellectually stimulating learners experiences. We are keen to provide superior value and achieve higher levels of satisfaction.

Game Changer:

We think differently about education and learning. We are committed to push smart pedagogy to redefine the four pillars of education: faculty, curriculum, pedagogy, and learners. HBMSU's smart learning ecosystem offers challenging opportunities for learners to broaden their horizons, foster unconventional thinking and competency-based education.

Together We Grow:

We achieve more together; we are an inclusive, collegial community which appreciates diversity, builds tolerance and respect. We leverage our partnership with industry and global community of researchers and scholars to build capacity emphasizing mutual success.

Passionate for Results:

The hallmark of our distinct value is the sharp emphasis on results. Each member of the university community is driven with passion to contribute to the achievement of the university vision within a transparent and well-defined excellence and governance system that reflects high standards of accountability and integrity.

Fueling Innovation:

We are innovative in all our endeavours. Our faculty staff, and learners work together with the local and international community to develop top caliber research and to deploy creativity, innovation, and entrepreneurship for the sustainable development of UAE and worldwide.

Tutoring and Teaching

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

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

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

Defining Smart Learning

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

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

HBMSU Delivery Approach

Blended learning refers to a learning situation where different delivery methods are combined together to deliver a particular program or course. For example, a course can be delivered through the use of face-to-face classrooms, online collaboration (synchronous and asynchronous learning), and self-paced learning. Hamdan Bin Mohammed Smart University adopts a blended learning approach in the delivery of its various programs and courses. The blend combines the benefits of face-to-face learning, online synchronous Learning and self-paced learning.

- **Face to Face Learning**: Learners and faculty members meet on campus or in physical setting to engage with learning.
- **Synchronous Learning**: Synchronous learning is conducted in real time using the virtual classroom (wimba) where learners, instructors, peers participate through interaction and engagement with the disciplinary content using such tools as file sharing, Chat, Instant messaging and shared whiteboard, etc. Synchronous classes are scheduled with a start and end time as per the published schedule.
- **Self-paced Learning**: is a delivery approach requiring the direction of the course faculty member, facilitation, feedback, and interaction in order to guide the learner towards meeting particular learning outcomes. Faculty members will make learning materials available to learners and will assign relevant activities and assessments both formal and informal to ensure learning has taken place and the intended objectives of that component of learning have been met.

Asynchronous communication: occurs when faculty members and learners, or learners and their peers interact with each other in different times and places. Asynchronous communication is not bound within a specific time. Examples of tools supporting asynchronous communication include emails, discussion forums, blogs, etc. Asynchronous learning can support any component of the blend distribution.

Skills for becoming Successful in Smart Learning/ Blended Learning

In general, successful e-Learners should:

- Possess good written communication skills
- Be Self-motivated and self-disciplined
- Participate actively in all online and self-paced sessions
- Be willing and able to commit 6 to 12 hours per week per course
- Set interim goals and deadlines for yourself, and stick to them
- Organize your goals in a study schedule
- Avoid interruptions while you are attending an online classroom, viewing a video program, listening to a cassette, reading a textbook, working on the computer, or simply studying.
- Log on to your course at least 4-5 times a week
- Continuously develop your technology skills to pursue the program
- Learners need to possess some minimum technology skills such as experience with navigating and using the Internet. Knowing how to download files, attach document files to e-mail, and use MS office software.
- Take time before responding to your instructor in the virtual classroom in order to make quality contributions
- Voice your concerns about your course to your instructor

Admission to Undergraduate Programs

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

Admission Requirements

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

- **Holders of High School Certificate or its equivalent**

  A holder of UAE secondary school certificate or its equivalent as recognized by the Ministry of Education.

- **Holders of a Technical, Industrial or Commerce High School Certificate or its Equivalent**

  A holder of a technical, Industrial or Commerce high school certificate or its equivalent as recognized by the Ministry of Education.

- **Applicants with American or British School Certificates from schools within the UAE or outside the UAE**

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

- **Graduates with MOHESR accredited Higher Diplomas/Diplomas**

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

- **Transferred learners from other institutions:**

  Learners transferred from recognized accredited institutions with a high school score of 60% or more.

English Language Proficiency

Applicants must have a TOEFL score of 500 (Paper Based Test), 173 (Computer Based Test), 61 (Internet Based Test). An IELTS score of 5.0 or the equivalent of another standardized test approved by the Ministry of Education (MOHESR). Institutional TOEFL taken at HBMSU are acceptable. TOEFL and IELTS scores are only valid for two years.

English Placement Test:

Applicants who do not possess the required TOEFL/IELTS score may be conditionally admitted to an undergraduate program given that they are enrolled in an IELP course. They must attend the English Language Placement Test administrated at the beginning of each semester. This test will help assessing learners' English language competencies and place them in appropriate levels of the IELP. The English placement test is specially designed to improve the English proficiency of learners to the level necessary for success in their academic studies and to prepare them to obtain the required TOEFL/IELTS score for admission.

Math Placement Test:

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

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

Admission Required Documents

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

- All sections of the online application must be filled out.
- Attested UAE Secondary School Certificate or its equivalent.
- Recent photograph.
- A photocopy of a valid identity card and passport.
- Certificate of English Proficiency Test (TOEFL, IELTS or Equivalent) if available
- Documentation satisfying UAE visa.
- Documentation related to special cases stated above (American system, British system,...)
- 300 AED Application fee
- 500 AED Admission fee (after receiving and accepting the offer letter)

Confirming Admission

Applicants who fulfil the admission requirement will receive an e-offer which they will need to accept; upon accepting the e-offer, applicants are required to pay the admission fee of AED 500 (non-refundable). Once the deposit is paid applicants are considered officially registered in their program of study and are issued an ID number, ID card and assigned an academic advisor.

Admission Criteria

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

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

	High school score > 60	No TOEFL	Conditional GPA/Conditional English	Max of 6 CHrs	1. Compulsory enrolment English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses. 4. CGPA of 2.0 by the end of the second semester of his/her enrolment
Holders of a Technical/Industrial/Commerce High School Certificate or its Equivalent	High school score > 75	> 500	Regular	as per enrolment and study load policy	none
	High school score > 75	No TOEFL	Conditional English	Max of 6 CHrs	1. Compulsory enrolment English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math 3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses.
	High school score > 70	> 500	Conditional GPA	Max of 9 CHrs	CGPA of 2.0 by the end of the second semester of his/her enrolment
	High school score > 70	No TOEFL	Conditional GPA/Conditional English	Max of 6 CHrs	1. Compulsory enrolment in English Program. 2. Allowed courses to be registered are Arabic studies, Islamic Culture taught in Arabic and Remedial Math

					3. TOEFL 500 is required prior to enrolment in any course other than the above mentioned courses. 4. CGPA of 2.0 by the end of the second semester of his/her enrolment
Holders of Higher Diplomas or Diplomas, from any MOHESR accredited institution	CGPA>2	> 500	Regular	as per enrolment and study load policy	none
	CGPA>2	No TOEFL	Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Learners transferred from recognized accredited institutions and high school score 60% (science or art) or 70% (Technical/ Industrial/Commerce)	CGPA>2	> 500	Regular	as per enrolment and study load policy	none
	CGPA>2	No TOEFL	Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Learners transferred from recognized accredited institutions and high school score 60% (science or art) or 70% (Technical/ Industrial/Commerce)	CGPA<2	> 500	Conditional GPA	Max of 9 CHrs	CGPA of 2.0 by the end of the second semester of his/her enrolment
	CGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	Compulsory enrolment in English Program.
Withdrawal From HBMSU (Re-join)	CGPA>2	> 500	Regular	as per enrolment and study load policy	none
	CGPA>2	No TOEFL	Conditional	TOEFL 500	Compulsory enrolment in

			English	is required prior to enrolment	English Program.
	CGPA<2	> 500	Conditional GPA	Max of 9 CHrs	CGPA of 2.0 by the end of the second semester of his/her enrolment
	CGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	1. Compulsory enrolment in English Program. 2. CGPA of 2.0 by the end of the second semester of his/her enrolment
Dismissed From HBMSU (Re-join after at least one semester)	CGPA<2	> 500	Conditional GPA	Max of 9 CHrs	1. Program should be changed as per change of major policy 2. CGPA of 2.0 by the end of the second semester of his/her enrolment
	CGPA<2	No TOEFL	Conditional GPA/Conditional English	TOEFL 500 is required prior to enrolment	1. Compulsory enrolment in English Program. 2. Program should be changed as per change of major policy 3. CGPA of 2.0 by the end of the second semester of his/her enrolment

Admission Postponement

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

Withdrawal from the University and Re-admission

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

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

Application Deadlines

Applications for admission to undergraduate studies at Hamdan Bin Mohammed Smart University are accepted at two points during the year; the Fall and Spring semesters.

Learner's Resident Visa Sponsorship

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

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

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

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

For more information, please contact the Admission Department at: +971 4 4241040 or admission@HBMSU.ac.ae

Academic Terms, Regulations and Course Registration

Semesters

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

Credit Hour Definition

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

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

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

- Formal Class Instruction: One credit hour is defined as the equivalent of one hour of formal class instruction plus an average of two hours of out of class self-study (preparation for formal class instruction, reading, homework, etc) for an undergraduate level course and an average of three hours of out of class self-study for a postgraduate level course per week over a 15-week semester. Formal class instruction occurs under the supervision of faculty members in either an online or traditional face to face setting.
- Typically, the credit hours for an online course are calculated in a similar way as they would be for a traditional campus course since the outcomes and the expectation for work is the same with more emphasis placed on the learner's out of class studying.
- Experimental Laboratory: One credit hour is usually equivalent to two hours of experimental laboratory. "Experimental laboratory" involves demonstration by instructor and experimentation by learners, with the out-of-class study generally including practice and/or laboratory report writing. "Experimental laboratory" is under the supervision of an instructor.
- Internship: one credit hour is equivalent to five hours of experiential internship per week under the control and supervision of the employer on the job with coordinated University representative planning. Internship involves the development of job skills by providing the learner with a structured employment situation that is directly related to, and coordinated with, the academic component.

Academic Load

The study load for an undergraduate learner usually ranges from a minimum of 9 credit hours to a maximum of 18 credit hours. In exceptional cases, a learner may enrol for up to 21 credit hours.

A Learner may enrol in up to 21 credit hours in an undergraduate program if:

- If the learner's accumulative grade point average (CGPA) is 3.6 or greater on a 4.00 scale.
- This additional load will enable the learner to graduate in the current semester.

Course Descriptions and Syllabi

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

Registration

Learners after consultation with their academic advisor can register online for their courses. Learners register through Smart Campus where they see their academic records, study plans, and all the courses offered in a given semester.

The registration of courses is confirmed and access to the courses on the VLE is granted only when the courses selected by the learner are approved by the advisor and the payment for the courses is complete. Courses are automatically dropped from the learner's record if the payment has not been received before the end of the Add/Drop period.

Credit Transfer and Parallel Enrolment

Hamdan Bin Mohammed Smart University Learners may consider taking courses at other accredited institutions, inside or outside the UAE or concurrently enrolling at HBMSU and another accredited institution giving that the learner maintains the minimum credit hours at HBMSU as per the Enrolment and Study Load Policy.

The learner is required to complete the Transfer of Credits Request Form, submit the required supporting documents and obtain a prior written approval from the Dean of the respective school and the Registrar. All rules and regulations governing such enrolment should be adhered to.

Registration Suspension

- A current learner may suspend his or her registration for a maximum of two semesters (consecutive or non-consecutive) during his/ her period of study at Hamdan Bin Mohammed Smart University.
- Application for registration suspension must be submitted to the Registration Department.
- Registration suspension must be completed within the first two weeks from the start of the semester. If a learner does not register in a specific semester, he/she will be considered suspended. The registration of the learner will be considered aborted if he/she fails to register after two (consecutive or non-consecutive) suspended semesters.
- Learners whose registration is aborted are required to re-apply to the university when considering returning to their previous program of enrollment.
- All admission policies and requirements pertinent to the academic year to which they are applying must be met. All previously submitted academic records on file are considered as supporting documents for their new application.
- All courses taken previously will be counted unless the learner is applying to another program; in this case the credit transfer policy applies.

Add and Drop

A learner is permitted to add or drop a course or more after s/he registered for that (those) course (s) upon the approval of the learner's advisor and ensuring that the minimum required study load is maintained.

In case a course is dropped within the deadline specified for dropping courses, the fees paid for the dropped course will be transferred to the learner's account and the course will not be recorded in the learner's transcript.

Course Withdrawal and Refund

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

HBMSU allows learners to add or drop their courses during the first week of a regular semester (add/drop period) and the fees for courses will be refunded to learner. Learners may withdraw from their courses/whole

program within two weeks after the add/drop period and 70% of the course fees will be refunded. There is no refund if the courses are withdrawn after this period unless the cancellation of the classes is initiated by HBMSU for any reason.

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

Repeating Courses

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

If an elective course has been taken to replace a previous elective course in order to improve the CGPA or meet graduation requirements, the highest grade obtained by the learner shall be recorded in the learner's transcripts.

In all cases, all courses taken and grades obtained for repeated or replaced courses will appear in the learner's transcript as (R) or (RP).

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

Incomplete Coursework

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

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

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

Minimum and Maximum Study Periods

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

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

Grading System

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

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

The Grade Point Average (GPA)

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

The Accumulative Grade Point Average

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

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

Graduation Honours

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

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

Academic Probation

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

If a learner fails to remove the academic warning by the end of the next consecutive semester, he/she will receive a second warning and his/ her load will be decreased to 9 credit hours.

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

If a learner fails to remove the academic warning by the end of the next completed semester, the learner's case shall be reviewed by the related school. The school dean after reviewing the case with the related program director may either approve the dismissal or grant the learner one more semester with specific courses in which the learner shall register. The school decision shall be final in this regard and the dismissal status will be mentioned on the learner transcript. The academic warning is removed by the end of any semester in which the learner has achieved an CGPA of 2.00.

Transcripts

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

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

Learner's Records

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

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

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

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

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

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

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

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

Attending Classes

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

Attendance Warning/ Notification	Number of sessions missed after the add & drop period for:		
	PHYSICAL courses	BLENDED courses	FULLY ONLINE courses
1st warning	2 Physical lectures	1 Physical or synchronous lecture	2 Synchronous lectures
2nd warning	3 Physical lectures	2 Physical or synchronous lectures	3 Synchronous lectures
Dismissal	4 Physical lectures	3 Physical or synchronous lectures	4 Synchronous lectures

Coursework Assessment

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

Details about assessment strategies in any course are included in the course syllabus.

Plagiarism and Acknowledgement Practice

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

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

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

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

Course Evaluation

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

Graduation

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

Graduation Requirements

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

- Successfully complete all the courses and requirements of the program of study as mentioned in the program study plan.
- Maintain an CGPA of not less than 2.00 points
- Spend the minimum period, stipulated for the award of the degree and not exceed the maximum period as specified in each program. However, learners transferred from other universities/ colleges must earn at least 50% of the required credits for graduation at Hamdan Bin Mohammed Smart University.
- All financial obligations of the learner towards the University must be settled through the clearance process. As well as completing the end of program evaluation surveys.
- All candidates eligible for graduation need to fill out the Application Form for Graduation during the registration period of the last expected semester of study and to submit it to the Registration Department. The university will charge the graduation fees as indicated in the “Application Form for Graduation “.

