جامعة العلوم والتقنية في الفجيرة
UNIVERSITY OF SCIENCE & TECHNOLOGY OF FUJAIRAH

Graduate Catalog

2022-2023

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HIS HIGHNESS SHEIKH MOHAMMED BIN ZAYED AL NAHYAN
PRESIDENT OF THE UNITED ARAB EMIRATES

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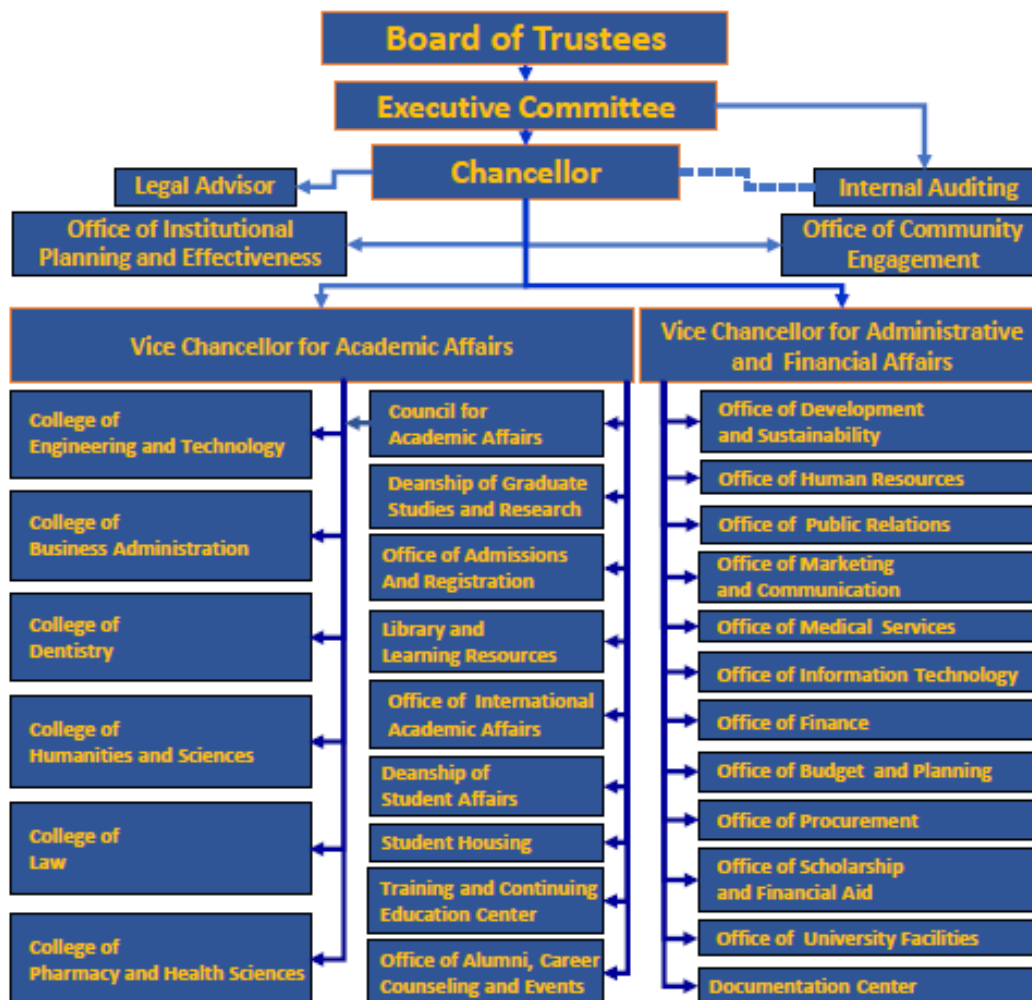*Training and Continunig Education Center Acting Manager*

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Health and Safety Officer

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University Catalog can be used as a quick-reference guide to student life at USTF as it provides answers to many of the questions that students, parents and general public ask. It gives general information about the University, the programs offered by each of the six colleges in USTF, admission and registration procedures, and the key regulations that are relevant to students and future graduates.

1.3 USTF History

The establishment of University of Science and Technology of Fujairah (USTF) comes as a response to the importance His Highness Sheikh Khalifa bin Zayed Al Nahayan, President of the United Arab Emirates (UAE), attaches to education, and in particular to higher education. In light of this, and to assist the development of the UAE and the region, His Highness Sheikh Hamad bin Mohamed Al Sharqi, Member of the Supreme Council, Ruler of Fujairah, gave his blessing to the foundation of USTF as a full-fledged and independent university.

University of Science and Technology of Fujairah (USTF) replaced Ajman University (AU) - Fujairah Campus, which was launched in 2000. The timing of the launch of the University made it a pioneering force on the higher education scene as it was the first private university established in the eastern region of the UAE. The history of the University demonstrates its efforts to promote high quality in education and to serve the needs of the region. As an independent university, USTF will continue to remarkably enhance and solidify its elite reputation among national and regional universities.

Accreditation and Licensure

University of Science and Technology of Fujairah (USTF) is a licensed university from Commission for Academic Accreditation (CAA), and its academic programs are accredited by the CAA of the Ministry of Education (MOE) in the United Arab Emirates (UAE).

1.4 USTF Vision, Mission, Core Values and Goals

USTF Vision

University of Science and Technology of Fujairah (USTF) aims to be a proactive university in creating and integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and beyond.

USTF Mission

University of Science and Technology of Fujairah (USTF) is a multicultural university offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. USTF formulates and implements a research strategy to strengthen its recognition and profile and to enhance research impact on society. USTF develops graduates with creative minds, high level of professional skills and social responsibility to contribute to the sustainable development of the UAE, the region and the world.

USTF Core Values

- **Excellence:** USTF upholds the highest standards to achieve academic excellence in teaching, learning and research.
- **Integrity:** USTF demonstrates honesty, trustworthiness, reliability, transparency and accountability in all interaction with individuals and groups.
- **Respect and Tolerance:** USTF practices equity and fairness by listening to understand and support shared governance, inclusion and diversity.
- **Collaboration:** USTF is committed to reciprocal cooperation developed through consultation to build strong relationships with communities.
- **Innovation:** USTF supports creative activities and productive initiatives for the greatest benefit of mankind.
- **Social Responsibility and Happiness:** USTF promotes community engagement, sustainability, and positivity to satisfy the needs and well-being of the community.

USTF Goals

Goal 1: Promoting excellence of education in an inspiring environment of teaching and learning.

Goal 2: Performing high quality, applicable and impactful research and intellectual contribution.

Goal 3: Recruiting qualified diverse students, enriching their experiences and serving their various needs in a student-centered environment

Goal 4: Building reciprocal relationships and long-lasting ties with external communities.

Goal 5: Achieving operational excellence in university services.

2 | USTF Graduate Programs and Admission Requirements

University of Science and Technology of Fujairah offer currently one graduate program accredited by Ministry of Education (MoE), United Arab Emirates. The following table describe the current accredited program by the Commision of Academic Accreditation (CAA) in the Ministry of Education (MOE) and the its licessure details:

Table 2.1 USTF Accredited Programs by CAA and Their Licensure Details

College	Academic Programs	Initial Accreditation Date	Renewal Accreditation Date
Business Administration	Master of Business Administration	17 June 2022	15 June 2025

3 | Admission and Registration

Applications for admission can be submitted online to the Office of Admissions and Registration prior to the beginning of each semester. To be eligible for admission to Master programs, the applicant must be a holder of a Bachelor's Degree issued in the UAE or its equivalent as approved by the UAE Ministry of Education – Higher Education Affairs.

USTF's admission policy is non-discriminatory and the decision to admit a student is made on a competitive basis, considering the number of available seats according to the University's available resources and CAA *Standards* and directives.

3.1 Full admission:

For Full admission, the applicant must satisfy the following:

- The applicant for Master's programs is a holder of a Bachelor's degree in the same field as that of the program applied for, with a minimum cumulative GPA of 3.0 on a scale of 4.0, or its equivalent.
- The applicant's Bachelor's degree was issued from an accredited university recognized by the Ministry of Education - Higher Education Affairs, UAE.

- The applicant achieved the minimum required score of proficiency test in English with a valid certificate as the following:
  - For Master's programs taught in English, the applicant has achieved an EmSAT English with a minimum score of 1400 or its equivalent (Applicants for Master programs taught in English may be exempted from the English proficiency requirement only for students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English-speaking country (e.g. UK, USA, Australia, New Zealand).
  - The applicant for the graduate programs taught in Arabic has achieved a minimum score of 1250 in EmSAT "Arabic".
- The applicant has paid the application fee.

3.2 Conditional admission due to non-fulfillment of English Proficiency requirement.

If the applicant has achieved an EmSAT English with a minimum score of 1250 or its equivalent (for the Master programs taught in English) with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 3.0 on a 4 scale, he/she may be conditionally admitted to the Master program. Such a student must meet the following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including intensive English courses;
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first semester.
- Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

If the applicant for the programs taught in Arabic has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale, but has not achieved the required score on the English proficiency test and /or the required score in EmSAT "Arabic", such a student may be conditionally admitted and must meet the following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including the remedial English, Arabic courses;
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first six credit hours of credit-bearing courses studied for the graduate program
- Must achieve an EmSAT English with a minimum score of 950 or its equivalent, by the end of the student's first semester of study;
- Must achieve an EmSAT Arabic with a minimum score of 1250 by the end of the student's first semester of study;

3.3 Admission to Master Bridge (Foundation) Program

The Bridge (Foundation) Program is a program intended to bridge the gap between a student's prior work (Bachelor's degree) and the background required for the Master's program he/she is entering. The courses in a bridge program typically do not carry degree credit. The program coordinator may consider admission applications to the foundation program from students who satisfy the admission requirements of the program but they are holders.

To transition from the foundation/ Bridge program to the Master program, a student must:

- Pass all the registered foundation courses specified by the program coordinator, and obtain an average "B" grade to be admitted to the program.
- Obtain the (Management Appreciation Program) certificate For the MBA programs.
- Achieve an EmSAT English or its equivalent with a minimum, required score for his/her graduate program

3.4 Admission Validity

Admission to a Graduate program is valid only for the semester which is indicated in the admission letter offer. If an admitted student does not join the program during that semester, the admission offer will be canceled with no refund of the application fee. However, an admitted student, who did not join his/her program, could re-apply for admission to the same program or another program, subject to payment of the re-admission fee.

3.5 Re-Admission

3.5.1   New students who have missed two consecutive semesters of enrollment (excluding the summer semester) at the University may apply for re-admission by completing the re-enrollment form which is available from the Office of Admissions and Registration, and must satisfy admission requirements in effect at the time of re-admission. A new university Identification Card (ID) will be issued and the student should pay the non-refundable fee for the application

3.5.2   To be eligible for re-admission, the following conditions must be met:
- The applicant was not subject to behavioral dismissal from USTF.
- The applicant was not academically warned.
- The applicant must satisfy admission requirements in effect at the time of re-admission
- The course that might have been completed at another institution (during the absence period) may be considered as per the course transfer policy.
- Approval of the College Dean and Director of the Office of Admissions and Registration (OAR).
- Payment of all debts.

3.6 Transfer Students from Accredit Institutions

Graduate Students from accredited institutions of higher education who have not been subjected to academic or disciplinary dismissal may apply for admission to the USTF Graduate programs. The University may transfer accredited courses to students who are transferring to a similar program.

The transfer of credited courses is considered for students who are transferring to a similar program to the one studied previously if:

1. The transferred student fulfills the requirements for full admission to University of Science and Technology, (including a valid English language proficiency certificate with the required score for the program). In addition, does not allow, under any circumstances, transfer students to be admitted under the provisions stipulated for conditional admission

2. Their cumulative grade point average is at least 3.0 on a scale of 4.0, or the equivalent.

3. The number of credit hours for the course is not less than that of the USTF equivalent course.

4. The grade obtained on the previous course must have been at least B (3.0 on a 4.0 scale) irrespective of the course status (Satisfactory, Good, etc.), or the grade that corresponds to "Merit/Good" for institutions using a different grading scale.

5. The number of credit hours for the graduate course is not less than that of the USTF equivalent graduate course,

6. The course content at the institution previously attended should be similar to that of the corresponding course offered at USTF.

7. The course is not a course of the Pre- Master foundation Program.

8. USTF does not grant credit twice for substantially the same course taken at two different institutions.

9. USTF will not transfer courses from an awarded degree.

10. Only grades obtained from courses taken at USTF will be considered in the calculation of a student's CGPA, i.e.: grades obtained from transferred courses at the previous institution will not be considered in the computation of the CGPA at USTF.

11. USTF does not grant transfer students degree unless they complete at least 75 percent of the total credit hours of the program including the majority of the final year courses at USTF.

12. Limits transferred credits for Master's programs to a maximum of 25% of the total credits required for the program.

13. The transferred courses should not constitute the majority of courses of the 2nd year of the program.

14. The graduation projects and thesis are not subject to transfer.

15. A transcript indicating the courses studied at the previous institution is required and it should be certified/attested by MOE, Transfer credit hours will be reported on the USTF

Transcript only when the Office of Admission and Registration (OAR) receives the authenticity of the transcript from the former institution of the student and MOE.

16. Courses description for required courses must be stamped by the former educational institution and submitted to the Office of Admission and Registration (OAR).

17. The applicant must disclose his/her desire to transfer courses from the previous university during the admission stage at most, otherwise, he/she bears full responsibility in the event that the transfer of courses is not accepted.

18. A fee will be charged for the evaluation of courses to be transferred. The fee will be refunded if the student is admitted only.

19. The transferred course will be marked in the transcript with the letter (T) only when the Office of Admission and Registration (OAR) receives the required documents attested properly in addition to completing successfully the authenticity process.

3.7 Documents Required for Admission

The application is considered complete if the applicant submits to the USTF Office of Admissions and Registration (OAR) the following documents:

- Application form, which may be obtained from the Office of Admissions and Registration, to be filled in by the applicant.
- Official university transcripts and graduation certificates certified by the appropriate authorities for the applicants Master's programs.
- An Equivalency Certificate obtained from the UAE Ministry of Education's Higher Education Affairs Division for undergraduate degrees from universities outside the UAE.
- UAE Secondary School Certificate, or equivalent, and grade transcript. Only certified copies are acceptable.
- Equivalency certificate issued by the Ministry of Education in UAE for holders of the non-UAE high school certificate.
- Photocopy of a valid passport and a residency visa (if applicable).
- Photocopy of a valid Emirates ID Card (UAE residents only).
- Birth certificate.
- Health certificate.
- Status of UAE National Service for male students.
- Valid certificate of good conduct issued by an official body.
- Six passport-sized photographs with the applicant's full name on the back of each.
- A valid Certificate of proficiency test in English of EMSAT scores or equivalent according to the admission requirements of to USTF graduate academic programs listed in section 3.3.
- A minimum score of 1250 in Arabic EmSAT for all Graduate programs taught in Arabic.
- CV and experience certificate if available.

