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

Graduate Catalog

August 2024

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

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Contents

1 | Introduction

The Graduate Catalog is the official repository of graduate programs, graduate admissions, degree requirements, and graduate policies and procedures. USTF Graduate Catalog can be used as a reference guide to graduate students at the University. The Catalog provides answers to many of the questions students ask. It gives information about the University, the graduate programs offered by USTF colleges, admission and registration procedures, and the key regulations that are relevant to students. The Catalog is a contract between USTF and the students that will last throughout the approved period of the student's program of study. It is the responsibility of USTF students to read and understand the terms and conditions in the Graduate Catalog published on the university website and that once they receive their university ID cards, it is considered a commitment to those terms and conditions.

1.1 History

The establishment of University of Science and Technology of Fujairah (USTF) comes as a response to the importance His Highness Sheikh Mohammed bin Zayed Al Nahayan, President of the United Arab Emirates (UAE), attaches to education, and particularly higher education. Based on 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 in 2019. 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 in creation and development of various programs and colleges demonstrates USTF 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.

1.2 Vision

USTF aims to become among regional universities pioneering in science and technology by providing innovative educational environment, impactful research, and responsible community engagement.

1.3 Mission

USTF is a multicultural university offering a wide range of academic programs to satisfy the needs of stakeholders and develop competent graduates capable of critical thinking and innovation to become entrepreneur in their fields and contribute to science and technology based sustainable development of UAE and the region. USTF formulates and implements research and community engagement strategies to strengthen its recognition and impact on society.

1.4 Goals

- Promoting excellence of education in an inspiring environment of teaching and learning.
- Establishing a culture that foster impactful research and intellectual contribution.
- Recruiting diverse students and enriching their holistic university experience.
- Outreaching partnerships and long-lasting ties with external communities.
- Achieving operational excellence and adopting sustainable practices.

1.5 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.
- **Innovation:** USTF supports creative activities and productive initiatives for the greatest benefit of mankind.
- **Responsibility:** USTF is committed to its obligations and reciprocal cooperation with the society.

2 | University Organization Structure and Governance
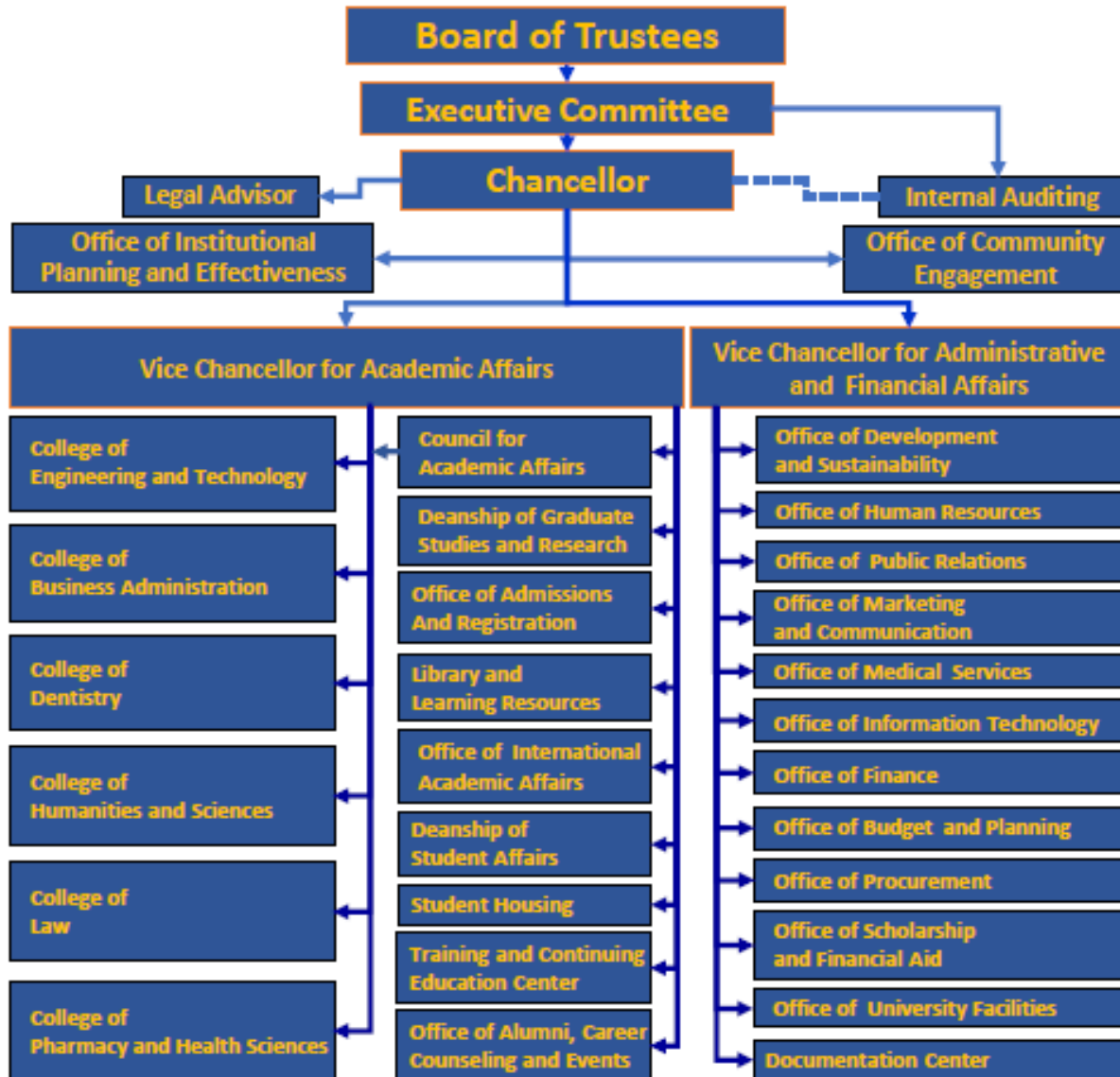
2.1 USTF Organization Chart

Figure 1: Organization Chart of University of Science and Technology of Fujairah (USTF)

2.2 Board of Trustees

The Board of Trustees is the supreme governing body of University of Science and Technology of Fujairah (USTF) and has full authority over the entire institution and its administrative and financial affairs. Each member is entitled to vote on matters discussed by the Board or any affiliate committee. The Board sets policies which define the scope of academic, administrative, and financial projects offered by the University as well as the regulations governing them. The university academic units are responsible for planning and developing study programs. The Board have full authority to define and oversee all the activities bearing the name of University of Science and Technology of Fujairah, handles direct administrative issues only through the Chairman and authenticates the guidelines governing the annual operating budget prepared by the University. *(Policies and Procedures Manual, Version August. 2024, USTF BoT By-Laws and Board of Trustees Policy)*

2.3 Chancellor

The Chancellor is the formal head of the University carrying out ceremonial and official functions, with full authority and responsibility to run the institution efficiently and effectively. The Chancellor plays a key role in the business of the institution by spearheading the University to meet its challenges and promote its vision and mission to ensure the high standing of the University on the national and international levels. The Chancellor does not become involved in day-to-day executive management, which is the responsibility of the Vice Chancellors. *(Policies and Procedures Manual, Version August. 2024, Higher Management Policy)*

2.3.1 Message to USTF Students

Graduate Catalog can be used as a quick reference to graduate studies at USTF and provides answers to many of the questions that students, parents, and the public might ask. The Catalog gives general information about the University, the graduate programs offered by colleges, admission and registration procedures, and the key regulations that are relevant to students and future graduates.

USTF welcomes you, where you will spend in its premises the next few years of your educational journey. High-quality education is beneficial to you and an important prerequisite towards understanding and addressing societal challenges relating to energy, environment, healthcare, security, communications, transportation, and civil infrastructure, amongst others. The diversity of USTF academic programs will help prepare you to face these challenges and to make your contribution to the solutions demanded by them. Graduate study at USTF will enable you to communicate and to work in teams, develop a sense of professional and personal ethics, and gain valuable skill and competence in your area of specialization.

2.4 Vice Chancellors

1. **Vice Chancellor for Academic Affairs (VCAA):**

The Vice Chancellor for Academic Affairs (VCAA) ensures excellence in teaching and learning and provides cutting-edge services and operations to USTF stakeholders. In addition, this position is aligned with best practices of good governance in academic institutions. The Vice Chancellor for Academic Affairs (VCAA) leads the University in its academic planning and in the setting of academic values, policies, and practices. One of the core responsibilities of VCAA is promoting advancement programs on campus and building internal and external relationships with the main goal of significantly increasing the community involvement and securing support for the University. The VCAA is the principal provider of academic leadership to all Colleges Deans, and all the support service units within the academic structure that support the academic mission. The VCAA is responsible for developing a performance culture that promotes University's objectives, program innovation, new learning technologies and teaching excellence and stimulating a high level of scholarly productivity. The VCAA oversees the administrative practices associated with enrollment, course offerings, tuition, student fees, and the policies and values that guide these endeavors. *(Policies and Procedures Manual, Version August. 2024, Executive Committee Policy and Higher Management Policy)*

2. **Vice Chancellor for Administrative and Financial Affairs (VCAFA):**

In alignment with USTF mission, vision, and strategic plan 2018-2023, the office and position of Vice Chancellor for Administrative and Financial Affairs (VCAFA) has been created with responsibility for scholarship, annual funds, major gifts, endowment, and special events. The Vice Chancellor for Administrative and Financial Affairs (VCAFA) serves as a strategic advisor to the Chancellor and support the mission and goals of the University by recommending financial objectives, policies, programs, and practices that ensure a sound financial structure for the University. The VCAFA oversees and ensures a sound administrative structure and is responsible for developing a long-term sustainable economic model, which ensures the viability of the University. The VCAFA provides management oversight for financial planning, budgeting and budget analysis, accounting and business operations, finance controls and reporting, campus maintenance and development, risk management and facilities operation. The VCAFA is responsible for the development of a strategic plan for the University that covers overall communications; this encompasses a hands-on role in the execution of social media, website content and design, messaging, and marketing activities. *(Policies and Procedures Manual, Version August. 2024, Executive Committee Policy and Higher Management Policy)*

3 | Deanship of Graduate Studies and Research

The Deanship of Graduate Studies and Research (DGSR) 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. 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 fruitful partnerships and collaborations with academic and non-academic institutions locally, regionally, and internationally. *(Policies and Procedures Manual, Version August. 2024, Deanship of Graduate Studies and Research Policies and Procedures)*

3.1   Graduate Studies

3.1.1   Admission Requirements

University of Science and Technology of Fujairah (USTF) offers currently two graduate programs accredited by Ministry of Education (MoE) in the United Arab Emirates (UAE). The following table describe the current accredited program by the Commission for Academic Accreditation (CAA) in the Ministry of Education (MoE) and its licensure details:

Table 3.1.1.1 USTF Accredited Programs by CAA and Their Licensure Details

College	Academic Programs	Initial Accreditation	Renewal of Accreditation
Business Administration	Master of Business Administration (MBA)	17 June 2022	15 June 2025
Business Administration	Master In Entrepreneurship (MIE)	11 August 2023	16 June 2026
Humanities and Sciences	Master of Sociology	28 June 2024	15 July 2027

3.1.2   Admission and Registration

Applications for admission can be submitted online to the Office of Admissions and Registration (OAR) 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. *(Policies and Procedures Manual, Version August. 2024, Graduate Admission Policy)*

3.1.2.1 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 (MoE), Higher Education Affairs, United Arab Emirates (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, and New Zealand).
  - The applicant for the graduate programs taught in Arabic has achieved a minimum score of 950 on the English EmSAT examination, or its equivalent, and a minimum score of 1100 for the Arabic language of EmSAT examination.
- The applicant has paid the application fee.

3.1.2.2 Conditional Admission

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, s/he may be conditionally admitted to the master program. Such a student must meet the following requirements during the first semester of conditional admission:

- 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:

- Must take six credit hours in the first semester of study, not including the remedial English and/or Arabic course(s).

- 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. *(Policies and Procedures Manual, Version August. 2024, Academic Probation Policy)*

3.1.2.3 Admission Master Bridge (Foundation Courses)

The bridge (Foundation Courses) are a few courses intended to bridge the gap between a student's prior work (bachelor's degree) and the background required for the master's program s/he is entering. The bridge courses typically do not carry degree credit. The master's program coordinator may consider admission applications to the foundation courses from students who satisfy the admission requirements of the program, but they are non-business degree holders. For transition from the foundation/ Bridge courses 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.
- Achieve an EmSAT English or its equivalent with a minimum, required score for his/her graduate program.

3.1.2.4 Admission Validity

Admission to a graduate program is valid only for the semester 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.

3.1.2.5 Re-Admission

New students who have missed two consecutive semesters of enrollment (excluding the summer term) at the University may apply for re-admission by completing the re-enrollment form which is available from the Office of Admissions and Registration (OAR) 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. 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 courses 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.

3.1.2.6 Transfer Students from Accredit Institutions

Students graduated 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 program close to the one studied previously if:

- 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, USTF does not allow, under any circumstances, transfer students to be admitted under the provisions stipulated for conditional admission.
- Their cumulative grade point average is at least 3.0 on a scale of 4.0, or the equivalent.
- The number of credit hours for the course is not less than that of the USTF equivalent course.
- 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.
- The number of credit hours for the graduate course is not less than that of the USTF equivalent graduate course.
- The course content at the institution previously attended should be similar to that of the corresponding course offered at USTF.
- The course is not a course of the Pre- Master foundation Program.
- USTF does not grant credit twice for substantially the same course taken at two different institutions.
- USTF will not transfer courses from an awarded degree.
- 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.
- USTF does not grant transfer students degrees unless they complete at least 75% of the total credit hours of the program including most of the final year courses at USTF.
- Limits transferred credits for master's programs to a maximum of 25% of the total credits required for the program.
- The transferred courses should not constitute most courses of the 2nd year of the program.
- The graduation projects and thesis are not subject to transfer.
- 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 Admissions and Registration (OAR) receives the authenticity of the transcript from the former institution of the student and MoE.

- The course description for required courses must be stamped by the former educational institution and submitted to the Office of Admissions and Registration (OAR).
- The applicant must disclose his/her desire to transfer courses from the previous university during the admission stage at most, otherwise, s/he bears full responsibility if the transfer of courses is not accepted.
- A fee will be charged for the evaluation of courses to be transferred. The fee will be refunded if the student is admitted only.
- The transferred course will be marked in the transcript with the letter (T) only when the Office of Admissions and Registration (OAR) receives the required documents attested properly in addition to successfully completing the authenticity process. *(Policies and Procedures Manual, Version August. 2024, Transfer Admission Policy)*

3.1.2.7   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.
- 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 3.1.2.1.
- A minimum score of 1250 in Arabic EmSAT for all Graduate programs taught in Arabic.
- Curriculum Vitae (CV) and experience certificate if available.

3.1.2.8   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)*."

3.1.2.9 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 certificated 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.

3.1.2.10 Prior Learning Assessment Recognition (PLAR)

University of Science and Technology 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. PLAR policy and procedures:

- 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 to appeal to the College Dean who may submit it for review to the Appeal Committee whose decision shall be final. *(Policies and Procedures Manual, Version August. 2024, Prior Learning Assessment and Recognition Policy)*

3.1.2.11 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 using 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.

3.1.2.12 Study Load for Graduate students

A student's "study load" is the number of credit hours for which s/he 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 or 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 university Academic Progress Policy. *(Policies and Procedures Manual, Version August. 2024, Academic Progress Policy)*

3.1.2.13 Time Allowed for Completion of a Graduate Program

The maximum time allowed for a student in which s/he may complete a master's 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. *(Policies and Procedures Manual, Version August. 2024, Graduate Completion Requirement Progress Policy)*

3.1.2.14 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, Admissions 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.

3.1.3 Academic Advising and Counseling

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 this policy, a mentor 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. *(Policies and Procedures Manual, Version August. 2024, Academic Advising Policy)*

3.1.3.1 Academic Advising

USTF Academic Advising Policy Postulates that:

- It is the responsibility of each graduate program coordinator to ensure advising and monitoring the academic progress of each student in their program.
- All regular students shall be assigned an advisor at the time of first enrollment.
- Advisors review student progress every semester via a review of grades and available information.
- Advisors must have a minimum of one meeting in person per semester with each student to assess his/her progress.
- Advisors must meet at least twice in person per semester with students who are not making satisfactory progress.
- 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.
- Academic department advising shall be assessed and reviewed every year.
- Funding and resources shall be made available to all units to ensure effective and efficient advising at all levels.
- Training shall be provided for all advisors and peer mentors.
- Accurate information shall be posted and maintained on the university website.

3.1.3.2 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 organizations specializing 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 processes 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. *(Policies and Procedures Manual, Version August. 2024, Student Counseling Policy and Student Psychological Counseling Policy).*

3.1.4 Student Evaluation and Assessment

3.1.4.1 Course Assessment

In each registered course, a student's performance is assessed according to a procedure established by the college concerned, and as 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.

3.1.4.2 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:
- 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.
- 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.
- Pass (P) Grades: will be counted as earned hours, yet without affecting the GPA or CGPA.
- No-Pass (NP) Grades: will neither be counted as earned hours nor affect the GPA or CGPA.
- 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

3.1.4.3 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.

3.1.4.4   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, s/he 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 s/he has passed all required courses of the program of study. In this case, in consultation with the academic advisor, the student must repeat courses of the study plan in order to raise his/her CGPA to at least 3.0.