Learner Rights, Responsibilities, Code of Conduct and Problem Resolution

Learners' Rights, Responsibilities and Code of Conduct

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

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

1. Academic Freedom

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

2. Discrimination and Harassment

Learners have the right to a learning environment which is free from unlawful discrimination, inappropriate or disrespectful conduct, and sexual harassment.

The university prohibits discrimination based upon a person's race, color, sex, marital and/or parental status, religion, national origin, age, mental or physical disability.

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

3. Freedom of Inquiry and Expression

Learners and recognized learners' organizations, associations and clubs which are part of Hamdan Bin Mohammed Smart University Community are guaranteed the rights of free inquiry, expression, and assemble upon and within university facilities after obtaining proper approvals; and are granted the freedom of examining and discussing all questions of interest to them, and to express opinions publicly and privately.

They must always be free to support causes by orderly means which do not violate the university policies and regulations, the UAE laws and culture and do not disrupt in any case the regular and essential operation of the university. At the same time, it must be made clear that in their public expressions or demonstrations, learners or learners' clubs, organizations and associations speak only for themselves.

4. Freedom of Assembly

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

5. Freedom of Distribution and Posting

Learners may distribute post or upload printed and/or online published material subject to official procedures and policies and after obtaining approval from the Dean for Academic and Learner Affairs. All free publications not in violation of the university policies and procedures and the UAE laws and culture may be distributed.

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

6. Commercial Activities and Fund Raising

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

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

Hamdan Bin Mohammed Smart University considers its learners as an important part of its operations and values their opinions and suggestions; this is why it involves learners in institutional decision-making.

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

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

Some of **the learner's responsibilities** are summarized below:

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

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

I. FEMININE DRESS CODE:

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

Note:

* Simple make-up is acceptable.

* Sleeveless and skirts above knee is strictly prohibited.

II. MASCULINE DRESS CODE:

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

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

Adjudication of Code of Conduct

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

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

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

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

- **Suspension:** - The Learners Services Management Head usually raises violations that requires such sanction to the University Disciplinary Committee; the committee may decide to suspend a learner for a fixed period of time, suspension may refer to:
  - Exclusion of the learner from one or more courses,
  - Exclusion of the learner from university activities.
  - Exclusion of the learner from the university for a duration not exceeding two regular semesters.
  - Learners will be required to meet with the Learners Services Management Head prior to being allowed to enroll at the university after the suspension period has expired.

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

- **Supplemental Sanctions:** - The Learners Services Management Head or the University Disciplinary Committee may impose additional sanctions or requirements which clearly address the issues involved in the misconduct. Any of the following may be imposed in connection with the above, but are not to be limited to:
  - Work assignments
  - Fines may be imposed: restitution, i.e., compensation for loss, damage, or injury
  - Academic sanctions, e.g., revocation of degree, holding transcripts, removal from courses
  - Failing course
  - Loss of privileges
  - Referral to External Authorities: - In the case where a learner is in violation of the UAE laws on university or university-sponsored related activities, the university may refer the learner to the local law for prosecution.

Examples of Learner's Misconduct

The following are examples of learner's misconduct:

- Violating university policies, rules and regulations.
- Abusing physically or verbally any person on university campuses, university sponsored campuses or through university facilities (i.e. online class rooms, forums, through email accounts of the university, etc).
- Humiliating conduct or language based on a person's race, gender, color, religion, nationality, origin, physical or other disability, age, or political beliefs.
- Being involved in unwelcome sexual advances or physical touching.
- Making sexually-oriented remarks, jokes, comments and/or behavior.
- Interfering by force or by violence (or by threat of force or violence) with any administrator, faculty, staff member, or other learner in the university.
- Filing a formal complaint falsely accusing another learner, faculty or university employee.
- Damaging the reputation of Hamdan Bin Mohammed Smart University through unacceptable actions or behavior.
- Using the name of the University of distributing or posting any materials (including in electronic form) in its name without prior approval.
- Being involved in dishonesty and academic violation, including but not limited to cheating, plagiarism, violating copyrights, etc. Further information about academic dishonesty is found under the section on Definition of Academic Violation
- Furnishing false information to the university with the intent to deceive the university or any person or agency.
- Entering and using university campuses or sponsored campuses or use of the university facilities without prior authorization.
- Entering any administrative or other employee office or any locked or otherwise closed university facility in any manner, at any time, without permission of the university employee or agent in charge thereof.
- Refusing to provide positive identification in appropriate circumstances.
- Damaging or destruction whether intentionally or due to negligence of any university facility or other public or private real or personal property.
- Bringing unauthorized visitors onto the university or university sponsored campuses

- Organizing illegal assembly, obstruction or disruption.
- Stealing or damaging of/to property of the university or of a member of the university community, such as visitors, learners, or employees.
- Abusing or unauthorized use of the university's computer equipment, software, passwords, records.
- Using computer resources to produce, view, store, replicate, or transmit harassing, obscene, or offensive materials. Offensive material includes, but is not limited to: pornographic, nude, semi-nude or other similarly lewd images; material displaying excessively violent or graphic content; material of racist or similarly demeaning content; or any other material that is generally understood to be socially or culturally offensive.
- Violating the confidentiality or security of passwords, records, or software, including but not limited to networks, Internet, World Wide Web, and E-mail.
- Using, possessing, or distributing alcoholic beverages, narcotics, or dangerous drugs in the University or university sponsored campuses.
- Smoking within the university campus or university sponsored campus
- Possessing or using of firearms, explosives, dangerous chemicals, substances, or instruments or other weapons which can be used to inflict bodily harm on any individual or damage upon a building or grounds in the university or University sponsored campuses.

Learner Academic Integrity Code (Academic Honesty)

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

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

1. **Cheating:** refers to intentionally using or attempting to use unauthorized materials, information, or study aids in any examination or academic exercise or make an attempt to change the outcome of assessment results through undue influence or material means. Cheating may take several forms for example:

- Copying from another learners' exam or work paper;
- Allowing another learners to copy;
- Using unauthorized material during the exam, or
- Receiving help during online exams and other assessment activities.

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

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

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

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

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

7. **Complicity in Academic Dishonesty:** Complicity in academic dishonesty consists of helping or attempting to help another person commit an act of academic dishonesty or will fully assisting

another learner in the violation of the academic code of integrity. Complicity in academic dishonesty is pre-meditated and intentional. This can include but is not limited to:

a) Doing the work for another learner,
b) Designing or producing a project for another learner,
c) Providing answers during an exam test or quiz,
d) Calling a learner on a mobile phone while taking an exam and providing information,
e) Providing a learner with an advance copy of a test,
f) Leaving inappropriate materials behind at the site of an exam or test,
g) Altering examination results.

Settlement of Academic Honesty Offenses

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

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

In the case where the faculty believes that the offense made by the learner is a serious bridge of the university' academic honesty code, or in the cases of repetitive occurrence of such offenses, he/she must report the violation to the Dean of the school or the General Education director within 10 working days of the occurrence of the violation or after the day in which s/he has been aware of the violation. The report submitted must be supported by appropriate documentation or evidence.

Upon Receiving the Faculty report, the Dean of the school or the General Education director will inform the learner of the charges brought against him/her and arrange to discuss the charge with the learner either online or in person as appropriate. Learner will be presented with the charge and the evidence and he / she will be advised of the procedures including his/her rights and will be given the opportunity to respond to the charge either immediately or by writing within 5 working days. Faculties are not to submit grades for the work in question until the case has been settled. If the semester grades are due before the settlement process is complete, a temporary grade of N will be assigned.

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

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

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

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

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

Penalties

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

- In dealing with the violation of the academic honesty conduct, the Learner Disciplinary Committee will take into account both the seriousness of the offense and any particular circumstances involved.
- Learners who have been found guilty may be suspended or dismissed or expelled after the case is brought to the Learner Disciplinary Committee.
- Penalties for an academic offense may vary from a verbal warning to expulsion and could include one or more of the following:

A. Verbal or written warning.

B. Resubmission of the work in question.

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

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

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

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

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

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

Problem Resolution

1. Grade Appeal

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

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

- An error in calculating the grade
- The assignment of a grade to a particular learner was done on some basis other than performance in the course (i.e. prejudice, discrimination, etc.
- The assignment of a grade to a particular learner was done by more exacting or demanding standards than was applied to other learners in the same course.
- The assignment of a grade that is a substantial departure from the instructor's established criteria, as specified in the course syllabus.

Learners experiencing any of the aforementioned incidents must attempt to address the incident with the faculty member to resolve the issue. If this process is unsuccessful, the learner must approach the director of the program. In case the problem cannot be resolved, the learner may submit a Grade Appeal Form to the Registrar Office no later than (10) calendar days following the reporting of the course grade.

2. Learner Complaints

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

All university learners within the 4C's model may raise complaints expressing their dissatisfaction in the delivery of academic, academic support or administrative services offered to them by the university through e-compliant system on any of the university portals or by sending email to the LRM email.

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

This procedure does not apply to allegation of discrimination or problems arising between learners and any member of the university community, or appeal against grades.

3. Learner Grievance

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

Alleged discrimination on the basis of race, color, religion, sex, age, national origin, or disability.

- Problems arising in the relationship between a learner and any member of the university Community

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

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

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

Informal Resolution

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

Formal Resolution

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

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

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

Learners Council and Subcommittees

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

A learner is considered as a voting member of the electoral body that elects members of the LC as long as she/he is enrolled in any program or offering of the 4C's model of Hamdan Bin Mohammed Smart University at the time of the election. It is expected that as a good citizen, a learner will participate and take an active role in the academic and social life of the University.

Eligibility to Stand for Contest/ Election

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

- Must be registered in the University at the time of election.
- Must have completed at least one semester as a learner in the University.
- Must be in a good academic standing as defined by the academic regulations of the University.

- Must adhere to the learner's code of conduct.
- Must present a security clearance
- Must read the articles of this Charter and consent in writing to abide by them.
- Must be 18 years or more.

Learners Council Subcommittees

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

You can also contact Learners' Council on the following email: **LearnersCouncil@HBMSU.ac.ae**.

Financial Policies and Tuition Fees

Programs Tuitions & Other Applicable Fees

The tuitions for the undergraduate programs and other applicable fees for the academic year 2018 - 2019 are depicted in the following tables:

Program Name	Fees
School of Business and Quality Management – Undergraduate Programs	
Bachelor of Business in Accounting	97,416
Bachelor in Business and Human Resource Management	102,168
Bachelor of Business and Quality Management	120,540
School of Health & Environmental Studies - Undergraduate Programs	
Bachelor of Science in Health Administration	97,416
Diploma in Health Administration	47,520

English Language Programs

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

Program	Number of hours	Fees
Program 1	180	10,800
Program 2	150	9,000
Program 3	120	7,200
Program 4	90	5,400
Program 5	60	3,600

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

Academic Program Related Fees

Fees type	Fee (AED)	Notes
Admission Application	300	Non-Refundable
Admission Fees – Bachelor	500	Non-Refundable
Admission Fees – Master	1000	Non-Refundable
Admission Fees – Doctoral	2000	Non-Refundable
IELTS Test Fee	950	Non-Refundable
Math Placement Test Fee	100	Non-Refundable
Transfer Credit Evaluation Fee	300	Non-Refundable
Change of Major Fee	200	Non-Refundable
Late Registration Fee	200 Per Day for 3 Days	Non-Refundable
Incomplete Application Fee	100/Course	Non-Refundable
Grade Appeal Application Fee	100/Course	Non-Refundable
Post-dated Cheques Charges for Installment Plans	100	Non-Refundable per Cheque
Penalty for Returned Cheques	200	Non-Refundable
Official Transcript	50	Non-Refundable per copy
Attestation	200	Non-Refundable per each extra copy
Degree/Certificate	200	Non-Refundable per each extra copy
Services Fees for standard semesters (eBooks, Letters, Graduation Fee etc)	700	Non-Refundable
Services Fees for Summer semester (eBooks, Letters, Graduation Fee etc)	350	Non-Refundable
TOEFL Test Fee	450	Non-Refundable

Scholarship and Financial Aid

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

Scholarships

- **H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum Scholarship**

H.H. Sheikh Hamdan Bin Mohammed Scholarship offered on merit and competitive bases to applicants who recently graduated from high school and wishes to enrol in any undergraduate program at HBMSU in the same academic year of high school graduation.

The scholarship covers 100% of tuition fees and accommodates 20 applicants only; 16 of which are UAE nationals. Fresh high school graduates or fresh graduates from the UAE National Service program with a minimum of 90% marks in high school average.

- **Sheikha Shamsa Bint Suheil Chair in Business and Financial Studies**

Qualified Female Arab applicants to undergraduate and postgraduate programs (Master degrees) within the School of Business and Quality Management.

- **University Semester Based Scholarships (summer semester not included)**

All new officially admitted learners to the undergraduate programs and who have completed their high school certificate and demonstrated academic excellence by achieving a minimum grade point average of 90% are entitled to a tuition remission of 20% of the tuition fee of the program for the first semester, while all continuing full-time learners who demonstrate academic excellence are entitled to a tuition remission of 15% of the tuition fees for the following semester he/she will enrol.

- **Staff Scholarship**

All full-time staff member of HBMSU, who has successfully completed one-year full time contract of employment with HBMSU, shall be entitled to 20% scholarship, as long as the full-time member of staff is employed at HBMSU.

- **University Partner**

Hamdan Bin Mohammed Smart University has numerous agreements and MOUs with government, semi government and private departments, civil and business organizations within UAE and the region. 2.4.2. University partners are entitled to a tuition remission of 10% of the tuition. A list of those partners is approved by the VCLD and maintained by the University Registrar. 2.4.3. Learners whom one of their parents are working in government sectors shall be entitled to 10% discount.

- **Sponsored Learners**

Learners can also be sponsored by government bodies, public and private organizations, or individuals
The sponsored learners shall pay all fees not related to their tuition as per the sponsorship letter. In case the sponsor wishes to regret the sponsorship, the learner shall be responsible for any outstanding payment

- **Casual and Committed Learners Discount:**

Discount may apply to Casual and Committed Learners according to the following terms:

- If a minimum of 3 learners from the same organization register for a given course, a 10% discount will be given on the course fee, where more than 8 learners from the same organization register for a given course, a 30% discount will be given on course fee.
- Employees form the Government sector are entitled to 10% discount. If a minimum of 4 and up to 7 learners from the same organization register for a given course, a 20% discount will be given on the course fee.

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

Payment Channels

Payment for each semester is due immediately and fully upon courses enrolment, the total amount of fees to be paid depends on the number of credit hours the learner decides to take in that particular semester.

Payment for courses and all other fees can be made via the following Payment Channels:

1. **Online (e-Payment):**

   Via the use of credit or debit cards through **Hamdan Bin Mohammed Smart University** secure payment gateways.

2. **e-Wallet:**

   Learner can pay their tuition fees using their e-Wallet account through smart campus, to top up the e-Wallet account; kindly use one of the following channels:

   (a) e-Wallet top-up using Emirates NBD Cash Deposit Machine:

   - Learner to enter his/her learner ID and deposit the required amount.
   - Minimum payment limit through this service is AED 100.
   - Learner e-Wallet account will be updated at the same moment of payment.

   (b) e-Wallet top-up using Emirates NBD Online Banking:

   - Only available for Emirates NBD account holders.
   - Learner to access Emirates NBD Online Banking through (www.emiratesnbd.com) and select **Hamdan Bin Mohamed Smart University**.
   - Learner to enter his/her learner ID and deposit the required amount.
   - Minimum payment limit through this service is AED 100.
   - Learner e-Wallet account will be updated at the same moment of payment.