3.8 Notification of Admission

Students fulfilling the admission requirements to USTF shall receive the following notification of acceptance letter:

"University of Science and Technology of Fujairah certifies that the student *(student name)*, ID number *(student ID number)*, has been accepted into the program *(name of the study program)* offered by the College of *(name of the college offering the program)*, in the semester *(semester of admission)* of the academic year *(the academic year)*."

3.9 Certification of Documents

- Newly-admitted students are requested to have their documents certified before the end of the first semester of study; otherwise their registration will be suspended.
- Official Bachelor's university transcripts and graduation certificates obtained in the UAE must be certified by the UAE Ministry of Education - Higher Education Affairs, UAE.
- Official Bachelor's university transcripts and graduation certificates obtained abroad must be certified from the country of origin by the authorized educational authority, the country's Ministry of Foreign Affairs, and the UAE Embassy.

3.10 Prior Learning Assessment Recognition (PLAR)

USTF shall recognize certified earlier learning of applicants which may lead to exemption from some University courses. This includes credit transfer of courses taken in an accredited program (formal learning) and non-formal learning. The PLAR is implemented as follows:

- An applicant shall complete a PLAR application form providing complete details of his/her Prior Learning Experience.
- Submit it to the Office of Admissions and/or Registration after paying the fee to be re-sent to the designated colleges to do the necessary.
- In all cases, credits granted through Recognition of Prior Learning (RPL) must not exceed 25% of the total completion requirements including credit transfer of formal learning.
- For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as 'PLAR'.
- PLAR courses shall not be used in determining the cumulative GPA.

Unsuccessful applicants have the right of appeal to the College Dean who may submit it for review to the Appeal Committee whose decision shall be final.

3.11 Right to Withdraw Registration

The university reserves the right to withdraw an offer of admission if the applicant fails to satisfy all requirements, or it is found that admission was obtained through the use of incomplete, falsified, altered, or embellished information. In the case of withdrawal of registration from a matriculated student, credit earned at USTF will be withheld and no transcript will be issued to the student.

3.12 Study Load Graduate students

A student's "study load" is the number of credit hours for which he or she is registered during the semester. For the fall and spring semesters, the study load varies from 9 to 12 credit hours, where one credit hour refers to one lecture hour two hours of practical study per week, lasting for fifteen weeks. For summer semesters, the study load varies from three to six credit hours.

For the part-time graduate student credit load is less than 12 credits per regular semester, where one credit hour refers to one lecture hour or two hours of practical study per week, lasting for fifteen weeks. For summer semesters, the study load varies from 3-6 credit hours.

Exceptions to these limits can only be made for a maximum of an additional 3 credits for students in their final graduation semester.

In case of an academic warning, the full-time student study load is reduced in accordance with the Academic Progress Policy of USTF.

3.13 Time Allowed for Completion of a a Graduate program

The maximum time allowed for a student in which he/she may complete a Master degree program is a maximum of double the regular number of required semesters. (E.g. a two-year master's degree must be completed in a maximum of 8 regular semesters of enrolment in the program).

The maximum number of semesters of enrolment for transfer students is determined after the deduction of the number of earned/transferred semesters from the above limits. Suspended semesters are not counted in the time allowed for students to complete their degrees.

3.14 Orientation for New Students

At the beginning of each semester, USTF organizes orientation sessions for new students which enables them to meet the Vice Chancellors, Deans of the Colleges, Admission and Registration personnel and Deanship of Students Affairs staff. This orientation also provides students with essential information about course registration, academic advising, important deadlines and other related matters.

4 | Academic Advising and Mentoring

4.1 Introduction

As part of its dedication to academic success, USTF is committed to offering high quality academic advising and mentoring for its graduate students to ensure their success in the development and pursuit of academic objectives consistent with their life goals.

Academic advising is an ongoing process that connects students to the University to empower each student with knowledge, resources and skills that will lead to academic success and lifelong desire to learn inside and outside the classroom.

For the purpose of this policy, a mentor is someone who is attentive to the professional future of the student, while an advisor is someone who directs the student on what steps are needed to graduate.

One person can serve both roles. Programs' models for mentoring and advising may vary widely.

In academics, mentor is often used synonymously with faculty adviser. A fundamental difference between mentoring and advising is that mentoring more than advising; is a personal as well as professional relationship. An adviser might or might not be a mentor, depending on the quality of the relationship.

4.2 USTF Advising Policy

USTF Academic Advising Policy Postulates that:
1. It is the responsibility of each graduate program to advise and monitor the academic progress of each student in their program;
2. All regular students shall be assigned an advisor at the time of first enrollment.
3. Advisors review student progress every semester via a review of grades and available information;
4. Advisors must have a minimum of one meeting in person per semester with each student to assess his/her progress;
5. Advisors must meet at least twice in person per semester with students who are not making satisfactory progress;
6. Assessment of department advising shall be carried out, by USTF Office of Institutional Planning and Effectiveness (OIPE), every semester as a part of the whole program assessment;
7. Academic department advising shall be assessed and reviewed every year;
8. Funding and resources shall be made available to all units to ensure effective and efficient advising at all levels;
9. Training shall be provided for all advisors and peer mentors;
10. Accurate information shall be posted and maintained on the university website.

4.3 USTF Student Psychological Counseling

At USTF, the students' health is a priority whether that is physical or psychological, to ensure the students well-being is not compromised. The University provides many services including psychological counseling where all students have access to a professional counselor that provides counseling or therapy to support students through the variety of issues students might be experiencing such as anxiety, depression, and stressful academic decisions. USTF provides students with consultation on situations where input from mental health

professionals might be helpful. The University also offer faculty and staff consultation focused on clarifying personal, family, and work- related concerns and identifying treatment and other resources in the community.

Students in need of professional counseling can approach their academic advisors, who will then refer them to the available counselor (092023428 or 092023451). The counselor may direct these students to an external health provider or provide them with a list of external organisations specialising in health and wellbeing where appropriate. In emergency cases, the student will be referred to the hospital by the counselor for specialized management.

In some instances, students may be referred or mandated to receive counseling services. These instances include low academic performance (as measured by GPA), smoking on campus (smoking on campus is prohibited in all closed areas), and behavioural conduct issues. As the counselor is required to contact the referral source for information regarding the student's attendance and participation, treatment plan, and progress reports, confidentially in these cases may be limited but students are informed of this in such cases.

In cases where a student is in acute emotional distress and requires immediate medical attention, counselors are contacted to handle emergencies such as suicide attempts, suicide threats, physical assault, violence, and other types of crises. Students in crisis can call the emergency line at USTF (092023735).

Confidentiality

USTF's key product can be confidentiality. In their natural support system, most students have access to sympathetic listeners and even sound guidance. Counseling services is where students go to talk about their problems in a safe and confidential atmosphere. Protecting the privacy of USTF's setting and services must be a major concern for the University. This implies that counselor and other members of the professional team do not discuss cases in the hallways or leave charts unattended. Counselors are only allowed to reveal information with the student's consent and only to the extent necessary. Counselors make progress notes in a courteous tone, with the assumption that the notes will be viewed by the student and may be used in legal actions. Counselors set limits on inappropriate requests by administrators and parents for information. Counselors routinely advise students of the legal limits to confidentiality.

Every student is entitled to privacy in his/her sessions with a counselor. All contacts with a counselor are confidential to the counseling services professional staff. Written permission is required for counseling services to release information to others outside the office. A court order may require an exception to the lawful protection of individual legal rights to privileged communication with a counselor or psychiatrist. If it becomes clear in the counseling session that there is a real danger to one or to others, counseling services is required to act. A record is kept of an individual's sessions with counseling services. It contains information individuals have provided in writing as well as counseling notes of individual sessions. The record remains in counseling services for a period of seven years following an

individual's last visit. After this time, the entire file is destroyed. Counseling services files never become a part of the permanent USTF educational record. If a student has questions about confidentiality and privacy they are encouraged to talk with a counselor or professional staff member of counseling services.

Group Counseling

The problem-focused groups usually run from 4 to 6 sessions of 1.5 hours, have 6 to 15 members, and focus on a particular shared area of difficulty in a task-oriented manner. A mixture of structured exercises and group process are used. These groups are generally closed ones and do not add members once the group has started. Examples of problem-focused groups would be assertiveness, self-esteem, bereavement, and loss, overcoming shyness. Students may be self-referred for groups or referred by a counseling services counselor. Counselors need to make referrals to groups in a positive manner, emphasizing the unique benefits and potential for learning in group therapy, and avoiding any suggestion that group therapy is a second-class modality.

5 | Academic Evaluation and Assessment

5.1 Course Assessment

In each registered course, a student's performance is assessed according to a procedure established by the college concerned, and explained in the course plan. The overall score is normally distributed as follows: (a) Semester tests and activities (50%), (b) Mid-Semester examination (20%), and (c) Final examination (30%). The score for semester tests and activities includes marks for tests, assignments, research project, and laboratory work. The pass mark in each course is seventy percent.

5.2 Grading System

The University adopts the following grading system:

Merit	Grade		Mark
	Point	Letter	
Excellent	4.0	A	From 90 to 100
Very Good (High)	3.5	B+	From 85 to less than 90
Good	3.0	B	From 80 to less than 85
Pass (High)	2.5	C+	From 75 to less than 80
Pass	2.0	C	From 70 to less than 75
Fail	0	F	Less than 70
Academic Integrity Violation Fail	0	XF	Less than 70

Notes:
   a. Only the last grade obtained in a course is considered in the computation of the CGPA no matter how many times the course was taken.
   b. In case a student fails an elective course and substitutes it by another course, only the grade of the second course is considered in the computation of the CGPA.

c. Pass (P) Grades: will be counted as earned hours, yet without affecting the GPA or CGPA.

d. No-Pass (NP) Grades: will neither be counted as earned hours nor affect the GPA or CGPA.

e. The following non numerical grades are not considered in the computation of semester GPA and CGPA:

W	Withdrawn	T	Transferred	I	Incomplete	P	Pass	NP	No - Pass	IP	In Progress

5.3 Semester Grade Point Average

The semester GPA indicates student performance during the semester, and is calculated as follows: the total of the grade point of each course taken in the semester multiplied by its credit hours, divided by the total number of credit hours registered in the semester.

5.4 Cumulative Grade Point Average

The CGPA indicates the student's average performance over all semesters up to the final or current semester. It is calculated as follows: the total of the point grade of each course taken to date, multiplied by its credit hours, divided by the total number of credit hours taken.

If a student repeats any course to improve his/her CGPA, the last grade obtained will be considered in the calculation of the CGPA regardless of whether the last grade is higher than the original one or not. However, the original grade will continue to appear in the academic record without affecting the calculation of the CGPA.

The CGPA is also used for academic probation as follows: starting from the end of the first semester of study, if the student's CGPA is less than 3.0, he/she will be regarded as an "academically-warned" student and will be requested to improve his/her academic performance to raise the CGPA to 3.0 or higher.

A student will not be allowed to graduate unless his/her CGPA is at least 3.0, even if he/she has passed all required courses of the program of study. In this case, in consultation with the academic advisor, the student must repeat a number of courses of the study plan in order to raise his/her CGPA to at least 3.0.

Notes: Used Codes

I	A course included in GPA and CGPA calculation
E	A course not included in GPA and CGPA calculation

5.5 Incomplete Grade

If a student does not attend the final examination for emergency reasons and he/she scored at least a total of 30 in coursework, the course may be considered as "incomplete." Acceptable evidence for failure to attend a final examination consists of the following:

a. illness certified in a medical report approved by the university Clinic;

b. death certificate of a first or second degree relative;

c. arrest or summons before a court or other legal body; and

d. other excuses accepted by the College Council.

In these cases, the student must complete and submit a request form within the specified period in the academic calendar. He/she also must present the relevant documents to the Office of Admissions and Registration. Applications will be processed only if the student has no financial obligation to the University and has paid the fee for an "incomplete request." Applications submitted by students with a 25 percent absence warning will not be accepted.

A student whose course result is "incomplete" must take the final examination before the end of the first week of the following semester in which he/she registers, as shown in the academic calendar.

5.6 Examination Re-sits

If a student passes all but one of the courses required for graduation, and if this course is from the last semester, he/she will be allowed to re-register for that course. In this case, there is a charge of 50 percent of the course fees and the student must re-take the final examination before the beginning of the following semester. If:

- He/she has attended at least 75% of the classes.
- he/she is not subject to disciplinary penalties for academic violations in the course which he will sit for a re-sit exam.

NB

- The re-sit exam grade shall be out of 30 (as a regular final exam) for students who achieve a minimum grade of 42/70 in the semester work .
- Students who achieve a semester work grade below 42/70 would be allowed to sit for a comprehensive exam out of 100. The ceiling for the final grade in the course shall be "C" .

5.7 Complaints about Grades

Complaints regarding final examination results must be lodged within a period of 15 days following the announcement of examination results. Students should complete and submit a Complaint Form to the Office of Admissions and Registration after the payment of the required fees. The form will be transferred to the concerned college where an appropriate decision will be made. The Office of Admissions and Registration notifies students, in due course, of the outcome of their applications.

Students wishing to appeal a final examination grade result must adhere to the following steps:

- The student must submit an online request for Grade Appeal, which is routed to the Office of Admission and Registration(OAR).

- The Office of Admission and Registration(OAR) will screen the request to verify that the intended course does not have a prohibited status (has not reached 25% absenteeism from class attendance).
- Upon approval from the Office of Admission and Registration(OAR), the request is routed to the Office of Finance for charge allocation.
- The application is then routed to the concerned college where deliberations are conducted and the decision is taken.
- In the event the appeal is rejected and included in the system, an automated email is sent to the student notifying him/her of the decision. The student can also access the online system to check the Grade Appeal (complaint) status.
- In the event the appeal is approved by the college, the decision will be routed to the Office of Registration to reflect the approved grade change on the student's academic record.
- The student will receive an email notification on his university email that the request is completed and the change has taken place. The student is able to verify the completed status of the request by accessing the online system.