3.1.4.5   Incomplete Grade

- If a student does not attend the final examination for emergency reasons and s/he 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:
    - illness certified in a medical report approved by the university Clinic.
    - death certificate of a first or second degree relative.
    - arrest or summons before a court or other legal body.
    - 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. S/he 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 s/he registers, as shown in the academic calendar.

3.1.4.6 Examination Re-sits

If a student pass all but one of the courses required for graduation, and if this course is from the last semester, s/he 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.
- 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".
(Policies and Procedures Manual, Version August. 2024, Examination Policy)

3.1.4.7 Complaints about Grades

Complaints regarding final examination results must be settled 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 who would like 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 Admissions and Registration (OAR).
- The Office of Admissions 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 Admissions 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 Admissions and 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 can verify the completed status

of the request by accessing the online system. *(Policies and Procedures Manual, Version August. 2024, Grade Appeal Policy)*

3.1.4.8   Attendance Policy

Attendance to lectures:

- Attending classes is compulsory for all courses. A student will not be allowed to take the final examination if s/he has missed 25 percent of the classes in a given semester. Absence warning policies are set out below:
  - If a student is absent for 10 percent of theoretical and practical class hours, the lecturer will issue a 10 percent absence warning.
  - If a student is absent for 20 percent of theoretical and practical class hours, the lecturer will issue a 20 percent absence warning.
  - 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.

Attendance to meetings with the thesis supervisor:

- Every student who is preparing his/her thesis is expected to meet his/her supervisor on a regular basis (at least one meeting every two weeks).
  - 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.
  - If a student was issued a 10% warning, and s/he does not attend another two planned meetings without prior approval of the supervisor, the latter will issue a 20 percent absence warning.
  - 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:
    - o Suspend the student for one semester if s/he has made good progress in his/her research work.
    - o Suspend the student for one semester and change the research subject and the supervisor.
    - o Dismiss the student from the program. *(Policies and Procedures Manual, Version August. 2024, Student Attendance Policy)*

3.1.4.9   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, s/he will receive an academic warning. The student may be allowed to register for courses in the subsequent semester so that s/he 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, s/he will be dismissed from the program without any chance for repetition. *(Policies and Procedures Manual, Version August. 2024, Academic Probation Policy)*

3.1.4.10 Graduation Requirements

- A student will be awarded a degree of the graduate program in which is registered in, upon meeting the following requirements:
  - Completion of all courses of the study plan.
  - A course may count toward the degree if the course grade is at least a "C", (for master's programs).
  - Completion of the thesis/dissertation (when applicable)
  - Obtaining a CGPA of at least 3.0.
  - 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

3.1.5 Student Rights and Responsibilities

3.1.5.1 Student Rights

- Every student enjoys all rights and freedoms recognized within the University by the Laws of the UAE if 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 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 safety and 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 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.

- The University shall make sure that students know their rights and responsibilities, as well as applicable university policies and procedures. USTF'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.
- The Deanship of Student Affairs (DSA) is responsible for ensuring that the academic staff and non-academic staff are informed of the rights of students. Each academic advisor is responsible for ensuring that his/her advisees are aware of their rights during their study at USTF.

Students have access to:
- Managing their own affairs, increasing self-awareness, career planning, and personal decision making.
- Establishing grievance procedures.
- Reviewing activities beyond the classroom, which support intellectual and personal development.
- Reaching faculty, academic technology, classrooms, libraries, presentations, and other resources necessary for the learning process.
- Obtaining 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.

Every student has the right to:
- receive the course description of his/her courses which includes the course learning outcomes (CLOs), and the assessment methods used to determine his/her final grade in each course.
- object if changes are made to the timings in the schedule of his/her courses after the end of the add and drop period.
- be received by his/her instructors during office hours, which are published by the instructors.
- receive, on time, the copy of his/her assignment, quiz, project, Lab report, after having been graded by the instructor.
- submit a grade appeal request about his/her final grade within five working days of the announcement of the results.
- request an adequate learning environment atmosphere during his/her lecture.
- request a meeting with his respective advisor regarding any academic issue; if the problem is not closed by the instructor, the student may request a meeting with higher college administrators, until a final resolution is made as per the rules and regulations of the University.

- In the rare event that the case is not closed by the college dean, the student may request a meeting with the VCAA after informing the dean of their college.
- A student has the right to expect that academic and professional processes are flexible and periodically open to review and to participate constructively with faculty and administration in those processes by which the university community maintains the excellence of the standards of its curriculum and methods of instruction and the viability of its total educational program.
- Students have the right to enjoy free short-term counseling sessions, where the University is legally and ethically required to uphold standards of confidentiality.
- Students have a right to a detailed and complete course outline for every course on which they are registered, to be provided during the first week of class. This information should include, where appropriate:
  - A description of the topics to be considered in the course.
  - A list of required and recommended readings or other materials.
  - A description of the means of evaluation to be used in the course.
  - Instructor's contact information, office location, and office hours as appropriate.
- Students have a right to be informed, in a timely fashion, of their current academic standing or performance in a course.
- Students with special needs have the right to a determination of available support service. *(Policies and Procedures Manual, Version August. 2024, Student Rights and Responsibilities Policy)*

3.1.5.2 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.
- 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.
- 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.
- 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.
- Each student is required to be aware of and abide by the policies and regulations that are published in the student handbook and the undergraduate and graduate catalogs published on the university website.
- Students are responsible for checking their university e-mail, which is the official communication channel between the student and the University.

- Students are responsible for abiding by the dates and deadlines stipulated in the university's academic calendar.
- To be converted to regular students, conditionally admitted students are responsible to fulfill the conditions as per their admission requirements.
- Students are responsible for making progress to achieve their educational goal.
- Students are responsible for the selection of their courses after consultation with their academic advisor.
- Students are responsible to ensure that their registered courses are not altered after the add/drop period.
- To avoid any interruptions in their registration and services, students must ensure that the tuition fees are paid as per the payment schedule and deadline specified by the University.
- International students should be aware that the University is not responsible for securing a residence visa for them if their visa application was declined by the relevant governmental authorities.
- Students are responsible to be fully compliant with the university "code of conduct".
- Students should be aware that failure to submit authentic admission documents will result in serious consequences that may lead to their dismissal from the University.
- Students must act with integrity in relation to their studies, research, and towards staff and each other.
- Students must treat all students, staff, and members of the community with courtesy and respect.
- Students have a responsibility to themselves, to other students, the University and to the wider community, to ensure that the university's behavioral standards are met, in all interactions. As such, students must refrain from insulting, harassing, victimizing, and discriminating against others based on gender, race, ethnicity, religion, age, or any other protected class as described by law.
- Students should provide constructive feedback on university teaching and learning activities and other facilities thorough the University's evaluation processes.
- Students must respect university property, facilities, and support services as shared resources, and make use of such provisions in a way that is consistent with the university rules and policies. *(Policies and Procedures Manual, Version August. 2024, Student Rights and Responsibilities Policy)*

3.1.6   Student Academic Integrity and Disciplinary Penalties

Introduction

The practice of academic integrity is vital for the learning process, and the university actively promotes a culture of honesty and respect. Upholding the principles of integrity is a collective responsibility within any community. At the University of Science and Technology of Fujairah, it is expected that students will uphold scholarly values and embrace academic, cultural, and social responsibilities throughout their educational journey. This policy applies to all instances

of student misconduct, whether they are related to academic or non-academic. Students found in violation of this policy may face disciplinary consequences, regardless of whether the violation occurred on campus, during training and at host institutions for students participating in exchange programs.

Definitions

- **Academic Integrity**: According to the International Centre for Academic Integrity (ICAI), academic integrity is a commitment to six fundamental values: honesty, trust, fairness, respect, responsibility, and courage.
- **Academic Misconduct:** The act of presenting the work of other person(s) as the student(s) own without proper acknowledgement.
- **Poor Academic Practice:** involves minor breaches of discipline-specific citation and/or referencing conventions that give no discernible academic advantage.
- **Academic sanction:** is a penalty affecting a student's grade, including but not limited to the lowering of a grade on an assignment, test, or in the course.
- **Disciplinary sanctions:** is a penalty that goes beyond the academic sanction including, but not limited to, suspension or expulsion.
- **Disciplinary Committee**: is the authorized body to recommend academic and/or disciplinary sanctions (penalties) against violators of USTF's integrity, disciplinary, and ethics related policies and procedures.

Promoting the Academic Integrity Policy

- The academic integrity policy shall be posted on the university website and included in the student handbook.
- The academic integrity policy link will also be included in the courses' syllabi.
- Academic integrity policy orientation sessions for all new faculty (including part-time) and students to discuss the policy implementation procedures and the consequences of not obeying and adhering to this policy.

Academic Misconduct

Definition: Academic misconduct is any action which leads to gains, attempts to gain, or assists others in gaining or attempting to gain unfair academic advantage. Academic misconduct includes plagiarism, cheating, obtaining unfair advantage, and fabrication fabrication of records and official documents.

Levels of Academic Misconduct

Low-Level Academic Misconduct. These offenses often occur due to inexperience or lack of knowledge of academic standards by the persons committing them. These violations are likely to involve a small fraction of the total course work, lack extensive scope, and/or occur on minor assignments. The following are some examples:

- Paraphrasing a paragraph by making minimal word changes without changing the original sentence structure.
- Changing the sentence structure while keeping the same words.
- Copying another person's actual words or images without using quotation marks and providing proper footnotes to attribute the content to its source.
- Submitting the wrong assignment (where they can produce proof of the "correct one" and that it was completed prior to the submission date).

Medium-Level Academic Misconduct. These violations involve higher degree of dishonesty and have a more substantial impact on the course work. The following are some examples:

- Internet plagiarism, which includes submitting downloaded term papers or parts of term papers, paraphrasing, or copying information from the internet without proper citation or engaging in "cutting and pasting" from various sources without proper attribution.
- Failing to acknowledge collaborators on homework and laboratory assignments.
- Submitting the same work for multiple courses without informing the instructor or obtaining permission.
- Submitting an assignment that incorporates significant material from external sources without giving proper acknowledgement.

High-Level Academic Misconduct. High level offenses include dishonesty that significantly affects a major or essential portion of coursework required for the course and may involves premeditation or be preceded by one or more violations at low and medium levels. Here are some examples:

- Presenting another person's ideas or theories in his/her own words without acknowledging the source.
- Copying another student's work on examinations.
- Assisting in facilitating copying during an exam.
- Using generally prohibited materials during an examination without obtaining prior permission from the instructor.
- Collaborating before an exam to develop methods for exchanging information.
- Acquiring or distributing an examination from unauthorized sources prior to the examination.
- Plagiarizing major portions of a written assignment.
- Presenting the work of another as one's own.
- Using a purchased term paper or other materials.
- Removing posted or reserved material or otherwise preventing other students from having access to it.
- Using unethical or improper means of acquiring data.

Poor Academic Practice

Poor Academic Practice is the first level of academic integrity breach, and it is not considered to be academic misconduct. It applies only to students with no prior incidents of academic misconduct. When instances of poor academic practice are detected, the course instructor will address them by evaluating the student's work in accordance with the appropriate grading criteria. Additionally, the instructor will guide the student towards available resources aimed at enhancing their working methods and academic writing skills to prevent potential academic misconduct.

3.1.6.1 Plagiarism Violation

Definition: Plagiarism is the act of presenting another person's ideas, research or writing as your own

Examples of plagiarism include:

- Copying another person's actual words or images without using quotation marks and footnotes attributing the words to their source.

- Presenting another person's ideas or theories in one's own words without acknowledging the original source.
- Failing to acknowledge collaborators on homework and laboratory assignments.
- Engaging in internet plagiarism, which includes submitting downloaded term papers or parts of term papers, paraphrasing, or copying information from the internet without proper citation, or "cutting and pasting" from various sources without proper attribution.

The use of Turnitin Software Package

- USTF subscribes to an electronic service called the Turnitin Software Package, which is designed to detect plagiarism.
- Each semester, USTF organizes seminars for both faculty and students to educate them on the guidelines for the use of Turnitin Software Package.
- Instructor should enable the Turnitin assignment within the Learning Management System (The Moodle) and set the submission instructions including the start and due dates.
- Students should submit their assignments, graduation projects, and research papers through the LMS.
- Turnitin will analyze the submissions for similarity against its available database.
- A similarity report containing a similarity score (similarity index), will be generated for the submitted work.
- The Similarity score indicates how much of the submitted work matches the materials in the Turnitin database.
- A similarity score alone does not determine whether a student has plagiarized or not.
- Instructors, as subject experts, are responsible for using their academic judgment when reviewing the similarity report. They should consider acceptable forms of similarity, such as quotations, citations, and bibliographic material, provided that the similarity score does not exceed 20%.
- USTF maintains a strict zero tolerance policy to plagiarism. If detected, students are subjected to academic/disciplinary sanctions as students are in sectionB3.

Disciplinary Penalties for Plagiarism Violation

- The disciplinary penalties for plagiarism violation shall be enforced by the Disciplinary Committee (DC), according to the level and severity of the committed violation mentioned in Table (3.1.6.1.1) below:

Table 3.1.6.1.1 Severity, description of the levels and penalties for plagiarism

Severity	Description of the Levels of Plagiarism Violation	Penalty
Low	- Paraphrasing a paragraph by only changing a few words without changing the sentence structure of the original text. - Changing the sentence structure but not the words. - Copying another person's actual words or images without the use of quotation marks and footnotes attributing the words to their source. - Submitting the wrong assignment (where they can produce proof of the "correct one" and that it was completed prior to the submission date.	- The students receive a verbal warning from their academic advisors. - There is a 50% deduction from the total possible marks of the assessment tool. - The penalty will

	• Similarity index of less than 25% for undergraduate students and less than 15% for graduate students.	not be recorded on the student's transcript.
Medium	• Internet plagiarism, including submitting downloaded term papers or parts of term papers, paraphrasing, or copying information from the internet without citing the source, or "cutting and pasting" from various sources without proper attribution. • Failing to acknowledge collaborators on homework and laboratory assignments. • Submitting an assignment incorporating significant material taken from other sources and without acknowledgement. • Submitting the same work for multiple courses without the instructor's permission • Similarity index is more than 25% and less than 35% for undergraduate students, and more than 15% and less than 25% for graduate students.	• The students receive a written warning from their academic advisors. • They will receive a zero mark for the submitted assessment tool.
High	• Presenting another person's ideas or theories in his/her own words without acknowledging the source. • Plagiarizing major portions of a written assignment. • Presenting the work of another as one's own. • Using a purchased term paper or other materials. • Using unethical or improper means of acquiring data. • Similarity index is more than 35% for undergraduate students and more than 25% for graduate students.	• The student will receive a failing grade marked as XF on their transcript. • The Disciplinary Committee may take further actions, according to the severity of the violations

3.1.6.2 Cheating Violation

Definition: Cheating is the unauthorized use or attempted use of material, information, notes, study aids, devices, or communication during an academic exercise.

Example of cheating include:
- Copying from another student or allowing others to copy work submitted for credit or a grade. This includes uploading work or submitting class assignments or exams to third party platforms and websites not designated for the class, including commercial homework aggregators, without the proper authorization of a professor.
- Unauthorized collaboration on assignments or exams.
- Taking an examination or completing an assignment for another person or asking or allowing someone else to take an examination or to complete an assignment for you, including exams taken on a home computer.
- Allowing others to conduct research and write your assigned papers or other assignments, including using commercial term paper services.

- Submitting someone else's work as your own, whether it is material obtained from commercial study or homework help websites, or content generated or altered by digital paraphrasing tools.
- Fabricating and/or falsifying data, whether in part or in whole.
- Giving assistance to acts of academic misconduct/dishonesty.
- Altering a response on a previously graded exam or assignment and attempting to resubmit it for additional credit or a higher grade without permission from the instructor.
- Submitting substantial portions of a paper or assignment to multiple courses for credit without permission from each instructor.
- During an examination, unauthorized use of notes, prepared answers, or any electronic devices such as cell phones, computers, smart watches, or other technologies to copy, retrieve, or send information.