   * For more information, please refer to:

   Smart Campus → Support → Knowledge Base → Manuals → Smart Campus → Finance → How to top-up eWallet using ENBD cash deposit machine / How to top-up eWallet using ENBD Online Banking

3. Current Dated Cheque:

Cheque to be issued in favor of "**Hamdan Bin Mohammed Smart University**" and should be deposited in the CHQ deposit machine placed within HBMSU premises immediately upon courses enrollment.

Penalty charges of AED 210 (VAT inclusive) will be added to the learner account in case of returned cheque for any reason.

* For more information, please refer to:

Smart Campus → Support → Knowledge Base → Manuals → Smart Campus → Finance → How to successfully write a cheque / How to use HBMSU Cheque Deposit Machine

4. Instalment plan:

Hamdan Bin Mohammed Smart University offers the learner to pay each semester fees in installments through providing postdated cheques.

Please note the following:

- Finance Department at **HBMSU** will announce the payment and installment schedule via Smart Campus, before the registration.
- **1st** installment is due immediately upon courses enrolment and can be paid online through learner e-Wallet account, via credit card or by current dated cheque.
- **2nd** and **3rd** installments via postdated cheques as per the dates provided in the payment and installment schedule of each semester.
- All instalments should be completed together at the same time upon courses enrolment.
- Administration charges of AED 105 (VAT inclusive) will be charged to the learner account for each postdated cheque.
- Learner shall hold the full responsibility of addressing the bank CHQs and its entire contents.
- Penalty of AED 210 (VAT inclusive) will be charged in case of returned cheques for any reason.
- Late Registration Fees of AED 500 will be charged to learners who register courses after the add/ drop period and upon registration approval.
- Cheques can't be replaced with Cash or any other payment method for any reason.
- Learners with any outstanding balances will have a Financial HOLD placed on their account.

- Learners who owe a balance to the University from a prior semester (because of returned cheques or because of any other reason) are not permitted to register for a subsequent semester until they clear the whole outstanding balance.
- Installment plan option is not applicable and not allowed in summer semesters.
- All terms and conditions of **HBMSU** are applied.

* For more information, please refer to:

  Smart Campus → Support → Knowledge Base → Manuals → Smart Campus → Finance → How to successfully write a cheque / How to use HBMSU Cheque Deposit Machine

5. Bank Transfer (ONLY for overseas Learners):

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

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

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

6. Demand Draft/ Manager Cheque (ONLY for overseas Learners):

Manager Cheque to be issued in favor of **"Hamdan Bin Mohammed Smart University"** and to be cleared within Dubai - United Arab Emirates, and to be sent to finance division at Hamdan Bin Mohammed Smart University site address:

Address:

Dubai Academic City, Dubai, U.A.E.

P.O. Box: 71400, Dubai, UAE.

Telephone: +971 4 4241155

Important Instruction:

Please notify us upon sending the manager cheque mentioning your name, ID, contact no & payment details to the below email address:

- Email: Finance@hbmsu.ac.ae

Learners' Services and Facilities

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

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

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

Academic Advising

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

HBMSU Smart Library Services

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

Learning Delivery Support

The Learning Delivery Support unit is dedicated to providing computer-related technical support to all HBMSU learners. The kind of support provided includes, but is not limited to, access problems (such as

access to Blackboard, e-library, payment gateway, etc), logging to email, forgetting passwords, assistance in installing or downloading software.

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

- **Phone Support** by calling +971 4 4241199. An IT specialist will work with the caller over the phone to resolve technical difficulties faced by him or her.
- **e-Mail Support** via email, all emails are to be addressed to ITSupport@hbmsu.ac.ae, the email should specify the nature of the request and the date by which the requester would like his or her request to be answered.

Learner e-Mails

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

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

The account creation does not require any action necessary by the learner; all accounts will have the same default password. Therefore, learners when they first log in need to change their passwords. Passwords will be required to be changed every 6 months.

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

Innovative Learners' Support and Smart Learning Infrastructure

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

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

Orientation Program

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

Skill Upgrading Workshops and Resources

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

HBMSU Smart Campus

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

Learners' Related Events

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

Career Advising

The LRM is managing the career advising role by providing the learners with the following:

- Job opportunities
- CV writing support
- Internship opportunities
- Interviews guidelines (when needed)

HBMSU Campus

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

Campus Timing and Security

Learners are able to access the University campus during the official working hours which is from 8:00 AM to 3:00 PM when any administrative service is required.

Additionally, learners are able to access the other campus facilities at any time from 8:00AM up to 10:00 PM, after that time; learners are not allowed to stay in the University campus and the Security Guard will ensure that all learners leave by 10:00 PM.

The University enforces the security of the campus 24 hours; certain behaviors shall be strictly prohibited:

The learners are requested to provide the security guards any personal identification when required; the learners are expected to attend the campus with their university ID card.

The learners are responsible for their valuable personal items. In case of lost/found items, the Security Guards shall be responsible to report any lost and found items in the campus, and the learners are required to handle the lost/find items to the Security Guards.

The learners are required to follow the Security Guards directions in case of Emergency Evacuation to ensure their safety. The security guards have the right to withdraw any learners' ID in case of miss conduct.

Schools & Academic Programs

General Education Department

Mission

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

Department Objectives

The purpose of the general education department is twofold:

1. To serve as an operational catalyst for administering and delivering general education courses across the undergraduate programs offered by the various schools of the university; and
2. To ensure delivery of well-rounded and broad-base knowledge that adequately prepares learners for advanced studies in their chosen areas of specialization.

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

1. To create a learning environment that stimulates intellectual curiosity, fosters values of civic life, and promotes personal development and growth.
2. To contribute to the on-going efforts of other schools in terms of creating a learner-centric academic activities and programs.
3. To collaborate with other entities and departments within the university to foster a culture that is geared towards a rewarding university experience and increasing learners' retention.
4. To prepare learners to be enlightened, well-educated citizens who can take systematic and scientific approaches to solving problems, communicate effectively, reason cogently, and think critically.
5. To prepare learners to become active online learners with broad understanding to the concepts and approaches of e-learning.
6. To provide an environment in which learners are able to experience the benefits of moving beyond the knowledge boundaries of a single discipline and explore cross and interdisciplinary connections, and cross-cultural contexts.
7. To establish a rich and diverse portfolio of extra-curricular programs that re-enforces inter-disciplinary learning, enhances learners' life skills and fosters community-based experiences.

Program Learning Outcomes

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

- **K1:** Demonstrate comprehensive knowledge and understanding of basic principles and theoretical concepts in in general education domains
- **K2:** Coherently analyze and synthesize a body of knowledge from different sources, creating new knowledge to suit various contexts
- **S1:** Apply an array of content specific and general skills and competencies necessary for success in the 21st century with special emphasis on innovation, critical and creative thinking, and information seeking skills
- **S2:** Utilize various ICT tools and methods to collect, evaluate, explain and present information in different disciplines
- **S3:** Communicate effectively in English and Arabic via proficient, articulate, and well-organized discourse, and reflecting a familiarity with United Arab Emirates cultural perspectives.
- **AR1:** Demonstrate autonomy, self-efficacy, high ethical standards, and responsibility through independent and group activities in different disciplines
- **SD1:** Self-evaluate their level of competence and their contributions in different activities in various disciplines, taking responsibility for seeking further practice and learning

General Education Course Descriptions

Course Code	Course Name	Course Description
ENGL101	English I	This course takes learners through a process approach to writing. It prepares learners to write well-organized and accurate paragraphs and short compositions. The focus of this course is on grammar and paragraph writing skills
ENGL102	English II	In this advanced course, learners will develop academic writing competencies. It requires learners to read and respond to a variety of texts from different disciplines and to produce written reports or research papers demonstrating analytical and critical skills
ARAB101	Arabic Studies	يوفر المساق المقرر فرصة للطالب الجامعي غير المتخصص لدراسة نصوص مختارة شعرا ونثرا، والتعرف على أساليب التعبير، والتدرب على تطبيقات لغوية ونحوية وبلاغية. ويتناول المساق أبوابا نحوية لا غنى عنها للطالب الجامعي في الكتابة والحديث، مثل: أنواع الجمل، والإعراب والبناء؛ بالإضافة إلى قواعد أساسيّة في الإملاء وعلامات التّرقيم. ويدرب الطالب على مهارات الكتابة المطلوبة والداعمة لدراسته من مثل كتابة التقارير، والرسائل الوظيفية على أنواعها، والتعميمات، والمخاطبات، والسير الذ اتية والغيرية
ARAB102	Arabic As Foreign Language	This is a foundation course that focuses on the basic skills of Arabic speaking, writing, reading and listening. It also focuses on Arabic grammar and vocabulary. The course intends to arm non-Arabic speaking learners with working knowledge in this language
MATH001	Remedial Mathematics	This course deals with basic concepts of mathematics to provide learners with an insight into mathematical reasoning and its application. The course is intended for learners with limited mathematical background or preparation. It is a non-credit course and therefore upon completion of this course no credits will be counted towards total credit hours required for graduation in a particular undergraduate program.
MATH101	General Mathematics	General Mathematics is a comprehensive introduction to the concepts and applications of mathematics in a variety of disciplines. The course uses basic arithmetic and problem solving techniques and illustrates their use in a wide array of life and business situations. The course involves the study of basic functions: polynomial, rational, exponential, logarithmic, and trigonometric, real number system, equations and inequalities, graphing techniques, and applications of functions

STAT101	Introduction to Statistics	The course introduces learners to the basic concepts of statistics. It focuses on summary measures of central tendency and variability, tabular and graphical presentation of data, basic concepts of probability and probability distributions, and hypothesis testing. This course also explores the use of statistical methods as analytical tools for understanding and analyzing business problems and for supporting business decision-making.
COMP101	Introduction to IT	This course combines both the theory and application of computers in various environments. The course is also designed to address the basic technological skills and competencies necessary to succeed in online environments where learners are exposed to virtual learning environments, virtual classrooms and other smart applications supporting their learning. This is in addition to introducing learners to the basics of operating systems, MS Office applications, internet tools, and principles of computer security measures.
NATL101	Physical Sciences	This course is designed for non-science learners. It intends to give a general background on physical sciences and their contribution to modern life. The course covers a wide range of highly needed concepts and phenomena. These include: scientific observation and the process of measurement, basics of elementary mechanics, basics of electrical phenomena and electric devices, nature and propagation of light, energy (its sources and uses), and basics of environmental pollution.
SOCL101	Psychological Principles and Lifelong Learning Skills	This course introduces the strategies beginning and returning adult students need for successful lifelong learning by applying psychological principles. Theoretical and practical aspects of learning will be explored. Emphasis will be placed on self-directed learning, critical thinking, self-assessment, group skills, study skills, time management, stress management and other strategies necessary to support lifelong learning process in a modern world.
SOCL102	Muslim Heritage & Its Global Impact	This course explores the Islamic Heritage's role in the awakening of modern-day societies and civilizations. It shows the profiles of great men and women with shining names in different fields, like science, literature, architecture, social, economics ...etc. It clarifies the role of profound Islamic Heritage in the development of modern civilization in all fields; and shows the impact of this Heritage on building the modern world economically, socially, and culturally.
ISLM101	Islamic Culture (Arabic)	يُطرح مساق الثقافة الإسلامية باللغة العربية ليتناول مفهوم الثقافة والفكر الإسلامي وخصائصه ومصادره، ويبرز التصور الإسلامي للكون والحياة والإنسان، ويعطي صورة إجمالية عن العقيدة

		والعبادة والأخلاق وأثرها في الحياة، مع العناية بالمنهج العلمي الإسلامي
ISLM102	Islamic Culture (English)	This course, taught in English language, is an introduction to the Islamic history and culture. The course discusses the various pillars of Islam, faith in God, the Quran and the basic teachings of Islam. The course also includes the role of Islam in daily life and many contemporary issues
INEN301	Fundamentals of Innovation and Entrepreneurship	This course is a Stanford-informed approach to learning innovation and entrepreneurship that can be applied to any high-growth enterprise or other organization in the UAE. The course is composed of three modules: Design Thinking; Entrepreneurship; and Growth and Leadership. The focus of the first module is to learn about the creative mindset that enables innovation and entrepreneurship, and to get an overview of the design thinking process, which is a great toolkit for practicing innovation. The second module focuses on examining the importance of vision, mission and strategy; the “Lean Startup” methods in business models; the essentials of venture financing; and the essential elements of team and organizational development. The third module focuses on leading growing organizations, and concludes with a project that allows students to apply the lessons learned in class to better understand how entrepreneurship and innovation can play a role in their personal and career paths

General Education Faculty Roster

Dr. Mayada Moussa

General Education, Director

Ph.D. in Public Health (Environmental Health), Alexandria University, 2010

Master in Public Health (Environmental Health), Alexandria University, 2005

Dr. Mayada Moussa is the Director of General Education as well as an Assistant Professor of Public Health affiliated to the School of Health and Environmental Studies at HBMS U. She has MPH and PhD from Alexandria University in Public Health, majoring Environmental Health.

She has been in the academic field of public health for over 10 years, teaching, supervising Master and PhD theses, developing programs and designing courses, and conducting research. She has worked on a variety of projects, including the investigation of the impacts of environmental risk factors on health and the environment, and the establishment of postgraduate programs and academic quality assurance units at Universities in Egypt, Oman and Sudan.

Dr. Mayada is a reviewer and editor for several Journals, among them the Public Health Journal, the Journal of the Egyptian Public Health Association, and the Journal of Family and Community Medicine; and she has served on the scientific and technical committees of several national and international conferences. Concerning General Education, Dr. Mayada is responsible for the management of GE courses, monitoring their progress and working with Associate Faculty to enhance the courses' effectiveness in preparing learners for their further studies at HBMSU and for seizing their roles as smart and conscientious professionals later-on.

School of Business and Quality Management

School Mission

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

School Objectives

The School's key objectives are:

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

Bachelor of Business and Quality Management

Total credit hours (123)

Program Description

One of the reasons Total Quality Management (TQM) and excellence has become key to improving a company's business capabilities is because it focuses on encouraging a continuous flow of incremental improvements from the bottom of the organization's hierarchy to ensure customer satisfaction. The Bachelor of Business and Quality Management provided by Hamdan Bin Mohammed Smart University, the pioneer for institutionalizing quality management principles in the region, will give you a broad and comprehensive perspective on business and all the models that affect organizations at the macro and micro levels.

The learner will gain the required knowledge and skills to take up management positions in various organizations where quality management is recognized to play a key role in driving organizational strategies.

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

Program Goals

By the end of the program, graduates will:

PG.1 To enable learners to articulate, integrate and implement quality and best practice principles and utilize interpersonal, conceptual and technical skills in creative, socially responsible and ethical manner

PG.2 To allow learners to develop an understanding of fundamentals of management, and the dynamics of inter-dependencies and value oriented principles in a modern business context

PG.3 To introduce and demonstrate process-oriented structures and systems and human relationships in managing modern organizational settings.