5.8 Attendance Policy

a) **Attendance to lectures:**

Attending classes is compulsory for all courses. A student will not be allowed to take the final examination if he/she has missed 25 percent of the classes in a given semester. Absence warning policies are set out below:

1. If a student is absent for 10 percent of theoretical and practical class hours, the lecturer will issue a 10 percent absence warning.
2. If a student is absent for 20 percent of theoretical and practical class hours, the lecturer will issue a 20 percent absence warning.
3. If a student is absent for 25 percent of theoretical and practical class hours, the lecturer will issue a 25 percent absence warning and the student will receive the grade of "F."

The Council for Academic Affairs (CfAA) may consider a student's withdrawal from the course if sufficient and convincing reason for the absence is submitted to it by the Office of Admissions and Registration after approval of the program coordinator.

b) **Attendance to meetings with the thesis supervisor:**

Every student who is preparing his/her thesis is expected to meet his/her supervisor on regular basis (at least one meeting every two weeks).

1. If a student does not attend two consecutive planned meetings without prior approval of the supervisor, the latter will issue a 10 percent absence warning.
2. If a student was issued a 10% warning, and he/she does not attend another two planned meetings without prior approval of the supervisor, the latter will issue a 20 percent absence warning.
3. If a student did not attend more than 6 planned meetings without the approval of his/her supervisor, the latter writes a report to the program coordinator who could recommend to the College Council to take one of the following decisions:

I. suspend the student for one semester if he/she has made good progress in his/her research work,

II. suspend the student for one semester, and change the research subject and the supervisor,

III. dismiss the student from the program.

5.9 Academic Probation for Graduate Students

A student seeking a graduate degree must maintain a CGPA of (3.0) throughout his/her studies as a requirement for good standing.

If a student's CGPA falls below 3.0 in any regular semester, starting from his/her second semester at the University, he/she will receive an academic warning. The student may be allowed to register for courses in the subsequent semester so that he/she may improve his/her academic standing (raise the CGPA to 3.0 points or above).

If the student fails to raise his/her CGPA to (3.0) or above, the College may recommend his/her dismissal from the program.

In exceptional circumstances, the student may submit a petition to resume his/her studies in the program for one more semester. Accordingly, the student may be given one last chance to raise his/her CGPA to 3.0 or above by the end of the semester; otherwise, he/she will be dismissed from the program without any chance for repetitioning.

5.10 Graduation Requirements

A student will be awarded a degree of the graduate program in which is registered in, upon meeting the following requirements:

1. Completion of all courses of the study plan.
2. A course may count toward the degree if the course grade is at least a "C." (for Masters programs)
3. Completion of the thesis/dissertation (when applicable)
4. Obtaining a CGPA of at least 3.0
5. The graduate can only receive the graduation certificate after the graduate clearance has been approved by his/her college and by the concerned offices and departments.

The merit of the graduate degree is determined according to the following Scale:

Cumulative GPA	Merit
From 3.8 to 4.0	Excellent with Honor
From 3.6 to less than 3.8	Excellent
From 3.3 to less than 3.6	Very Good
From 3.0 to less than 3.3	Good

5.11 USTF Academic Integrity

Statment

Academic integrity within USTF community is an essential performance that is expected and required from all its affiliates, which goes beyond the simple amenability with the law.

Integrity as described in this statement is more than just instantaneous penalty for plagiarism or academic misconduct. It is a constant practice which solicits everyone to consider and consistently practice honesty, trust, ethical behvior and professionalism.

Plagiarism

Plagiarism is defined as "presenting someone else's work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement". All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition.

- The rich learning resources that are available at USTF are expected to be used for reading to help students understand and find out the work of others in the topic of their essays or projects only.
- Students are requested to submit their own work to be used for evaluating the level of achievement of a specific learning outcome.
- Each faculty should explain to his/her students that he/she is interested in evaluating their own work and not the work of others.
- It is not forbidden to reproduce an idea or sentences from a book or an article as long as the student uses quotation marks and give its source.
- There is no usage in reproducing sentences if the student does not refer to them in his/her sentences.
- Every submitted project is expected to contain a reference section in which the student lists all the materials that he/she consulted or used in the project.
- Plagiarism is strictly forbidden at USTF, which has acquired specialized software that detects plagiarism.
- If plagiarism is proven, a zero mark may be given to the project, which subsequently induces a failure in the course.

Academic misconduct

Academic misconduct, is defined as "any action which gains, attempts to gain, or assists others in gaining or attempting to gain unfair academic advantage". It includes plagiarism, collusion, contract cheating, and fabrication of data as well as the posession of unauthorised materials during an examination.

a. **Cheating:**
- Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This also includes the following:
  o Using a book, magazine, research, computer, or internet file.
  o Using scraps, slips, or copies.

- o Using signs to convey information.
- o Sending or receiving information through mobile phone.
- o Writing on wall, ground, chair, clothes, or body.
- o Using every other means of information not allowed by the university regulations.

b. Trying to cheat:

- Any student who is caught in possession of written information, messages sent by mobile phones, or transmitting written or verbal information to his/her classmates shall be considered trying to cheat. This also includes what follows:
  - o Looking at the answer sheet of another student.
  - o Talking with classmates in the examination room.
  - o Possessing a mobile phone.
  - o Possessing papers or any other means that comprises information relevant to the subject of exam, but not shown up.

Examples of Academic Integrity Violations

Plagiarism	Test and Exam Rules	Other violations
Failing to acknowledge sources through the use of proper citations when using another's works and/or failing to use quotation marks.	Attempting to read other students' exam papers.	Co-operation or collaboration on an academic assignment, in whole or in part, when the instructor has indicated that the assignment is to be completed on an individual basis.
Submitting any work written, in whole or in part, by someone else.	Speaking to another student (even if the subject matter is irrelevant to the test).	Disruption of classroom activities or periods of instruction.
Submitting a project by a third party, developed without major modifications as one's own.	Leaving answer papers exposed to view.	Improper access to confidential information such as exams or test questions.

Plagiarism	Test and Exam Rules	Other violations
Using ideas or material without appropriate acknowledgment in any academic assignment.	Writing an examination or part of it or consulting any person or materials outside the confines of the examination room without permission to do so.	Misrepresentation of facts for any academic purpose.
Using another's data or research findings.	Using material not authorized by the examiner.	

a. Procedures Regulating Irregular Behaviors during Sit-in Exams

- All cases of cheating or trying to cheat, disturbing the peace and calm of the examination room, disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the College Examination Committee by all the invigilators.
- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the College Examination Committee by means of a form designed by the Central Examination Committee and by which he/she will be informed of the place and time of his/her appearance before the Central Examination Committee.
- The College Examination Committee shall refer the report to the Central Examination Committee in turn submits it to the University Disciplinary Committee
- The University Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted. In case the student does not attend in the assigned time, he/she will be subject to

an investigation that will be conducted in absentia.

- The University Disciplinary Committee shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite, and the student may be allowed to re-sit the examinations.
- The Chair of the Central Examination Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision regarding the infraction the examinee is accused of.
- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination room.

Disciplinary Penalties

The examinee who is proven to have cheated or tried to cheat in exams shall be deemed to have failed the course and the student's transcript will show the "XF" symbol, which indicates an Academic Integrity Violation Fail. If the student does not commit another case of cheating until his/her graduation, he/she can submit a written request to the Office of Admissions and Registration after announcement of the final results of his/her last semester at the University to study the possibility of removing the "XF" symbol from his/her transcript.

The examinee who is caught cheating shall be deemed to have failed in all the courses of this semester. The examinee who shall be considered to have failed in all courses he/she has registered in the semester and suspended from registration in the following semester is the student who:

- Cheats a second time in the final exams. He \she can not remove the "XF" symbol, which indicates Academic Integrity Violation Fail from him/her Transcript.
- Caught cheating or trying to cheat in the final exams and proven to have disrespected the invigilators, deliberately tried to disturb the peace or calm of the examination room, or call examinees to rebel.

The registration fees shall not be reimbursable in the above mentioned cases.

Any student who plagiarizes a research paper or any assessed academic activity shall be deemed to have failed the course and shall not be reimbursed.

In case a student from the University is caught impersonating an examinee or engaging someone else to take the exam by proxy, both students shall be subject to expulsion for no less than two successive semesters.

If a person from outside the University is caught impersonating an examinee, the University shall be entitled to bring legal action against him/her, and the student he/she is replacing shall be subject to irrevocable expulsion.

The decisions shall be considered final after approval by the Chancellor

5.12 Student Appeals and Complaints Policies and Procedures

On occasions, a student may disagree with the academic decision of a faculty member. The University provides an appeal process for the student to request reconsideration of an academic decision. Academic Appeal is a petition to change a decision basis for a student appeal matter. The decision may be either that the academic judgment was unfair in the view of the student or that the Department academic decision is applied incorrectly in the view of the student.

Policy Purpose

The student appeal policy guides the student through steps of filing an appeal for reconsidering or changing an academic grade or decision.

Detailed Policy Statement

The Dean of Student Affairs forwards the student appeal to the Chairman of the Student Appeal Committee (SAC) who will arrange a meeting to hear both parties and witnesses, as appropriate. The committee will then deliberate upon its findings and make a recommendation to the University Chancellor who will take the final decision, to be communicated to both parties.

a. Preliminary Steps:

To initiate or pursue a grievance, the following steps must be observed three weeks following the occurrence of the alleged grievance:

Step 1. The student should first discuss the matter with the person or persons directly involved, to resolve the grievance through informal discussion.

Step 2. If there is no resolution in step 1, the student should discuss the matter with the Head of department or the College Dean, in case the Head of department is directly involved. If the College Dean is directly involved, student should communicate directly with Vice Chancellor for Academic Affairs (VCAA), who shall attempt to mediate an informal resolution.

Step 3. If reconciliation has still not been achieved, the student shall submit a written statement of grievance to the Student Grievance Committee through the Deanship of Student Affairs. The statement shall contain.

- o   a brief narrative of the condition giving rise to the appeal.
- o   a designation of the parties involved.
- o   a statement of remedy requested.

b. Formation of the Student Appeal Committee:

- At the beginning of each academic year the University Chancellor shall appoint five faculty members to form the student appeal committee.

c. Committee Action

Upon receipt of a written statement of an academic appeal SAC:

- Determines prior to considering the grievance whether discussion between the students, persons directly involved, Head of department, and College Dean have been exhausted in attempting to resolve the appeal.
- Notifies the parties named in the statement of receipt of an appeal naming them and sends a copy of the statement to the named parties and to all committee members.
- Meets within two weeks at receiving the written statement to review the written statement and renders a decision as to whether sufficient ground is present to warrant a hearing.
- Notifies the Appellant and the named parties of its decision in writing.

- If a hearing will be held, the SAC notifies in writing all parties involved, including witnesses, of the date, time, and place of the hearing at least one week prior to the date set.
- Informs the parties that the burden of proof rests with the Appellant.
- Requests in writing from all parties involved any pertained material deemed necessary for review by the committee prior to the hearing. These materials, plus any additional materials either party choose to submit must be submitted to the committee no later than four days prior to the hearing. Any person named in the appeal may submit a written statement to the committee outlining issues from their perspective.
- All communication among the committee, the appellant(s) and person(s) named in the statement of grievance will be confidential.

d. Hearing Process

All hearing conducted by the Student Appeal Committee shall be conducted confidentially in the following manner:

- The appellant(s) and respondent must be present during the information gathering portion of the hearing. Witnesses will be available and called when needed. The committee reserves the right to allow the presence of a secretary.
- All statements during the information exchange phase of the hearing will be written.
- Any committee member may question any of the participants at the hearing, at any time during the proceedings.
- The appellant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the appellant(s) and witnesses about their statements.
- After all information is exchanged, all persons, other than the committee members and secretary will leave the committee room. The appellant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

e. Decision

- The University Chancellor shall approve or reject the committee recommendation(s) within two weeks after it is received, unless the Chancellor feels that more information is necessary. In this event, the case will be referred to the committee for further findings prior to decision. If the decision of the Chancellor is not in accordance with the committee's recommendation(s), he shall state the reason for that decision, in writing, to the committee. The Chancellor shall then take appropriate action to implement his decision. The appellant(s) and respondent(s) will be informed in writing of the Chancellor's decision.

f. Appeal

- The appellant(s) or respondent(s) may petition an appeal within two weeks of the Chancellor's decision.
- The Chancellor or the Student Grievance Committee will determine the appeal viability based upon evidence not available at the original hearing.
- If an appeal is deemed viable, the Chancellor will ask for a rehearing.
- The Chancellor may deny the request of appeal and affirm the earlier decision.
- A rehearing will be conducted on appeal. Rendered decision by the Chancellor will be final.

6 | Deanship of Student Affairs

The Deanship of Student Affairs (DSA) is responsible for those aspects of student life which extend beyond the classroom. The DSA is committed to encouraging the personal development and growth of students through the organization of a variety of co- and extra-curricular activities, which include cultural, social, sport and entertainment programs. In addition, the DSA is responsible for the provision of a variety of services.

6.1 Divisions of the DSA

Student Counseling and Services

Student Counseling and Services Supervisor is dedicated to helping students address personal or emotional problems that hinder them in achieving a fully beneficial experience at USTF and realizing their full academic and personal potential. Student Counselor utilizes a service system that emphasizes trust, respect, confidentiality, and compassion. Its overall goal is to maximize student success by attending to any emotional or personal needs which may impede learning. Through personal counseling, students learn to take charge of their lives, acquire skills necessary for adjusting to the demands of university life, and overcome difficulties that may prevent them from meeting their academic and career goals.

Student Activities Supervisor

Under the sponsorship of the DSA, Student Activities Supervisor (SAS) organizes many activities that span a wide range of interests, covering social issues, culture, art and sport. The SAS also acts as the central support for the student societies and organizes various student activities.

6.2 Student Role in Institutional Decision Making

USTF considers its students to be an important element of its operations and events and values their opinions and suggestions. Students can submit their written concerns/suggestions to the Dean of Student Affairs, the Vice Chancellors or to the Chancellor via the appropriate channels.

6.3 Student Clubs and Societies

Student Clubs and societies are dedicated to promoting programs, events, and activities that allow students to exercise and develop their skills through practical learning experiences outside the classroom. USTF's student clubs and societies assist students in matters ranging from establishing and joining student clubs/societies to organizing events and activities. Within the Deanship of Student Affairs (DSA), student clubs and societies organize many of the university's most popular events such as the Global Day, UAE National Day, and many others. These clubs and societies recognize student contributions to extracurricular activities through its various awards, and appreciation functions. Students benefit from multifaceted extracurricular opportunities that complement formal learning and promote their personal, intellectual and talent growth.