Disciplinary Penalties for Cheating Violation

- The exam invigilator confiscates the exam of a student suspected of cheating, investigates the case, and ejects the student from the exam hall or ends the student's online exam attempt. A student who suspects another student of cheating should report this to the exam invigilator or a member of USTF's Exams Coordination Committee (ECC) for further action. The invigilator, or the ECC member, who ends a student's exam must report the case and evidence to the ECC the same examination day for further investigation.
- A student's exam attempt should be aborted only in cases of compelling evidence of cheating. If there is suspicion of cheating but no hard evidence, the student should be permitted to complete the exam with precautionary steps as needed (e.g., by moving the student to a new location to complete the exam).
- The invigilator, or ECC member still can investigate the case during the exam and refer the incident to the Student Disciplinary Committee (DC).
- After the exam is finished. If the course instructor finds evidence of cheating, e.g., from reviewing a recording of an online exam, he/she should immediately report the case to the Disciplinary Committee,
- Either the invigilator and/or the course instructor must submit an exam cheating form supported with the appropriate evidence to the chair of Disciplinary Committee.
- The disciplinary penalties for cheating violations in exams shall be enforced by the DC, according to the level and severity of the committed violation mentioned in Table (3.1.6.2.1) below:

Table 3.1.6.2.1 Severity, description of the levels and penalties for cheating

Severity	Description of the levels of cheating	Penalty
Low	• Having theoretical access to unauthorized materials or technology, such as having a phone in one's pocket without attempting to use it. • Communicating with another student during exams or tests, if it doesn't pertain to the content of the exam or test, for example, asking for the time.	• They will receive a zero mark for the assessment tool. • The penalty will not be recorded on the student's transcript.
Medium	• Submitting substantial portions of a paper or	• Student will

	assignment to more than one course for credit without permission from each instructor. • Unauthorized collaboration on assignments or examinations. • Altering a response on a previously graded exam or assignment and then attempting to return it for more credit or a higher grade without permission from the instructor.	obtain a failing grade on that course and shall pay the full course fees. • The cheating offence shall be noted in the student's academic record and be marked with "XF".
High	• Copying from another student or allowing others to copy work submitted for credit or a grade. This includes uploading work or submitting class assignments or exams to third party platforms and websites beyond those assigned for the class, such as commercial homework aggregators, without the proper authorization of a professor. • Taking an examination or completing an assignment for another person or asking or allowing someone else to take an examination or complete an assignment for you, including exams taken on a home computer. • Allowing others to research and write your assigned papers or other assignments, including using commercial term paper services. • Submitting someone else's work as your own, including, but not limited to, material obtained in whole or in part from commercial study or homework help websites, or content generated or altered by digital paraphrasing tools. • Giving assistance to acts of academic misconduct/dishonesty. • Unauthorized use during an examination of notes, prepared answers, or any electronic devices such as cell phones, computers, smart watches, or other technologies to copy, retrieve, or send information.	• Student will obtain a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. • The cheating offence shall be noted in the student's academic record and be marked with the "XF" for all the courses taken in that semester.

3.1.6.3 Obtaining Unfair Advantage

Definition: Obtaining an unfair advantage refers to any action taken by a student that gives them an unfair advantage in their academic work over another student. It also encompasses any attempts by students to secure such an advantage over their peers in academic pursuits.

Examples of obtaining unfair advantage include:

- Stealing, reproducing, circulating, or otherwise gaining advance access to examination materials.
- Preventing other students from accessing library materials by stealing, destroying, defacing, or concealing them.
- Retaining, using, or circulating examination materials which clearly indicate that they should be returned at the end of the exam.

3.1.6.4 Falsification of Records and Official Documents

Definition: The fabrication of records and official documents is a type of academic misconduct that involves creating or falsification of information or data. This includes the fabrication of quotes, statistics, or even entire research studies.

Examples of falsification include:
- Forging authorization signatures.
- Falsifying information within an official academic record.
- Falsifying information on an official document such as grade reports, letters of permission, drop/add forms, ID cards, or other college documents.
- Falsifying medical documentation that has a bearing on campus access or the excuse for absences or missed examinations and assignments.
- Making up quotes or statistics, often used to support an argument or stance.
- Making up data or results. This is the most common form of fabrication. It involves creating data or results that never actually existed.
- Manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.

3.1.6.5 Procedures for Policy Implementation

These procedures are intended for use by faculty, or staff members when they perceive that an individual student is in violation of the university's academic integrity policy.

3.1.6.5.1 The Disciplinary committee Formation

The Disciplinary Committee works in accordance with USTF policies and procedures that are relevant to faculty, staff, and students. The Disciplinary committee's terms of reference and membership details can be found in the *Policies and Procedures Manual, Version August. 2024, Standing Committees.*

3.1.6.5.2 Disciplinary Committee Regulations/Mode of Operation

- All committee hearings will be closed to the public.
- Any DC member with a conflict of interest in a case must abstain from participating in the hearing.
- The burden of proof ("clear and convincing evidence") rests on the complainant.
- Parties or the DC may call witnesses, who may be either be witnesses to the actual event or character witnesses. Character witnesses, if appropriate, may be called during the sanction phase of the hearing. The DC may reasonably limit the number of witnesses through a majority vote for reasons such as redundancy or irrelevancy. Witnesses may be excluded from the hearing until their testimony is to be presented.
- The complainant, the respondent, and the members of the DC shall all have the right to examine and cross-examine witnesses.
- All evidence offered must be relevant, not privileged and legally acquired.
- The DC will determine the acceptability of evidence by majority vote.

- The respondent has the right to remain silent to avoid self-incrimination.
- If the respondent is unable to attend a scheduled hearing, which will have been communicated in advance to the DC in writing, they must notify the Head of the DC at least two working days beforehand, except in cases of extreme emergencies or with good cause. This notice allows the Head of the DC to reschedule the hearing. Failure to provide such notice may result in the DC proceeding with the case in the respondent's absence. Similarly, the complainant should attend any scheduled hearing, except in extreme emergencies, in which case immediate notification and justification of absence must be provided to the Head of the DC. Failure to attend a scheduled hearing without prior notice and justification may lead to the dismissal of the case by the DC.
- In closed session, the DC, after due deliberation will decide whether, by clear and convincing evidence, the respondent is, or not, in violation of the code as charged.
- After deliberation, the DC will determine the appropriate sanction.

3.1.6.5.3 Disciplinary Committee Procedures

a. **Reporting to the Disciplinary Committee:** When a faculty member encounters an instance of academic dishonesty and/or misconduct, they should promptly inform the college dean. The college dean will then refer the case to the disciplinary committee.

b. **Investigation:** The Disciplinary Committee will investigate the presented evidence and decide on its validity within 48 hours of receiving the evidence. The Disciplinary Committee reports its recommendations to USTF's Vice Chancellor for Academic Affairs

c. **Verification:** The Disciplinary Committee will verify the student's academic integrity history, including cheating and plagiarism, which will determine the penalty for the violation.

d. **Decision and Notification:** An official letter with the decision of the Disciplinary Committee is communicated to the student by the Chair of the Disciplinary Committee via the university official email within 48 hours. A copy of the letter is shared with the VCAA, Office of Admissions and Registration, Student's Academic Advisor, and the College Dean.

e. **Appeal:** A convicted student has the right to appeal according to the terms and conditions outlined in the Student Appeal Policy and Procedures.

a. Academic Sanctions

- If a student does not have a previous record of plagiarism, cheating or obtaining unfair advantage in any course, a zero grade will be given to the submitted work.
- A student committing a second offence related to plagiarism, cheating, or obtaining unfair advantage offense in any course, which need not be the same course, will receive a failing grade for that specific course with "XF" grade recorded on the student's transcript and shall be required to pay the full course fees.
- A student committing a third offence related to plagiarism, cheating, or obtaining unfair advantage offense in any course, which need not necessarily be the same courses, will be awarded failing grades for all courses in the semester in which the student commits the violation. Additionally, the student shall be required to pay the fees for all courses. The plagiarism offence shall be noted in the student's academic record and be marked with the "XF" grade for all the courses taken in that semester.

b. Disciplinary Sanctions

The procedures from (a) to (d) in section 3.1.6.5.3 will be followed and the penalties

mentioned in the below table (Table b.1) shall be enforced by the DC, according to level of the committed violation.

Table b.1 Description of the levels and penalties of disciplinary sanctions

Description of the Levels of Disciplinary sanctions	Penalty
• A student committing a fourth act of academic dishonesty (involving plagiarism, cheating, or obtaining unfair advantage offense) in any course, which need not necessary the same courses.	• A student will be suspended from the University for two semesters and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses.
• A student committing a fifth act of academic dishonesty (involving plagiarism, cheating, or obtaining unfair advantage offense) in any course.	• A student will be expelled from the University and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses.
• A student committing a first offence of falsification of any official records or documents.	• A student will be suspended from the University for two semesters.
• A student committing a second offence of falsification of any official records or documents.	• A student will be expelled from the University.

(Policies and Procedures Manual, Version August. 2024, Student Disciplinary Policy, and Student Academic Integrity Policy)

3.1.7 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. 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.
- Students are expected to demonstrate behavior that is consistent with the core values of USTF and uphold the responsibilities outlined by the faculty, staff, and students Rights and Responsibilities.

Information technology and social media resources

Inappropriate conduct includes but is not limited to:

- Compromises the security of the university information technology systems and platforms or interfering with the USTF's network or system.
- Attempts to gain unauthorized access to computers, accounts, or data.
- The use of technology devices or social media platforms to fraudulently represent the University.
- The use of technology devices or social media platforms for any unlawful activity.
- The use of technology devices or social media platforms to harass or intimidate any individuals or entities.
- Spreading false information, using information technology devices or social media platforms.
- USTF information technology systems and networks are not allowed to be used for any commercial or personal purpose.
- USTF content on its platforms and social media are subject to the UAE law of intellectual property and copyright.

Conduct on Campus and in University Official Events

Inappropriate conduct includes but is not limited to:

- Disruptive behavior including intentional obstruction or disruption of any form, including excessive noise, while on the university campus.
- The use of inappropriate verbal or written language including racist, derogatory, threatening, vulgar, profane, inappropriate slang, insulting, or offensive remarks or gestures against any member of the university community including students, faculty, staff, and visitors to the University.
- Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against a member of the university community.

Classroom Conduct

Inappropriate classroom conduct includes but is not limited to:

- Disruptive behavior includes repeated, excessive lateness, repeatedly leaving the classroom, eating, or drinking inside the class, sleeping, or any other behavior that is distracting to the instructor and peers.
- The use of electronic devices during the class without the instructor's permission including mobile phones, laptops, ipads, headphones, smart watches, and recording devices.
- Refusal to cooperate and comply with the instructor's directions during lectures.
- The use of inappropriate language or gestures against instructors or peers.
- Verbal or physical assault and damage to property and any behavior that is deemed threatening and aggressive against instructors and peers.

Theft and Property Damage

This includes but is not limited to:

- The theft or unauthorized use of property including university property or property of a member of the university community (a student, faculty, staff, or visitor) while on campus. This includes both possession and use of the property.
- The damaging of or vandalizing of any objects or property that belongs to the University that is either purposeful or reckless.

Sexual Misconduct

This includes but is not limited to:

- Sexual advances, requests for sexual favors, or other verbal, nonverbal, or physical conduct of a sexual nature including inappropriate touching, or fondling.

Unauthorized and Illegal Activities

- Smoking is prohibited inside all campus buildings and facilities. This includes the use of any lighted cigarette, cigar, pipe, midwakh, dokha, electronic cigarette, or any other smoking device. Smoking is only allowed in designated smoking areas located outside of the campus buildings. The possession of or use of shisha on campus is prohibited.
- The making, attempting to make, sharing, or distribution of a recording of any form, including audio or visual, or the photographing of, any person without the prior knowledge or consent of the person in locations where there is a reasonable expectation of privacy on campus or during a university sponsored event, and when the action causes or is likely to cause injury, distress, or damage to reputation or violates applicable law.
- The electronic or physical distribution or sharing of pornographic or inappropriate material.
- Unauthorized use, distribution, or posting of any printed or electronic material or use of the university's name or logo in any communication or print of any student clubs. This includes the use of the university's logo or name in any off-campus activities, which are not organized under the name of the University.

Endangering the safety of others

- Behavior that threatens or endangers the safety of others.
- Physically restricting a person's movement intentionally without his/her consent.
- Activation of fire alarms or discharge of fire extinguishers without justifiable cause, tampering with power supply or electric equipment that results in a power outage or disruption or compromises of university functions or activities or results in potential harm to other individuals.
- Blackmail of another person
- Encouraging or provoking another individual to perform a humiliating or demeaning act that causes excessive mental stress.
- Inflicting self-injury or imposing self-harm.

Bullying, Harassment, and Verbal Assault

This includes but is not limited to:

- Any form of intimidation, harassment, threats, irritation, or disrespect of another member of the university community that may threaten their mental or physical health, or cause embarrassment, humiliation, or discomfort. This includes any act of racism, sexism or discrimination based on race, gender, color, nationality, age, disability, financial abilities, and religion.
- The use of technology including mobile phones, emails, instant messaging, text messaging, social media, websites, or other forms of digital content to harass or aid in the harassment of a member of the university community that may harm or disrespect them.
- Any form of stalking whereby an individual, by any action, method, device or means, directly or indirectly follows, monitors, tracks, observes, surveils, threatens, harasses, or communicates to or about an individual.
- The wrongful and intentional publication of a verbal or written statement with the intent to defame or spread false rumors about a person to cause irritation and embarrassment to others.

Physical Assault

This includes but is not limited to:

- Physical abuse including assaults or physical injury to a student, staff, faculty member, or visitor on campus or at official university events off campus. *(Undergraduate Student Handbook, Version August. 2024, Code of Student Conduct)*

3.1.8   Student Grievance and Appeal

Policy Statement: 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 the 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.

Detailed Policy Statement: The Dean of Student Affairs forwards the student grievance to the Chairman of the Student Grievance Committee 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 Chancellor who will take the final decision, to be communicated to both parties.

Preliminary Steps: To initiate or pursue a grievance, the following steps must be observed no later than three weeks following the occurrence of the faculty member decision.

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

Step 2. If there is no resolution in step 1, the student should discuss the matter with the department dead to whom those directly involved report (or if the department dead is directly involved, with the college dean. If the college dean is directly involved, with one of USTF's two vice chancellors, depending on the nature of the appeal cases, if the vice chancellors are involved, USTF's chancellor shall attempt to mediate an informal resolution).

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

- A brief narrative of the condition giving rise to the issue; or a designation of the parties involved.
- A statement of remedy requested.

Formation of the Student Grievance and Appeal Committee: At the beginning of each academic year the University Chancellor shall appoint five faculty members to form the Student Grievance Appeal Committee. The Chancellor also appoints a senior faculty member as the head of the Committee.

Committee Action: Upon receipt of a written statement of an academic grievance request, the Head of Student Grievance and Appeal Committee (SGAC):

- Determines prior to considering the case whether discussions between the persons directly involved, department head, and college dean have been attempting to resolve the issue.
- Notifies the parties named in the statement of receipt of a complaint naming them and sends a copy of the statement to the named parties and to all committee members.
- Meets within two weeks after receiving the written statement to discuss the statement and renders a decision as to whether sufficient ground is present to warrant a hearing.
- Notifies the grievant and the named parties of its decision in writing.
- If a hearing is held, the SGAC 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 providing of proof rests with the grievant.
- Requests in writing from all parties involving any pertained material deemed necessary for review by the committee prior to the hearing. These materials, plus any additional

materials either party chooses to submit must be made available to the committee no later than four days prior to the hearing. Any person named in the grievance may submit a written statement to the committee outlining issues from their perspective.

- All communication among the committee, the grievant(s), and person(s) named in the statement of complaint will be confidential.

Hearing Process: All hearing conducted by the Student Grievance and Appeal Committee shall be conducted confidentially in the following manner:

- The grievant(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 grievant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the grievant(s) and witnesses about their statements.
- After all the information is exchanged, all people, other than the committee members and the secretary will leave the committee meeting room. The grievant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

Decision: The 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 the appropriate action to implement his decision. The grievant(s) and respondent(s) will be informed in writing of the Chancellor's decision.

Appeal

- The grievant(s) or respondent(s) may petition a grievance within two weeks of the Chancellor's decision.
- The Chancellor or the Student Grievance and Appeal 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 re-hearing.
- The Chancellor may deny the request for an appeal and affirm his earlier decision.
- A re-hearing will be conducted on the appeal. A decision rendered by the Chancellor will be final. *(Policies and Procedures Manual, Version August. 2024, Student Appeal Policy and Procedures and Student Grievance Policy and Procedures)*

3.1.9   Grade Appeal

Grade Appeal

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

Procedures

- The student must submit an online request for grade appeal, which is sent to the Office of Admissions and Registration.
- The Office of Admissions and Registration 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 Admissions and Registration, the request is sent to the Office of Finance for charge allocation.
- The application is then sent 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 sent to the Office of Admissions 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 can verify the completed status of the request by accessing the online system. *(Policies and Procedures Manual, Version August. 2024, Grade Appeal Policy)*

3.1.10 Guidelines for Preparation of Dissertation

3.1.10.5   Introduction

A dissertation is a necessary requirement in the successful completion of a master's degree. It is a significant original body of work produced by a student and put in written form. Writing a dissertation is one of the most creative challenges of the graduate program. It offers students the opportunity to prove that they can implement the knowledge they have acquired throughout their graduate studies and to carry out in-depth research into a topic of their choice related to the aims of the program, under the guidance of a supervisor. A master's dissertation must show that the student is able to work in a scholarly manner and is acquainted with the principal works published about the thesis subject. As much as possible, it should be an original contribution. A good dissertation is thoroughly researched, demonstrates rigorous critical thinking and analysis; presents a detailed methodology and

accurate results, and includes tenacious verification of knowledge claims. The purpose of a dissertation must be clear and provide answers to the following:

- Why the chosen topic is important from an academic point of view?
- Why the topic is of interest from a practical point of view?
- What are the corresponding benefits?

3.1.10.6 Dissertation Learning Outcomes

The dissertation learning outcomes, if applicable, must fulfil the program learning outcomes (PLOs) and match the QFEmirates levels eight and nine for graduate programs.

3.1.10.7 Dissertation Proposal

a. Topic Selection

The research for the elaboration of the dissertation must have certain basic characteristics and must fulfil several prerequisites.