PG.4 To enable learners to critically examine the relevance and impact of management and quality concepts in different sectors of the economy

Program Outcomes

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

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

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

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

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

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

General Education Requirement (33 CrdtHrs)

Course Code	Course Name
ENGL101	English I
ENGL102	English II
ARAB101	Arabic Studies *
ARAB102	Arabic As Foreign Language *
MATH001	Remedial Mathematics
MATH101	General Mathematics
STAT101	Introduction to Statistics

COMP101	Introduction to IT
NATL101	Physical Sciences
SOCL101	Psychological Principles and Lifelong Learning Skills
SOCL102	Muslim Heritage & Its Global Impact
ISLM101	Islamic Culture (Arabic) **
ISLM102	Islamic Culture (English) **
INEN301	Fundamentals of Innovation and Entrepreneurship

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

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

Program Study Plan

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

Semester 1				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ARAB101	Arabic Studies	Select One	3	None
ARAB102	Arabic As Foreign Language			
ENGL101	English I		3	None
COMP101	Introduction to IT		3	None
NATL101	Physical Sciences		3	None
MATH101	General Mathematics		3	MATH001
ISLM101	Islamic Culture (Arabic)	Select One	3	None
ISLM102	Islamic Culture (English)			

Semester 2			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ENGL102	English II	3	ENGL101
STAT101	Introduction to Statistics	3	MATH101
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
MGMT110	Introduction to Management	3	None
SOCL102	Muslim Heritage and its Global Impact	3	None

Semester 3			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
BUSS201	English for Business	3	ENGL102
RESM301	Quantitative Methods	3	STAT101
MKTG201	Principles of Marketing	3	MGMT110 OR HRMT101
BUSS210	Business Ethics	3	MGMT110
ACCT201	Financial Accounting	3	None

Semester 4			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
BUSS206	Business Communication	3	ENGL102
ECON201	Microeconomics	3	MATH101
ACCT202	Managerial Accounting	3	ACCT201
HRMT101	Introduction to HR Management	3	None
QLTY201	TQM Fundamentals	3	None
RESM250	Research Methods for Business	3	STAT101

Semester 5			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ECON202	Macroeconomics	3	ECON201
FINC204	Principles of Finance	3	ACCT201
QLTY302	Quality Gurus and their Philosophies	3	60 CrdtHrs AND QLTY201
MGMT405	Team Work	3	None
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None

Semester 6			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
QLTY405	Quality Management Tools & Techniques	3	QLTY201
PROJ301	Project Management	3	MGMT110
MISM301	Management Information System	3	COMP101
OPER308	Business Process Management	3	QLTY201
-	Elective 1	3	-

Semester 7				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ECON404	International Business		3	60 CrdtHrs
MGMT303	Organizational Behaviour		3	MGMT110 OR HRMT101
OPER307	Operations Management		3	STAT101
-	Elective 2		3	None
BUSS490	Internship **OR**	Select One	3	90 CrdtHrs
-	Elective 3			-

Semester 8			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
QLTY480	Quality Systems	3	QLTY405
MGMT403	Business Strategies	3	90 CrdtHrs
QLTY407	Business Excellence	3	QLTY201
QLTY495	Capstone Project	3	90 CrdtHrs

Program Electives			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
QLTY310	Quality Culture	3	60 CrdtHrs AND QLTY201
QLTY311	Continuous Improvement	3	60 CrdtHrs
QLTY412	Leadership in Quality	3	60 CrdtHrs
QLTY313	Quality Planning	3	60 CrdtHrs
QLTY410	Service Quality	3	60 CrdtHrs
MGMT315	Customer Care	3	45 CrdtHrs
BUSS401	Business and Society	3	60 CrdtHrs
BUSS316	Social Responsibility	3	60 CrdtHrs

Bachelor of Business and Human Resource Management

Total credit hours (123)

Program Description

There is growing recognition that the quality of an organization's human resources plays a central role in today's competitive business environment.

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

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

Accreditation: This program is accredited by the UAE Ministry of Education's Commission for Academic Accreditation.

Program Goals

The goals of the BBHRM undergraduate program are to produce graduates who:

- PG.1 Understand business concepts in key discipline areas such as management, accounting and finance, operations, quality management and marketing
- PG.2 Demonstrate HRM discipline-specific competencies as applied to local and global environments.
- PG.3 Communicate ideas clearly and logically in oral and written formats.
- PG.4 Critically evaluate ethical dilemmas that arise in business and develop appropriate solutions.
- PG.5 Appreciate the challenges and opportunities of leading and working in diverse teams and environments.
- PG.6 Critically evaluate business problems using appropriate analysis tools and technology.
- PG.7 Demonstrate autonomy and responsibility through independent work and taking responsibility for own future learning and professional development.

Program Outcomes

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

K.1 Articulate the contribution of human resources management to organizational effectiveness and to other key functions within the organization.

K.2 Plan, develop, and evaluate HR strategies and policies related to staffing, compensation and benefits, employee performance management, and learning and development that are integrated with organizational goals.

K.3 Develop ethical human resource plans that are responsive to both current and future labor market conditions and evaluate their effectiveness through benchmarking.

K.4 Develop an understanding of the use of quantitative and/or qualitative analysis tools to solve HR issues.

S.1 Exhibit technical, analytical and decision making capabilities by producing Human Resource plans and policies appropriate for organizations operating in the MENA region.

S.2 Use a range of effective communication skills appropriate for various workplace settings through oral presentations, research and technical report writing.

AR.1 Perform work effectively either independently or as part of a team in a range of contexts.

SD.1 Take responsibility for own future learning needs and professional development in new situations.

RC.1 Undertake and successfully completing projects in HRM functional areas that require planning and organizing team activities from a diverse membership.

General Education Requirement (33 CrdtHrs)

Course Code	Course Name
ENGL101	English I
ENGL102	English II
ARAB101	Arabic Studies *
ARAB102	Arabic As Foreign Language *
MATH001	Remedial Mathematics
MATH101	General Mathematics
STAT101	Introduction to Statistics

COMP101	Introduction to IT
NATL101	Physical Sciences
SOCL101	Psychological Principles and Lifelong Learning Skills
SOCL102	Muslim Heritage & Its Global Impact
ISLM101	Islamic Culture (Arabic) **
ISLM102	Islamic Culture (English) **
INEN301	Fundamentals of Innovation and Entrepreneurship

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

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

Program Study Plan

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

Semester 1				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ENGL101	English I		3	None
ARAB101	Arabic Studies	Select One	3	None
ARAB102	Arabic As Foreign Language			
COMP101	Introduction to IT		3	None
MATH101	General Mathematics		3	MATH001
ISLM101	Islamic Culture (Arabic)	Select One	3	None
ISLM102	Islamic Culture (English)			
MGMT110	Introduction to Management		3	None

Semester 2			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ENGL102	English II	3	ENGL101
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
ACCT201	Financial Accounting	3	None
NATL101	Physical Sciences	3	None
HRMT101	Introduction to HR Management	3	None
STAT101	Introduction to Statistics	3	MATH101

Semester 3			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ECON201	Microeconomics	3	None
FINC204	Principles of Finance	3	ACCT201
SOCL102	Muslim Heritage and its Global Impact	3	None
HRMT202	Recruitment & Selection	3	HRMT101
HRMT204	Employment Law	3	HRMT101

Semester 4			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
BUSS210	Business Ethics	3	MGMT110
ECON202	Macroeconomics	3	None
HRMT230	HR Planning & Talent Management	3	HRMT101
MKTG201	Principles of Marketing	3	MGMT110
QLTY201	TQM Fundamentals	3	None
RESM301	Quantitative Methods	3	STAT101

Semester 5			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HRMT303	Training & Development	3	45 Credit Hrs
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None
MGMT303	Organizational Behaviour	3	MGMT110
MGMT315	Customer Care	3	45 Credit Hrs
OPER307	Operations Management	3	None

Semester 6			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HRMT302	Career Management	3	45 Credit Hrs
HRMT340	Performance Management	3	COMP101
HRMT350	Compensation and Benefits Management	3	45 Credit Hrs
MISM301	Management Information System	3	None
	Elective 1	3	-

Semester 7				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
HRMT318	Employee Relations		3	75 Credit Hrs
HRMT405	Applied HR Policies		3	75 Credit Hrs
HRMT406	International HR Management		3	75 Credit Hrs
BUSS490	Internship **OR**	Select One	3	75 Credit Hrs
	Elective 4			-
	Elective 2		3	-

Semester 8			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HRMT402	Pension Benefits and Plan	3	90 Credit Hrs
HRMT408	HR Analytics and Measurement	3	90 Credit Hrs
HRMT495	Capstone Project	3	90 Credit Hrs
MGMT403	Business Strategies	3	90 Credit Hrs
	Elective 3	3	-

Program Electives			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
QLTY311	Continuous Improvement	3	None
MGMT405	Teamwork	3	None
PROJ201	Project Management	3	None
OPER308	Business Process Management	3	None
QLTY412	Leadership in Quality	3	None
RESM250	Research Methods for Business	3	STAT101
ACCT202	Managerial Accounting	3	ACCT201

The Bachelor of Business and Accounting

Total credit hours (123)

Program Description

The Bachelor of Business and Accounting program prepares learners for careers in both in-house and public accounting, providing a solid grounding in the essentials of accounting and finance required to operate in public, private and social sector organizations. The program emphasizes the global importance of the accounting profession and prepares learners to manage financial transactions in multinational and global companies.

The first two years of the program offer a strong foundation in key business functions within the field of accountancy and the processes that link them. Advanced courses such as Financial Accounting, Cost accounting, Business Law, Auditing, and Taxation provide a more detailed examination of the functional areas of accounting practice. For an overview of core units and electives you can study on this course, please see the study plan.

Accreditation: This program is accredited by the UAE Ministry of Education's Commission for Academic Accreditation.

Program Goals:

PG.1 Understand basic business and quality management principles and demonstrate competencies in accounting as applied to local and global environments.

PG.2 Communicate ideas clearly and logically in oral and written format, using technology appropriately.

PG.3 Acknowledge and critically evaluate ethical dilemmas that arise in business and develop appropriate solutions.

PG.4 Appreciate the challenges and opportunities of leading and working in diverse teams and environments.

PG.5 Comprehend, analyze, and critically evaluate systematic and unsystematic business problems, using appropriate tools and technology.

PG.6 Recognize, analyze, and articulate strategies for promoting creativity and innovation.

PG.7 Demonstrate autonomy and responsibility through independent work and taking responsibility for own future learning and professional development.

Program Outcomes

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

K1. Demonstrate knowledge of the essential business and accounting principles as applied to local and global environments.

K2. Recognize and match the appropriate International Financial Reporting Standard (IFRS) to different business contexts.

K3. Recognize the appropriate financial data required to produce various reports for stakeholders

K4. Explain the appropriate concepts and principles of auditing, assurance, and internal control systems suitable in different business situations.

S1. Use specialized accounting software and information technology systems to analyze accounting data and prepare reports for external and internal users

S2. Employ relevant information and internal reports to support enterprise decision making and strategy implementation.

S3. Evaluate internal control processes, and the risk levels in planning audit activities.

S4. Demonstrate effective oral and written communication and information technology skills in accounting and other business contexts.

AR1. Demonstrate ability to work both independently and in teams, and evaluate and function effectively in novel situations.

RC1. Take responsibility for leading and participating in auditing teams and committees.

RC2. Respond to the challenges and opportunities of leading and working in diverseteams and cultural environments.

SD1. Demonstrate responsibility towards, and develop awareness of, future learning opportunities and professional development.

General Education Requirement (33 CrdtHrs)

Course Code	Course Name
ENGL101	English I
ENGL102	English II
ARAB101	Arabic Studies *
ARAB102	Arabic As Foreign Language *

MATH001	Remedial Mathematics
MATH101	General Mathematics
STAT101	Introduction to Statistics
COMP101	Introduction to IT
NATL101	Physical Sciences
SOCL101	Psychological Principles and Lifelong Learning Skills
SOCL102	Muslim Heritage & Its Global Impact
ISLM101	Islamic Culture (Arabic) **
ISLM102	Islamic Culture (English) **
INEN301	Fundamentals of Innovation and Entrepreneurship

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

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

Program Study Plan

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

Semester 1				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ENGL101	English I		3	None
ARAB101	Arabic Studies	Select One	3	None
ARAB102	Arabic As Foreign Language			
COMP101	Introduction to IT		3	None
MATH101	General Mathematics		3	MATH001
ISLM101	Islamic Culture (Arabic)	Select One	3	None
ISLM102	Islamic Culture (English)			
HRMT101	Introduction to Human Resources Management		3	None

Semester 2			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ENGL102	English II	3	ENGL101
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
ACCT201	Financial Accounting	3	None
ECON201	Microeconomics	3	MATH101
STAT101	Introduction to Statistics	3	MATH101

Semester 3			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT202	Managerial Accounting	3	ACCT201
BUSS201	English for Business	3	ENGL102
ECON202	Macroeconomics	3	ECON201
NATL101	Physical Sciences	3	None
SOCL102	Muslim Heritage and its Global Impact	3	None

Semester 4			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
BUSS206	Business Communication	3	ENGL 102
FINC204	Principles of Finance	3	ACCT 201
MKTG201	Principles of Marketing	3	None
QLTY201	TQM Fundamentals	3	None
RESM250	Research Methods for Business	3	None

Semester 5			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT301	Intermediate Accounting I	3	ACCT201
MGMT303	Organizational Behaviour	3	None
MISM301	Management Information Systems	3	None
ACCT350	Accounting Information System	3	MISM301
OPER307	Operations Management	3	MGMT110 & STAT101
RESM301	Quantitative Methods	3	STAT101

Semester 6			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT302	Intermediate Accounting II	3	ACCT301
ACCT320	Cost Accounting	3	ACCT202
INEN301	Fundamentals of Innovation and Entrepreneurship	3	None
BUSS301	Legal and Ethical Environment of Business	3	MGMT110
-	Elective 1	3	None

Semester 7			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT450	International Accounting	3	ACCT301 & ACCT302
ACCT465	Auditing I	3	ACCT201
ACCT402	Advanced Financial Accounting	3	ACCT302
-	Elective 2	3	-

Semester 8				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ACCT475	Auditing II		3	ACCT465
ACCT455	Taxation		3	ACCT301
BUSS490	Internship, **OR**	Select One	3	90 Credit Hrs
	Elective 4			-
MGMT403	Business Strategies		3	60 Credit Hrs
	Elective 3		3	-

Program Electives			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
MGMT405	Teamwork	3	None
ECON303	Money and Banking	3	ECON 202 & FINC 204
FINC306	Financial Institution Management	3	ECON 202
HRMT402	Pensions, Benefits and Plans	3	None
HRMT340	Performance Management	3	None
QLTY407	Business Excellence	3	None

School of Business and Quality Management Course Descriptions

Course Code	Course Name	Course Description
ACCT201	Financial Accounting.	Financial Accounting is the measurement of economic activity in order to convey financial results to parties interested in the financial status of the organization. Financial statements are a key product of this measurement process and an important component of firms' financial reporting activity. As this is a general course, the main goal is not to train learners to become accountants, but rather, to train them to be well-informed users of information in financial statements. Decision making is an integral part of the management process, and using financial information to support decision making will yield educated and well-informed decisions. Understanding financial terminology, supports the learners –not only- with financial topics, but also with other courses as it adds another dimension to the knowledge they will acquire in these courses.
ACCT202	Managerial Accounting	Management in most if not all types of organizations is better equipped to perform their tasks when they have a reasonable grasp of accounting information. Decision making and taking is the core of efficient management processes that heavily depends upon useful accounting information. This type of information will be provided through management accounting system, which refers to accounting information developed for decision makers within organizations.
ACCT301	Intermediate Accounting I	This course expands the analysis of financial accounting and reporting beyond principles of accounting and financial accounting. It explores advanced financial accounting and reporting issues including share capital, reserve, revenue, impairment of assets, leases, provisions, contingent liabilities and contingent assets, disclosure as well as the presentation of financial reporting in more depth.