The goals of these clubs and societies are to:

- Encourage student participation in a variety of activities
- Promote the spirit of cooperation among students, and encourage them to take on responsibility
- Provide support to new students by advising them and helping them in their new academic life
- Obtain student input regarding needs and wishes, and pass the information obtained to the DSA
- Act as a liaison between students and DSA.
- Meet with DSA members on a regular basis
- Arrange for "acquaintance" meetings among students in order to break down the barrier between new students and the new academic society
- Promote study ethics among students and encourage them to abide by the rules and regulations of the University
- Urge students to abide by the morals, principles and doctrines required by UAE Society.

In line with the vision and philosophy of the USTF, the DSA arranges a series of developmental, educational and cultural courses for student leaders, with the aim of improving their performance and developing their leadership skills

Policies governing financial control in student run clubs and societies Details

USTF is the only sources of funding the activities of student clubs and societies through the DSA. Funds are released to student clubs/societies once their event is approved by the DSA and the Office of Finance. The following are guidelines for usage of funds:

- Funds can be used for purchase requests for event-related items. Expenses should be incurred in line with the approved event budget.
- All approved and allocated funds for student clubs/societies are to be spent for the respective club's/society's events and development for the current academic year.
- Expenses incurred by student clubs/societies should be consistent with the nature and purpose of the event.
- Student clubs/societies should provide a clear and complete explanation for expenses incurred after the event or if expenses are inconsistent with the nature of the event.
- Each event of clubs/societies will be subject to the audit by USTF internal auditor.

Procedures governing financial control in student run clubs and societies e

- The Deanship of Student Affairs submit annual operational plan along with detailed budget of all expenditures covering activities of USTF student clubs and societies and their required financial expenses.

- The Vice Chancellor for Academic Affairs review and approve the annual operational plan of Deanship of Student Affairs, while the budget of the deanship budget is submitted to the Office of Budget and Planning.
- The student clubs and societies spent from the approved Deanship of Student Affairs' budget, and per USTF financial and administrative policies followed and through USTF Microsoft Dynamics.
- The Deanship of Student Affairs reviews, modifies, and approve the budget for the event, and return written approval or disapproval to the student clubs/societies.
- The Deanship of Student Affairs inform the student clubs/societies about the budgetary approval and discuss the implementation phase.
- After the implementation of event, student clubs/societies are required to submit a completed post-event report along with receipts of all expenditures and excess cash, if any. Deanship of Student Affairs will deposit the excess cash to the Office of Finance. Student clubs/societies should always provide original, printed, receipts. Student clubs/societies must submit the post-event report within two working days after the event. Subsequent fund requests will not be processed unless the required post-event report is submitted to office of finance through the Deanship of Student Affairs.

6.4 Student Services

The DSA is responsible for monitoring the student services offered by USTF and service providers working within it, such as accommodation, transportation and health care services. The Deanship seeks feedback from students regarding the effectiveness of these services, collected by the Office of Institutional Planning and Effectiveness (OIPE), and uses it to cooperate with the university higher administration and relevant service units for the improvement of these services.

6.4.1 Accommodation

USTF is eager to ensure the success of the education it provides. Female students' accommodation is therefore given high priority, as it plays a key role in student wellbeing and can have a positive impact on academic performance. For this reason, an independent department has been founded which is concerned with every aspect of life in the student accommodation, for example matters of comfort, the mini- market, health club, and the internet. These services are offered at very reasonable prices. The male and female cafeterias are run inside the campus by a third party company which is a well-known in the catering field.

6.4.2 Health Clinic

The university Health Clinic seeks to complement the academic mission of USTF and is dedicated to providing educational, supportive, and consultative healthcare services to

students, staff, and faculty. In doing so, the Health Clinic strives to make the campus a healthy and safe place to study, work and live. The objectives of USTF's Health Clinics are to:

1. Provide primary healthcare to students, faculty, and staff.
2. Provide emergency healthcare to female students' accommodation and campus residents during working hours.
3. Support the integration of university services and provide a healthy atmosphere to accomplish the university objective of a disease-free community.
4. Provide high quality integrated health services in a timely manner to generate complete customer satisfaction.

6.4.3 Transportation

The Transportation Unit is responsible for transporting students between the different Emirates and the University as well as between the University and their training places.

The Unit has buses which make students movement easy and comfortable.

This Unit also provides students with transport to activities outside the University, for example visits to scientific and entertainment venues, lectures or conferences. One bus is kept on standby round the clock to cover emergency requirements.

The transportation Unit has defined the regulations governing the use of its buses and the fees student pay in order to ensure systematic and good-quality service. These regulations are distributed to student who choose making use of this facility.

The DSA's role in student transportation is to:

• Coordinate the transportation of students to participate in various activities;
• Assess student views concerning the transportation services offered;
• Solve student problems in cooperation with advisors, who keep the DSA informed of recent developments; and
• Improve the organizational performance in order to achieve high-standard service.

6.4.4 USTF Students Satisfaction

For continuous improvement purposes, USTF conduct surveys to measure the students satisfaction rate about classroom facilities, faculty and staff cooperation, teaching methodologies, Information technology facilities, library and learning resources, and student services.

Details analysis of the surveys' results are conducted and improvement action plans are implemented to increase the students satisfaction rate.

7 | Office of Alumini, Carrer Counseling and Events

The Office of Alumni, Career Counseling and Events endeavors to serve USTF students and alumni by educating them to successfully identify, plan and pursue their career goals. The Office supports the mission of the University by providing quality services which will enhance clients' employment potential, and by liaising with prospective employers. To achieve its mission, the Office is assisted by USTF Alumni Association, a non-profit organization which aims to enhance interaction between the alumni, students, University and community.

The Office of Alumni, Career Counseling and Events aims to:

1. Help new students to select courses appropriate to their career interests and aspirations.
2. Help students and graduates in decision-making, goal-setting and planning for their careers.
3. Offer guidance to students and graduates regarding the skills necessary to meet evolving job requirements.
4. Help students and graduates to acquire effective job search skills.
5. Guide students and graduates to job search resources.
6. Provide USTF with job-market information to aid academic planning.
7. Seek recruitment, internship and voluntary or part-time opportunities for students and graduates through liaison with businesses, governmental bodies and organizations.
8. Establish a plan for assessing the performance of career services and activities.
9. Establish and foster lifelong professional and personal relationships between the University and its alumni.
10. Promote communication between alumni, and between alumni and the University.
11. Promote USTF Alumni Association within the University and engender goodwill, understanding and support for the University in the wider community.
12. Offer alumni opportunity to contribute to and participate in the university's decision-making processes.
13. Establish fundraising mechanisms for the Alumni Association.

7.1 USTF Career Counselling

Goals

As a part of the University of Science and Technology of Fujairah's vision and mission to serve the local and global communities by enriching the labor market with impactful alumni, Office of Alumni, Career Counselling and Events (ACCE) is tirelessly seeking all the potentials available to achieves USTF goals through achievable objectives to provide an effective career counselling services for its Students and Alumni.

The career counselling services aims mainly to assist students upon their entry and prior graduation in order to prepare them to the post-graduation employment life.

Services provided by ACCE Office are characterized by the following:
- Assistance for free
- Guidance for first-generation college students as well as graduate students
- Broad networking opportunities
- Improve current industry knowledge

ACCE Office services are provided through the following channels
- On-campus and Webinar Events.
- Individual visits to ACCE Office.
- Use online resources (Under process)

Services

ACCE Office assists students with almost any aspect related to their career including resumes assistance to helping students decide what career paths they will follow after graduation.

Career exploration

Career exploration services can help to guide students to discover specific job opportunities that match with their own interests and capabilities. This service also aims to introduce the students to the available range of careers basing on their current majors and technical experience. Career services can provide direction and details about a variety of jobs through advising and aptitude tests in collaboration with the offices' partners. USTF ACCE Office conducted on-campus session with HR specialist from lead companies (Ex: Fujairah Holding, Al Owais Holding and many others)

Job Recruiting

Career recruiting services also helps students find a competitive job opportunity that matches with their capabilities and realistic ambitions. ACCE makes connections and works continuously to tighten these connections to ensure their effective involvement in students' recruitment through either Job fairs, on-campus and off-campus employment events. USTF ACCE Office held an on-campus recruitment campaign with Fujairah Holding in addition to continuous employment coordination with Ministry of Health, Fujairah Government Human Resource department and Al Ansari Exchange and many others.

Resume Reviews

Resume review services helps students to prepare and review their individual resumes under the lead of CV writing experts as they begin a job search. USTF ACCE Office held on-campus and off-campus CV writing skills sessions with Ministry of Human Recourses and Emiratization and Bayt.com.

Interview Practice and Tips

Interview practice and tips are important soft skills which considered as main points to assist the applicants to view their potentials in professional ways during the interview including practicing on how to answer interview questions and responding to an interviewer through verbal tone and body language.USTF ACCE Office held on-campus and off-campus interview practice and tips training sessions conducted by Etiquette expert Israa Shaheen in addition to Mr. Hayder Ali the head of HR department at Fujairah Holding.

Internship Connections

Internship is usually starting just prior the graduation as per the academic plans of USTF majors. ACCE always seeks internship opportunities for USTF students and alumni to serve dually to both completion of degree requirement and also to introduce the students and alumni to recruiters on daily based interaction. USTF ACCE Office collaborates with Ministry of Health and Prevention, Eva Interiors, Home art interiors and many others.

Loan and Debt Counseling

Loan and dept counselling services is provided by ACCE Office to students who seeks financial support services. The ACCE office role is to connect the student with the connection point, who are usually our alumni working in different banks, in order to assist the students to get much easier education loan service. USTF ACCE Office collaborates with HSBC, Ajman Bank, ADIB, and Sharjah Islamic Bank.

8 | USTF Students' Rules and Policies

8.1 Student Rights and Responsibilities

Student Rights

Every student enjoys all rights and freedoms recognized within the University by the Laws of the UAE as long as this does not violate the Codes of Student Conduct.

Every student has the right to fair equal treatment by the University. A student has a right to be free from discrimination based on ethnicity, color, religion, gender, marital status, nationality, language, or personal handicap. However, a distinction, exclusion, or preference based on relevant academic or physical aptitudes required and made in good faith is considered to be non-discriminatory.

All students have the right to have an environment supportive of the university's mission and their own educational goals. Students can function in their daily activities safely and easily. The University is committed to ensuring that adequate measures are taken to protect the security of students on the university campus.

USTF respects the student's right to privacy of personal information. This implies that information disclosed by the student and for the student is considered to be personal; this information will not be disclosed to third parties without the student's consent. A permanent record for each student enrolled in the University is maintained by the Office of Admissions and Registration. The written consent of the student is officially required to disclose his/her academic record. Exceptions are made for parents, sponsors, authorized USTF officials and in compliance with a judicial order.

USTF shall make sure that students know their rights and responsibilities, as well as applicable university policies and procedures. The university's obligation under this section is fulfilled when the University makes copies (hard or on the university website) of the Student Handbook available to every student upon being admitted to the University.

Students have access to:

- Manage their own affairs, increasing self-awareness, career planning and personal decision making;
- Establish grievance procedures;
- Review activities beyond the classroom, which support intellectual and personal development;
- Reach faculty, academic technology, classrooms, libraries, presentations and other resources necessary for the learning process; and
- Obtain prompt and appropriate responses from the university's colleges and administrative offices.

USTF shall provide students with relevant course information to enable them to make informed course selection.

A student who is accused of a disciplinary offence has the right to present an appropriate defense.

Student Responsibilities:

Students must behave in a manner that is civil and compatible with the university's function as an educational institution. Students are required to obey the rules and regulations of USTF as laid out in the Student Handbook and University Catalog. In particular, students are expected to abide by all rules and regulations expressed in the Codes of Student Conduct. Students are expected to familiarize themselves with these codes and their obligations and responsibilities toward the, University, its faculty and staff, other students and visitors to the University. In USTF's community of learning, disruption of the educational process, destruction of property, and interference with the orderly process of the University, or with the rights of other members of the community, cannot be accepted. In order to achieve its objectives and function properly, USTF has the authority mandate to maintain law and order and to discipline those who are disruptive of the educational process.

8.2 Codes of Student Conduct

All members of USTF are expected to conduct themselves in accordance with the regulations of the University, and the laws of the UAE. In particular, USTF students are requested to play an exemplary and positive role in enhancing the reputation of the University by:

- Demonstrating a clear commitment to their own learning.
- Conforming themselves to all specified time requirements for registration, class schedules, examinations and completion of assignments.
- Ensuring that work presented is their own personal work.
- Ensuring that all information presented to faculty members and administrative staff are accurate and true.
- Conducting themselves in a courteous and proper manner in their dealings with faculty members, employees or other students.
- Meeting their academic advisors regularly.
- Respecting the property of others and of the University.
- Reporting grievances to their academic advisor or the College Dean.
- Avoiding engagement in cheating, plagiarism, disruptive behavior or improper conduct which could damage the reputation of the University.
- Using USTF facilities only for learning purposes.
- Avoiding the use of falsified documents for any purpose related to the University.
- Avoiding distribution of leaflets or collecting signatures on university premises or in the Female Student Hostel without prior authorization.
- Abiding by USTF rules and regulations, and the directives of the academic and administrative staff.
- Acting in a way that will not cause offence to the culture of the UAE.

9 | Tuition Fees and Financial Regulations

USTF operates on a fully credit-based fee structure in addition to other fees. The University reserves the right to increase the tuition and other fees, up to 10% per academic year when deemed necessary. All students who register for courses incur a financial obligation to USTF. Students are responsible for all charges incurred at USTF. Failure to attend classes does not constitute withdrawal from the institution or a class. Students will only be permitted to register for a subsequent semester if they have paid all their financial obligations.

09.1 Application and Registration Fees

The application and registration fee for graduate programs is AED 1,500. The fee should be paid in cash in one installment upon registration, and is not part of the tuition. The application and registration fee is non-refundable, except when the application is rejected in which case an amount of AED 1,200 will be refunded to the student.

A student who wishes to apply for transfer from another accredited institution will pay a non-refundable fee of AED 500. This fee shall be considered part of the application and registration fees if the student is admitted in the University.

09.2 Tuition Fees

Tuition fees for the Graduate programs offered at the USTF are as follows:

College/Institute	Major	Total CR Hs	Fee per one credit hour
College of Business Administration	Master of Business Administration	36	2,000

20% discount applies to your first regular semester at USTF. During subsequent semesters, you will continue to benefit from other scholarship or discount programs as per USTF regulations.