- A dissertation should have scientific originality and/or contributing new knowledge to the topic examined.
- The dissertation content must create the ability to positively affect future research within that research area and may enrich the knowledge of the author to enable the attainment of professional goals.
- The dissertation topic must be accomplishable and precise. Students should select topics that allow them to make maximum use of their knowledge and analytical skills. The choice of topic may arise either from ideas inspired from discussions during tutorial meetings or from their own interests.
- The dissertation is an academic endeavor and therefore it may not be too general or simply a skills' exercise. A dissertation that combines academic rigor with practical application(s) is the ideal case for the academic program.
- Students should be aware that a dissertation topic usually combines four interacting factors, namely the research area, the sector in which the dissertation is positioned, the dissertation classification, and the most common methodology/tools employed:
  - **Research Area**: An area of research that interests the student must be selected. The definition of a research problem guides the entire scientific process and is the foundation of any research method.
  - **Business Sector:** All dissertations are expected to refer to one or more subsets of the UAE/ GCC region.
  - **Dissertation Classification:** Dissertations are expected to be classified under the following broad categories: Case study, data analysis, comparative study; quantitative application study, literature-based survey, sectoral study, or theoretical framework development.
  - **Methodology/Tools:** Methods of data collection (primary and secondary data) and methods of data analysis (quantitative, qualitative, and balanced methods).

b. Preparation of Dissertation Proposal

Students who successfully complete at least two semesters of the program and who are registered and enrolled in third semester are eligible to submit a dissertation proposal. The dissertation proposal includes the following:

- **Title of the dissertation**. Thesis title can and probably will change but using precise wording even at this early stage will help to keep the dissertation properly focused.

- **Brief description of the topic**. This will include a brief description of the topic, the aim, research objectives, and research questions to be addressed. Moving from research aim to research objectives, to research questions is quite a difficult task. This, however, will provide a clear focus to esearch and help the structure of both research proposal and the final dissertation. The **aim** of the research is to provide a description of what a student wants to achieve from carrying out this research. The **objectives** of the research outline the issues that need to be addressed to achieve the aim above. Objectives are more specific than the aim, in that they outline the dimensions of the research topic, which are relevant to the overall aim of thesis research. The **research questions** are more specific than your research objectives and specify the various insights/information that need to be collected to achieve the objectives. Keep in mind that the research question often starts with a Why, How, or what?

- **Explanation of the importance of the topic and statement of the reason(s) for undertaking the specific research project**. (The rationale behind selecting the research topic)

- **A preliminary literature review**, which indicates: 1. that a student has studied the work of the major authors in the intended research field, 2. that a student familiar with the major themes relevant to that subject area, and 3. what further investigations are intended to pursue as part of this dissertation. Students should bear in mind that they are reviewing the literature to develop sharper, more insightful and focused research questions about your topic. Therefore, the literature review should lead to and justify the research objectives and questions.

- **Description of the methodology**. The methodology section should discuss what methods are going to use to address the research objectives of your dissertation. Students need to justify why the chosen methods were selected as the most appropriate for their research, amongst the many alternative ones, given its specific objectives, and constraints students may face in terms of access, time and so on. Reference to general advantages and disadvantages of various methods and techniques without specifying their relevance to the thesis topic is unacceptable. Students must remember to relate the methods back to the needs of their dissertation research.

- **Timetable**. Detailing how a student anticipates completing the dissertation by the submission date and, if a company-based project, the means of liaising with the company to ensure the specific objectives are achieved.

- **Bibliography / References**.

- **Statement of the relevance of the topic with the modules / courses of the graduate program**.

c. Proposal Submission

The "Master's Dissertation Proposal" must be submitted electronically according to the guidelines of USTF for approval by the program coordinator. Each student undertaking a dissertation is supervised by a qualified academic instructor, who is assigned by the program coordinator. Subsequently, students with the assistance of their supervisors may improve the dissertation proposal and must submit electronically the "master's Dissertation Final Proposal", according to the guidelines of the USTF for approval by the program coordinator. Please note that this form must bear the approval of the supervisor.

d. Evaluation of Proposal

Students will meet with a committee of no less than two (2) faculty members to discuss their proposed research and to answer questions about the proposed undertaking. The dissertation supervisor must also be present. The purpose of the meeting is for students to obtain feedback and support from their dissertation supervisors on the progress and direction of their research. Its aim is to consolidate the subject-specific guidance already received from supervisors and the work already done by students on methodology and analytical techniques. Pending the outcome of the meeting, students may be asked to revise and resubmit their research proposal to reflect changes in the scope, substance, or organization of the research.

3.1.10.8 Dissertation Supervision

a. Supervision

Students will be supported through their dissertations by academic supervisors, who are assigned to students by the Program Coordinators, depending on their selected research areas. The academic supervisor will ideally have background expertise in the student's area of study. However, this may not always be possible, and students may be allocated a supervisor with more general subject knowledge. Regardless of the subject background of the supervisor, the academic supervisor will understand the research process. Where an academic supervisor is appointed to students, they will still be able to consult with a subject expert.

b. Role of Academic Advisor

The academic supervisor performs many functions and is there to facilitate and not to lead, hence the responsibility for the quality and content of a dissertation is entirely that of the student himself. The supervisor role includes the following:

- To advise the student whether the project appears to be feasible and the possible risks that may be involved, for example problems in trying to access information, potential poor response rates to surveys concerning sensitive issues.

- To assist the student in tailoring the proposal to the time and other resource constraints.
- To assist the student at the outset in finding useful and relevant reading material and appropriate academic framework within which to place the topic.
- To advise on the choice of suitable methodological approach(es).
- To monitor progress and to advise on what is required to achieve a satisfactory dissertation.
- Where relevant, to liaise periodically with the field supervisor and resolve any problems the student may have in obtaining access to information or personnel and prepare supporting letters.
- To first mark the dissertation, and to submit a marker's report.

It should be emphasized that the dissertation is entirely the student's own work. However, students may ask their supervisors to read in detail a draft of a portion of their dissertation, normally up to a maximum of two chapters, to give feedback on presentation, content, and style. Academic supervisors may of course pass comments on chapter outlines and may scan quickly through other chapters at their discretion. The academic supervisor will not read the finished work prior to submission and will not make any comment at any stage as to the expected grade or mark.

Responsibilities of the Student

- To maintain regular contact with the academic supervisor. It is the student's responsibility to inform their supervisor of progress and to lead the development of the dissertation. Difficulties must be communicated at the time they are encountered. Retrospective information is not acceptable.
- To write the dissertation in a good standard of clear English using appropriate academic terms, citation and referencing conventions. It is not the responsibility of the supervisor to ensure that this condition is met.
- To write the dissertation with guidance from the supervisor. The dissertation and research work must belong to the student. The dissertation is to reflect the student's subject understanding and research abilities.
- Where a master project is undertaken, to attend on a regular basis as required, and to maintain regular contact with the sponsor and to undertake a final presentation to the institution's management team if it deems necessary.
- To inform the program coordinator and academic supervisor of any absence (sickness, personal, holidays, work experience) during the time nominated for working on the dissertation.
- If during the preparation of the dissertation, the focus and direction of the dissertation changes substantially from that outlined in the "dissertation proposal" then the student should immediately discuss this with the academic supervisor.

3.1.10.9 Writing and Completing of Thesis

a. General Requirement

Dissertations are expected to be of high scholarly competence and of high academic standards. Hence, a completed dissertation must convey the message of the research briefly and clearly. Attention must be paid to the structure, syntax, and grammar of the dissertation. Poor syntax, poor grammar, spelling and syntax errors, lack of structure, or inaccuracies in the tools, data or references are important dissertation flaws and may lead to major revisions or even rejection of the dissertation. The content and arguments must flow logically and consistently throughout the dissertation and must be relevant to the topic. The use of tabulations and illustrations, such as figures and tables, is encouraged, as visual means that support and reinforce the linguistic arguments. A dissertation should be solely the outcome of work carried out by the student. Student collaboration in the context of preparing a dissertation is not allowed.

b. Documentation and Formatting

- The following guidelines should be considered regarding the dissertation formatting:
    - The length of a dissertation should be between 25,000 and 30,000 words. These word limits do not include appendices, the glossary which gives explanations of the abbreviations used, symbols and technical terms, and the references.
    - The dissertation must be printed on one side of the paper with a laser or laser-quality printer. Formatted in Word, font Times New Roman 12, double spaced; a left-hand margin of 1.5 inches, a right-hand margin of 1.0 inch, and top and bottom margins of 1.25 inches each are required.
    - Tables and figures must be titled and explicitly commented on and referred to in the text. They should be numbered consecutively within each chapter (chapter number first, e.g., Table 2.1 and Figure 2.1 are the first table and the first figure in Chapter 2, respectively).
    - Sources to original or derived tables and figures from other authors must always be cited, e.g., Source: Boddy, 2008, p.227, Table 7.2.
    - Mathematical equations must be written clearly and numbered in parentheses. They should be numbered consecutively within each chapter; chapter number first, e.g., (3.1) is the first equation presented in Chapter 3.
    - Appendices should be explicitly cited in the text, e.g., "…, which is presented analytically on Appendix B.".

c. Structure of the Thesis

- The main part of the dissertation should be divided into chapters. Typically, the first chapter will be the introduction, followed by different chapters and ending with the final chapter, which is the conclusions.

- **The introductory chapter.** This chapter contains a description of the topic being investigated and a brief outline of the remainder of the dissertation. An illustrative structure for the introductory chapter is as follows:
  - Define the "problem" the dissertation deals with or the topic of interest.
  - Describe the purpose of the dissertation in relation to the "problem".
  - Describe the general methodology and the approach to the dissertation.
  - Discuss the status of this work, i.e., the most fundamental, the most important, and the most interesting conclusion of this work.
  - Outline the main limitations of the dissertation in methodology, data, and theory.
  - Present an outline of the remainder of the dissertation chapters.
    The remaining chapters should cover the following aspects of the dissertation:

- **Literature Review and International Experience.** This part contains the literature review, or the equivalent overview of previous work relevant to the topic of the dissertation. For example, the relevant theory, international literature, results of previous research, comparisons, criticism, and alternative approaches by other researchers. The review of the relevant work should be structured so that the reader is able to comprehend the scope of the topic under consideration, and its importance to the scientific or other communities. In summarizing their literature review and presenting their topic, students are encouraged to use tabulations or descriptive statistics to present the topic and any previous relevant work. In preparing this part, students must consider the following:
  - Consider the essence of the problem that the dissertation deals with.
  - Use only the relevant references, theory, sources, and methodology. Use only established, verifiable and well documented theories, practical aspects, models, etc. from other parties.
  - Avoid presenting trivial information related to the topic. i.e., information that can be easily found, or is easily implied, or is well known.
  - Use theoretical or practical examples as a means to illustrate different concepts or to strengthen arguments.
  - Avoid repetition.
  - Develop ideas coherently and consistently. For instance, make forward references to the chapters and subchapters following this chapter.
- **Methodology.** This part includes the method(s), patterns, and tools, through which the dissertation has been carried out and completed. In this part several issues must be considered:
  - A brief reference: to the method used along with the type of data collected, and the way in which data was collected and manipulated.
  - The set of data: where and how it was found, source of acquired data, type of data, covered time interval, weakness of data, as well as if this data was used in previous research projects, possibly in other countries, cases, and time periods.
  - The software: that was used.

- The results: of this implementation, charts or any other form of presentation considered necessary. The results may be commented on at different levels: a. using statistics, b. analysis, and c. comparisons of other researchers' results.
- The presentation: and commentary must be directly associated with the problem in question, as well as the discussion and comparison with other studies. The empirical analysis, presentation and discussion of results must also correspond to the conclusions.

- **Conclusions.** The last chapter includes the conclusions where the whole work is summarized putting emphasis on the results that the student has reached and the proposals the student makes for further research. This section includes the most important results and conclusions regarding this piece of research. In the last paragraph(s) students are expected to refer to possible continuation of their work "future research": what else could be done as far as methodology and theory are concerned? and what would be a future extension of the research work, data collection and elaboration, and practical implications?

d. References and Citations

- References are recorded in English and should follow the Harvard Referencing System. Sources written in languages other than English should be translated into English, and students should indicate the language in which this reference is originally written in parentheses. References should be listed in alphabetical order starting with the surname of the (first) author or the (first) editor, or with the name of the corporate author (e.g., European Commission) or periodical if there is no individual author or editor. Several publications by an identical author, or group of authors, should be ordered by ascending year of publication. If the years of publication are also the same, differentiate entries by adding small letters ("a", "b", ...) after the years (e.g., 2011a). The phrase "et al." is used when citing a reference of three or more authors.
- The way the references should be written is presented below:
- **For articles published in academic journals/periodicals:**
  - Liu, D., Mitchell, T., Lee, T., Holtom, B. and Hinkin, T. (2019). When Employees Are Out of Step with Coworkers: How Job Satisfaction Trajectory and Dispersion Influence Individual- and Unit-Level Voluntary Turnover. Academy of Management Journal, 55(6), pp.1360-1380.
    Citation: … (Liu et al., 2019) or according to Liu et al. (2019) ………
  - Tsortanidis, C., 2011. Production management during periods of economic crisis. Plant Management, 213, pp. 34-37.
    Citation: … (Tsortanidis, 2011) or According to Tsortanidis (2011) …
  - Vachon, S. and Klassen, R.D. (2006a). Extending green practices across the supply chain: The impact of upstream and downstream integration. International Journal of Operations & Production Management, 26(7), pp. 795-821.

Citation: … (Vachon and Klassen, 2006a) or According to Vachon and Klassen (2006a) …

- Vachon, S. and Klassen, R.D. (2006b). Green project partnership in the supply chain: the case of the package printing industry. Journal of Cleaner Production, 14(6-7), pp. 661- 671.

  Citation: … (Vachon and Klassen, 2006b) or According to Vachon and Klassen (2006b) …

- **For books:**
  - Brealey, R., Myers, S. and Allen, F. (2018). Principles of corporate finance. 9th edition. New York, NY: McGraw-Hill/Irwin.

    Citation: … (Brealey and Myers, 2018) or According to Brealey and Myers (2018) …

  - Schlicht, J. (2019). Kosten-Nutzen-Analyse von beruflicher Weiterbildung [Cost-Benefit Analysis of Vocational Training]. Berlin: Springer.

    Citation: … (Schlicht, 2019) or According to Schlicht (2019) …

- **For book chapters (in edited volumes):**
  - Decker, S. and Sale, C. (2010). An Analysis of Corporate Social Responsibility, Trust, and Reputation in the Banking Profession. In: Idowu, S.O and Leal Filho, W. (eds.), Professionals' Perspectives of Corporate Social Responsibility. Berlin: Springer, pp. 135- 156.

    Citation: … (Decker and Sale, 2010) or According to Decker and Sale (2010) …

- **For papers in conference proceedings:**
  - Moussiopoulos, N., Koroneos, C., Achillas, H., Bouzakis, K.-D., Michailidis, N., Iakovou, E., Xanthopoulos, A. and Chatzipanagioti, M. (2006). Decision-Making on the Alternatives for the End-of-Life Management of Electrical and Electronic Equipment. In: Proceedings of the 6th International Symposium Going Green CARE INNOVATION 2006. November 13-16, 2006, Vienna, Austria.

    Citation: … (Moussiopoulos et al., 2006) or According to Moussiopoulos et al. (2006) …

- **For Master/PhD Theses:**
  - Torabkhani, A. (2008). A Monte Carlo Factorial Design Approach for Assessing Environmentally Responsible Manufacturing Cost-Benefit Tradeoffs. Master Thesis, Northeastern University, Department of Mechanical and Industrial Engineering, Boston, MA, USA.

    Citation: … (Torabkhani, 2008) or According to Torabkhani (2008) …

  - Dong, Q. (2011). Research on MNCs' Supply Chain Implementation in China. Contents, problems, and Recommendations. PhD Thesis, Université de Grenoble, Grenoble, France.

    Citation: … (Dong, 2011) or According to Dong (2011) …

- **When the information is publicly available on the web:**
  - Philips, M. (2015). The Economy Gets a Boost from Government. Available at: http://www.bloomberg.com/news/articles/2015-10-08/u-s-economy-gets-a-boost-from-government
    Citation: … (Philips, 2015) or according to Philips (2015) …
  - European Commission (2012). Year at a glance - PROGRESS in 2011. Available at: http://ec.europa.eu/social/BlobServlet?docId=7854&langId=en
    Citation: … (European Commission, 2012) or According to the European Commission (2012) …
  - Wikipedia (2012). Leadership. Available at: http://en.wikipedia.org/wiki/Leadership
    Citation: … (Wikipedia, 2012) or according to Wikipedia (2012) …

e. Attribution and Plagiarism

USTF is committed to enforcing a strict code of academic integrity in its academic pursuits. The academic integrity code of the university prohibits all forms of academic dishonesty. This includes cheating and plagiarism and applies to all courses, assignments, projects reports/dissertations or exams completed by students. Plagiarism occurs when students attempt to pass off someone else's work as their own. Typically, sections of text are taken verbatim from another person's work without proper attribution being given. This is a form of cheating, and the University takes a very serious view regarding any student involved in cheating. Severe penalties will be applied. The University will use reference checking software Turnitin to ensure that dissertations are correctly and fully referenced. When the work of others is used, a direct quotation, a figure, or a general idea, it must be acknowledged in the text and list of references. Quotation marks should always be used to indicate direct quotations. If students are in any doubt as to what constitutes plagiarism, they are advised to consult their dissertation advisor or Program Coordinator. You must submit your completed dissertation to TURNITIN before submission and append the report in loose-leaf format to a copy of your dissertation on submission.

f. Confidentiality

If the material in a dissertation is regarded as confidential, the student should mark the text "confidential" on the front cover when it is submitted. In this event the dissertation will be seen only by members of the "Board of Examiners" and it will be kept secure, away from those available for consultation. No one outside the Board of Examiners will be allowed to see the dissertation unless they are given written permission by the student and program coordinator. Requests to see such dissertations are almost universally refused. Such dissertations will be kept secure for a period of 2 years only, unless the student specifically requests a security classification to be applied for a longer period.

g. Research Ethics

Every student proceeding with a dissertation is required to fill in an ethics form in partnership with the nominated supervisor. The "ethics form" can be obtained from "deanship of graduate studies and research (DGSR)".

h. Submission Arrangement

Two hard copies of the dissertation, written and bound in the approved manner, electronic copy by email, a copy on a CD-ROM (using MS Word format), together with the "Turnitin Report" should be submitted to the office of college dean by the deadline determined by the program coordinator according to the USTF academic calendar. In the case of a private sector-based dissertation, a third copy will need to be provided to the organization studied. A correctly completed "dissertation submission form", available from the Office of Admissions and Registration, must be attached to the student's submission. Any dissertation submitted after the deadline will not be marked unless the student can satisfy the "Board of Examiners" that there are adequate reasons for the late submission. The dissertation deadline will be strictly observed. Dissertations can be submitted earlier. It is vitally important that students report any problems that have affected or will affect their performance on the dissertation as soon as possible to both the academic supervisor and the program coordinator. The examiners can and will take extenuating circumstances into account, but only if they know about them prior to the examination board meeting. All issues relating to a substantive medical condition causing prolonged incapacity should be supported by a valid medical certificate.