ACCT302	Intermediate Accounting II	This course expands upon the underlying framework and concepts of Financial Accounting in the context of how accounting fits into the overall business environment of contemporary society. This course is the second in a two-course sequence of Intermediate Accounting. It provides a comprehensive review of the accounting process that was initially discussed in Financial Accounting and expanded on in the first course of this Intermediate Accounting sequence. Student will study the conceptual basis of accounting. Students will also deepen their understanding of the preparation and understanding of classified financial statements and related information and apply analytical tools in making both business and financial decisions. The course covers advanced financial accounting issues including: acquisition and disposition of property, plant and equipment, depreciation, impairment and depletion, liabilities, contingencies, stockholders' equity, dilutive securities, earnings per share and statement of cash flows. Students will learn how to apply some of the many accounting and economic concepts they have learned to the analysis of a company's financial position and performance as shown in published information, primarily focusing on financial statements. The aim is to demonstrate the role of financial accounting as means to resolve conflicts internally as well amongst the contracting parties.
ACCT320	Cost Accounting	Cost Accounting focuses on the methods and techniques used by accountants for product costing, cost control, and providing financial information for managerial decision-making. It discusses topics include cost accounting concepts, procedures, methods, and techniques used for personnel, production, factory overhead costs, inventory, work-in-progress, allocation of service department costs, job orders, process, joint and by-product costing, cost control, and standard costing.
ACCT321	Advanced Managerial Accounting	The course expands learners' knowledge beyond basic accounting and management accounting. It is intended to broaden their existing management accounting in advanced costing and quantitative techniques and integrating Theories of Organizational Behaviour, Strategic Management and Organizational Theory to Management Accounting.
ACCT350	Accounting Information System	The course provides an in-depth knowledge and understanding of the application of information systems to the accounting environment. The focus of the course is on developing leaner's abilities to understand the processing of accounting data in the electronic environment. The other topics include internal controls, systems analysis, and systems design and systems implementation.

ACCT360	Financial Statement Analysis	The course introduces the techniques to the analysis of financial information and the use of financial statement in business valuation. The course applies the techniques of financial information analysis to specific areas of business analysis that are commonly met in practice. The subject explores the varied sources of financial information used in developing financial analyses of firms.
ACCT420	Accounting for Not-for-Profit Organizations	This course examines the role of accounting and financial reporting in governmental and not-for-profit entities. This provides an introduction to the use of accounting information in the management of these organizations.
ACCT450	International Accounting	This course examines comparative accounting practices and technical problems in international accounting. The course is designed to explore the concepts, principles, and practices underlying comparative international accounting as well as accounting issues faced by multinational companies. This course provides an in-depth study of international accounting issues, differences between national accounting systems and accounting practices applied in multinational companies. This course equips students with important tools necessary to reflect upon international accounting, and address the three broad areas of multinational corporate accounting: measurement, disclosure and audit. The course aims to explore how national cultures and diversity can impact on the development of accounting system in different countries and region. Also it aims to develop learners' skill in making use of accounting information from foreign sources for decision-making purposes, and to prepare them to successfully manage typical accounting problems that arise in the current international business activities of a corporation.
ACCT460	Auditing Theory and Practice	This course introduces the learners to the word of financial statements auditing. It establishes the basic knowledge of the auditing profession and environment. Furthermore, this course familiarizes the learners with the "Generally Accepted Auditing Practices" that have to be utilized while conducting an audit. Finally, Auditing Theory and Practice trains the learners on the reporting and attestation steps in the auditing assignment.
ACCT470	Special Topics in Accounting	This course examines a wide array of issues of current concern to both the accounting profession and users of accounting information in the Arab world. The course coverage includes the cultural and religious influences on accounting, disclosure and transparency and the important issue of corporate governance in the Middle East. The topics covered will change from time to time to reflect current issues relating to accounting and which concern both the accounting profession and the users of accounting information in the Arab world.

ACCT495	Capstone Project	The course enables learners to apply broad knowledge of the management profession by undertaking a research-led project. This self-directed study engages learners in hands-on activities and exposes them to the cutting-edge management practice in their chosen topic specific to the key themes of the program. The course provides learners with an opportunity to apply previous knowledge and skills gained throughout the program in a "real-world" business situation. Major concepts and applied skills are incorporated and developed within the context of Program specific themes and learner's current or prospective business focus.
BUSS201	English for Business	This course is a distinctive Business English course. Drawing on the extensive media asset, it offers a highly authoritative and flexible range of material for business English learners. It covers methods of communication for business situations, emphasis on writing for business, effective presentations, and other communicative strategies for business.
BUSS206	Business Communication	Business Communications emphasizes correct business procedures, English, and psychology as they are related to business letters, reports, and other forms of official communication. The course is an introduction to the interpersonal communication process through appropriate communications technology with applications for business organizations. Reflective and critical aspects of communications will be examined.
BUSS210	Business Ethics	The general purpose of this course is to provide an introduction to ethical decision making in business. The focus will be on ethical decision making and business ethical issues at individual, organizational, and societal levels. Dilemmas, real life situations, and cases will provide an opportunity for learners to use course concepts to address ethical issues in real life. The course emphasizes critical thinking and informed decision making about ethical action.
BUSS316	Social Responsibility	The course is designed to examine the social and legal environment in which business is transacted. Social responsibility can be studied from different perspectives, such as law and the legal system; government regulation; contracts; product liability; forms of business organizations; employment discrimination; environmental law; and business ethics. However, the importance will be given to tacit understanding related to moral, social and ethical aspects that are not written in legal and contractual documents that will shape the cultural norms of an organization to conduct its daily business. The main aim is to develop professionals to demonstrate social responsible behaviour in all aspects of their business management, business dealings and transactions.

BUSS401	Business and Society	The relationship between business organizations and their ethical and social dimensions is becoming more multifarious, particularly as society has become increasingly concerned with various issues which have significantly altered nature of strategic decision making in businesses. This course will evaluate these developments and review the problems facing business and society. In addition, it will examine the principle concepts related to ethics and business activity. To fully understand the scope of such important issues a framework for studying social responsibility, the concept of stakeholders and their role for today's businesses, corporate governance as a fundamental aspect of social responsibility, the complex relationship between business and government, business ethics and ethical decision making, strategic approaches to improving ethical behaviour, employee-employer relationships and consumerism are studied. Society's needs and corporate priorities are analyzed in light of making recommendations to improve quality of life.
BUSS404	Business Law	Businesses operate within a quite complex legal environment. To become an effective business leader or business owner, you need to understand that environment. Thus this course is designed to introduce the important concepts of torts, contracts, agency, and business structures. Law becomes most meaningful when it is understood as the product of man striving for justice. We will focus on employment law, negligence, intellectual property, product liability, and many more critical legal issues that are common in the business world.
BUSS411	Advanced Business Law	Global businesses operate in complex legal and transaction environments. The recent economic downturn demand companies to be more diligent about the financial health of partner companies, and be prepared to tackle issues with regard to non-performance, defaulting financial obligations and bankruptcy. Building upon the compulsory course in Business Law, this course introduces advanced topics dealing with company law; partnership law; agency law; law concerning sale and supply of goods; bankruptcy; securities regulation; secured transactions and employment rights that are recognized as important issues in the business world.
BUSS490	Internship	This course seeks to expose the learners to real life situations in the areas of business and quality management practice. This self-directed project involves a hand-on practice that engages learners in a real-world project of their choice in an organization where they would be required to apply relevant knowledge and appreciate relevant practice. After successfully completing the internship and practicum program, learners would demonstrate knowledge, skills and practices in business and quality management.

ECON201	Microeconomics	This course is an introduction to the concepts and tools of Microeconomic analysis. It is concerned with the interactions of consumers and producers in a free market economy. The supply and demand model is explained and used to illustrate the efficient allocation of scarce resources. Different aspects of perfectly competitive as well as monopolistic markets are discussed. Need and desirability of government are highlighted.
ECON202	Macroeconomics	This is an introductory course in macroeconomics. The course provides a sufficient understanding of the definition and determinants of aggregate variables in the economy. Learners will be introduced to economic models that are designed to explain certain macroeconomic phenomena and problems such as growth, output, unemployment, and inflation. It discusses the strengths and weaknesses of different government policies in influencing the overall economy.
ECON303	Money and Banking	This course teaches learners about the financial systems, focusing on banking, and of the interaction between financial systems and the macro-economy. Topics covered include the nature and functions of money, banking history, interest rate determination, commercial banking, the money supply process, Foreign exchange rates, the Federal Reserve system and how it operates, monetary policy and inflation
ECON307	Managerial Economics	This is an elective course surveys important economic theories and deals with the application of basic economic theory and methodology to managerial decision making problems within various organizational settings such as a firm or a government agency. The emphasis in this course will be on demand analysis and estimation, production and cost analysis under different market conditions, forecasting and decision making under uncertainty
ECON319	Labor Market Economics	This course analyses economic models that explain how wages and levels of employment are determined and describes various important factors that affect labor market outcomes. It explains differences in wages across individuals may occur. The basic models are extended to analyze how and why labor market outcomes differ across groups and over time, in particular in terms of the increased inequality of wages among male and female workers. Issues related to labor migration and its impact on regional growth is examined. Finally, the effect of collective bargaining and government intervention in labor markets are also discussed.
ECON404	International Business	This course focuses on the management of business across national borders. Topics to be covered include the characteristics of international companies, theories of international trade and investment, cultural, social, economic, political and financial environments of international firms as well as the international dimension of the basic enterprise functions such as finance, production, marketing and personnel.

FINC204	Principles of Finance	The course is designed to provide learners with basic understanding of the essentials of financial decision-making. Emphasis is given to the underlying principles of corporate finance leading to effective decision-making by financial managers; one of their roles is to maximize shareholders' wealth. In essence, the course covers a number of topics related to investment and financing decisions â€“ that is- where to invest funds and how to raise funds.
FINC306	Financial Institution Management	This course is designed to provide learners with the macro financial environment with emphasis on the structure, functions, and economic role of financial institutions and markets. This includes the role of commercial banks, the central banking system and international finance.
FINC408	International Trade and Finance	The student studies topics in international Trade & finance. The course is designed to help students understand the fundamental principles or economic theories of international trade and finance, and the effects of various international economic policies on domestic and world welfare. In addition, the course will highlight sources of comparative advantage, gains and losses from trade, the impact of trade on economic growth, and effects of trade policy interventions such as tariffs, quotas, VERs, etc. International agreements on regional trade liberalization (such as NAFTA) and on multilateral trade liberalization (e.g., WTO) will be also discussed. Topics on international finance will include balance of payments, determination of foreign exchange rates, and international monetary system. Furthermore, the course will help students learn to analyze and critically evaluate economic policies and issues in this field.
HRMT101	Introduction to HR Management	This course provides an introductory overview of the field of human resource management (HRM) with an emphasis on strategic HRM. The unit emphasizes the nature of the generalist practitioner rather than the specialist and develops a holistic approach to the integration of HRM activities and strategies with those of the organization as a whole. It covers the functional processes of planning for recruiting, selecting, training, developing, rewarding and retaining people at work. It explores current themes such as labor flexibility, and international human resource management.
HRMT202	Recruitment & Selection	This course is designed to improve learners' knowledge and skills by drawing on the latest methods and 'best practices' relating to job analysis and design, recruitment, selection, and induction of a promising and effective workforce for attaining the goals of an organization in a competitive business environment. This course will help learners develop frameworks for making sound recruitment decisions; analyze labor market situations; develop plans to monitor, improve, and practice their recruitment and selection skills; and more effectively learn the right lessons from case studies.

HRMT204	Employment Law	Employment Law is a broad area including all areas of the employer/employee relationship except the negotiation process covered by labor law and collective bargaining. Many employment laws (e.g., minimum wage regulations, employee discrimination) were enacted as protective labor legislation. Other employment laws take the form of public insurance, such as unemployment compensation. The course considers claims for wrongful dismissal, unfair dismissal and statutory redundancy. Also covered are the statutory rights of individual employees such as protection from different forms of discrimination and the provision of family-friendly rights. Employment law in the UAE and its impact on the growth of this dynamic area is also considered.
HRMT230	HR Planning & Talent Management	This course examines the importance of human resources role as an equal business partner with other departments within the organization in the strategic planning process. It examines how human resources respond to different organizational strategies with different human resources management policies, practices and philosophies. This course includes applied, as well as theoretical work
HRMT302	Career Management	This course views career management as a process by which individuals can make informed decisions regarding their work life, from career development to choosing a major, deciding on occupations, learning about resumes, interviewing, and job search strategies. It examines the conditions under which career goal setting contributes to effective career management, and provides learners with an opportunity to develop the necessary skills to engage in life/career planning.
HRMT303	Training & Development	This course constitutes a key element of managing human resources and focuses on developing and maintaining effective working relationships between employees and employer. The nature of such relationship has implications for employee productivity, job satisfaction, and organization's performance. Throughout the course, special consideration is given to the conflicts inherent in the employee-employer relationship and the processes used to resolve these conflicts and effectively manage the relationship. The course provides learners the knowledge and ability to notonly adhere to organizational policies and labor law but also understand the structure of unions and the collective bargaining process and focus on employee development and retention

HRMT318	Employee Relations	This course focuses on employee relations, the conflicts inherent to that relationship and the processes used to resolve these conflicts and manage the relationship. Employee Relations involve the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals who arise out of or affect work situations.
HRMT340	Performance Management	This course explores HR performance management (PM) in organizations. It provides an overview of employee PM as a continuous process and discusses the process of identifying, measuring, and developing the performance of individuals and teams. This course will especially emphasize on the linkages between Performance Management and other human resource management functions such as recruitment & selection, training & development, HR planning, and compensation management.
HRMT350	Compensation and Benefits Management	This course focuses on managing employee compensation in organizations. Through conducting case studies and project, learners will acquire essential knowledge and skills needed to develop effective compensation systems in the UAE and multinational organizations.
HRMT401	Occupational Health and Safety	In this course learners will be introduced to the fundamentals of occupational health and safety. The course will provide learners with the essential Knowledge, principles and skills that helps them to assess, suggest suitable control measures for work place hazards.
HRMT402	Pension Benefits and Plan	This course highlights relevant pension issues facing all those planning for retirement. Such issues include income planning, social security, healthcare, insurance, housing and power of attorney, among others. Pension benefits are reviewed and discussed as they are relevant in the context of retirement strategy of employees.
HRMT405	Applied HR Policies	This course is designed to expose students to a wide range of human resources issues and policies in many different work environments. Students will research and develop strategies, policies and procedures essential to effective HR management. Knowledge of several specific functional areas will enable students to link and integrate common strategies within a particular workplace, based on their research of best practices. Particular emphasis will be placed on the importance of diversity as a consideration within several policy areas

HRMT406	International HR Management	The course focuses on providing an in-depth understanding of the core aspects of HRM in the international context. The course focuses on diffusion of international HRM in multinational corporations, expatriation and repatriation management, and international aspects of the core Human Resource Management issues such as recruitment and selection, compensation and reward, training and development and performance management.
HRMT408	HR Analytics and Measurement	The overall objective of this course is to familiarize the students with the concept of data analytics and its applicability in a business environment. It enables you to gain knowledge about how to quantify, measure, and report the value of human capital within organizations. Various measurement tools and research concepts will be discussed throughout the course.
HRMT417	Special Topics in HRM	The specific emphasis in this course will vary depending on the contemporary issues surrounding the topics in Human Resources Management that will be the focus of the course. Some of the HRM topics, each of which would form the basis for a special topic are: Emiratization strategy, recruitment and selection, human resources planning, performance appraisal, compensation and benefits, and training and development. It is a supervised research project that provides learners with the opportunity to undertake independent research in a specific area of interest to them.
HRMT495	Capstone Project	This course is included in the HR Curriculum to train the students on undertaking scientific research, to bridge the gap between theory and practice in the industry and prepare the graduating students for future postgraduate studies. The research project is chosen in the area of Human Resource Management (HRM) and preferably conducted in the organization where the student is currently working. The students choose an appropriate research project on their own, justify the research problem, develop the research objectives , conduct literature review, work out the research methodology, collect the data, analyze it using either quantitative or qualitative techniques, and write-up the research findings as a formal report.
MGMT110	Introduction to Management	This course introduces management functions including planning, organizing, staffing/human resources, leading/interpersonal influence and controlling in domestic, international, multi-national, global, and multi-domestic spheres. The course gives insights on organizational environment, decision-making process, business ethics and social responsibility.