9.3 Additional Fees

- Student service fee per semester: AED 400
- ID card, per academic year: AED 35
- Application fee for an incomplete course: AED 500
- Grade grievance application: AED 200
- Extra copy of the academic transcript: AED 100
- Reference letter: AED 40
- Wall Certificate: AED 100
- Certification / Smart label: AED 250
- Graduation Regalia: AED 1000
- Cheque Withdrawn Letter: AED 200
- ID Card Lost: AED 50
- Financial Letter: AED 30

The University may and reserves the right to increase the tuition and other fees up to 10% per an academic year when deemed necessary. 5% VAT will be added to all the above fees as per Federal Law no (8) of 2017 on Value Added Tax.

9.4 Payment Terms

A student should pay AED 4,000 in advance as a deposit in order to register in fall/spring semesters (AED 2,000 in summer session). Upon registration, the student should pay the tuition fees in full within two weeks from the end of the add/drop period. The Office of Finance has the right to take the necessary action against any student who has not settled their due balance of tuition fees, including suspension of registration and ineligibility to attend exam sessions.

The student has an option to settle tuition fees in (3) three monthly installments by providing postdated cheques. To get this privilege, the student should obtain the Office of Finance's approval after filling out the required form. This option is valid for Spring and Fall semesters only.

Tuition for summer semester should be paid in one installment within (2) two weeks from the end of the add/drop period.

Payments to USTF are accepted in the following forms:
- Cash: Denomination of UAE Dirhams, GCC currencies and USD
- Cheque: current and post-dated, UAE Dirhams cheques drawn on UAE Bank*
- Postdated cheques are subject to Office of Finance's approval.
- Credit Cards: Visa, Master, American Express and Diners Club.
- Direct deposit and bank transfer to:
    *Bank: Abu Dhabi Islamic Bank
    Branch: AL Fujairah
    Account Name: University of Science and Technology of Fujairah
    IBAN: AED 120500000000010270215
    SWIFT: ABDI AEAD

The student's name and University ID number (if available) must be mentioned in all deposits and transfers

Please scan the deposit slip or transfer confirmation and e-mail them to: finance@ustf.ac.ae or fax them to: +971 92243134.

For further finance-related inquiries, please contact the Student Accounts on:
- Female section teller: +971 92023652
- Male Section teller: +971 92023653
- e-mail: finance@ustf.ac.ae

Each bounced cheque will be subject to a penalty of AED 200

9.5 Refund Policy

Add/Drop Period

During the add/drop period students may add or drop courses without incurring charges. If a student adds one or more course(s) during the add/drop period, he/she must pay additional fees for the added course(s) at the time of submitting the application, otherwise the application will be rejected.

If a student withdraws from one or more courses during the add/drop period, the fees of the dropped course(s) will be refunded only after the end of the add/drop period. Alternatively, the student may request that the amount be credited to his/her balance for the following semester.

A student may withdraw from one or more course(s) after the end of the add/drop period, provided he/she remains registered in at least three courses during that semester. In this case, the student does not have the right to claim any refund for the fees of the withdrawn courses.

Suspension of Registration

During the add/drop period a student may submit an application for suspension of registration for one or a maximum of two consecutive semesters. The application should be submitted to the Office of Admissions and Registration. In this case, the full amount of any fees paid shall be credited in full to the student's account for the following semester, or refunded one week after the submission of the refund application to the Student Account Officer (at the Office of Finance).

If the student submits an application for suspension of registration for one or two semesters during the two weeks following the end of add/drop period, he/she shall be entitled to only 50 percent of the tuition fees of the semester in which he/she submits the application for suspension.

If the student submits an application for suspension of registration after the end of the two weeks following the add/drop period, he/she will not be entitled to claim a refund of any part of the tuition fees of the semester in which he/she submits the application for suspension.

If a student wishes to reclaim any amount from a credit balance, he/she must fill in an Application for Refund Form and submit it to the Student Account Officer (at the Office of Finance) after the end of the add/drop period. A payment cheque will be prepared within one week from receiving the application. If the student fails to do this, the amount will be credited to the student balance for the following semester.

Withdrawal from the University

During the add/drop period, the student may submit an application for suspension of registration and withdrawal from the University. The application should be submitted to the

Office of Admissions and Registration. In this case, the student is entitled to a full refund of tuition fees paid for the semester in which he/she submits the application for withdrawal. The refund will be made one week after the submission of the application for refund to the Student Account Officer (at the Office of Finance).

If the student makes an application for suspension of registration and withdrawal from the University within the two weeks following the end of the add/drop period, he/she is entitled to a refund of only 50 percent of the tuition fees for the semester in which he/she submits the application. The student shall not be entitled to claim a refund of any part of the tuition fees if the application for suspension of registration and withdrawal from the University is made more than two weeks after the end of the add/drop period.

Disciplinary Dismissal

A student who is dismissed from the University for disciplinary reasons is not entitled to any refund of tuition fees of the semester of dismissal.

10 | College of Business Administration

College of Business Administration (CBA) is one of the most credible business colleges in the region that is committed to the development and enhancement of knowledge and business skills of its students to enable them to understand the modern business world, to achieve the highest levels of success in their professional careers, and to play effective leadership roles regionally as well as globally.

CBA is committed to providing high-quality business education. The remarkable growth in economic and business activity in the world in general and Arabian Gulf region in particular, over the past decade, has greatly stimulated the demand for skilled and competent business graduates. Our competitive degree program is, therefore, developed to offer both local and global perspectives as well encourage our students to think out of the box and innovatively so as to not only be equipped with the knowledge, skills and attitudes they need to effectively address the challenges and opportunities of today's internationalized and fast evolving business environment but also emerge as business leaders of tomorrow.

CBA strives to provide the best and most modern methods of instructions to students. The CBA diligent and highly qualified faculty members ensure that the Bachelor of Science in Management curriculum is consistently updated in order to reflect and keep up with the ever evolving trends and techniques of the contemporary business world.

Mission

The college adheres to the fulfillment of USTF's overall mission, which seeks to meet the educational needs of local, regional and international students. As such the college philosophy is grounded in finding practical and scientific solutions to contemporary organizational and business problems through the offered program by the college. Stemming from this underlying philosophy, the college's strategic focus is to enhance the intellectual, professional and behavioral development of its students to meet the managerial challenges of the 21st century.

Goals

The Goals of the College of Business Administration are:
- Enhancing the intellectual, professional, and behavioral development of students to meet the managerial challenges of the 21st century
- Preparing students for a career in the field of Business Administration.
- Providing students with a working knowledge of a business's functional areas, including Management and Accounting.
- Providing students with a capacity for self-development.
- Developing students' interpersonal, organizational and communication skills while emphasizing business ethics and social responsibility.
- Developing students' capacity for critical thinking, leadership, and the ability to work with others.

- Developing students' analytical thinking and problem-solving skills.
- Preparing students to pursue research in various areas of study, including management, accounting, marketing, and finance.
- Providing expertise to different institutions and organizations in various fields, including Management, Accounting, Marketing and Finance.

Academic Programs

The college offers one graduate program, providing students with the theoretical and practical backgrounds that form an excellent foundation for satisfying career requirements or for further study.

The CBA graduate Program is:

- **Master of Business Administration (MBA)**

Facilities

The college's current physical facilities, which include offices, labs and teaching rooms are equipped to meet its needs and are regularly upgraded. The library is regularly updated with the latest books in the field for the benefit of students and college members. IT facilities include:

- Wireless internet connection, available on the university campus
- Internet labs available 14 hours per day
- Multimedia facilities provided in all labs
- College computers connected through local and wide area network

The Program of Master of Business Administration (MBA)

The MBA program will be an integral part of the Business Administration College academic programs and activities. The program aims to provide the community with highly qualified professionals with ethical values and industrial skills who can deal with the complex issues in the business and organizational environments. The program places special emphasis on preparing students to play a leading role working with organizations with up-to-date knowledge in business related skills and sense of ethics through defined set of courses and training collaboration with local governments and industries, with special emphases placed on areas related to local needs.

The Program of Master of Business Administration (MBA) Goals

The Program Goals of the MBA program are to build student capacity to:

1. To help students become knowledgeable in the core business functions including accounting, marketing, finance, and information systems and operations management.
2. To provide students with an in depth knowledge in human resource management.
3. To help students acquire leadership, team-building, communication and problem-solving skills. Further to prepare them to be able to manage ethical issues and multi-cultural diversity needed for managerial positions.

4. To prepare students to be proficient in finding scientific solutions for business-related problems and be able to evaluate the business environment and utilize the decision-making technique/s relevant to a given situation.

Distinguishing Features

The USTF MBA program seeks to satisfy the quality assurance standards set by world-class business programs accreditation organizations such as AACSB and the Association of MBAs.

MBA Program Learning Outcomes

The program outcomes are to produce professionals (MBA graduates) who will be able to:

1. Demonstrate knowledge on the main areas of business, with special emphasis on human resources management.
2. Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.
3. Use analytical and problem-solving skills in decision making.
4. Provide innovative solutions to problems in the fields of HRM.
5. Critically assess existing theory and practice in the field of HRM;
6. Develop an ability to undertake qualitative and quantitative research;
7. Identify and apply new ideas, methods and ways of thinking.
8. Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations;
9. Be able to evaluate HRM related social, cultural, and environmental responsibilities and issues in a global context.
10. Effectively contribute to the performance of a group as the group addresses practical business situations, and assume a leadership role as appropriate.

Descriptors of QF Emirates Level 9

The program adopts all the accreditation standards of CAA at the Ministry of Education in UAE. Especially, beginning the alignment of the program learning outcomes with QFEmirates.

a) The National Qualifications Authority has defined descriptors for each level (type) of qualification that is offered by academic institutions. The MBA program falls under level 9 (Master) of the Principle Qualifications type.
b) The MBAprogram is structured such that the learning outcomes of the program are consistent with the five strands of learning outcomes stipulated by the UAE Qualifications Framework.
c) The course syllabi of the current MBA program are designed according to the CAA standards (2011) and adopting the Guide to Writing Learning Outcomes at Program and Course Level that Align with QFEmirates
d) One senior faculty member from the college to coordinate and follow up the issues related to the QFEmirates guides and standards.

The National Qualifications Authority has defined descriptors for each level (type) of qualification that is offered by academic institutions.

The MBA program falls under level 9 (Master) of the Principle Qualifications type.

1. Principle Qualifications Credit Matrix

   The MBA program requires the completion of 36 credit hours of coursework.

2. Learning Outcomes Strands

   The learning outcomes for this level are specified as five strands given in the following table:

Strand 1 Knowledge	• Comprehensive, highly specialised knowledge in a field of work, discipline and/or professional practice, and at the interface between different fields, including frontier concepts and recent developments; • Advanced knowledge of applicable research principles and methods; • Critical awareness of knowledge issues, as the basis for original thinking; encompassing appropriate processes of enquiry and current processes of knowledge production; • Detailed body of knowledge of recent developments in a field of work, and/or discipline.
Strand 2 Skill	• Advanced skills required in research, analysis, evaluation and/or innovation of complex ideas, information, concepts and/or activities; • Skills to develop new knowledge and procedures and to integrate knowledge from different fields using highly developed cognitive and creative skills and intellectual independence to the field of work or discipline; • Advanced problem-solving skills to analyse highly complex issues with incomplete data and develop innovative solutions and proposals relevant to an academic/professional field, field of work or discipline; • Planning skills to develop and execute a major project or comparable activities (that includes a significant range of variables and complexity) with appropriately selected research methodologies producing sound conclusions; • Highly developed specialist communication and information technology skills to present, explain and/or critique highly complex matters.
Aspects of Competence	**Strand 3 Autonomy and** • Can function autonomously and/or take responsibility for managing professional practices, work, processes or systems, or learning contexts that are highly complex, unpredictable and unfamiliar, and require new strategic approaches and/or intervention or conceptual abstract solutions; • Can account for high level governance of processes and systems; • Can analyse and reflect on socio-cultural norms and relationships and act to build and transform them. **Strand 4 Role in** • Can initiate and manage professional activities that may include a highly complex environment; • Can take responsibility for leading the strategic performance and development of professional teams and self.

	Strand 5 Self-development	• Can self-evaluate and take responsibility for contributing to professional knowledge and practice including unfamiliar learning contexts; • Can develop and implement further learning consistently and sensitively; • Can consistently and sensitively manage highly complex ethical issues leading to informed, fair and valid decisions;

Program learning outcomes mapped to descriptors of the QFEmirates for the appropriate program level

The MBA program is structured such that the learning outcomes of the program are consistent with the five strands of learning outcomes stipulated by the UAE Qualifications Framework. The table below shows the mapping of the program learning outcomes to those of the UAE Qualifications Framework.

#	Program Outcomes	UAE Qualifications Framework Strands of Learning Outcomes				
		Strand 1	Strand 2	Strand 3	Strand 4	Strand 5
1	Demonstrate knowledge on the main areas of business, with special emphasis on human resources management	X				
2	Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM	X				X
3	Use analytical and problem-solving skills in decision making.		X		X	
4	Provide innovative solutions to problems in the fields of HRM.			X		
5	Critically assess existing theory and practice in the field of HRM.		X			X
6	Develop an ability to undertake qualitative and quantitative research		X	X		X
7	Identify and apply new ideas, methods and ways of thinking.	X	X			
8	Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations		X			X
9	Be able to evaluate HRM related social, cultural, and environmental responsibilities and issues in a global context.			X		X
10	Effectively contribute to the performance of a group as the group addresses practical business situations, and assume a leadership role as appropriate.			X	X	X

Admission Requirements

In accordance with the University's requirements for graduate degrees, a candidate to be admitted into the MBA program must fulfill the following requirements:

- Hold a bachelor's degree in Business Administration or a related field from a UAE-recognized university with a minimum cumulative GPA of 3.0/4.0.
- Students with a GPA below 3 may be admitted conditionally.
- (English EmSAT) with a minimum score of 1400 or a minimum score of 550 on paper based TOEFL or 6 on IELTS (or its equivalent).
- An Interview with the MBA Admission Committee.
- Students enrolled into the MBA program without prior course work in the business areas are required to complete the following five foundation courses to be admitted to the program.