3.1.10.10 Assessment

All dissertations will be read by two internal examiners including the academic supervisor. For company-based dissertations the company will not be involved in the assessment process. In addition, some dissertations may be read by an External Examiner to ensure a uniform standard is maintained. An agreed mark will be awarded for the dissertation. The following common standards apply.

- The dissertation must be presented using a coherent and thoughtful level of English.
- An informed description of events or data is not enough. There must exist an analysis of the information collected, and this must be directed towards answering the research questions raised by the dissertation.
- The dissertation must show an awareness of the relevant literature.
- The document should be capable of showing that the author has learnt something new, either from reviewing the literature or from undertaking an empirical investigation, or both.

In addition, the assessment criteria used in the assessment will reflect the following.

- A depth of knowledge and critical understanding of an interdisciplinary or specialist area that goes beyond final year undergraduate level and builds upon the student's postgraduate studies.

- An ability to bring together in a coherent fashion the perspectives of two or more theoretical standpoints and apply the results in a practical setting.
- An ability to appreciate critically, to a higher level than that of a final year undergraduate student, major issues and problems internal to the discipline and/or with regard to the discipline's impact on the external world.

The examination is divided into two parts. In the first part, the student presents their work to the committee (usually supported by audiovisual material). In the second part of the procedure the members of the committee pose questions to the students. The final assessment of the MBA dissertation is guided by the following establishments:

- Two criteria regarding the final evaluation of the MBA dissertations: the final submitted text of the dissertation to have a 80% weight of the final mark of the dissertation and the oral presentation of the dissertation to have a 20% weight.
- An indicative set of expectations/criteria per assessment type and grade level (Grading scale description). The following assessment criteria regarding the written as well as the oral component of the Dissertation evaluation were introduced.

Written Dissertation

<60	60-65-69	70-75-79	80-85-89	90-100
• The dissertation is inadequate for a master's dissertation; it doesn't demonstrate the appropriate structure and methodology. • It requires significant improvement to be accepted. • The written language is poor and with many mistakes.	• The dissertation is adequate for a master's dissertation; it demonstrates appropriate structure and methodology. • The dissertation is comprehensive without an original contribution to the field. • The methodology implemented is basic for the level of study. • The document adheres only partially to academic conventions and formatting standards. • The written language shows signs of carelessness and could be significantly improved	• The dissertation meets the requirements for a master's dissertation; it demonstrates good structure and methodology. • The dissertation is comprehensive and shows some signs of original contribution to the field. • The qualitative or quantitative methodology implemented is adequate for the level of study (e.g. literature review, descriptive stats). • The document adheres to all academic conventions and formatting standards. • The written language is free of errata	• The dissertation is scientifically comprehensive and exhibits original contributions to the field. • The qualitative or quantitative methodology implemented is adequate for the level of study. • The document adheres to all academic conventions and formatting standards. • The written language is free of errata.	• The dissertation demonstrates excellence and makes significant contributions to the field. • The qualitative or quantitative methodology implemented, exceeds expectations for the level of study. • The document adheres to all academic conventions and formatting standards. • The written language is excellent.

Oral Presentation

0-10-20	30-40-50	60-70-80	90-100
• Overall, the oral presentation was inadequate and difficult to comprehend. • The presenter was insufficiently prepared. • The presenter did not respect the presentation time given. • The visual material was difficult to read and had plenty of errata. • The presenter failed to respond successfully to the discussion with the examiners.	• Overall, the oral presentation was adequate. • The presenter was insufficiently prepared. • The presenter respected the presentation time given. • The visual material barely supported the dissertation content. • The presenter responded adequately to the discussion with the examiners.	• Overall, the presentation was adequate. • The presenter was adequately prepared. • The visual material adequately supported the dissertation content. • The presenter respected the presentation time given. • The presenter participated fully in the discussion with the examiners.	• Overall, the presentation was excellent. • The presenter was fully prepared. • The visual material fully supported the dissertation content. • The presenter kept the presentation time to the minute. • The presenter engaged fully in conversation with the examiners.

The final grade of the dissertation is the average grade of the marks from all the examiners. The final grade is then approved by the program coordinator and approved by the College dean and then transferred to the registration office of the University.

3.2 Research

Developing, maintaining, and sustaining undergraduate research initiatives can benefit USTF, faculty members, teaching assistants, and students. As humanity develops, more research is required to advance knowledge and innovation in all fields of science, technology, and humanities. This implies that students must be prepared for today's science and technology-driven societies. The University must encourage graduate and undergraduate students to get involved in all areas of research. The potential of graduate and undergraduate research has not yet been fully realized. The research's main objectives are to teach students how to do research and to help them acquire skills that they can use beyond the academic environment. Research must complement rather than conflict with university education and should go beyond the mandatory terminal year or graduation projects of these research to cover the entire course of students' studies. The key to successful research participation is for students to see and understand the importance of rigor, academic integrity, and responsible research conduct. This means academic USTF should carefully plan research programs, activities, and courses for students. Building capacity in research has a long-term impact on valuable learning outcomes as graduate and undergraduate students prepare for professional service. Stakeholders, universities, and research institutes, governments, and private sector must invest in strengthening students' involvement in research. *(Policies and Procedures Manual, Version August. 2024, Research and Scholarly Activities Policies).*

3.2.1 Research Strategy

University of Science and Technology of Fujairah (USTF) places strong emphasis on research and scholarly activities of faculty members, teaching assistants, and students. In fact, research is one of the main criteria for recruitment, evaluation, and promotion of faculty members. USTF faculty is expected to publish at least two peer reviewed research papers in reputable journals each academic year. USTF faculty at the colleges of Dentistry, Engineering and Technology, Pharmacy and Health Sciences, and Business Administration must publish two journal articles in reputable SCOPUS-indexed journals, while faculty at the colleges of Law and Humanities and Sciences must publish two journal articles in reputable A, B, or C class journals, according to USTF's classification. USTF encourages joint research publications among faculty members but not at the expense of the overall university research productivity. If two or more USTF faculty members jointly publish research papers, the number of published papers per each faculty must be two at least. As a new proactive University, USTF aligns its research efforts with the UAE Vision 2071 in addressing global problems of national impacts. USTF has established the Office of Development and Sustainability as a component of its organization structure to focus on facing global challenges such as increasing population and depletion of natural resources.

Commitment to USTF Research Goal

The following are some of the actions taken by the University towards realizing research goals and objectives of USTF Strategic Plan 2018-2023:

- Participating in National Research Activities
- Providing Internal Research Funds
- Encouraging Faculty Publications
- Establishing USTF Council for Graduate Studies and Research.
- Encouraging Collaborative Research.

Research Initiatives

The university research initiatives for the academic year 2018-2023 are in line with the UAE Vision 2021 and focus on sustainability, artificial intelligence, smart cities, automation, COVID-19 pandemic, and distance learning. USTF encourages faculty and students to concentrate on these themes in their research efforts and graduation projects:

- Sustainability
- Artificial Intelligence, Smart Cities and Automation
- COVID-19 Pandemic
- Distance Learning

The USTF implementation of the university strategic plan document has clearly defined the research targets, timelines, and key performance indicators for the coming five years (2018-2023). One of the goals of Deanship of Graduate Studies and Research (DGSR) is annual assessment of the effectiveness of its initiatives and support to achieve the objectives of the research strategy. The Office of Institutional Planning and Effectiveness (OIPE) shall also carry

out its annual assessment of the effectiveness of university research strategy. *(Policies and Procedures Manual, Version August. 2024, Research Strategy)*

3.2.2 Research Support

USTF seeks to enhance the research and scholarly activities in the domains that are consistent with the university's research priorities by involving faculty members, teaching assistants, and students in various internal and external research initiatives. The University allocates and budgets a sufficient percentage of its total operational expenditure annually to support faculty research, innovation, creativity, and scholarly activities. The research support budget at USTF is greater the 5% of the total university expenditure as required by the Commission for Academic Accreditation (CAA) Standards.

The followings are some actions taken by USTF to reflect its commitment to achieve the objectives of the research strategy:

- Supporting Publication and Reputable Journals
- Submitting Internal Research Grants
- Planning Course Release
- Encouraging External Research Collaboration
- Conducting Professional Development Plans, addressing:
  - Scientific writing for publication in high-ranking international journals
  - Reasons for rejection of scientific papers submitted for publication in international journals.
  - How does a faculty member write a proposal for obtaining an external research grant?
- Participating in Academic and Research Events
- Enriching Research Facilities and Tools:
  - Laboratories and Equipment
  - Computer Software and Hardware
  - eBooks, eJournals, and Databases
- Organizing the Annual Student Scientific Conference. *(Policies and Procedures Manual, Version August. 2024, Research Support Policy, Student Involvement in Research Policy, and Research Publication Compensation Policy)*

3.2.3 Student Involvement in Research

USTF provides the opportunity for both undergraduate and graduate students to undertake research experience with their faculty members via publishing joint papers in referred journals and reputable international conferences. The purpose of this policy is to support students' involvement in research and spread awareness of research culture among the university community. Both graduate and undergraduate students are encouraged to participate in the "Annual Student Scientific Conference" organized by the Deanship for Graduate Studies and research (DGSR) during late April - early May of every year, in addition to students' participation in national and international research activities. Such activities are

in line with the learning outcomes of graduate and undergraduate courses, and the goals of the university research strategy. Students are also encouraged to participate in scientific seminars and workshops to enhance their research capabilities. The followings are the student research guidelines:

- Students who are interested in working on a research project should have approval from their concerned department or faculty member.
- All students involved in the research project must have a faculty supervisor for the project.
- Students' applications to the CGSR for research projects must be pre-approved by the faculty supervisor before submitting to the Council.
- Graduate students must follow the guidelines for the responsible conduct of research in preparing the research proposal and writing up the dissertation.
- Each graduate student is required to register for an open researcher and contributor ID (ORICID) with USTF affiliation during the study period at the University and update their research work to the profile to increase the research productivity of USTF.

Faculty supervisors shall encourage student's involvement in research via publishing joint paper(s) in refereed journals and reputable international conferences. Additionally, the faculty supervisor is responsible for the following:

- Ensure that the student's research practices comply with the ethical standards of the related discipline as well as the Institution's policy on Research Ethics.
- Guide students throughout the process of development, submission, review, in addition to the implementation of the research project.
- Ensure that students are aware of their responsibilities when they are involved in any research activities.
- Ensure that the content, quality, and timing of submitted research abided by the requirements of CGSR at USTF.
- Inform the CGSR in case of research-related, unanticipated incidents or findings during the research study that may affect the benefits of participation to decide on the continuation of the related research activity. *(Policies and Procedures Manual, Version August. 2024, Student Involvement in Research Policy)*

3.2.4 Intellectual Property

3.2.4.1 Interpretation

Matters considered include the nature of intellectual property, its ownership, exploitation, and the specific procedures adopted within USTF. USTF is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, USTF recognizes that certain intellectual property is developed based on the environment provided by USTF and that special relationships exist between the USTF and its faculty and students, the University wishes, where appropriate, to gain benefit from the activity, with the benefits flowing on to

future generations of faculty and students. USTF reserves the right to modify or add to this policy at any time, provided that such change will only apply to works, inventions, and other subject matter in which intellectual property rights subsist that come into being after the effective date of the change.

3.2.4.2 Definitions

- **Course Materials**: All materials produced during or for use in teaching in any form (including digital, print, video, and visual material) and all intellectual property in such materials and will include lectures, lecture notes and material, syllabi, study guides, assessment materials, images, multi-media presentations, web content and course software.

- **Exceptional USTF Resources**: Resources of the USTF which, for the avoidance of doubt, includes facilities, funds, services, equipment, paid leave, faculty time and support faculty more than those normally used or available to faculty for producing course materials.

- **Intellectual Property**: All statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, procedures, trade secrets and all other rights as defined by the UAE laws.

- **Specifically Commissioned**: Where consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by USTF by agreement.

3.2.4.3 Intellectual Property Ownership

- Except as otherwise agreed in writing (by an authorized USTF officer or stated in this Handbook and USTF Policies and Procedures Manual. Intellectual Property Policy, USTF asserts legal and beneficial ownership of intellectual property:
  - Created by academic or general faculty in the course of their employment by the University.
  - Created by university students.
  - Created by visitors or adjunct appointees.

- In the absence of any written agreement to the contrary, visitors and adjunct appointees who create intellectual property falling under this clause will be treated as academic faculty (for the purposes of this Handbook and USTF Policies and Procedures Manual. Intellectual Property Policy).

- USTF does not assert its right to ownership of any Intellectual Property in scholarly books, articles, course materials, or other scholarly works or subject matter generated (whether in written or any other form) by faculty or students, other than; where specifically commissioned by USTF and were produced with the assistance of exceptional USTF resources.

- USTF asserts legal and beneficial ownership of all course materials which are specifically commissioned. The University may, at its discretion, give the creator(s) of specifically commissioned course materials a non-exclusive license to use the course materials for

teaching purposes only if such a license will not extend to use of the course materials for a course in direct competition with a course of the University.

- In the absence of a written agreement, the University will own the course materials, but the faculty member(s) who provided content for the course materials will be entitled to compensation in case of commercialization.

- USTF reserves its right to transfer the ownership of its intellectual property to third parties, where practicable, following consultations with the creator(s) of the intellectual property. Except where expressly permitted, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with intellectual property, without USTF written consent.

3.2.4.4 Students

Where USTF students may be involved in research at institutions, which are affiliated, with the USTF or at institutions other than USTF, agreement should be reached with that institution regarding the rights of the student to intellectual property with a view to ensuring that the student's rights are maintained as far as practicable. Where reasonably practicable, supervisors electing to supervise a student in an area likely to lead to claimable intellectual property should ensure a confidentiality and intellectual property assignment agreement is completed with the student before the work is commenced.

3.2.4.5 Exploitation of Intellectual Property Owned by the University

For USTF to comply with laws of intellectual property, faculty members and students should be conscious of the need to avoid premature disclosure of research results to third parties. Prior to doing so, intellectual property protection should be acquired specifying the rights that will accrue to the faculty member or student and to USTF. The faculty member or student, whose creative work is commercialized will be compensated on a pre-agreed amount and will waive his rights to the creative work to USTF. Student creators of intellectual property will be treated equivalently to faculty members in determining their share of benefits flowing from the commercialization of intellectual property. The University will consult with the creator of the intellectual property before determining the appropriate commercialization pathway to be taken. This may include the filing of patent applications, the identification of possible licensees or the formation of a limited liability company to exploit the intellectual property.

3.2.4.6 Rights and Disputes

USTF recognizes the rights of the originators of intellectual property in accordance with the UAE copyright laws in force. These include the right of fair attribution of authorship or invention, the need for work not to be altered or used in such a way that it harms the reputation of the originator, and an opportunity for the originator to be involved in determining the outcome of his/her labors. USTF will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur where a faculty member or a student is unable to reach agreement with a third party with respect to the exploitation of intellectual property, they may refer their

grievance to USTF Legal Advisor to attempt to resolve the dispute by mediation. In the event of a continuing grievance, the matter will be determined by an independent expert. All matters associated with the resolution of intellectual property disputes will be held confidential.