MGMT203	Organizational Consulting	This course is designed to expose learners to the dynamics of organizational consultancy. Management consultants are organizational change agents and are expected to provide invaluable advice to organizations in a dynamic environment. This course will help learners understand and appreciate that modern organizations have benefited immensely from outside help from consultants who have asked for uncomfortable reports and given painful reports. Professional organizations have found the pain bearable and have been able to convert it into opportunities for self-renewal.
MGMT303	Organizational Behaviour	The course includes several topics on the nature of human behavior in public, private and not-for- profit organization. It discusses in details the various theories of motivation, theories of leadership, power and authority, strategies of organization design and change, teamwork and collaboration, decision making, conflict resolution and negotiation management, and the measurement of organization effectiveness. Interaction amongst people within and outside organizations is characterized by complex human dynamics. This course is designed to help learners study these very interesting complexities by both; standing back and considering these dynamics; and by directly experiencing these dynamics through course activities.
MGMT315	Customer Care	The course covers several key aspects related to customer care. In contemporary business environment, it is considered that by focusing on customer satisfaction, loyalty and retention, an organization can carve a niche and survive and grow profitably. By developing a customer care program through a careful analysis of customer needs and wants, a firm can of course become market oriented. The course seeks to examine the evolution and conceptual framework of customer care and market orientation through a well-crafted customer centric approach.
MGMT403	Business Strategies	This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It provides learners with a strategic planning framework emphasizing the analysis of the internal and the external environments of the organization, strategy formulation, strategy implementation and monitoring and evaluation.

MGMT405	Team Work	The course is designed to introduce essential theories for understanding, analysing and managing teams. It defines the various types of teams, explores key components that form a team and highlights key factors that influence each individual working in a team and that create an effective group. The course also presents the problem solving tools and techniques used by different groups across an organization. To enhance learners' understanding of the subject, learners will study team management through reading and discussing cases, online material, learning and implementing techniques to build and sustain teams. Overall the course will enable learners to apply the skills and knowledge they have learned to a real-world team
MISM301	Management Information System	It is vital that future managers in every area of business have a working knowledge of modern IT, practical experience in its use, and management perspective on how IT is used in organizations. This course deals with the concepts and nature of information systems in general and management information systems (MIS) in particular. Thus, it places a major emphasis on information systems in organizations, database management systems, decision support systems and knowledge management. It also includes an understanding of the value of information systems as well as aspects related to the management of global information systems.
MISM409	Enterprise Resource Planning	This course covers an important topic of managing supply chain and value chains in a virtual, electronic and internet based environment which requires real time response, agile and customized approaches of serving and fulfilling customer needs. The course will discuss the origins and definitions of Enterprise Resource Planning (ERP) as a way of managing supply chains with IT enabled principles and approaches. In addition to closely analysing the various key factors that impact on the effective implementation of ERP systems or otherwise, the course will look at extended ERP systems that will cover wider aspects than just supply chain ones, to include for instance Customer Relationship Management (CRM) issues.
MKTG201	Principles of Marketing	This course exposes learners to the principles of marketing concepts and provides insights into how these concepts are applied by organizations regionally and internationally. This course is designed to provide learners with an overview of basic marketing theory and to expose learners to the elements of marketing practice through topics such as consumer behavior, developing marketing goods and services, pricing, distribution, and promotion. This course also devotes particular attention to analyzing consumer needs, and market segmentation. This interesting course utilizes brainstorming sessions and group forums to discuss marketing-related matters and find solutions for many customer-related problems

MKTG301	Consumer Behavior	This course focuses on the theoretical advances that have been made in the area of consumer behavior and their implications for marketing decisions. The course will include evidence and case studies from various parts of the world.
MKTG302	E-Commerce	In the contemporary world characterized by emerging digital trends, the focus of strategy is on e-solutions for marketing management. Customer satisfaction must of course drive these solutions. An important potential direction for marketing managers is to find a way of making e-commerce really customer-oriented. This course focuses on e-commerce concepts and issues that are interesting for marketing professionals seeking to satisfy customers.
MKTG330	Marketing Communications	The success of any marketing program depends, to a great extent, on the effectiveness of marketing communications strategy. This course will expose the learners to the concepts and techniques in the area of marketing communications.
MKTG360	Customer Relationship Management	The universal acceptance of CRM is helping businesses to successfully implement strategies aimed at with retaining customers. It is also helping businesses shift from a short-term transaction-based approach to a la long-term relationship strategy. This course basically focuses on the growing importance of CRM and use of Internet technologies for the effective management of relationships with individual customers. Coverage includes strategic aspects of CRM in the information technology era.
MKTG370	Advertising and Promotion	Advertising and sales promotion have come to play an important role in the marketing world. This course focuses on principles and practices related to advertising and sales promotion. It provides a managerial perspective of advertising and sales promotion and their function as important elements of integrated marketing communications and the marketing process.
MKTG380	Personal Selling	Personal selling skills are indeed invaluable for marketing professionals, particularly in the UAE. This course will focus on interpersonal skills and provide an understanding of the process of personal selling.
MKTG410	Marketing Channels	This course explains how to design, develop, maintain and manage channels of distribution for achieving the strategic objectives of business. The course is based on theory and case studies related to marketing channels.
MKTG425	Sales Management	This course emphasizes the analysis of sales data and management of sales force. It focuses on issues and strategies related to sales management in a competitive environment. Special emphasis is placed on developing an effective sales force program, managing strategic account relationships and team building.

MKTG430	Services Marketing	The services sector has come to occupy great heights in various parts of the world. This course seeks to highlight the growing importance of the services sector and the challenges facing marketing managers in the services sector to be successful in a competitive environment.
MKTG435	Marketing of Financial Services	This course provides the learners with a sound knowledge of tools and techniques used in the marketing of financial services. Learners in this course will be exposed to various marketing techniques and can expect to learn how to effectively market financial services and create value for customers in a complex and competitive investment environment.
MKTG440	International Marketing	Recent years have witnessed internationalization of markets at a remarkable speed. Marketing managers must therefore be equipped with the knowledge, tools and techniques related to international marketing. This course focuses on international marketing strategies.
MKTG445	Marketing of Hospitality and Tourism Services	The GCC countries including the UAE have been making incessant efforts to market hospitality and tourism services in various parts of the world. In fact, hospitality and tourism strategies have come to play a key role in the process of diversification of the economies of those countries. This course provides knowledge related to techniques and strategies that can be used effectively to market a range of hospitality and tourism services in any part of the world.
MKTG450	Marketing Management	The focus of this course is on marketing theory and practice. Learners in this course can expect to gain knowledge about the marketing mix management process and learn how to apply various marketing models and techniques when solving complex marketing problems in a competitive environment.
MKTG480	Special Topics in Marketing	The phenomenal growth in the Social Media and high level of audience involvement make it imperative for firms to use these media to reach out to their target customers. From 1.79 billion users in 2015, the number of worldwide users of Social media is estimated to reach 2.5 billion by 2018. The massive reach offered by the social media at a fraction of the cost incurred for traditional media is being leveraged by organizations in the business, non-profit and governance sectors alike. In consonance with this trend, the course aims at developing knowledge of and inculcating skills relevant to harnessing the potential of social media for organizational objectives. The course is chiefly student-driven and activity-oriented. The participants will be introduced to the concepts and the focus is on “learning through doing” supported by continuous guidance.

MKTG495	Capstone Project	The capstone project is a dissertation carried out by graduating students in partial fulfilment of the course work requirement for the Bachelor of Business in Marketing program. The learners choose an appropriate real life research project (e.g. market survey, competitor analysis, or an e-commerce strategy) on their own, justify it, work out the research methodology, analyze data collected and write-up the research findings. However, it is important that the proposed research project be related to the area of marketing and learners must try to synthesize the various skills learned in previous marketing courses. . An academic advisor is assigned to advise the learners at various stages of the research project. This course culminates in preparing a dissertation which has to be presented and defended by the learners. This course is included in the curriculum to train the learners on how to undertake scientific research, to bridge the gap between marketing theory and practice in the industry and prepare the graduating learners for postgraduate studies or for professional careers in marketing.
OPER307	Operations Management	This course deals with the management of the operations function, including the analytical techniques used to plan and control the production of goods and services. It includes operations strategy, the role of technology in operations, MRP, capacity planning, scheduling, and inventory management
OPER308	Business Process Management	Today's business organizations are under continual competitive pressures and they strive to exist by adopting innovative approaches to doing business and by being adaptable to the changing market place. Business Process Management (BPM) is one of the approaches that are adopted by organizations to improve performance and remain resilient. The course discusses the methods and techniques required to analyze, design, execute, automate, and evaluate business processes. By its very basic nature, the BPM approach strives to maintain business sustainability, optimize utilization of resources, and enhance organizational performance. Upon completion of the course, learners will enable to evaluate the efficiency and efficacy of an organization from a process perspective.

PROJ201	Project Management	This course will explore the elements and dimensions of project management; concepts, methodologies, tools, and techniques. The main tasks involved in, and the outputs of the project management process groups 'initiating, planning, executing, monitoring and controlling, and closing' will be explained. Learners will be provided with realistic project scenarios from general business and/or information technology project management to apply the concepts, tools and techniques learnt on this course. Learners will also be introduced to the use of project management software to help in developing and tracking project plans (e.g. Microsoft Office Project), and for selecting between projects based on financial and other criteria (e.g. Microsoft Excel for analysing project financials and weighted scoring models).
QLTY201	TQM Fundamentals	This course presents TQM as a business philosophy that companies should adopt to achieve organizational excellence. It is concerned with the improvement of all aspects of operations performance and how improvement should be managed. It deals with the management of continuous improvement, including the differences between traditional quality management and TQM, the analysis of TQM in daily operations, continuous improvement, and tools and techniques used to achieve TQM.
QLTY302	Quality Gurus and their Philosophies	This course presents learners with the fundamental theory behind the quality concepts and discusses the evolution of total quality management. To fully understand the total quality management movement, the course exposes the philosophies of notable individuals who have shaped the evolution of total quality management. Their philosophies and teaching have contributed to our knowledge and understanding of quality today. Finally, the course emphasizes an integrative view of total quality management based on the philosophies of the quality gurus.
QLTY310	Quality Culture	This course is designed to provide students with the essentials of Total Quality Management, including an introduction to the use of various methods and recent developments of quality control (such as QA/QC, STQM, Six Sigma and DFSS) are covered. Quality in design and planning is stressed as equally important to managing quality in in production of goods and services. This course familiarizes learner with quality control techniques, quality assurance issues and quality management methods.

QLTY311	Continuous Improvement	Continuous improvement (CI) is a vital principle of Total Quality Management (TQM) and a management philosophy adopted by organizations to improve all factors related to the process of converting input into outputs on an ongoing basis. To enhance learners' understanding of the importance of CI to organizations, the course is designed to present how CI enables the internal processes function more effectively. It will introduce quality theory and its relevance to the CI. More specifically, the course will focus on the nature and context of continuous improvement philosophy, CI models, CI cycle, and CI tools and techniques
QLTY313	Quality Planning	The course presents the concept of quality planning in the various quality planning stages. The course discusses various examples and success stories to emphasize how the quality planning process is carried out. The course is largely based on the Juran Trilogy, which includes Quality Planning, Quality Control and Quality Improvement. Various planning tools will be described and models of driving quality from a top down perspective will be covered.
QLTY405	Quality Management Tools & Techniques	This course will look at a wide variety of tools and techniques which are used generically and universally and in different cultural contexts. Starting with the most basic tools of quality (7 basic tools), planning tools of quality are also used, quality costing tools, team building tools, prioritization tools amongst others. These tools are organized within the quality improvement model.
QLTY407	Business Excellence	This course presents the concept and importance of business excellence. It discusses selected global excellence models which represent prestigious quality awards (in USA, Europe, Japan and UAE) in detail to show how these models can drive, enable and foster an excellence culture within the organization by presenting case studies, examples and best practices of award winners . Learners will be introduced to the assessment process of such excellence models.
QLTY410	Service Quality	This course is designed to provide a broad understanding of service quality management It does not merely present information about the major concepts and techniques in the area of service quality but enables you to evaluate and use them, thus improving your capacity to build and manage an effective service quality system for creating customer value. The course is based on research studies from disciplines such as economics, consumer behavior, marketing, operations management and strategic management.

QLTY412	Leadership in Quality	This course presents the importance of leadership as a major pillar to achieve organizational excellence. The course defines leadership, examines the various traits of leaders, presents various leadership theories and evaluates the various leadership styles appropriate to drive organizational excellence. The course presents several examples of role models worldwide to identify what roles, responsibilities, practices and level of commitment and involvement that make capable leaders to drive quality and excellence initiatives.
QLTY480	Quality Systems	This course will explore the evolution and development of Quality Assurance and in particular the various systems that have, over the years, played a key role in assisting organizations create consistency in their efforts to deliver quality products and services to their customers. The course will examine some of the main quality systems and in particular ISO 9000, the various stages of the certification process, the quality manual, the implementation of the system, the process of 3rd party certification amongst others. Learners will have the chance to look at how quality systems such as ISO 9000 can drive organizational performance and how the former can help produce a paradigm shift from a 'compliance-based culture' to 'a continuous improvement & learning culture'.
QLTY495	Capstone Project	The Capstone Project is a required course as a partial fulfilment for the Bachelor program. Learners choose an appropriate project (in consultation with their Capstone Supervisor), justify it, work out the research methodology, analyze data collected and write-up the research findings. However, it is important that the proposed research project be related to their specific specialization Program focusing upon a problem identified in a business setting. An academic supervisor is assigned to advice learners at various stages of the project. The Capstone Project equip learners with skills how to undertake scientific research based on a real-world problem and prepares them for postgraduate studies.
RESM250	Research Methods for Business	Business marketing research has come to play a vital role in managerial decision making all over the world. All sorts of organizations rely heavily on scientific evidence collected through the process of marketing research. This course seeks to expose the learners to the nature, role, techniques and process of marketing research in contemporary business environment.