1. MGT 320 Organizational Theory and Design
2. STA 231 Statistics for Business
3. ECO 200 Microeconomics
4. ACC 200 Principles of Accounting 1
5. FIN 210 Fundamentals of Finance

Students may be exempted from some or all these courses based on evidence of having successfully studied these courses at other accredited universities. The Dean of the College and the MBA Coordinator are responsible for decisions about these exemptions. However, the foundation courses will be compulsory for students admitted to the MBA program with no prior course work in any core business functional areas and under the following terms and conditions.

- The (Foundation) Program is intended to bridge the gap between a student's prior work (Bachelor's degree) and the background required for the MBA they are entering.
- The courses in a bridge program typically do not carry degree credit.
- To transition from the foundation/ Bridge program to the Master's program for students who don't have a degree in business administration, the Dean of the College and the MBA Coordinator will decide what the exempted courses are and what the required courses from the foundation courses on a case per case bases.
- Students enrolled on the MBA program without prior course work in the business areas are required to complete the five foundation courses and obtain an average "B" grade to be admitted to the program.
- By the end of the (Foundation) (English EmSAT) with a minimum score of 1400 or a minimum score of 550 on paper based TOEFL or 6 on IELTS (or its equivalent).
- Conditional admission based on the CGPA
- If the bachelor's CGPA is between 2.5 and 2.99. Students may admit conditionally, students under this category must achieve by the end of the conditional admission period a minimum CGPA of 3.0 (for a 6 credit hour of study).
- If the bachelor's CGPA is between 2.0 and 2.49. Students may be admitted conditionally, students under this category must achieve by the end of the condition

period CGPA 3.0 for a maximum of nine hours graduate-level as remedial preparation for the graduate program (These remedial courses are not for credit within the degree program).

- The applicant with a minimum score of 1250 in English EmSAT or (5.5 IELTS academic or TOEFL (ITP)score of 530 or its equivalent, students admitted conditionally.

Refer to section 8. general admission condition for Graduate program for more details.

Graduation Requirements

A student will be awarded the degree of Master of Business Administration upon meeting the following requirements:

- Completion of the required MBA courses: 12 courses of 3 credit hours each which normally takes four semesters.
- Achievement of a CGPA of not less than 3.0.

Degree Requirements

The MBA program requires the completion of 36 credit hours distributed according to the following structure:

Group Name: COLG. OBLIGATORY

Course No.	Course Name	Credit Hours	Prerequisite
MBA 610	Operations Management	3	
MBA 611	Business Research Methods	3	
MBA 614	Financial Accounting	3	
MBA 612	International Business	3	
MBA 616	Marketing Management	3	
MBA 613	Human Resource Management	3	
MBA 615	Corporate Finance	3	

Group Name: MAJ. OBLIGATORY

Course No.	Course Name	Credit Hours	Prerequisite
MBA 632	Training & Development of Human Resources	3	MBA 613
MBA 633	Organization Development	3	MBA 613
MBA 634	Cross-Cultural Management	3	MBA 613, MBA 612
MBA 617	Strategic Management	3	MBA 610 , MBA 614 MBA 616 , MBA 613
MBA 630	Management of Change	3	MBA 613 , MBA 633

Proposed Sequence of Study

The MBA Program is based on course work, and it will be offered in three academic semesters

for the full-time studies as follows:

Semester 1

Course No.	Course Title	Contact and Credit Hrs.				Prerequisite
		Lec	Lab	Tut	Cr. Hrs.	
MBA 610	Operation Management	3	0	0	3	-
MBA 613	Human Resource Management	3	0	0	3	-
MBA 614	Financial Accounting	3	0	0	3	-
MBA 616	Marketing Management	3	0	0	3	-
Total		12	0	0	12	

Semester 2

Course No.	Course Title	Contact and Credit Hrs.				Prerequisite
		Lec	Lab	Tut	Cr. Hrs.	
MBA 611	Business Research Methods	3	0	0	3	-
MBA 612	International Business	3	0	0	3	
MBA 615	Corporate Finance	3	0	0	3	MBA 614
MBA 632	Training and Development of Human Resources	3	0	0	3	MBA 613
Total		12	0	0	12	-

Semester 3

Course No.	Course Title	Contact and Credit Hrs.				Prerequisite
		Lec	Lab	Tut	Cr. Hrs.	
MBA 617	Strategic Management	3	0	0	3	MBA 610 , MBA 613 MBA 614 , MBA 616
MBA 630	Management of Change	3	0	0	3	MBA 613
MBA 633	Organization Development	3	0	0	3	MBA 613
MBA 634	Cross-Cultural Management	2	2	0	3	MBA 612 , MBA 613
Total		12	0	0	12	

Remedial Courses

Students who do not have academic business background and their GPA is less than 2.50, must complete at least two remedial courses.

The Program Coordintaor determines what courses must be taken by each student based on their background, experiences, and credentials.

Course No	Course Name	Credits	Pre-requisite
MBA 501	The Basics of Management & Marketing	3	-
MBA 502	The Basics of Accounting & Finance	3	-
MBA 503	The Basics of Economics & Statistics	3	-

Master of Business Administration Program Course Descriptions

Operations Management (MBA610) (3,0,0,3)

The objective of the course is to expose students to the theoretical and practical techniques used to tackle production and operations management issues in any organisation. Operations Management is concerned with efficient and effective transformation of inputs – raw

materials, personnel, machines, technology, capital, information, and other resources – into marketable and competitive outputs. The course will introduce students to the main principles, standards and methodologies of Operations Management. It will explore past and present topics in operations management that have had a significant impact in the management of manufacturing and service operations.

Business Research Methods (MBA611) (3,0,0,3)

Business Research Methods course provides an introduction to research methods in social sciences in general and business administration in particular. The primary aim of the course is to equip the students with essential research techniques they would use in advanced specialized courses such as Marketing Research, Feasibility Studies and Project Planning, and Research Project reports. The course will cover a range of topics, including in particular, research design, sampling theory, data collection tools, questionnaire development, and program evaluation methodology. The course will also cover statistical data analysis procedures using SPSS and NVIVO software involving both quantitative and qualitative techniques through the small scale research project.

International Business (MBA612) (3,0,0,3)

The course focuses on the problems and opportunities of business in a global context. It examines economic, institutional, cultural, and legal issues faced by companies involved in international business. It further analyses their effect on business decisions including: product design, production and marketing, human resources strategy, investment analysis, financial strategy and risk management.

The aim of the course is to provide students with an advanced and practical understanding of why, when and how companies develop their international activities. Upon the completion of the course, students will be able to understand and manage the role of culture in international contexts, and all related aspects of international strategic management.

Human Resource Management (MBA613) (3,0,0,3)

The main objective of this course is to expose students to the theory and practice of human resources management issues in contemporary organizations, with an emphasis on the strategic aspects. The course will deal with different approaches to human resource management, particularly in the UAE/GCC context. HRM policies and practices may be one of the remaining factors of production that provide sustainable competitive advantage, as they are difficult to imitate or replicate. The course will introduce students to the main principles, standards and methodologies of Human Resources Management. It will explore past and contemporary topics related to the management of human resources such as recruitment and selection, that have had a significant impact on organizational performance. The overall objective is to encourage students to start thinking systematically about achieving sustained competitive advantage through the effective management of human resources.

Financial Accounting (MBA614) (3,0,0,3)

Financial accounting is an essential tool that provides all users with the useful information for their relevant decisions. Financial reporting and analysis is one of the main requirements that protects the owners' rights and enhances managers' ability to make the correct decisions. It describes the conceptual framework of accounting, and financial statements, analysis and uses of financial reports. The aim of this course is to prepare students with the capability to analyze and present the financial statements of corporations.

Corporate Finance (MBA615) (3,0,0,3)

This is an advanced corporate finance course with an emphasis on exchange rate risk management, long term and short term assets, and liability management. The topics to be

covered can be classified into four parts. The first part is about the international financial environment that covers flows of funds, financial markets, and exchange rate determination. The second part covers exchange rate behavior and exchange rate risk management. The third part discusses the long term assets and liability management, including capital budgeting, country risk analysis, structure and cost of capital, and long term financing. Finally, the fourth part deals with short run asset and liability management, including international trade, short term financing, and international cash management.

Marketing Management (MBA616) (3,0,0,3)

The main objective of the course is to expose the students to the concepts and techniques of marketing management. Students will also be exposed to the scope of contemporary marketing including manufacturing, institutional, reseller and government markets. The course will provide opportunities for the students to explore how business firms strategically respond to the opportunities in the marketing arena. It also aims to improve decision-making skills and stimulate strategic thinking through the use of case studies. The course would also involve fieldwork in the UAE and the analysis of marketing strategies in use by the organizations operating in the country.

Strategic Management (MBA617) (3,0,0,3)

Strategic management course covers strategy analysis, formulation, implementation, management and evaluation. Strategic Management will also provide a broad overview of both strategic management theories and concepts, and their application within a dynamic competitive environment that surround today's organizations. Students develop critical thinking/reasoning skills through various case studies and class discussions.

Management of Change (MBA630) (3,0,0,3)

The objective of this course is to help students understand the main principles and techniques required to lead effective and lasting organizational change. The course will cover the conceptual and practical aspects of implementing organizational change, including the various facets and challenges associated with the transition period in the UAE and GCC region. Emerging research findings will be used to emphasize the day-to-day micro-level managerial actions as well as their strategic aspects. Various theories and concepts of change, together with experiences and dilemmas encountered in practices will be explored using various case studies. Consultants on change processes in the UAE/GCC will be invited as guest speakers to share their experiences with students.

Training & Development of Human Resources (MBA632) (3,0,0,3)

The purpose of this course is to provide the student with information and insights into the training and development function in organizations. The training and development function will be viewed from a systems approach. Further the entire cycle of Training and Development of human resources will be examined in the context of the UAE/GCC. Special emphasis will be paid upon the coaching and mentoring processes for human resources development. The training needs assessment plans will be reviewed to enable learners to appreciate organization's training functions. The course will further evaluate the contribution of training of human resources to the success of organizations in the UAE/GCC. Specific training methods and techniques will be explored.

Organization Development (MBA633) (3,0,0,3)

OD is a conscious, planned process of developing organizations' capabilities to attain and sustain optimum performance levels, measured by efficiency, effectiveness, and health. OD processes bring about successful change efforts in individuals, groups/teams, inter-groups, and organizations. The course provides students with a conceptual foundation of organization

development as well as diagnosing organizations, groups and jobs by collecting and analyzing the diagnostic information.

Cross-Cultural Management (MBA634) (3,0,0,3)

In this course, students are to examine, from applied and theoretical perspectives, the impact of globalization and the effects of cross national diversity on the processes and practices associated with managing human resources. Special emphasis will be placed on comparisons between cross-cultural management of organizations in the UAE and the rest of the world.

USTF College of Business Adminstration Faculty

No.	Name	Rank	Degrees Held	Conferring institution
1	Ahmed Zain Elabdin	Associate Prof.	Ph. D. Business Management	Omduran Islamic University
2	Abdallah Elamin	Associate Prof.	Ph. D. Management Sciences	Lancaster university
3	Alberto Fernandez	Associate Prof.	Ph. D. Business Management	University of Rey Juan Carlos

Student-Full Faculty Ratio by Colleges for fall semester2022-2023 (2022-1)

College	Student-Full Time Faculty Ratio 2021-1
College of Business Administration	21

11 | Academic Calendar 2022/2023

Academic Calendar for Fall Semester 2022-2023

Day	Date	Description
Monday	August 22, 2022	Faculty members report for work
Monday-Friday	August 22 To September 2 , 2022	Course registration for continuing students
		Application for credit transfer
		Admission Exams for new students
Monday	August 29, 2022	16:00 Commencement Ceremony for new students
Monday-Friday	August 29 To September 2 , 2022	New Students' Orientation period
		Course registration for new students
Friday	September 2 , 2022	Last date for Incomplete Examinations
		Last date for changing major
Monday	September 5, 2022	Beginning of classes
Monday-Friday	September 5 To 9, 2022	Add and dropp period
Friday	September 9, 2022	Last date for adding and dropping courses
		Last date for dropping courses or suspending registration with 100% refund
Friday	September 16, 2022	Last date for suspension of registration with 50% refund
Monday	October 3, 2022	Beginning of admission period for Spring Semester 2022-2023
Saturday - Monday	October 22 To 31, 2022	Mid-term examinations period
Monday	November 14, 2022	Last date for withdrawal
Monday-Friday	November 14 To 25, 2022	Early registration for Spring Semester 2022-2023
Monday - Wednesday	November 28 To December 7, 2022	Period for Course and Advisor Evaluation
Thursday	December 1, 2022	UAE Martyr's Day
Friday - Saturday	December 2 & 3 , 2022	UAE National Day holiday
Friday	December 16, 2022	Last day of classes
Saturday – Monday	December 17 To 26 , 2022	Final examinations period
Wednesday	December 28, 2022	Announcement of final examinations results
Thursday – Sunday	December 29, 2022 To January 8 ,2023	Fall Semester vacation

N.B:

❖ *Islamic holidays are tentative and are subject to moon sighting.*
❖ *The dates and items in this calendar may be modified according to any future directives by the Ministry of Education*

Academic Calendar for Spring Semester 2022-2023

Day	Date	Description
Monday	January 9, 2023	Faculty members report for work
Monday-Friday	January 9 To 13, 2023	Course registration for continuing students
		Application for credit transfer
		Admission Exams for new students
Monday	January 9, 2023	16:00 Commencement Ceremony for new students
Monday-Friday	January 9 To 13, 2023	New Students' Orientation period
		Course registration for new students
Friday	January 13, 2023	Last date for Incomplete Examinations
		Last date for changing major
Monday	January 16, 2023	Beginning of classes
Monday-Friday	January 16 To 20, 2023	Add and dropp period
Friday	January 20, 2023	Last date for adding and dropping courses
		Last date for dropping courses or suspending registration with 100% refund
Friday	January 27, 2023	Last date for suspension of registration with 50% refund
Monday	February 13, 2023	Beginning of admission period for Fall Semester 2023-2024
Saturday - Tuesday	March 4 To 14, 2023	Mid-term examinations period
Saturday - Sunday	March 25 To April 2, 2023	Spring Semester vacation
Friday	April 14, 2023	Last date for withdrawal
Tuesday - Wednesday	April 11 To 19, 2023	Period for Course and Advisor Evaluation
		Period for early registration for Summer Semester 2022-2023
Thursday – Sunday	April 20 To 23, 2023	Eid Al Fitr Al Mubarak
Friday	May 5, 2023	Last day of classes
Saturday - Monday	May 6 To15, 2023	Final examinations period
Friday	May 19, 2023	Announcement of final examinations results

N.B:

- ❖ *Islamic holidays are tentative and are subject to moon sighting.*
- ❖ *The dates and items in this calendar may be modified according to any future directives by the Ministry of Education*

Academic Calendar for Summer Semester I 2022-2023

Day	Date	Description
Monday - Friday	May 22 To 26, 2023	Period for course registeration
Monday	May 29, 2023	Beginning of classes
Monday - Tuesday	May 29 & 30 , 2023	Add and dropp courses period
Tuesday	May 30, 2023	Last dates for adding and dropping courses
Wednesday	June 7 , 2023	Graduation Commencement for Summer Semester (1+2) 2021-2022& Fall and Spring Semester 2022-2023
Monday - Tuesday	June 19 & 20, 2023	Mid-term examinations period
Monday-Friday	June 12 To 23, 2023	Period for early registration for Fall Semester 2023-2024
Friday	June 23, 2023	Last date for withdrawal
Tuesday - Sunday	June 27 To July 2, 2023	Arafat Day, Eid Al-Adha holiday
Monday-Wednesday	July 3 To 5 , 2023	Period for Course and Advisor Evaluation
Friday	July 7, 2023	Last day of classes
Saturday - Sunday	July 8 & 9, 2023	Final examinations period
Wednesday	July 12, 2023	Announcement of final examinations results
Friday	July 14, 2023	Beginning of Summer vacation
Monday	August 28, 2023	Faculty members report for work 2023-2024

N.B:

- ❖ *Islamic holidays are tentative and are subject to moon sighting.*
- ❖ *The dates and items in this calendar may be modified according to any future directives by the Ministry of Education*
- ❖ *Theoretical courses of three credit hours are taught from Monday to Wednesday at a rate of two hours per day.*

Academic Calendar for Summer Semester II 2022-2023

Day	Date	Description
Monday	July 17 , 2023	Beginning of Training, Internship
Friday	August 25, 2023	End of 6 weeks Training, Internship
Friday	September 8, 2023	End of 8 weeks Training, Internship

N.B:

- ❖ *Islamic holidays are tentative and are subject to moon sighting.*
- ❖ *The dates and items in this calendar may be modified according to any future directives by the Ministry of Education*

Office of Admissions & Registration

12 | Appendix 1 Graduate Studies and Research Policies and Procedures

Graduate Studies and Research Policies and Procedures			
Policy Name	Graduate Studies and Research Policies and Procedures		
Policy Owner	Deanship of Graduate Studies and Research	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Vision

The Deanship of Graduate Studies and Research will achieve worldwide recognition of excellence for University of Science and Technology of Fujairah (USTF) graduate programs, research, and scholarly work by providing strategic leadership and comprehensive support to faculty, graduate students, and the external community.

Mission

The Deanship of Graduate Studies and Research is committed to promoting excellence in graduate studies and research through its well-defined policies, efficient procedures and funding mechanisms as well as support for developing effective partnerships and collaborations with academic and non-academic institutions locally, regionally, and internationally.

Goals

- Promote excellence in graduate studies, research and scholarly work.
- Ensure consistency and compliance of all graduate programs with relevant policies.
- Foster a vibrant and stimulating research ecosystem at USTF.
- Increase the number of faculty members publishing in peer-reviewed high-quality journals.
- In collaboration with colleges and departments, define research targets and extend support to achieve these targets.
- Enhance the quality and relevance of existing graduate programs on continuous basis.
- Encourage initiation of new graduate programs reflecting global trends and catering to local and regional market needs.
- Develop and implement an effective internal funding mechanism to provide research grants to faculty in all colleges.
- Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses.
- Assist colleges in recruiting outstanding graduate students through graduate scholarships and awards from internal as well as external sources.

- Encourage multidisciplinary research among various colleges and departments.
- Enhance the research culture in USTF by organizing annual Research Day and other activities including research awards for outstanding faculty and students.
- Assist colleges in organizing national and international scientific conferences.
- Assist and oversee the operation of College Research Committees in all colleges to promote and encourage multi-disciplinary research activities between colleges.
- Promote the culture of research at undergraduate level.
- Cooperate with colleges in developing joint graduate programs with international academic institutions.
- Develop, periodically assess, and modify policies and procedures to continuously enhance the quality of research and graduate programs at USTF in order to meet international quality standards and achieve excellence.

Council for Graduate Studies and Research (CGSR)

Purpose of CGSR

The Council for Graduate Studies and Research (CGSR) will be established under the Deanship of Graduate Studies and Research (DGSR) with the mandate of developing policies and procedures for significantly enhancing the quality, relevance, volume, and impact of research carried out at USTF and for enhancing the effectiveness of existing graduate programs and development of new graduate programs. It shall take all necessary steps to promote research and graduate studies at USTF.

Role of Council Members

The Council members will contribute to achieving the vision, mission, and goals of the Deanship of Graduate Studies and Research. They will play a leading role in promoting graduate studies and research in their respective colleges.

College Research Committee (CRC)

A College Research Committee (CRC) shall be formed in each college. Each college Dean is responsible of the composition of the CRC of her/his college. It shall have at least one member from each department in the college. The purpose of CRC is to take all necessary actions to promote research in the college including internally- and externally funded research. These actions include development and implementation of procedures for internally-funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects. The CRC shall encourage and support all research activities in the College.

The CRCs shall be responsible for implementing the policies and procedures of the DGSR and CGSR in their respective colleges, evaluation of submitted research proposals, making recommendations to the CGSR to fund the selected research projects, and reviewing the

progress and final reports of funded projects. The CRC, under the guidance of the College Dean, shall develop strategic research plan and policy for the college including the research objectives and KPIs. The CRC of each college is responsible for developing clearly formulated and measurable research criteria against which faculty members will be assessed.

Research Ethics Committee (REC)

A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified University guidelines. The REC will develop and apply policies and guidelines in accordance with all applicable national and international standards. These policies and guidelines shall be approved by the Dean of Graduate Studies and Research and the VCAA. The Dean of Graduate Studies and Research shall appoint the Head of REC with the approval of the VCAA.

All research work conducted at USTF that requires ethical approval of the research project must obtain a Certificate of Ethical Clearance (CEC) from the REC before initiating the project. This requirement is applicable to both funded and non-funded projects.

Research Conferences Committee (RCC)

The main task of RCC is to make recommendations concerning participation of faculty members in academic conferences for the purpose of presenting a research paper. The role and functioning of the RCC shall be in accordance with the "Policy on Research Conferences".

Research Policies and Procedures

Policies

- USTF considers research among the most important responsibilities of its faculty members. It encourages, facilitates, and supports research activities in all disciplines.
- All USTF faculty members are expected and encouraged to conduct research and engage in scholarship as well as publish and share their findings.
- Faculty members can conduct academic or practice-oriented research in their area(s) of specialization and participate in multi-disciplinary research. They can also conduct pedagogic research.
- Each faculty member is expected to publish at least one peer-reviewed research paper per academic year in a journal of high impact factor or high-quality category (such as A*, A, B, and C) or proceedings of prestigious research conferences. Such classification will be made by the CRC of each college and approved by the DGSR.
- The research performance of faculty will be a key factor in their annual evaluation as well as for their promotion to a higher rank.
- College Deans, in coordination with the DGSR, are responsible for developing and implementing a concrete research plan and a strategy aligned with USTF strategic plan. In coordination with the CRCs, they shall define research objectives for their college and KPIs for measuring the achievement of these objectives.

- Each college shall specify and get approved its research budget. Once the research budget has been officially approved for each college, it shall be transferred to the account of DGSR. The DGSR shall provide the funding for all approved research projects, based on the recommendations of the CRC and the Council for Graduate Studies and Research (CGSR), and approval of the Dean of GSR and VCAA (as applicable). The funding for approved research projects for each college shall be provided from the allocated research budget for each college. The DGSR may also utilize its own budget to promote research at USTF.

- The DGSR shall provide grants for research projects on college-wide competitive basis in accordance with its policies for internal research funding.

- USTF shall support and facilitate Collaborative Research conducted in cooperation with public and private institutions and industry.

- The University, through the DGSR, shall assist faculty members for obtaining research grants from external sources.

- The DGSR shall develop and implement a Distinguished Visiting Researcher (DVR) program which aims at inviting eminent scholars to give lectures at USTF, and to interact with faculty and students on research projects.

- Researchers shall follow the highest ethical standards in all aspects of their research work. They shall also abide by the applicable confidential requirements.

- Researchers shall abide by the University policies on Intellectual Property Rights.

- In some special cases, the teaching load of an outstanding researcher may be reduced with the approval of the College Dean and the Vice-Chancellor for Academic Affairs (VCAA).

- The College Deans shall submit an annual report on research accomplishments to the DGSR and the Office of Institutional Planning and Effectiveness (OIPE). They shall also submit to DGSR a plan regarding proposed research projects for the next academic year.

- A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified national and international standards and guidelines.

- Outstanding researchers will be recognized and rewarded by the University.

- USTF will not tolerate research misconduct including fabrication, falsification or plagiarism in carrying out research or publishing its results.

Procedures

- The DGSR, in collaboration with College Research Committees, will take all necessary actions to promote research at USTF including internally- and externally funded research. These actions include development and implementation of procedures for internally funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all

faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects, etc.

- The DGSR shall form a Research Ethics Committee (REC), at the University level, with well-defined role and objectives.
- The DGSR shall develop a systematic procedure for rewarding outstanding researchers at USTF on a yearly basis.
- Each College Dean, in consultation with the College Research Committee (CRC), will submit research projects planned for the following academic year and accordingly propose the required research budget.
- The DGSR will hold workshops/seminars to spread awareness about research policies and procedures as well as funded research opportunities.
- All support departments including the Office of Human Resources and Office of Finance shall be made aware of the new policies, especially those involving Research Assistants. They shall also be directed to provide full support for promoting research at the University.

Policies and Procedures for Internal Funding

Policies

- USTF will provide funds to support research projects in all colleges on a competitive basis.
- All faculty members are eligible to apply for internal research funds either on individual basis or by forming research groups and teams, including interdisciplinary teams. Priority for allocation of funds will be given to proposals with potential publications in journals of high impact factors or high-quality category (such as A*, A, B, and C) or proceedings of prestigious research conferences as recommended by CRCs and approved by the Deanship of Graduate Studies and Research. Preference will also be given to projects that are likely to receive external funds in the future.
- Projects focusing on important research areas for the Emirate of Fujairah, UAE and the Arab region will also have high priority.
- The competition for the award of funds will be held at least once and at most twice per academic year by the DGSR.
- No financial compensation will be provided to faculty members from internal research funds. However, compensation can be provided to students and others working on the funded project as Research Assistants.
- The research funds may be utilized for the purchase of components, parts, software or other resources needed for successful completion of the project, as approved by the DGSR.
- USTF shall provide sufficient budget to the DGSR to cater to the needs of high-quality research projects in all colleges.

- The Dean of Graduate Studies and Research shall have the authority to approve funding for research projects with an upper limit of AED 50,000 per project. The funds will be granted only for projects recommended by the CRCs and the CGSR. The maximum duration for completion of such projects shall be 12 months.

- For research projects with funding requirement exceeding AED 50,000, the Dean of Graduate Studies and Research shall submit a request for funding approval to the VCAA provided that the project has been recommended by the CGSR.

- Funding for research projects with maximum funding requirement of AED 15,000 can be directly approved by the College Deans upon the recommendation of the CRCs. Such projects do not require the approval of the DGSR. The funding for such projects shall be provided by the DGSR upon the recommendation of the College Dean. This funding will be provided from the approved research budget of the college requesting the grant.

- The DGSR will monitor the progress of funded research projects through CRCs headed by the Members of CGSR in their respective colleges.

Procedures

- The DGSR, with input from all members of the CGSR, will develop and maintain a complete mechanism for competitive award of research funds on an annual basis or at most twice yearly.

- Once the mechanism has been established, the DGSR will announce the deadline and procedure for applying for internal research funds.

- The DGSR will follow the specified procedure for evaluation of all submitted proposals.

- The evaluations will be done college-wide by the CRCs.

- Final approvals will be communicated to the Principal Investigator, Head of the Department, and the College Dean by the DGSR.

- The maximum fund for a research project awarded by DGSR is limited to AED 50,000. For projects seeking higher funding amounts, approval of the Vice-Chancellor for Academic Affairs (VCAA) will be sought.

- The Principal Investigator will coordinate with the concerned CRC for utilization of approved funds in accordance with specified procedures.

- The Principal Investigator will be responsible for submitting progress report(s) as well as the final report to the DGSR. The Principal Investigator will also be responsible for closing all accounts related to the internally funded research project at the completion of the project.

- For research projects with research budget of up to AED 15,000, project evaluation will be carried out by the College Research Committee and the award will be granted by the College Dean for purchase of components, parts, materials, etc. as well as payment to Research Assistants. The College Research Committee shall monitor the progress of all projects awarded by the College Dean.

Policies and Procedures for external Funding

Policies

- All faculty members are encouraged to seek external research funds. Such grants shall be recognized in the annual assessment of faculty members.
- USTF will facilitate the process of obtaining research funds from external agencies or other sources through the DGSR and other offices.
- The DGSR will establish and develop ties with various national, regional, and international funding agencies and organizations.
- The DGSR will inform faculty members about forthcoming research grant opportunities and their deadlines. It will also provide administrative support to interested faculty members to apply for the research grants in accordance with University rules and regulations as well as the requirements of the corresponding funding agency.
- For externally funded projects, the researchers are eligible to include, if permitted by the funding agency, compensation for their time and effort. The compensation amount can then be included in the proposed budget submitted to the DGSR.
- The researcher(s) can get release time of 3 credit hours in their teaching load per semester, for one academic year, by paying the University, through an external research grant, an amount corresponding to the teaching load, as determined by the University.
- This amount shall be based on the ratio of required release time and the full-time teaching load per semester year for the concerned faculty member.
- USTF has the right to receive compensation to cover direct and indirect expenses related to the project. Such expenses include, but not limited to, the overhead cost for its human resources and facilities. As such, the University can add overhead charges up to maximum 20% of the project budget proposed by the Principal Investigator. This amount will be added in the proposed budget and the final budget will be then submitted to the funding agency.
- The DGSR will be responsible for signing the agreement in accordance with all relevant University policies including intellectual property rights.
- The DGSR shall maintain close links with all relevant centers in USTF in order to provide opportunities for faculty members to obtain externally funded research projects.