3.2.4.7 Copyright Material

USTF faculty members and students are required to follow the law protecting copyright in the UAE set under the Copyright and Authorship Protection Law No. 7 for the year 2002. Protection is granted to authors of literary, artistic, and scientific; whose means of expression is writing, sound, drawing, image, motion pictures, creative titles, or computer software. Translation of original works is also protected, and the duration of the protection is for the lifetime. The law reserves the right to allow reproducing protectable works by means of photocopy without obtaining the author's permission by public libraries, non-commercial documentation centers and education, cultural and scientific institutions, provided that the number of 50 copies reproduced is limited to their needs and not detrimental to the interests of the author. *(Policies and Procedures Manual, Version August. 2024, Intellectual Property Policy)*

3.2.5   Research Ethics Policy

This policy aims to ensure that all research activities administered at the University of Science and Technology of Fujairah (USTF) are designed and conducted with integrity according to the recognized ethical standards that value the dignity, welfare, and privacy of human subjects, and protects their rights, privileges, and freedom. The policy requires that all research activities involving human, or animal subjects must be conducted in accordance with accepted ethical and professional standards. All research conducted by members of the university community and cooperating external entities must be reviewed, unless it is specifically exempt from revision as provided in this policy and evaluated by the Research Ethics Committee (REC). In all cases, final review and approval is provided under the direction of the Dean of Graduate Studies and Research (DGSR). The Research Ethics Committee (REC) at USTF is reformed by the Dean of Graduate Studies and Research (DGSR) to ensure that research work involving humans or animals follows specified guidelines determined by the University. As ethical conduct is important in performing research involving humans and animals, ethics are equally important in research activities in areas of law, business, sciences, humanities, and engineering. The guidelines and procedures developed by the university's REC are in accordance with all applicable national and international ethical standards. Research activities conducted at USTF that require ethical approval must obtain an approval letter from the REC before initiating the research. This requirement is applicable to faculty members, teaching assistants, and students involved in funded and non-funded research projects at the University. *(Policies and Procedures Manual, Version August. 2024, Research Ethics Policy)*

4 | 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. *(Student Handbook, Version August. 2024, Deanship of Student Affairs)*

4.1 Divisions of the Deanship of Student Affairs

4.1.1 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.

4.1.2 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.

4.2 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. *(Student Handbook, Version August. 2024, Student Role in Institutional Decision Making)*

4.3 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 Global Day, UAE National Day, and many others. These clubs and societies recognize student contributions to extracurricular activities through their 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 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

USTF is the only source 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

- The Deanship of Student Affairs submits an 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 approves the budget for the event, and returns written approval or disapproval to the student clubs/societies.
- The Deanship of Student Affairs informs the student clubs/societies about the budgetary approval and discusses the implementation phase.
- After the implementation of the event, student clubs/societies are required to submit a completed post-event report along with receipts of all expenditures and excess cash, if any. The 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 the Office of Finance through the Deanship of Student Affairs. *(Student Handbook, Version August. 2024, Student Clubs and Societies)*

4.4   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. *(Student Handbook, Version August. 2024, Student Services)*

4.4.1 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.

4.4.2 Health Clinic

The university Health Clinic seeks to complement the academic mission of USTF and provides 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:

- Provide primary healthcare to students, faculty, and staff.

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

4.4.3 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 students pay 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.
- Improve the organizational performance to achieve high-standard service.

4.4.4 Students Counseling

Student Counseling

The supervisor of Student Counseling and Services in the Deanship for Student Affairs 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 Counseling and Services utilize 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 delay 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 Counseling Policy

Purpose: The purpose of this policy is to establish guidelines for student counseling.

Policy: USTF offers quality services to students. To maintain high standards and fully address the personal growth, psychological needs, and emotional wellbeing of students, USTF provides student counseling services. The Counselor, faculty in charge of student counseling, makes assessment and provides individuals, and groups, experiencing personal problems

with support and guidance and assists them in overcoming obstacles to their educational success.

Personal Counseling: Refers to one-on-one counseling with each student on a regular basis. Students are seen for a multitude of issues that range from typical developmental challenges to more serious adjustment and mental health issues.

Listening to student complaints, working to find solutions, and informing parents about the academic status of their sons and daughters.

Group Counseling: Group interventions require working with a small number of students who share similar concerns and treatment goals. Group counseling addresses either general or specific issues. This form of counseling facilitates the healthy exchange of experiences, provision of sympathy and support and the development of skills necessary for effective coping and problem solving.

Eligibility: Counseling services are available to all currently enrolled, graduate, and undergraduate students. There is no fee required from students to utilize this one-to-one counseling service provided by the Student Counseling and Services at the Deanship of Student Affairs.

Confidentiality: Any communication between a student and a counselor is considered confidential. The confidentiality of the counseling sessions is protected. No student records are released to others (even within the university community) without the written consent of the student. If it becomes clear in the counseling session that there is a real danger to oneself or to others, the counselor is required to inform the Dean of Student Affairs, to a parent or someone close to the student. The confidentiality rule does not apply in this case but should go no further than the people mentioned.

Access: Students are encouraged to make an appointment with a personal counselor to discuss their concerns. A personal counselor is available on campus.

Referrals: The Counselor provides referrals to qualified psychologists, psychiatrists and therapists equipped to aid students with psychological problems, learning disabilities, and/or other serious issues. If the referred student would like to maintain the involvement of the personal counselor, the counselor may request a copy of the report of the external visit and may follow up with the therapist regarding the student's treatment. *(Policies and Procedures Manual, Version August. 2024, Counseling Policy, Student Psychological Counseling Policy, and Student of Determination Policy)*

4.4.5 Students Satisfaction

For continuous improvement purposes, USTF conduct surveys to measure the student's satisfaction rate about classroom facilities, faculty and staff cooperation, teaching methodologies, Information technology facilities, library and learning resources, and student services. A detailed analysis of the surveys' results is conducted, and improvement action plans are implemented to increase the students' satisfaction rate.

5 | 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 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. *(Policies and Procedures Manual, Version August. 2024, Student Finance Policy)*

5.1 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 fees are 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.

5.2 Tuition Fees

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

College	Major	Total Cr. Hrs.	Fee per one credit hour
College of Business Administration	Master of Business Administration	36	2,000
College of Business Administration	Master In Entrepreneurship	36	2,000
College of Humanities and Sciences	Master of Sociology	30	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.

5.3 Additional Fees

- Additional lab fee for each registered course having lab sessions offered by colleges other than College of Dentistry AED 675
- Additional fee for courses having a tutorial session: AED 575
- Additional fee for graduation project courses at the College Engineering and Technology AED 625
- Additional fee for internship courses: AED 850
- Student service fee per semester: AED 500
- Application fee for an incomplete course: AED 500
- Reference letter: AED 40

- Extra copy of the academic transcript: AED 100
- Grade grievance application: AED 100
- ID card, per academic year: AED 30
- Additional fee of AED 500 per each registered course taken as independent studies.
- Each bounced cheque will be subject to a penalty of AED 200.
- 5% VAT will be added to all above-mentioned fees.

Note: The University reserves the right to increase tuition and other fees up to 10% per academic year when deemed necessary.

5.4 Payment Terms

- A student should pay AED 4,000 in advance as a deposit 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 the 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.

5.5 Refund Policy

Add and 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, s/he 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 s/he 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 apply 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 applies for suspension of registration for one or two semesters during the two weeks following the end of add/drop period, s/he shall be entitled to only 50 percent of the tuition fees of the semester in which s/he submits the application for suspension.

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

- If a student wishes to reclaim any amount from a credit balance, s/he 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 of 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 apply 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 s/he submits the application for withdrawal. The refund will be made one week after the submission of the application for a 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, s/he is entitled to a refund of only 50 percent of the tuition fees for the semester in which s/he 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.

6 | Office of Alumni, Career Counseling and Events

The Office of Alumni, Career Counseling, and Events (OACCE) 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 their employment potential, and by liaising with prospective employers. To achieve its mission, the Office is assisted by USTF Alumni to enhance interaction between the alumni, students, University, and community. The OACCE aims to:

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

(Policies and Procedures Manual, Version August. 2024, Alumni Relations Policy)

6.1   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 to prepare them for 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.
- The OACCE 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 graduation. *(Policies and Procedures Manual, Version August. 2024, Career and Placement Service Policy)*

6.2   Student Career Advancement Program

Policy Statement

USTF's Student Career Advancement Program (SCAP) policy is put in place to help students and recent graduates prepare for and succeed in a highly competitive job market. The specific details of the SCAP aim to provide students and graduates with the skills, resources, and connections they need to enter their chosen field and advance in their careers. The SCAP includes professional development workshops and training sessions on topics such as interviewing, resume writing, and networking, career fairs and networking events that bring students and employers together.

Policy Purpose

The purpose of USTF's Student Career Advancement Program Policy is to give students a competitive edge when they enter the job market and to help them start their careers on a strong stability.

Definitions

Trainee Student: USTF Student who is registered in undergraduate or postgraduate program within USTF and looking to acquire further practice/experience for the future career advancement.

Graduate Trainee Student: USTF Student who has completed all required courses and looking to acquire further practice/experience for the future career advancement.

Line Manager: Dean of the College, Department Head, Director, or Manager.

Policy Details

- All training opportunities will be announced by the Training and Continuing Education Center.
- Training opportunities priority will be given to UAE national students/Graduate Trainee Students and then to other USTF Trainee Students.
- Training requests should be submitted by the student based on an advancement opportunity offered by the Line Managers.
- Line Managers should assign the annual budget for student training purposes.
- All students will be required to complete a selection procedure, which will assess them against a range of specified criteria. The selection process is based primarily on several carefully considered factors such as HR assessment, student records, and Dean's feedback of capability to assume responsibility, experience, knowledge, skills, related qualifications, and career interests. These factors will be considered against the availability of opportunities and the qualifications of other students.
- The maximum hours a student may work during the academic year is four hours per day.
- The maximum hours a Graduate Trainee Student may work during the academic year is eight hours per day.
- USTF may grant a lump sum amount for the students as an appreciation incentive for the period of the training.
- Enrolled students will receive AED 23 per hour.
- Graduate students (Except Engineering Graduates) will receive an AED 30 per hour.
- Engineering Graduate students will receive an AED 42.6 per hour.

Procedures

- At the beginning of each semester, the Training and Continuing Education Center (TCEC) will send a memo to all USTF departments who have Student career advancement opportunities.
- Line Managers must complete the Student Career Advancement Requisition Form and submit it to the Training and Continuing Education Center.
- After receiving the feedback from concerned Line Managers, of Training and Continuing Education Center (TCEC) will announce to all Students about the training opportunities available within USTF.
- The Training and Continuing Education Center (TCEC) will liaise with USTF Alumni Association to announce all career advancement opportunities available to USTF fresh graduates.
- After receiving the request(s) from the Line Managers, the Training and Continuing Education Center (TCEC) will share an appropriate student database with the requesting department.

- Line Managers may seek the support of the Human Resources Department expertise to conduct a panel interview, to select the most appropriate student for the training program.
- The Line Manager, after selecting the successful student will inform the Training and Continuing Education Center (TCEC) Office officially about the decision and the period of the advancement program.
- To encourage the students to take the advancement program seriously and achieve its objectives, the duty of the student should be recorded using an attendance sheet as a record log.
- The Line Manager is responsible for sending the program report along with the attendance sheet to the Training and Continuing Education Center (TCEC) for review and then to be sent to finance department for the incentive payment monthly.
- By the end of the entire advancement program, the Line Manager should officially notify the Training and Continuing Education Center (TCEC) and send all required reports.
- Each Trainee should sign a training contract in the Training and Continuing Education Center.
- Training and Continuing Education Center (TCCE) creates a fingerprint for every trainee.
- Training and Continuing Education Center (TCEC) prepares the report of monthly rewards and sends it to the Office of Finance for auditing and processing.
- Training and Continuing Education Center (TCEC) shall issue the Trainee an experience certificate for the official attended advancement program period.

Training Relationship

- Career Advancement opportunity does not guarantee any future employment in USTF.
- Trainee Student may be appointed for any portion of the academic year.
- A department may extend the training period by a mutual agreement with the Training and Continuing Education Center.
- The trainee must have a valid residency visa as an essential requirement for being considered in the program.

Grievances

- Trainee Student and the Line Manager are encouraged to discuss any training obstacles before commencing disciplinary action or a formal grievance. The Training and Continuing Education Center (TCEC) staff are always available to assist both students and Line Managers in resolving training-related issues. Should such informal methods of resolution fail, a formal meeting must be conducted by the Training and Continuing Education Center (TCEC) Manager with the student to find ways to solve the matter.

General Issues

- Telephones, computer hardware, software, and computer network systems, in addition to any other USTF resources present or used at a training site, are for business usage only and should not be used for personal matters.
- All information concerning USTF affairs, and its stakeholders should remain private and confidential and not be relayed to any external party or used for personal gain.

- The Trainee Student should adhere to USTF's standard code of conduct and dress code applicable to USTF employees. *(Policies and Procedures Manual, Version August. 2024, Student Career Advancement Program Policy)*

6.3   Preparation of Curriculum Vitae and Practice on Interviews

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

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.

6.4   Career Exploitation

- Career exploration services can help to guide students to discover specific job opportunities that match 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)
- Career recruiting services also help students find a competitive job opportunity that matches 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.

7 | 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 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 instruction to students. The CBA diligent and highly qualified faculty members ensure that the Bachelor of Science in Management curriculum is consistently updated to reflect and keep up with the ever-evolving trends and techniques of the contemporary business world.

7.1 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.

7.2 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.

7.3   Graduate Academic Programs

Academic Programs

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

The CBA graduate Programs are:

- **Master of Business Administration (MBA)**
- **Master In Entrepreneurship (MIE)**

7.4   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.
- Multimedia facilities provided in all labs.
- College computers are connected through local and wide area network.

Academic Staff

College members hold terminal degrees from internationally recognized universities and are well versed in their areas of specialization.

Laboratories

The College of Business Administration has well-equipped laboratories which provide practical hands-on experience to students. of all specializations.

Lecture Rooms

Lecture rooms are equipped to facilitate the use of audiovisual aids such as overhead projectors, slide projectors, computer projection devices and video players. Many lecture rooms are also connected to the university computer network.

Other Facilities

College of Business Administration students have access to a wide range of university facilities including computer labs, learning and information resources, a bookshop, sports and recreation facilities, cafeteria, and clinics. *(Undergraduate Student Catalog, Version August. 2024, College of Business Administration, Facilities)*

8 | Master of Business Administration Program

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.

8.1   Program Goals

The Program of Master of Business Administration (MBA) Goals
The Program Goals of the MBA program is to build student capacity to:
- To help students become knowledgeable in the core business functions including accounting, marketing, finance, and information systems and operations management.
- To provide students with an in-depth knowledge in human resource management.
- 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.
- 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.

8.2   Program Learning Outcomes

MBA Program Learning Outcomes
The program outcomes are to produce professionals (MBA graduates) who will be able to:
- Demonstrate knowledge of the main areas of business, with special emphasis on human resources management.
- Demonstrate an understanding of key terms, theories/concepts, and practices within the field of HRM.
- Use analytical and problem-solving skills in decision making.
- Provide innovative solutions to problems in the fields of HRM.
- Critically assess existing theory and practice in the field of HRM.
- Develop an ability to undertake qualitative and quantitative research.
- Identify and apply new ideas, methods, and ways of thinking.

- Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations.
- Be able to evaluate HRM related social, cultural, and environmental responsibilities and issues in a global context.
- Effectively contribute to the performance of a group as the group addresses practical business situations and assumes a leadership role as appropriate.