RESM301	Quantitative Methods	The course introduces the concepts of quantitative analysis and the use of mathematical models in analyzing and making sense of business problems in the context of a complex world. A variety of names exist for the body of knowledge, i.e. operations research, management science and decision science. The purpose of this course is to provide learners with a sound conceptual understanding of the role that quantitative methods play in the decision making process. Throughout the course, we use mathematical models to represent abstraction of real-world situations and, those models capture the major relevant aspects of the problem and can then provide a solution recommendation in aiding decision making process. The models were programmed to generate optimal solutions for businesses, i.e. to minimize costs and maximize profits.

School of Business & Quality Management Faculty Roster

Professor Khaled Sartawi

Dean of School of Business & Quality Management

BBA in Management from the University of Toledo,

MBA in Finance from University of New Haven,

PhD in Organizational Behavior from the University of Alabama, and

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

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

Professor Ebrahim Soltani,

Professor

Postgraduate Certificate in Higher Education (PGCHE), University of Kent (2005-2007)

ESRC Postdoctoral Fellow – University of Strathclyde (2004- 2005)

PhD in Quality/Operations Management (University of Strathclyde, 2000-2003)

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

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

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

Professor Syed Aziz Anwar

Professor

Ph.D. (University of Delhi)

His specialty areas include International Business, Marketing Management, Service Quality and Research Methodology. He has held academic positions in eminent universities such as University of Delhi, India; University of Otago, New Zealand; University of Brunei Darussalm, Brunei Darussalam; International Islamic University, Malaysia; Aalen University of Applied Sciences, Germany; Arab Open University, Kuwait, and University of Sharjah, UAE.

Professor Anwar has been a recipient of a younger social scientist fellowship from the British Council, London. His research papers, case studies and books have been published in several countries including USA, UK and Singapore. He has edited scholarly journals, conference proceedings and roundtable reports. He is a Vice-President of MAG Scholar, New Zealand.

Professor Anwar has been a trainer and consultant for a large number of organizations including United Nations' International Trade Center, Geneva, Toyota Brunei, HSBC Brunei, Singapore Seaport and Abu Dhabi Retirement and Pensions Fund.

Professor Kanishka Bedi

Professor

Ph.D.; PGDBA; B.Tech

Professor Bedi has more than two decades of academic and professional experience. He previously held teaching and leadership positions in Singapore, Malaysia, India and the United States. He received several awards for research and innovation in online education.

Research Focus: Entrepreneurship; TQM; Operations Management; Comparative Online Education

Professor Syeda-Masooda Mukhtar

Professor

PH.D Manchester Business School, University of Manchester, U.K

M.PHIL University of Newcastle upon Tyne, U.K

Professor Syeda-Masooda Mukhtar earned her PhD from Manchester Business School, U.K. She has held a number of positions in industry including as Director PricewaterhouseCoopers Strategy Practice, CEO of an international entrepreneurial venture, and as the Non-Executive Board Member and the Regional Chairman of NCHA, U.K. She has engaged with high profile policy initiatives with multilateral organizations such as the United Nations ILO, as well as the local and national government institutions in several countries.

Research Focus: Entrepreneurial technology and innovation based enterprise development and polciy; cross-cultural mangement

Dr. Sanjai Kumar Parahoo,

Associate Professor

PhD in Management/Marketing, University of Mauritius. Supervisors: Prof Jacques-Marie Aurifeille (France) and Prof S K Sobhee (Mauritius)

MBA (Distinction, University Gold Medal and DCDM cash prize and trophy); University of Mauritius

Graduate Certificate in Business (Distinction), Curtin University of Technology, Perth, Australia

Registered Professional Engineer status, Mauritius

Bachelor in Technology (Civil Engineering), Indian Institute of Technology-Delhi, India.

Dr. Shamim Ahmad Siddiqui,

Associate Professor

PhD (Economics) degree in 1989 from Temple University, USA. MA (Economics) in 1979 from University of Karachi

MS (Applied Economics) in 1980 from University of Karachi

Taught courses in economics and Islamic Finance at the University of Brunei Darussalam, University of Karachi and Temple University.

Published journal articles and papers in the areas of international trade, labor and development economics.

Worked as an Economics Consultant for various development projects undertaken by public sector departments of governments of Brunei, Sri Lanka and Pakistan a number of them sponsored by international agencies.

Dr. Ying-Ying Liao,

Associate Professor

PhD, University of Kent, UK

MSc, Shih-Chien University, Taiwan

Dr. Ying Ying Liao is an Associate Professor at Hamdan Bin Mohammed Smart University and a fellow of the Higher Education Academy (HEA) UK. Prior to her current appointment, she was an assistant professor and acted as programme director at the University of Liverpool (China Campus). She received her PhD degree and served as post-doctoral researcher in the University of Kent, UK. She has been actively involved in several research activities internationally including joint PhD supervision, EMBA external examiner, committee member of international conferences, and ad hoc reviewer for several high quality international journals (e.g. JBE, TQM&BE, etc) and conferences (e.g. AMA, AoM, etc). She has currently published 12 journal articles (some in 2 & 3 - star refereed journals –ABS ranking, UK), 24 international refereed conference papers and 4 book chapters. Prior to joining academia, she gained extensive industry experience in various capacities in service sectors (i.e. hospitality, healthcare) where she contributed significantly to the enhancement of quality of service offerings. Her current research interests focus on service management (e.g. service quality, service failure & recovery, managing human resources in services and supply chain quality management).

Dr. Mounir Elkhatib,

Associate Professor

PhD in IS project management and technology - Special emphasis on organizational e-transformation and e-government (2005) - School of Advanced Technology - University of Glamorgan – Cardiff – UK

Dr. Mounir El Khatib is an expert (academic and practitioner) with 22 years of varied experience in Europe and Middle East, in program and project management, covering engineering, business and management, and IT fields. He is an e-government and e-transformation expert, heavily involved in Dubai, Abu Dhabi, and UAE Federal E-Government, covering the management & technical perspectives

Dr El Khatib holds a PhD in Project and IT Management from UK. He is a certified project management professional (PMP).

Worked as Oracle, IBM-BCS as advisor, consultant, project manager, partner or agent for a variety of government and private projects. Trained many outstanding organizations. He published many papers, participated in many conferences and TV interviews.

Dr. Mohammed Ghadi

Associate Professor

PhD of Business Administration, HR, University of Wollongong, Australia, Dec, 2012

Master of Business Administration (MBA), Mutah University, Jordan, Jan, 2008

Dr Mohammed Yasin Ghadi is an Associate Professor in the School of Business and Quality Management at Hamdan Bin Mohammed Smart University. Prior to his appointment, Dr. Ghadi, worked for more than six years at Mutah University in Jordan and as a Chairman of department of Business at Mutah University. He also taught some Management courses at University of Wollongong in Australia.

Dr. Ghadi's teaching experience includes Human Resource Management, Staffing, Compensation Management, Strategic Human Resource Management, Training & Development and Organizational Behaviour.

Dr. Ghadi's research interests include Happiness in work, meaning in work, work engagement, loneliness in work, transformational leadership, turnover intention, workplace envy, job crafting, work spirituality, strategic human resources management.

Dr. Riham Rizk

Associate Professor

PhD Corporate Social Disclosures, Durham University, 2006

MBA, Arab Academy for Science & Technology, Egypt, 1998

BA Accounting, Simmons College, USA, 1993

Current research focus: Corporate Social Responsibility and Disclosure, Corporate Governance, The Influence of Culture and Religion on Accounting, Islamic Business Ethics, Threshold Concepts in Accounting Education.

Dr. Ahmed Al-Nakeeb,

Assistant Professor

Ph.D. in Quality Management from University of Glamorgan (University of South Wales) U.K. 2001

MBA from University of Glamorgan (University of South Wales) U.K. 1993

Dr. Ahmed Al-Nakeeb is an Assistant Professor of Management at the School of Quality and Business Management at Hamdan Bin Mohammed Smart University.

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

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

Dr. Mohamed El Baradie,

Assistant Professor

Ph.D. University of Durham. UK 2008

MBA Wayne State University. USA 1997

Dr. Mohamed El Baradie is an Assisstant Professor of Accounting at Hamdan Bin Mohammed Smart University in the School of Business and Quality Management.

Before joining HBMSU Dr. El Baradie worked as an Assistant Professor at Al Hosn University, Abu Dhabi and The American University in The Emirates, Dubai. He also taught Accounting courses at The University of Durham during his PhD studies. He worked as a Financial Controller with American Airlines, and an Accounting Controller with P. Tech Corporation both in the USA. Also, he is a certified Business Trainer by the US AID. Dr. El Baradie's teaching experience includes Financial Accounting, Cost/Managerial Accounting, Auditing and Finance. Dr. El Baradie received his PhD in Accounting from The University of Durham, United kingdom, an MBA from Wayne State University, Michigan, USA, and the bachelor degree from Alexandria University, Egypt.

His research interests include Management Accounting techniques and the Institutionalization of Costing methods.

Dr. Shaima AlHarmoodi

Assistant Professor

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

Masters in Urban Planning from the American University of Sharjah, UAE

Dr. Shaima AlHarmoodi is an Assistant Professor at Hamdan Bin Mohammed Smart University. Prior to her appointment, Dr. Shaima competed her PhD degree at the British University in Dubai partnered with The University of Manchester investigating the effect of stakeholder integration on innovation effectiveness in megaprojects. Her interest in Megaprojects stemmed from her specialization in her Masters degree as an urban planner. She believes that planning at a large-scale necessitates proper management and innovation to achieve a competitive advantage.

Dr. Shaima's research experience in the field of Innovation and Project Management allowed her to lecture in different areas such as innovation management, project management, stakeholder management and urban planning.

Dr. Hanan Faour

Assistant Professor

PhD in Human Resource Management, University of Salford, Manchester, UK

MSc in Human Resource Management and Development, University of Wolverhampton, UK

Dr. Hanan Faour is an Assistant Professor and Human Resource Management Program Chair at Hamdan Bin Mohammed Smart University. She is also an Associate Member of the Chartered Institute of Personnel and Development (Assoc CIPD). Prior to her appointment, Dr. Hanan competed are PhD degree at the University of Salford investigating the attraction of young talent into organizations.

Dr. Hanan teaching experience is in the field of Human Resource Management teaching courses such as Staffing, Strategic HRM, Performance Management, and Compensation and Rewards.

Her research interest is mainly in investigating contemporary HRM challenges and the use of digital technologies in HRM.

Dr. Meera Alreyaysa

Assistant Professor

PhD in Project Management

Dr. Meera Al-Reyaysa is part of the Deanship of Research and Doctoral Studies. She graduated with a PhD in Project Management from the British University in Dubai via the University of Manchester, UK. Her research interests include project management, sustainability, and corporate social responsibility in the MENA region.

Research Interests: Project Management – Sustainability – Corporate Social Responsibility.

Dr. Shatha Hawarna

Assistant Professor

Ph.D. (Quality Management & Human Resource), International Islamic University in Malaysia-IIUM (2017).

Professional Experience:

- Computer teacher - Pvt. And Gov. Schools (1992-1988).
- Working in development curriculum project for secondary schools – Minister Office-Ministry of Education (1998-2003).
- Taught courses in Education principles and IT introduction at the university of Ajman, Al Quds Open University in Dubai (2002-2006).
- Head of Student Services in Dubai University (2003-2006).
- Manager of Excellence in education center - Hamdan Bin Mohammed Smart University-HBMSU (eTQM College) (2006-2009).
- Manager of learner's accessibility in Hamdan Bin Mohammed Smart University (2009-2013).
- Scholarship to complete my PhD offered by Hamadan Bin Mohammed Smart University and Ministry of Education (2013-2016).
- School relations Manager in Hamdan Bin Mohammed Smart University (HBMSU) (2016-2018).

School of Health and Environmental Studies

School Mission

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

School Objectives

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

Bachelor of Science in Health Administration

Total credit hours (123)

Program Description

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

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

the health administrative concepts. The courses are interrelated and provide a solid conceptual and applied foundation for the health administration in the UAE and other GCC Countries.

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

Program Goals

PG.1. To expose learners to the concepts of health administration (management theory, health economics, and finance, marketing and health information) needed for managing health care operations and work forces.

PG.2. To demonstrate knowledge of the organization of different health care delivery systems and their information needs

PG.3. To equip learners with necessary tools and techniques to improve health care quality and contain costs

PG.4. To address the challenging ethical and legal issues related to the well-being of the population

Program Outcomes

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

- K1. Integrate acquired comprehensive, up-to-date, and specialized knowledge in health services administration practices and critically appraise the interfaces between health services administration theories and practices.
- K2. Demonstrate a knowledge of contemporary concepts of continual quality improvement programs and practices in health services settings and their application to health contexts.
- S1. Analyse problems, formulate solutions and identify risks associated with the solutions in order to develop effective health administration practices.
- S2. Communicate effectively orally and in writing and deploy a range of presentation techniques within health workplace settings.
- AR1. Demonstrate leadership competence for working effectively and anticipate the impact of health reforms on managerial effectiveness.
- RIC1. Interact constructively with professional colleagues in health settings, and adapt multiple perspectives to formulate effective actions.
- SD1. Demonstrate commitment to life-long learning, self-evaluation, reflective practice, and application of professional ethics in health services administration.

General Education Requirement (33 Credit Hrs.)

Course Code	Course Name
ENGL101	English I
ENGL102	English II
ARAB101	Arabic Studies *
ARAB102	Arabic As Foreign Language *
MATH001	Remedial Mathematics
MATH101	General Mathematics
STAT101	Introduction to Statistics
COMP101	Introduction to IT
NATL101	Physical Sciences
SOCL101	Psychological Principles and Lifelong Learning Skills
SOCL102	Muslim Heritage & Its Global Impact
ISLM101	Islamic Culture (Arabic) **
ISLM102	Islamic Culture (English) **
INEN301	Fundamentals of Innovation and Entrepreneurship

*Select one from the following:

- Arabic Studies
- Arabic As Foreign Language

**Select one from the following:

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

Program Study Plan

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

Semester 1				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
COMP101	Introduction to IT		3	None
ENGL101	English I		3	None
MATH101	General Mathematics		3	MATH001
NATL101	Physical Sciences		3	None
ARAB101	Arabic Studies	Select One	3	None
ARAB102	Arabic As Foreign Language			

Semester 2			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ENGL102	English II	3	ENGL101
HADM101	Medical Terminology	3	None
MGMT110	Introduction to Management	3	None
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
STAT101	Introduction to Statistics	3	MATH101

Semester 3				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
HADM201	Social and Behavioural Aspects of Health		3	None
HADM202	Principles of Healthcare and Diseases		3	None
HADM203	Principles of Healthcare Management		3	MGMT110
HADM204	Biostatistics and Epidemiology		3	STAT101
ISLM101	Islamic Culture (Arabic)	Select One	3	None
ISLM102	Islamic Culture (English)			

Semester 4			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT201	Financial Accounting	3	None
HADM205	Health Information Systems Management	3	None
HADM206	Hospital Management	3	HADM203
HADM207	Organization of Health Services	3	HADM203
HADM208	Ethical and Legal Aspects of Healthcare	3	None

Semester 5			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT202	Managerial Accounting	3	ACCT201
ECON201	Microeconomics	3	MATH101
HADM301	Research Methods for Health and Environmental Studies	3	HADM204
INEN 301	Fundamentals of Innovation and Entrepreneurship	3	None
MISM301	Management Information System	3	COMP101
MKTG201	Principles of Marketing	3	MGMT110 OR HRMT101

Semester 6			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
FINC204	Principles of Finance	3	ACCT201
HADM302	Introduction to Global Health	3	None
HADM303	Health Economics	3	ECON201 and HADM203
HRMT101	Introduction to HR Management	3	MGMT110
	Elective 1	3	-

Semester 7			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HADM401	Healthcare Finance and Insurance	3	FINC204
HADM402	Advanced Healthcare Management	3	HADM203
HADM403	Quality in Healthcare	3	None
SOCL102	Muslim Heritage and its Global Impact	3	None
	Elective 2	3	-

Semester 8			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HADM404	Strategic Planning for Healthcare	3	HADM207
HADM405	Health Policy	3	None
MGMT303	Organizational Behaviour	3	MGMT110 OR HRMT101

Semester 8			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HADM406	Internship in Health Management	3	90 Credit Hrs.
	Elective 3	3	-

Program Electives			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
HADM304	Infection Control	3	None
HADM305	Governance of Healthcare	3	HADM402
HADM306	Environmental Health	3	None
HADM307	Primary Healthcare and Pharmaceutical Management	3	None
HRMT401	Occupational Health and Safety	3	90 Credit Hrs.