Procedures

- The DGSR will develop detailed criteria regarding externally funded projects. Such criteria will ensure that the individual faculty member or a research group seeking external funds has the necessary expertise and access to required facilities and resources to undertake the project and successfully complete it. It will also ensure that the project under consideration is consistent with the mission and goals of the University and has secured the approval of the Research Ethics Committee (REC), if so required.

- The DGSR will prepare appropriate documents and proposal approval forms and provide them to all College Research Committees along with procedures for proposal submission and its evaluation.

- Accepted proposals will be subsequently completed by the researcher or research group in all aspects considering the specific requirements of the funding agency and following the financial guidelines of the DGSR. The DGSR, after adding the overhead charges in the proposed budget and carrying out final internal review, will submit the proposal to funding agency prior to the specified deadline.

- The DGSR will initiate and contribute in negotiations between the Principal Investigator and the funding agency.

- Upon award of external funding for proposed project, the DGSR will inform the Principal Investigator, the Head of the Department, College Dean, and all concerned departments.

- A University Research Account (URA) shall be established for all externally funded research projects. For each project, a separate sub-account will be opened. The subaccounts will be managed by the DGSR in cooperation with the Principal Investigator (PI) for each project.

- The DGSR will ensure that the project is started on time and funds are readily available to the Principal Investigator as and when required in accordance with the pre-defined timeline.

- The DGSR, through the relevant CRC, will monitor the progress of the project comparing it with the specified targets defined in the project proposal.

- At the completion of the project, the Principal Investigator will submit the final report to the DGSR that shall be forwarded to the funding agency.

Policies and Procedures for Research Assistants

Policies

- To facilitate and promote research at University of Science and Technology of Fujairah, researchers and research teams are eligible to hire part-time Research Assistants (RAs) through their internally- and externally funded research projects.

- The Research Assistants (RAs) could be graduate students, recent graduates, or highly talented senior undergraduate students.

- Senior undergraduate students can also be hired as RAs for research projects directly awarded by the College Dean (for research budget up to AED 15,000), especially in departments that do not offer any graduate program.

Procedures

- The PI and his/her research team are authorized to announce the position, short-list the candidates, and select the RA as per the requirements of the research project and the nature of tasks to be accomplished by the RA.

- The payment to RAs could vary from AED 25 to 40 per hour depending upon their qualifications and experience.
- If the RA is from USTF, the maximum number of allowed working hours is 15 hours/week, after getting the approval of the concerned HOD and Dean.
- The minimum CGPA required for RA position is 3.0 out of 4.0 for recent graduates and undergraduate senior students.
- Undergraduate RAs shall be full-time students either in their final year of studies or they have completed all course work and are engaged in their mandatory internship.
- The appointment of RAs is generally for Fall and Spring semesters. However, they may also be appointed to work during the summer semester upon approval from the DGSR.
- The selected RA shall fill the Research Assistant Hiring Form and the PI shall submit this form to the Head of the CRC.
- The PI will be informed by the Head of CRC after the approval for the specified TA has been obtained from University of Science and Technology of Fujairah Office of Human Resources.
- The payments to RAs will be made after written approval of the PI and in accordance with the University regulations.
- In case of non-satisfactory performance, the RA will be given a written notice by the PI. If there is no noticeable improvement in the performance, the PI can request the DGSR through the Head of the concerned CRC for termination of the appointment. The RA will be informed accordingly by the DGSR.
- The RA shall abide by all rules and regulations of USTF, including those related to research work, intellectual property, and patents.

13 | Appendix 2 Graduate Admission Policy

Graduate Admission Policy			
Policy Name	**Graduate Admission Policy**		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

This document sets out the University's policy on admissions to accredited undergraduate degree programs and applies to Admissions Officers and the Director of the Office of Admissions and Registration.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period during which applicants can submit their admission application to the Office of Admissions and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
- **Admissions Offer Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Dean of Admissions and Registration:** The head of the Deanship of Admissions and Registration at the University.

Full Admission Requirements for master's Level Programs

For Full admission, the applicant must satisfy the following:

- The applicant for Master's programs is a holder of a Bachelor's degree in the same field as that of the program applied for, with a minimum cumulative GPA of 3.0 on a scale of 4.0, or its equivalent.
- The applicant's Bachelor's degree was issued from an accredited university recognized by the Ministry of Education - Higher Education Affairs, UAE.
- The applicant achieved the minimum required score of proficiency test in English with a valid certificate as the following:

o For Master's programs taught in English, the applicant has achieved an EmSAT English with a minimum score of 1400 or its equivalent (Applicants for Master programs taught in English may be exempted from the English proficiency requirement only for students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English-speaking country (e.g. UK, USA, Australia, New Zealand).

o The applicant for the graduate programs taught in Arabic has achieved a minimum score of 1250 in EmSAT "Arabic".

o The applicant has paid the application fee.

Conditional admission requirements for Master programs

conditional admission may be granted if the applicant fulfills the above listed general conditions of full admission, but his/her CGPA is between 2.0 and 2.99, or if (the program is taught in English) his/her EmSAT English score is between 1250 and less than 1400 or its equivalent.

a) **Conditional admission due to non-fulfillment of CGPA requirement.**

a.1. If the applicant has achieved an EmSAT English or its equivalent with a minimum required score and has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.5-2.99 on a 4.0 scale or its equivalent, he/she may be conditionally admitted to the Professional Postgraduate Diploma in Teaching program or for the Master programs. Such a student under this category will be allowed to continue in the program only if he/she meets the following conditions:

- take six credit hours of courses from the program study plan (as per the advice of his/her academic advisor) in the first semester of study and
- achieve a minimum CGPA of 3.0 on a 4.0 scale. by the end of his/her first semester.
- Failure to meet the above conditions will result in dismissal from the program.

a.2. If the applicant has achieved an EmSAT English or its equivalent with a minimum required score and has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.0 - 2.49 on a 4.0 scale or its equivalent, he/she may be conditionally admitted to the Professional Postgraduate Diploma in Teaching program or for the Master programs. Such a student under this category will be allowed to progress to the graduate program only if he/she meets the following conditions during the first semester of conditional admission or be subject to a dismissal:

- Must take a maximum of nine graduate-level credit hours as remedial preparation for the graduate program (these remedial courses are not for credit within the degree program).
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses in order to progress to the graduate program.

b) **Conditional admission due to non-fulfillment of English Proficiency requirement**

If the applicant has achieved an EmSAT English with a minimum score of 1250 or its equivalent (for the Master programs taught in English) with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 3.0 on a 4 scale, he/she may be conditionally admitted to the Master program. Such a student must meet the

following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including intensive English courses.
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first semester
- Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

c) If the applicant for the programs taught in Arabic has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale, but has not achieved the required score on the English proficiency test and /or the required score in EmSAT "Arabic", such a student may be conditionally admitted and must meet the following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including the remedial English, Arabic courses.
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first six credit hours of credit-bearing courses studied for the graduate program
- Must achieve an EmSAT English with a minimum score of 950 or its equivalent, by the end of the student's first semester of study.
- Must achieve an EmSAT Arabic with a minimum score of 1250 by the end of the student's first semester of study.

Admission to Master Bridge (Foundation) Program

The Bridge (Foundation) Program is a program intended to bridge the gap between a student's prior work (Bachelor's degree) and the background required for the Master's program he/she is entering. The courses in a bridge program typically do not carry degree credit.

The program coordinator may consider admission applications to the foundation program from students who satisfy the admission requirements of the program, but they are holders.

To transition from the foundation/ Bridge program to the Master program, a student must:

- Pass all the registered foundation courses specified by the program coordinator and obtain an average "B" grade to be admitted to the program.
- Or obtain the (Management Appreciation Program) certificate For the MBA programs.
- Achieve an EmSAT English or its equivalent with a minimum, required score for his/her graduate program

Re-admission of Former Students

Students, whose studies have been interrupted for any reason for more than one year, will have to re-apply for admission. To be eligible for re-admission, the applicant has to meet the following criteria:

- The applicant can only be admitted to the same program they were studying in if it is still being offered by the University.
- The applicant was not subject to academic or behavioral dismissal from the University.
- The student was not in unsatisfactory academic standing
- The applicant must satisfy the admission requirements in effect at the time of

readmission.

- The applicant's previous fees, charges and dues owed to the University have been paid.
- Seats for the program the applicant wants to join are available.

Documents Required for Admission to a Graduate program

Application form, which may be obtained from the Admissions and Registration Deanship, to be filled in by the applicant

- UAE Secondary School Certificate, or its equivalent
- Certified copy of the bachelor's degree certificate or its equivalent,
- Certificate copy of the grade transcript
- Certificate of proficiency in English language, e.g. TOEFL with a minimum score 550 in TOEFL or its equivalent
- Photocopy of valid passport
- Ac copy of UAE ID card for UAE residents
- Health certificate, issued by a university doctor
- Certificate of good conduct, issued by an official body
- Six recent passport-size photographs
- Two reference letters
- A written commitment signed by the applicant that he/she will observe university rules and regulations.
- USTF does not take into consideration Institutional TOEFL scores obtained in another institution.
- If the bachelor's degree is obtained abroad, the applicant must apply for Equivalency of the his/her degree at the Ministry of Education (MoE), UAE.

Equivalency of Documents

Newly admitted students are requested to have their documents certified before the end of the first semester of study, otherwise their registration will be cancelled.

- The bachelor's degrees obtained in the UAE must be certificated by the MoE, UAE.
- Bachelor degree obtained abroad must be certificated by the MoE, and either by the Ministry of Foreign Affairs of the country of origin and the UAE embassy in that country, or by the embassy of the country, which issued the certificate, and by the UAE Ministry of Foreign Affairs.
- The certificate must be equated by the Ministry of Education.

Admission Validity

Admission to a Graduate program is valid for a full semester.

Admissions and Registration Fees

Applications will be processed by the Office of Admissions and Registration only after payment of the non- refundable application and registration fees.

Related Policies

- Undergraduate Admission Policy
- Transfer Admission Policy
- Advanced Standing Policy and Procedures
- Prior Learning Assessment and Recognition Policy

14 | USTF Contact Information

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Chief Accountant	g.alkhatib@ustf.ac.ae	651
University Relation	khider.a@ustf.ac.ae	640
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15 | Glossary of Terms

College

An administrative unit within the University, comprising of one or more departments, to offer undergraduate and graduate programs, such as College of Business Administration or College of Engineering and Technology. Each college has a Dean to oversee the operation of the college.

Master's degree.

A Master's degree typically requires at least one year of study, or a minimum of 30 semester credits of course work (or equivalent) beyond the bachelor's degree. The minimum credits are not inclusive of any non-credit bridge courses which may be required. A Master's degree often, though not always, requires a substantial research paper, a thesis, or a project.

Course

A course consists of a number of instructional activities over a prescribed period of time. It deals with a single subject and is commonly described by title, number, credits and expected learning outcomes.

Program

The set of courses and other formally established learning experiences which together lead to a qualification. Program may also refer to a specific aspect of the curriculum, such as the General Education Program.

Curriculum

The term refers both to the range of courses offered by the University and to a set of related courses constituting an area of specialization, such as the electrical engineering curriculum.

Course Syllabus

A description of course goals, learning outcomes, contents, assessment instruments and grading criteria, week-by-week study plan, and examination dates that is provided to the students at the beginning of their classes.

Credit or Credit Hour

A credit, or credit hour, is a unit of measurement defining the student's overall effort towards attaining a qualification. One semester credit or one credit hour equals approximately 1 hour of time in class per week over a semester of 15 weeks. For laboratory, 1 semester credit normally is given for two hours of laboratory time per week over a 15-week semester.

Study Load

The total number of credit hours a student can register during a specific semester.

Semester

A semester is a period of time, typically a minimum of 15 weeks, during which the University offers courses. Some courses may be offered, during a shorter period of time, such as summer semester, which nonetheless offers class contact time and out-of-class assignments equivalent to a course offered during the fall or the spring semester. USTF offers courses in fall and spring semesters and optionally in summer semester.

Academic Calendar

The USTF academic calender represents important semester-specific dates and deadlines for students, academic and administrative departments, and instructors.

Academic Year

The period of instruction composed of the fall, spring, and summer semesters. The academic year begins at the start of the fall semester and ends after the last day of the summer semester.

Add and Drop Period

The week after the registration week during which the University allow students to add or drop one or more of their registered courses in a specific semester, without financial or academic consequences.

Graduate Students

A student who has enrolled in a Graduate program.

Academic Advisor

A faculty member who advises students on their study plan and course selection, monitors their academic progress, assists in their career planning, and guides in other academic and non-academic matters.

Academic Warning

An undergraduate student is issued an academic warning if his/her CGPA falls below **3.0** at the end of a semester. Such a student is said to be not in good academic standing. If this also happens at the end of another semester, the student is issued second academic warning and placed on on academic probation.

Academic Dismissal

If a graduate student on academic probation (with two academic warnings) fails to raise his/her cumulative GPA (CGPA) at the end of the next semester, the student is academically dismissed from the University.

In-Progress (IP)

A grade indicating that a course is still in progress and will be completed at a later date.

Conditional Admission

A student may be give conditional admission requiring him/her to successfully complete some specified coursework and/or fulfill other requirements in order to progress into the full set of courses within an academic program.

Learning Outcomes

Refers to knowledge, skills, and aspects of competence that a student is expected to know and be able to do at each level of qualification.

Credit Transfer

A system whereby successfully completed unit of study contributing towards a degree can be transferred from one program to another within USTF or from another university to USTF.

Pre-requisite

A course or courses that serve as foundations for continued (advanced) courses. A student must successfully pass a pre-requisite course before taking a course for which it is a pre-requisite.

Electives

Courses which are not compulsory for students. Electives may be free-selected by the student from any course offerings, or restricted-chosen from a pre-determined list of options.

Developmental or Remedial Courses

Such courses prepare a student for enrolling in a regular curriculum, and aid the student in rectifying an area or areas of deficiency. Developmental or remedial courses are non-credit courses and do not count toward the requirements of an academic qualification. The University limits the number of credit-bearing courses that a student may take while enrolled in developmental or remedial courses.

Bridge Program

A program intended to bridge the gap between a student's prior work and the background required for the program he/she is entering. Typically such a program would be needed by students entering graduate business education where the student's undergraduate major was in an area other than business, or graduate engineering programs where the student's major was in a different engineering specialty. The courses in a bridge program typically do not carry degree credit. The University may choose to require enrollment in bridge programs as a condition of admission

Directed Study/Independent Study

A course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable. Directed learning or independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment.

Approvals

Approval Body	Date
Board of Trustees	4 October 2022