8.3 Program Learning Outcomes Versus Course Learning Outcomes

COURSES	CLOs	Strand 1 Knowledge		Strand 2 Skills	Strand 3 A R	Strand 4 R C	Strand 5 S D
		1	2	3	4	5	6
Operations Management.	1. Critically Evaluate and Apply the concepts and philosophy of operations management in manufacturing and service organizations.	√	√				
	2. Apply strategic thinking to the successful management of operations in any organization in the UAE/GCC context.	√			√		
	3. Critically Evaluate how effective are the various operations management strategies employed by any organization in the UAE/GCC, with respect to how they are supporting an organization's objectives.			√		√	
	4. Present and explain key technological and management strategies (i.e., Supply Chain Management, Total Quality Management, Inventory Management, etc) for the successful management and coordination of globally connected operations.				√		
	5. Apply statistical software to solving Operations Management problems (i.e., Problem Solver or similar software).				√	√	
	6. Develop a well-structured Operations Management Plan for any organization in the UAE/GCC.					√	
Financial Accounting	1. Present and explain the full meaning of financial accounting and its role in the decision-making processes	√	√				
	2. Critically Analyze and Interpret information included in the balance	√			√		

		sheet, income statement, and statement of cash flows of companies in the UAE/GCC region						
	3.	Prepare and synthesize a report containing all the elements of the financial information.			√		√	
	4.	Demonstrate an understanding of the conceptual framework of accounting through analysis and explanation of the various financial statements of companies in the UAE/GCC.				√	√	
	5.	Critically Examine and Assess quality of financial reports and be able to make use of them.				√	√	
	6.	Develop and present the financial plans for organizations in the UAE/ GCC region					√	
CROSS–CULTURAL MANAGEMENT	1.	Critically Analyze the key concepts of International Human Resource Management and their application in the development of local/regional organizational workforce.	√	√				
	2.	Apply human resource management principles to settings across different cultures in a measurable way.						
	3.	Present and critic the elements of international human resource management in the UAE/GCC context.		√	√			
	4.	Appraise the link between strategic international human resource management and MNCs processes.			√			
	5.	Apply the frameworks, tools and techniques used in international human resource management to case studies and actual organizational contexts.				√		
	6.	Analyze and conceptualize the relation between theory and practice of international human resource management.					√	
Marketing Management	1.	Synthesize strands of knowledge related to marketing and marketing strategies.	√					
	2.	Critically Analyze contemporary marketing strategies in their	√	√				

		implementation in the business world.						
	3.	Prepare a marketing mix plan needed to carry out the organization's marketing strategy.			√		√	
	4.	Integrate the marketing elements for connecting with customers in the UAE.			√	√		
	5.	Develop innovative value-creation strategies for customers to win in a competitive environment.		√		√		
MANAGEMENT OF CHANGE	1.	Analyze cases in change management, the change process, seeing and creating opportunities in change/developing an innovative culture, obstacles to change, and adapting to change in organizations operating in the UAE/GCC region.	√					
	2.	Contextualize and set up the various principles and techniques required to lead effective and lasting organizational change in UAE/GCC.	√	√				
	3.	Present and critique the elements of the three faces of change in the UAE/GCC context, indicating the framework for change implementation that encompasses multiple theories. Analyze the requirements for developing future leaders in an organization in the UAE/GCC context.			√			
	4.	Appraise the conceptual, process and practical aspects of implementing organizational change, including the various challenges associated with the transition period. This will be done in the UAE/GCC environment.				√		
	5.	Apply techniques, approaches, and tools used in management of change to case studies and actual organizations operating in the UAE/GCC contexts.				√	√	
	6.	Evaluate the relationship between the organizational context and the role of political, behavioral and cultural dynamics obtaining in the					√	

		UAE/GCC in the implementation of organizational change.						
ORGANIZATION DEVELOPMENT	1.	Recognize, analyze, and apply the key concepts of organization development and identify the need for change, renewal and development.	√					
	2.	Critique the role of organization development in enhancing productivity and performance.		√		√		
	3.	Critically Appraise the link between the five stages of organization development and organization culture and behavior regarding the UAE/GCC regional context.			√			
	4.	Critically Apply the techniques of the five stages of organization development to case studies and actual UAE/GCC organizational contexts.				√	√	
	5.	Critically Manage the factors contributing to the acceleration of the pace of change, particularly in the context of UAE and the region at large.				√		
TRAINING & DEVELOPMENT OF HUMAN RESOURCES	1.	Differentiate between training and development of human resources.	√	√				
	2.	Evaluate the various factors in the workplace that impact training and development.		√	√			
	3.	Demonstrate an understanding of the difference between the new training technologies and the traditional training methods in the UAE/GCC context.			√	√		
	4.	Apply cost benefit analysis and evaluation to training programs.				√		
	5.	Critically Analyze the benefits of training and development of the new technologies in the UAE/GCC.				√		
	6.	Prepare a training and development plan for a local organization to support its business strategy.					√	
INTERNA TIONAL	1.	Critically Analyze the sensitive intricacies and interrelationships of various key strategic factors that	√	√				

	affect international business, especially as applicable to UAE/GCC firms.						
	2. Critically Evaluate organizations' approaches to the design and configurations of various international business processes or global supply chains involving UAE/GCC- based firms.		√	√			√
	3. Integrate functional business strategies with both technical and organizational issues surrounding international processes		√		√		
	4. Implement various strategic management tools and marketing techniques to analyze the strengths and weakness of various corporations in UAE and abroad, relative to their ability to manage the dynamics of international business environments.			√		√	
	5. Develop an international business plan that, among other things, examines the various dynamic changes affecting international business environments.					√	√
	6. Develop an international business plan that, among other things, examines the various dynamic changes affecting international business environments.					√	
CORPORATE FINANCE	1. Critically Analyze the key concepts of corporate finance and their implication to develop the corporate policy.	√	√				
	2. Identify and set-up the various decision-making processes when designing corporate finance policy.	√	√				
	3. Implement knowledge of the elements of corporate finance policy in national, regional, and global contexts.		√			√	
	4. Evaluate and establish the link between corporate finance policy and corporation needs.	√		√			
	5. Apply the frameworks, tools, and techniques used in corporate finance				√	√	

		policy to case studies and actual corporations' contexts.							
	6.	Critically Analyze the relationship between economic conditions, industry conditions, and corporate conditions that influence corporate finance policy.					√		
HUMAN RESOURCE MANAGEMENT	1.	Evaluate the critical and strategic role of Human Resource Management (HRM) in the context of business competitiveness, especially in UAE/GCC firms.	√						
	2.	Analyze critically organizations' approaches to the design of HRM policies and practices, including recruitment and selection in UAE/GCC.		√					
	3.	Manage professionally HR planning, staffing, training and development, performance management, compensation, health and safety, and employee and labor relations strategies to support business objectives.		√					
	4.	Demonstrate ability to contextualize HRM concepts and processes through case studies, classroom exercises, and discussion questions.	√						
	5.	Prepare a strategic plan needed to implement the various HRM best practices applicable in UAE/GCC contexts to (a) contribute to organizational effectiveness, (b) link HRM to company performance/strategy, and (c) ensure compliance of national and international legal requirements.				√			
	6.	Develop a comprehensive project paper on a topic related to HRM and its contribution to competitiveness of UAE/GCC firms, to show mastery and application of knowledge acquired during the semester.			√				
STRATEGIC	1.	Critically Analyze key strategic management tools.	√	√					
	2.	Critically Evaluate and Analyze the relationship between internal				√			

		capabilities and external competitive environment.					
	3.	Evaluate and implement the various decision-making processes when conducting situational analysis of both internal and external influences.					
	4.	Apply knowledge of the elements of strategy analysis, formulation, and implementation of organizations in the UAE/GCC context.				√	√	
	5.	Appraise the link between strategic management processes and organizational needs.				√		
	1.	Apply the frameworks, tools, and techniques used in strategic management to case studies and actual organizational contexts.					√	
	2.	Implement appropriate strategic management tools to enhance organizational competitiveness.					√	
BUSINESS RESEARCH METHODS	1.	Critically Apply quantitative and qualitative methods and techniques of conducting research in the business world	√	√				
	2.	Evaluate and select suitable research methods to support management and business decision making for advanced problem solving.		√		√		
	3.	Plan and apply the elements of research processes to the UAE/GCC organizations.			√			
	4.	Consider the organizational needs for research in the context of the UAE/GCC region.				√		
	5.	Formulate and conduct a small-scale research project on selected topics					√	

8.4 Descriptors of QFEmirates Level 9

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.

- 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 Principal Qualifications type.

- 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 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
- 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 Principal Qualifications type.

- Principle Qualifications Credit Matrix
- The MBA program requires the completion of 36 credit hours of coursework.
- 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; and - 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; and - Highly developed specialist communication and information technology skills to present, explain and/or critique highly complex matters.

Aspects of Competence	Strand 3 Autonomy and Responsibility	• 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; and • Can analyse and reflect on socio-cultural norms and relationships and act to build and transform them.
	Strand 4 Role in Context	• Can initiate and manage professional activities that may include a highly complex environment; and • 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; and • Can consistently and sensitively manage highly complex ethical issues leading to informed, fair, and valid decisions;

8.5 Program Learning Outcomes versus QFEmirates Strands

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.

No.	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

8.6 Admission Requirements

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.
  - MGT 320 Organizational Theory and Design
  - STA 231 Statistics for Business
  - ECO 200 Microeconomics
  - ACC 200 Principles of Accounting 1
  - 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.

8.7   Graduation Requirements

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.

8.8   Program Structure

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 and 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

8.9 Proposed Sequence of Study

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
		Lecture	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
		Lecture	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 an academic business background and their GPA is less than 2.50, must complete at least two remedial courses.
The Program Coordinator 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 and Marketing	3	-
MBA 502	The Basics of Accounting and Finance	3	-
MBA 503	The Basics of Economics and Statistics	3	-

8.10 Course Description

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 organization. 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)
The Business Research Methods course introduces research methods in social sciences in general and business administration. 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 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 useful information for their relevant decisions. Financial reporting and analysis are one of the main requirements that protect 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 using 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 surrounds 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 and 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 the 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.

8.11 College of Business Administration Faculty Members

No.	Name	Rank	Degrees Held	Conferring institution
1	Abdallah Elamin	Associate Prof.	Ph. D. Management Sciences	Lancaster university
2	Ahmed Zain Elabdin	Associate Prof.	Ph. D. Business Management	Omdurman Islamic University
3	Liza Macasukit	Assistant Prof.	Ph. D. Business Management	University of Liverpool, UK
4	Hazem J. Aldabbas	Assistant Prof.	Ph. D. Business Management	The British University in Dubai "BUiD"

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

8.12 Teaching and Learning Methods

MBA program teaching must be such that it makes the students understand and experience business difficulties and find their creative and practicable solutions. Correspondingly, they should be able to utilize the technology aided tools, wherever possible.

The contents of this MBA program courses will be delivered through a combination of instructional methods. These will include, but will not be limited to:

- **Presentations:** students are given topics related to the course in advance, for verbal learning, students make oral presentations explaining and describing the phenomena at hand. At the end of the gathering, students are held to answer the questions from the participants.

- **Role-Playing:** Students are assigned specific roles in each situation, and they must react according to their characteristics. The process usually has repetitive features to allow students to understand the various alternative actions and their consequences.

- **Business Quiz/Exercises:** Regular assessment of the learning provided is generally done through quizzes and exercises, which can be oral, MCQ or short answer type.

- **Case study method:** The real-life business problems are usually given in the form of circumstances in which students analyses, record, implement, conclude, summarize, or recommend, methods based on the issues in which these cases are created and used as a tool for analysis and discussion.

- **Simulations games/Hands-on experience**: In collaboration with Capsim Company, we will provide students with simulation software tools, students are exposed to a real business situation. Capsim Core program is an entry-level business simulation designed to teach necessary business acumen, cross-functional arrangement, competitive analysis, and the selection of different tactics to build a successful, focused organization.

- Participants will take control of a fast-growing simulated company with an existing product. This simulation can be played individually, or as a team, this dynamic online experience allows students to compete against each other or the computer by making decisions in:
  - Production
  - Research and development
  - Marketing
  - Finance
  - Decision-Making
  - Human resources
  - Business Ethics

Stock market-related software is sometimes used to provide an experience of live share trading on the virtual world.

- **Mixed Learning:** It includes a blend of both traditional classroom as well as an online mode of learning. Online lectures are conducted through webinars/video conferencing by inviting guest speakers from the senior corporate, entrepreneur, academicians or a scholar located elsewhere.

- **Class size:** will depend on the number of students accepted and enrolled on each course. All students enrolled in a course will be in one classroom. Projections are planned for 10-15 students.

8.13   Methods of Evaluation and Quality Improvement

- At the end of the semester, faculty teaching courses provide a Course Assessment Report (CAR) and an Instructor Course Assessment Report (ICAR) for each course of the courses s/he is teaching.
- Faculty members fill their names and the course numbers in CAR Form for each course they taught and leave the remaining to the comments of the Department ACIC Committee and the College CEC Committee.
- The faculty fill in the ICAR Form in details.
- An Appendix including CAP Excel Sheets, showing the percentage of attainment of each CLO.
- The ACIC Head hands the signed ICAR to the Chair of the CEC along with his comments and signature on the CAR Form for each course.
- Both CAR and ICAR are signed by the College Dean, who keeps copies of both forms in the Course File and sends the originals through the Chair of the CEC to the Chair of the IEC (the Director of the OIPE).
- The Department Head or Program Coordinator assigns a faculty member, with reasonable statistical background, to prepare PLOs by mapping the CLOs of all courses versus the PLOs and write the Program Effectiveness Report.
- The Program Effectiveness Reports are prepared at the end of each academic year, using direct and indirect assessment tools.
- The recommendation of the Program Effectiveness Report and the comments of the ACIC, CEC are all used for modification and improvement of program during its next offering cycle.

8.14   Assessment Plan for Program Learning Outcomes

Program objectives and learning outcomes that are the most appropriate and meaningful are identified, assessed, and reported to constituents. Continuous improvement is accomplished using assessment results for closing delivery gaps of learning and services. The flowchart shows the program assessment integrated with the sequence for developing USTFs missions, goals, objectives, and program learning outcomes:
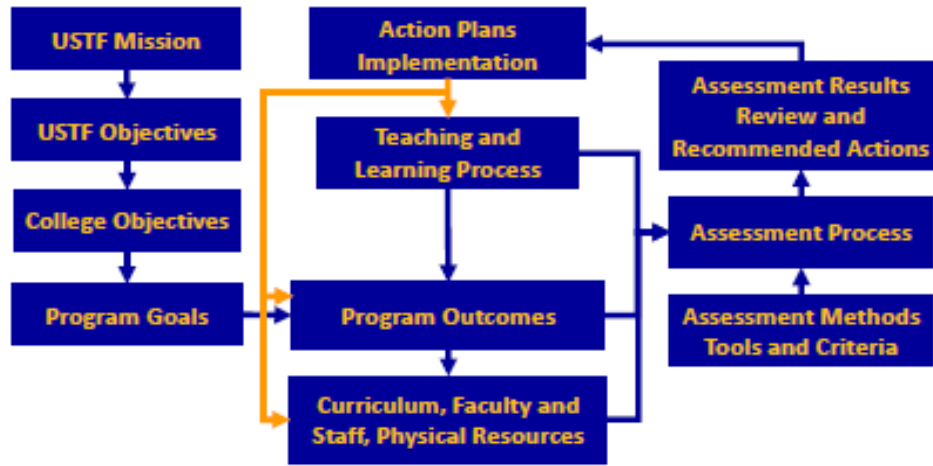
| Short to medium term actions | Long-term actions |

8.15 Assessment Methods

- Using the Student's Course Evaluation Form, this tool endeavors to solicit the students' opinion on a wide range of matters which are deemed necessary for achievement of the course objectives. The students' responses will be analyzed by USTF's Quality Assurance and sent to the College of Business Administration for consideration in its end of semester meeting. The analyzed report will prove to be valuable feedback and shall help to introduce changes in courses such as change of instructors, change of textbooks, and change of instruction methods.

- According to the University's policies and regulations, each faculty member is evaluated by the students every semester for continuous professional development of the program.

- USTF has a standard faculty annual evaluation folder in its network that is used to assess the faculty members as per the three areas of evaluation namely, Teaching, Research, and Service.

- As far as teaching is concerned, an instructor is evaluated on the basis of course development, instructional strategies, designing online courses and performance in the classroom. Performance in the classroom is evaluated every semester by the students for enhancement and enrichment of that course. A faculty member is evaluated based on his/her scientific research based on his/ her research papers, books published, participation in scientific conferences and research agenda for the development of the department and the university.

- The other criteria, Service, provide information on the faculty members' ability in the development and implementation of the training program in and outside USTF, practicing the profession in their area of specialization and contributing to the administration and organization of the academic programs in which they are involved. Apart from these, faculty members' active involvement with students' academic advising is also evaluated regularly as per the standards of the university.

9 | Master In Entrepreneurship Program

The College of Business Administration (CBA) - seeks to improve and enrich its current program in order not only to attract more students but also to become more competitive through improved programs. The CBA also supports the vision and mission of the University of Science and Technology of Fujairah, which seeks to become one of the leading institutions of higher education in the Gulf region. Additionally, the CBA Master In Entrepreneurship (MIE) Program aims to maintain an active role in advancing and contributing to the business communities in UAE and, more significantly, in the Fujairah emirate. Towards this end, the CBA MIE Program seeks to offer excellent programs to its learners. Introduction of MIE is expected to help graduates acquire additional skills, knowledge, and abilities (SKAs) that will enhance their competitiveness in the labor market, as it is stipulated in the education policies of the Emirate of Al Fujairah's government.

Even in challenging economic times, the MIE degree holds its value as a tool for job security and carrier advancement. MIE degree offers a broader scope of career opportunities than one could expect with a bachelor's degree. The importance of an MIE cannot be understated. The UAE is experiencing an enormous economic growth, over the past decade, the UAE labor market has witnessed a marked increase in the proportion of skilled workers, IT professionals, business graduates, researchers, scientists, and a broad spectrum of other professionals, commonly referred to as "knowledge workers". This trend is expected to continue as the country enters the next decade. The increasing demand for knowledge workers has created several opportunities and challenges for institutions of higher learning to design graduate programs to build the skills of young people in different fields of specialization. In response to these developments, the College of Business Administration (CBA) is proposing a master's degree in Entrepreneurship specialization, to prepare students to meet the emerging needs of the knowledge economy.

9.1 Program Goals

The Program of Master in Entrepreneurship (MIE) Goals
The Program Goals of the MIE program is to build student capacity to:
1. To prepare students to meet the emerging needs of the knowledge economy.
- To provide students with in-depth knowledge and analytical tools to identify and develop entrepreneurial opportunities for change management and organizational transformation.
- 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.
- To prepare students to become change-makers Change to support emerging and established leaders in achieving their purpose-driven leadership mission. Through modules such as Entrepreneurial Planning and Leadership.

Distinguishing Features

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

9.2 Program Learning Outcomes

MIE Program Learning Outcomes

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

1. Demonstrate comprehensive, and highly specialized knowledge and understanding, about key processes necessary to address the principal challenges facing the entrepreneur at different stages.

2. Attain the skills to collect and analyze data to assess the attractiveness of new business opportunities in regard to the market, the industry, and the project.

3. Utilize new analytical and innovative methods to address highly complicated, predictable, unknown, and contextual strategic problems that require autonomous critical thinking.

4. Critically assess technology-based innovations and their implications for creating and marketing new products.

5. Apply advanced business methods to various stages of the entrepreneurship process and reflect on them to inform professional, entrepreneurial knowledge and practice.

6. Perform research focusing on application of ethical principles and responsible decision-making by entrepreneurs in UAE.