Diploma in Health Administration

Total credit hours (60)

Program Description

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

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

Program Goals

PG.1. To expose learners to key concepts in health administration (management functions, accounting, and resources related to health)

PG.2. To equip learnerswith basic numerical skills as related to health care administration

PG.3. To provide knowledge of challenges of health care systems including quality and ethical problems in local and regional contexts

Program Outcomes

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

LO.1. Outline the basic healthcare management processes and functions, including: decision making, planning, organizing, leadership and supervision, staffing, and control techniques.

LO.2. Describe explicitly the organization, structure and functions of the health care system (governmental, non-governmental and private) and health management systems in local and regional contexts.

LO.3. Use available health information systems to perform basic managerial functions

LO.4. Apply essential numerical skills for calculating and interpreting basic statistical and epidemiological rates

LO.5. Address the importance of patient safety and quality improvement in healthcare services

Program Study Plan

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

Semester 1				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
ARAB101	Arabic Studies	Select One	3	None
ARAB102	Arabic As Foreign Language			
COMP101	Introduction to IT		3	None
ENGL101	English I		3	None
MATH101	General Mathematics		3	MATH001
NATL101	Physical Sciences		3	None

Semester 2			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ENGL102	English II	3	ENGL101
HADM101	Medical Terminology	3	None
MGMT110	Introduction to Management	3	None
SOCL101	Psychological Principles and Lifelong Learning Skills	3	None
STAT101	Introduction to Statistics	3	MATH101

Semester 3				
Course code	**Course Name**		**Credit hours**	**Pre-Requisites**
HADM201	Social and Behavioural Aspects of Health		3	None
HADM202	Principles of Healthcare and Diseases		3	None
HADM203	Principles of Healthcare Management		3	MGMT110
HADM204	Biostatistics and Epidemiology		3	STAT101
ISLM101	Islamic Culture (Arabic)	Select One	3	None
ISLM102	Islamic Culture (English)		3	None

Semester 4			
Course code	**Course Name**	**Credit hours**	**Pre-Requisites**
ACCT201	Financial Accounting	3	None
HADM205	Health Information Systems Management	3	None
HADM206	Hospital Management	3	HADM203
HADM207	Organization of Health Services	3	HADM203
HADM208	Ethical and Legal Aspects of Healthcare	3	None

School of Health and Environmental Studies Course Descriptions

Course Code	Course Name	Course Description
HADM101	Medical Terminology	This is a course in the language of health/ medicine, its vocabulary, syntax, and culture. The learner will learn how to analyze medical terms based on their roots, prefixes, suffixes, and structures. Just as with other languages, an acquaintance with the cultural background of the language of health/ medicine will immensely aid your understanding of it. Other facets from the development and history of health/ medicine will be touched on as well.
HADM201	Social and Behavioural Aspects of Health	The Research Methods course offers an introduction to the basic methods for research design and implementation in the areas of public health and health care administration. The course is designed to provide learners with the opportunity to learn how to conduct quantitative and qualitative research, while addressing main issues pertaining to the research process, e.g. how to formulate good objectives and research questions, how to conduct a literature review and how to plan for the implementation of a research study. The course will start with an introduction about the scientific method and research

		planning. Learners will be exposed to various research designs, data collection methods, in addition to an overview about descriptive and inferential statistics. The course will conclude with section on dissemination and critical evaluation of research.
HADM202	Principles of Health Care and Diseases	This course will introduce learners to the field of Healthcare and Diseases. The course will begin by making distinction between public and individual health, and demonstrating the need for a Public Health paradigm for health planning and delivery of health services. Key principles of Public Health and their classic applications will be highlighted. Finally, this course will provide a broad overview of different disease groups that affect humanity and the Public Health approaches being used for mitigating such disease burden.
HADM203	Principles of Health Care Management	The course introduces learners to the principles of health care management. The course covers topics related to the different managerial processes including: planning, organizing, leadership and supervision, controlling, evaluation, and decision making and their application in health care organizations. The course is also extended to introduce the principles of supportive communication, gaining power and influence, and motivating employees.
HADM204	Biostatistics and Epidemiology	Biostatistics and Epidemiology, distinct and interrelated subjects, are the foundations of the field of Public Health as well as for the managers of Health programs and organizations. The purpose of this course is to equip our School's learners with key concepts and skills in these subjects for a successful professional career. This course will begin with an introduction of the key concepts of Biostatistics. Learners will learn the value of the discipline of Biostatistics for their own environments. Next, the course will introduce learners to the fundamental concepts of the science of Epidemiology. Finally, learners will develop skills in blending both of these disciplines through application to different scenarios that are typically encountered in professional settings.
HADM205	Health Information Systems Management	This course provides an overview of various health information systems, emphasizing the effective use of information technology and data management to improve organizational performance in the healthcare setting. Health information systems in the areas of patient care, healthcare enterprise management, telemedicine and e-health, clinical decision support, radiology, pharmacy, laboratory, dentistry, surgery, and patient monitoring are examined. Legal and ethical issues related to training, security, confidentiality, and the use of the Internet are addressed.
HADM206	Hospital Management	This course introduces learners to the complex organization of hospitals. It covers functions and relationships of governing board, hospital administrator,

		and medical staff. The course introduces learners to a framework for management of hospital departments and its application to a number of hospital departments. A well-planned and organized collection of articles concerning hospital organization, structure and quality will be covered.
HADM207	Organization of Health Services	This course discusses the framework for working productively with workers in the health vocations and professions, particularly in the UAE. The application of public health principles and problem solving processes are described in relation to protection from disease and injury. This course integrates knowledge in behavioral science, industrial hygiene, safety, nursing, toxicology and epidemiology.
HADM208	Ethical and Legal Aspects of Health Care	This course will cover key legal and ethical concepts from a healthcare manager's perspective. After an introduction to both Ethics and Law, the course will cover topics such as Contemporary Ethical Dilemmas, End-of-Life Dilemmas, Health Care Ethics Committee, Ethics and the Law, Physicians' Ethical and Legal Issue, Employee Rights and Responsibilities, and Patient Consent.
HADM301	Research Methods for Health and Environmental Studies	The Research Methods course offers an introduction to the basic methods for research design and implementation in the areas of public health and health care administration. The course is designed to provide learners with the opportunity to learn how to conduct quantitative and qualitative research, while addressing main issues pertaining to the research process, e.g. how to formulate good objectives and research questions, how to conduct a literature review and how to plan for the implementation of a research study. The course will start with an introduction about the scientific method and research planning. Learners will be exposed to various research designs, data collection methods, in addition to an overview about descriptive and inferential statistics. The course will conclude with section on dissemination and critical evaluation of research.
HADM302	Introduction to Global Health	Global Health deals with health issues that are beyond the geographic national borders of a single nation. While the subject of Global Health has been an international agenda, and was instrumental in the creation of such apex international health agencies such as the World Health Organization in 1950, a number of recent major events have brought this to the urgent attention of the international community, including academia. Through the medium of recent international events such as SARS and Avian Influenza disease outbreaks and wars in Iraq and Afghanistan, learners will be exposed to the major threats to Global Health, and current mechanisms for dealing with them. Hope is that learners will be better informed about Global Health and better equipped to deal with such issues in their careers.

HADM303	Health Economics	Health Economics is an applied microeconomics course. It assumes that learners have sound understanding of the basic microeconomics principles through their completion of 301PHM203 course. This course applies basic microeconomics principles to health care markets, highlighting how healthcare differ from other markets. Some of the topics that would be highlighted are asymmetric information, uncertainty, government involvement, and externalities. Learners will be exposed to the economics of the health care sector and its players (patients, providers, insurers, employers, and government). Learners will learn how to apply microeconomic tools to study the medical care system and analyze the economic aspects of health care policy implications. This course will draw heavily from the experiences of the US healthcare system in addition to those from other countries
HADM304	Infection Control (elective)	This course is designed to complement other health administration preparation courses by addressing the scientifically accepted principles and practices of infection control in a manner that assures learners gain the knowledge and skills necessary to perform their work consistent with them. Learners will learn to recognize their own responsibilities as a health professional to perform consistently in a manner that promotes prevention and control of infection and the consequences that result from failing to do so, as well as their role in monitor both those they care for and those with whom the work and intervene as necessary to assure compliance and safety.
HADM305	Governance of Health Care (elective)	The course examines the multiple levels of governance in health care systems, including theory, dynamics, approaches, dysfunctions and challenges. Thus, this course will introduce learners to governance and accountability at the several levels: organizational, clinical, local, national, regional, and global levels. It will convey an understanding of governance and accountability of different healthcare structures. Finally, this course will examine roles, responsibilities, interactions and challenges at each level of governance, including the international one
HADM306	Environmental Health (elective)	This is an introductory course on the topic of Environmental Health meant for health professionals. This course seeks to expose learners to influences of environment on human health and also to societal roots of these influences.
HADM307	Primary Health Care and Pharmaceutical Management (elective)	The purpose of this course is to provide exposure to learners about the concept of Primary Health Care (PHC) and its organization and delivery. In addition, this course will expose learners about the rationale and key concepts in Pharmaceutical Management.
HADM401	Health Care Finance and Insurance	This course will approach Health Care Finance & Insurance from a healthcare manager's perspective. While Health Care Finance deals with how healthcare organizations such as hospitals, nursing homes, diagnostic centers, etc.

		generate resource, Health Care Insurance deals with how healthcare insurance organizations act as financial inter-mediatory between such healthcare provider organizations on one hand and their "customers", members of the public seeking health and wellness, on the other hand. Beginning with an examination of Financial Environment of Health Care Organizations, the course will deal with such topics as Financial Information and the Decision-Making Processes, Billing and Coding for Health Services, Strategic Financial Planning, and Management Control Processes. On the Healthcare Insurance side, learners will learn the fundamentals of managed care, types of managed care organizations, elements of management control structure, and elements of the growing field of Disease Management.
HADM402	Advanced Health Care Management	This course builds on management courses taught throughout the program especially principles of healthcare management. It covers advanced knowledge and skills needed for management of complex healthcare organizations. The course deals with organization behavior and organization theory as applied to healthcare field. The course enables learners to get in-depth insights into human relationships and necessary skills to lead and motivate individuals and groups.
HADM403	Quality in Health Care	The course examines at multiple levels the theory and practice of quality care management in health care organizations. The objectives of the course are to: (1) convey an understanding of quality of care, with particular attention to conceptual framework for continuous quality improvement, quality assessment, improvement and patient safety including approaches, methods and tools, (2) explain (illustrate) how to develop quality improvement plan, performance indicators and measurement systems for quality; and (3) address ethical issues related to quality management, risk management and patient safety
HADM404	Strategic Planning for Health Care	This course focuses on the role, functions, and application of strategic planning in health care organizations with special emphasis on the process of strategy assessment, development, and implementation. This course also examines the role of strategic leadership in adapting to change and dealing with unpredictability.
HADM405	Health Policy	This course introduces overarching and integrated perspectives of public health and personal healthcare systems, policies and administrative processes through examination of management science theories, concepts and applications, and the social, economic, and political history, trends, legislation, and issues characterizing the roles and practices of government and the private marketplace.
HADM406	Internship in Health Management / or	The internship is an integral part of the program and takes place in the last academic semester. During this period, the learners are assigned to a specific

	Elective	preceptor but remain under the supervision of the program. The internship may be spent in a variety of health agencies and institutions, including hospitals, primary health centers, hospitals; health research organizations; government and government agencies; consulting firms; planning bodies; information and communication technology vendor organizations; pharmaceutical firms

School of Health and Environmental Studies Faculty Roster

Professor. Adi Arida

Dean of School of Health and Environmental Studies

Ph.D. in Pharmaceutical Technology from Cardiff University – United Kingdom in 1997

Professor Adi Arida had his Ph.D. in Pharmaceutical Technology from Cardiff University – United Kingdom in 1997. Professor Adi Arida has published during his career many international refereed and indexed and cited papers, and he was appointed by a decision from the Council of Ministers in Jordan as a member in the Higher Education Accreditation Commission (HEAC). Prior to joining Hamdan Bin Mohammed Smart University, as a Dean of School of Health and Environmental Studies, Professor Adi Arida was the Dean of Health Sciences and Dean of Science at the American University of Madaba (AUM). He has long experience as a Dean and academic instructor and a researcher as well; He worked for 9 years as Dean of Pharmacy, Dean of Scientific Research, Dean of Nursing, Dean of Smart Learning, Dean of Health Sciences, and Dean of Science. Prof. Adi worked since 2002 in the committees of Accreditation and Quality Assurance on national, regional and international levels, and he was the head of the joint committee of the Academic Accreditation and Pharmacy Teaching at the scientific Association of Colleges of Pharmacy in the Arab World, 2012-2013. Moreover, he is a member in many organizations and institutions.

Professor. Samer Hamidi

Professor

MPH, Dr. PH in Health Systems Management

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

Professor Awoniyi Awofeso

Professor

MBChB, MPH, MBA, PhD in Health Administration

Prof. Awoniyi Awofeso is a Professor at the School of Health and Environmental Studies at Hamdan Bin Mohammed Smart University. He has over 25 years of experience in universities of Nigeria and Australia in the fields of public health Projects' management, public health surveillance, health sociology, correctional health care, and hospital administration. Professor Awoniyi has extensive work experience, at both middle and senior management levels. He also authored five books, three book chapters and 115 peer-reviewed academic papers published in well-regarded journals and book serials. Professor Awoniyi worked closely and productively with reputable Non-Governmental Organizations such as Medecins Sans Frontieres and Netherlands Leprosy Relief. In the past three years, Professor Awoniyi reviewed at least 60 manuscripts on behalf of leading journals such as the British Medical Journal and BMC Public Health. In

addition since 2005 he attended and presented at over 15 international conferences in Africa, Asia, Europe, North America, and Australia.

Dr. Moetaz El Sergany

Associate Professor

PhD in Public Health Sciences, Environmental Chemistry, High Institute of Public Health, Alexandria University.

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

T +971 4 424 1111, P.O.Box 71400 - Dubai, UAE

www.hbmsu.ac.ae facebook.com/HBMSU @HBMSU @HBMSUDubai