9.3 Program Learning Outcomes Versus Course Learning Outcomes

Course Name	Course Learning Outcomes (CLOs)	PLOs					
		1	2	3	4	5	6
Operations Management.	1. Critically Evaluate and Apply the concepts and philosophy of operations management in manufacturing and service organizations.	√		√			
	2. Analyze critically how effective are the various operations management strategies employed by any organization in the UAE/GCC, with respect to how they are supporting an organization's objectives.		√	√		√	
	3. Apply statistical software to solving Operations Management problems (i.e., Problem Solver or similar software.			√			√
	4. Analyze the technological and management strategies (i.e., Supply Chain Management, Total Quality Management, Inventory Management, etc.) critically to manage and coordinate globally connected operations successfully.			√	√		√

Business Research Methods	5.	Design a well-structured Operations Management Plan for any organization in the UAE/GCC.			√	√	√	√
	1.	Demonstrate highly specialized knowledge of research principles in business studies.	√		√			
	2.	Critically examine management literature and decide how they will define research questions in respect to their selected topic area.			√			√
	3.	Choose an appropriate research design for a management research question, evaluate, select, justify, and apply appropriate qualitative or quantitative data collection, presentation, and analysis methods to their chosen area of research.				√		
	4.	Write a research proposals and outcomes for academic and practitioner audiences.						√
	5.	Construct an original piece of research of their own in UAE/GCC organizations and develop further independent research skills as well as the skills for presenting the findings of their research in a professional manner.						√
Financial Accounting	1.	Discuss the key principles of financial accounting and its role in the decision-making processes.	√					
	2.	Critically Analyze and Interpret information included in the balance sheet, income statement, and statement of cash flows of companies in the UAE/GCC region.				√		√
	3.	Prepare report containing all the elements of the financial information.					√	√
	4.	Demonstrate an understanding of the conceptual framework of accounting through analysis and explanation of the various financial statements of companies in the UAE/GCC.				√	√	√
	5.	Evaluate the quality of financial reports and be able to use them to set strategic goals.		√	√			√
	6.	Develop the financial plans for organizations in the UAE/ GCC region.		√			√	√
Business Economics	1.	**Develop** critical awareness of the key concepts, principles and procedures related to micro and macroeconomics	√					
	2.	**Attain** advanced problem-solving skills to analyse highly complex problems faced by business organizations		√				
	3.	**Adapt** the process of managerial decision-making to current economic contexts		√	√			

	4.	**Implement** new strategic approaches to changing macroeconomic conditions.	√				√
	5.	**Perform** graphical, and mathematical analysis of analytical functions used in business and economic models for decision making.	√	√	√	√	√
Marketing Management	1.	**Discuss** the theoretical foundations of marketing and its practice.	√				
	2.	**Provide** a new and possibly different perspective on the role of marketing in regional business and society.		√			
	3.	**Apply** advanced problem-solving skills to adapt marketing strategy to the changing environment.		√			
	4.	**Demonstrate critical awareness** of knowledge, on issues related to connecting with new customers.	√				
	5.	**Critically evaluate** ethical issues in marketing and come to a decision compatible with the regional values.			√	√	√
Fundamentals of Project Management	1.	Demonstrate an in-depth practical knowledge of sophisticated, powerful, and highly integrated project management tools used in organizations to plan and manage a project.	√				
	2.	Formulate innovative strategies for initiating, planning, executing, monitoring, and controlling, and closing projects in a variety of corporate and cultural contexts.		√	√		
	3.	Design key subsidiary plans such as scope, schedule, cost, quality, communications, resources, and procurement.		√	√		
	4.	Demonstrate proficiency in developing an agile or plan-based project management life cycle for projects relevant to their professional domain.			√	√	√
	5.	Apply sound project management principles to real-world project engagement instances in the UAE/GCC area.			√	√	√
Entrepreneurial Planning and Leadership	6.	Demonstrate advanced knowledge and a firm grasp of planning and leadership theories in the context of entrepreneurship.	√				
	7.	Critically apply key frameworks, theories, and models of "best practice" relating to standard and complex entrepreneurial planning and leadership.		√			
	8.	Synthesize methodologies for contextualizing planning and leadership concepts and processes in the context of entrepreneurship as a career.		√	√		

	9. Critically examine ways for writing a complete business plan and a project paper on entrepreneurial leadership in the UAE/GCC context.				√	√	√
	10. Analyze the major challenges facing new venture creation and growth in the UAE/GCC region, exploring ways in which entrepreneurs are addressing planning and leadership issues in the light of local, regional, and/or international environments.				√	√	√
Management Strategies for Entrepreneurs	1. **Discuss** the process of strategy formulation, implementation, and assessment of strategic decisions in SMEs and start-up businesses in the context of entrepreneurship firms in the UAE/GCC region.	√					
	2. A**nalyze** the potential for a new firm's resources and capabilities to confer sustainable competitive advantage to the firm.		√				
	3. **Demonstrates** detailed body of knowledge of recent developments in the field of strategic management for entrepreneurs.		√				
	4. **Distinguish** the two primary types of competitive advantage for entrepreneurial organizations: Cost advantage and differentiation advantage as the basis for organizational success.				√	√	√
	5. **Prepare** a strategic plan for an entrepreneurial organization operating in the UAE/GCC business environment.				√	√	√
Entrepreneurial Finance	1. Identify the fundamentals of entrepreneurial finance and the strategies to build an investment portfolio.	√					
	2. Apply fundamental strategies in measuring the risk and returns.		√	√			√
	3. Demonstrate a systematic understanding about knowledge relating to entrepreneurial financial management and identify key elements of financial analysis, financial policy formulation & implementation, and evaluation of strategic financial choices.		√	√			
	4. Evaluate financial statement benchmarks and demonstrate thorough understanding of Standardized Financial Statements of companies in the UAE in particular and GCC region.				√	√	√
	5. Perform valuation of future cash flow, including the use of Discounted Cash Flow Valuations, based on the concept of Time Value of Money.				√	√	√

		√					
Innovation & New product Development	1. Develop advanced knowledge, basic principles, theories, and concepts of the innovation Management, and new product process	√					
	2. Design and implement effective product launch strategy, perform market testing, and explain methods to implement launch strategy and manage the launch process.		√	√			
	3. Explain and critique new product and service developments in the context the UAE/GCC region				√	√	√
	4. Apply and adapt innovation concepts and processes into current UAE/GCC business context.				√	√	√
MIE DISSERTATION	1. Develop advanced knowledge and fundamental principles and put theories and concepts learned in the program into practice.	√					
	2. Demonstrate strategies for developing an opportunity to study a particular topic in-depth		√				
	3. Show evidence of independent investigation;				√	√	√
	4. Combine relevant theories and suggest alternatives;			√	√	√	
	5. Enable interaction with practitioners (where appropriate to the chosen topic);			√	√	√	√
	6. Show evidence of ability to plan and manage a project within deadlines				√	√	√

9.4 Program Learning Outcomes versus QFEmirates Strands

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

Course Number	Course Learning Outcomes (CLOs)	UAE QFEmirates PLOs				
		1	2	3	4	5
1	Demonstrate comprehensive, and highly specialized knowledge and understanding, about key processes necessary to address the principal challenges facing the entrepreneur at different stages.	X				
2	Attain the skills to collect and analyze data to assess the attractiveness of new business opportunities in regard to the market, the industry, and the project.		X			
3	Utilize new analytical and innovative methods to address highly complicated, predictable, unknown, and contextual strategic problems that require autonomous critical thinking.			X	X	X

4	Critically assess technology-based innovations and their implications for creating and marketing new products.		X	X	X	
5	Apply advanced business methods to various stages of the entrepreneurship process and reflect on them to inform professional, entrepreneurial knowledge and practice.	X	X		X	X
6	Perform research focusing on application of ethical principles and responsible decision-making by entrepreneurs in UAE.	X	X	X	X	X

9.5 Admission Requirements

Admission Requirements

In accordance with the University's requirements for graduate degrees, a candidate to be admitted into the MIE 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 MIE Admission Committee.
- Students enrolled into the MIE program without prior course work in the business areas are required to complete the following four foundation courses to be admitted to the program.
  - MGT 200 Fundamentals of Management
  - ECO 310 Quantitative Analysis for Business
  - ECO 200 Microeconomics
  - ACC 200 Introduction to Financial Accounting

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 Master Programs Coordinator are responsible for decisions about these exemptions. However, the foundation courses will be compulsory for students admitted to the MIE program with no prior course work in any core business functional areas and under the following terms and conditions.

1. The (Foundation) Program is intended to bridge the gap between a student's prior work (bachelor's degree) and the background required for the MIE they are entering.
2. The courses in a bridge program typically do not carry degree credit.
3. 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

Master Programs Coordinator will decide what the exempted courses are and what the required courses from the foundation courses on a case per case bases.

4. Students enrolled on the MIE program without prior course work in the business areas are required to complete the four foundation courses and obtain an average "B" grade to be admitted to the program.

5. 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).

6. Conditional admission based on the CGPA.

7. 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).

8. 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).

9. 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.

9.6 Graduation Requirements

Graduation Requirements

A student will be awarded the degree of Master in Entrepreneurship upon meeting the following requirements:

- Completion of the required MIE courses: 10 courses of 3 credit hours and 6 hours dissertation each which normally takes four semesters.

- Achievement of a CGPA of not less than 3.0.

9.7 Program Structure

Degree Requirements

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

Group Name: College Obligatory

Course No.	Course Name	Credit Hours	Prerequisite
MCC 104	Operations Management	3	
MCC 105	Business Research Methods	3	
MCC 106	Financial Accounting	3	
MCC 107	Business Economics	3	
MCC 108	Marketing Management	3	

Group Name: Major Obligatory

Course No.	Course Name	Credit Hours	Prerequisite
MIE 202	Fundamentals of Project Management	3	MCC104
MIE 203	Entrepreneurial Planning and Leadership	3	MCC107, MCC 108
MIE 204	Management Strategies for Entrepreneurs	3	MCC104, MCC105, MCC106, MCC107, MCC108,
MIE 205	Entrepreneurial Finance	3	MCC 106, MCC 107
MIE 206	Innovation & New product Development	3	MCC104, MCC105, MCC106, MCC107, MCC108
MIE 207	Dissertation	6	MCC104, MCC105, MCC106, MCC107, MCC108, MIE202

9.8 Proposed Sequence of Study

The Master in Entrepreneurship program is based on course work, and dissertation and it will be offered in four academic semesters for the full-time studies as follows:

Semester 1

Course	Course Name	Cr. Hrs.	Prerequisite
MCC106	Financial Accounting	3	-
MCC108	Marketing Management	3	-
MCC104	Operation Management	3	-

Semester 2

Course	Course Name	Cr. Hrs.	Prerequisite
MCC107	Business Economics	3	-
MCC105	Business Research Methods	3	-
MIE202	Fundamentals of Project Management	3	MCC 104

Semester 3

Course	Course Name	Cr. Hrs.	Prerequisite
MIE203	Entrepreneurial Planning and Leadership	3	MCC 107, MCC 108
MIE204	Management Strategies for Entrepreneurs	3	MCC104, MCC105, MCC106, MCC107, MCC108,
MIE207a	Dissertation	3	MCC104, MCC105, MCC106, MCC107, MCC108

Semester 4

Course	Course Name	Cr. Hrs.	Prerequisite
MIE205	Entrepreneurial Finance	3	MCC 106, MCC 107
MIE206	Innovation and New product Development	3	MCC104, MCC105, MCC106, MCC107, MCC108
MIE207b	Dissertation	3	MCC104, MCC105, MCC106, MCC107, MCC108

9.9 Course Description

Master In Entrepreneurship (MIE) Program Course Descriptions

Operations Management (MIE 104) (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 organization. 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. This course introduces Operations function in an organization, helping students to understand how managers design, use, manage and improve systems and processes to create value for their customers effectively and efficiently. Different subsequent topics will be covered, such as Process Management, Logistics and supply chain management, Project Management, Manufacturing systems, Quality Management, and Services Operations. 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 (MIE 105) (3,0,0,3)

This course is designed to provide students with in-depth knowledge and skills regarding research methods in the business where students will develop skills needed to plan, organize, and undertake a business research project by using both quantitative and qualitative research methods. The primary aim of the course is to equip the students with essential research techniques they would use in advanced specialized courses such as Innovation & New product Development, Management Strategies for Entrepreneurs, and Program Dissertation. The course will cover a range of topics, including 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.

Financial Accounting (MIE 106) (3,0,0,3)

Financial accounting is an essential tool that provides all users with useful information for their relevant decisions. Financial reporting and analysis are one of the main requirements that protect the owners' rights and enhance managers' ability to make the correct decisions. It describes the conceptual framework of accounting, 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.

Business Economics (MIE 107) (3,0,0,3)

The application of Business Economics to business decision making remains the key driving force in firm profitability. This course provides a portfolio of tools from micro-economics and macroeconomics that can be used in the analysis of firm profit maximisation. It introduces participants to dealing with managerial decision-making via economics. The course focuses on analytical tools to evaluates economic conditions and contexts and their effect on businesses. It is designed to integrate micro and macroeconomic factors within the business context where companies operate. The aim is to provide a clear understanding of aggregate

economic variables to inspire a consistent way of thinking about key economic phenomena and their interactions with the business context and decision-making process.

Marketing Management (MIE 108) (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 using 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.

Fundamentals of Project Management (MIE 202) (3,0,0,3)

Projects, rather than repetitive tasks, are now the basis for most value-added in business and it is they require a unique approach to their management. In this course, you'll learn what project management is, what a project is & how project management helps deliver the right results on time and within budget. Topics that will be covered during the course may include the following: Introduction to Project Management; Project Life Cycle with emphasis on an Agile or Plan-based Project Management Life Cycle; Project Selection and Portfolio Management; Project Planning, Scope Management; Project Scheduling; Project Leadership; Risk Management; Project Evaluation and Control, Project Closeout and Termination. The course is designed to provide students with knowledge related to planning, implementation, and monitoring requirements for projects from initiation to closure. The course will use several analytical tools and concepts that lead to successful results and how organizations influence the way projects and resources are managed.

Entrepreneurial Planning and Leadership (MIE 203) (3,0,0,3)

The objective of the course is to expose students to theoretical (conceptual) and practical (problem-solving) techniques used in entrepreneurial planning and leadership. The course will deal with different approaches to planning and leadership used by entrepreneurs in the UAE/GCC context. Topics that will be covered during the course may include (but not restricted to) the following: Entrepreneurial mindset, generating new ideas, building business and revenues models, marketing, financial, HR planning models and leadership theories and challenges in an entrepreneurial context. This interactive course is designed to help students learn through class discussions and field projects. We will use cases (included in the text and course package), discussion with entrepreneur, venture creators, and videos to achieve class objectives. Students should read assigned materials before coming to class to learn and contribute to class discussions.

Management Strategies for Entrepreneurs (MIE 204) (3,0,0,3)

This course has a particular focus on dealing with entrepreneurial behavior in large firms, the realization of (new business) plans, and the creation of new business by smaller firms with a special emphasis on environmentally sustainable initiatives. This course is designed to provide an understanding of critical business skills of strategic planning and decision-making

and it gives students an opportunity to apply these skills to real business situations in the UAE/GCC environments. Strategic management for entrepreneurs is a capstone course since it provides the learners with an understanding of the role and responsibilities of top managers in the organization. Moreover, it enables students to integrate knowledge, skills, and concepts acquired in most of the business courses with the managerial decision-making responsibilities of managers. The focuses on all aspects of strategic management process, including decision-making, company mission, vision, objectives, strategy analysis, formulation, implementation, and assessment. The course aims at helping students to develop a thorough understanding of policy formulation and evaluation with special attention to capabilities and competencies of entrepreneurs and firms in the UAE/GCC business environments. The course also addresses issues relating to resource analysis and allocation techniques, and management of strategic change.

Entrepreneurial Finance (MIE 205) (3,0,0,3)

The course is designed to allow students to understand the financial aspects of entrepreneurship. It explains the financial topics most important to running a profitable small business, such as inventory control, time value of money, working capital management, and forecasting. In addition, this course will discuss the latest financial planning tools and techniques to enable individuals to achieve their financial goals and assist business owners in problem-solving and decision-making. The course focuses on fundamental entrepreneurial finance concepts with theoretical and practical exposure within the UAE context, wherever appropriate.

Innovation & New product Development (MIE 206) (3,0,0,3)

Businesses are currently in an era of global competition and the rapid pace of development in technology and communication has made the competition even tenser as product cycles are shortened. Innovation allows businesses to grow continuously.

This course aims to provide the necessary theoretical framework in the innovation, development, and management of new products. It is designed to give students an in-depth exposure to new product development. New product development has changed dramatically since the 1980s and has broadened to include global issues, marketing strategy and cross-functional interfaces, quality and customer satisfaction, and innovation. This course takes a multidisciplinary approach to new product development. The course looks at issues in marketing, manufacturing, finance, engineering, and R&D functions.

10 College of Humanities and sciences

تُعدُّ كلية الإنسانيات والعلوم من الكليات الأساسية بجامعة العلوم والتكنولوجيا في الفجيرة، وباعتبارها جزءًا من جامعة رائدة، تُعتبر الكلية رائدة على المستوى الوطني في تعزيز الممارسة التعليمية، حيث تساعد البرامج الأكاديمية التي تطرحها الكلية الطلبة على اكتساب تعليم عالي المستوى وتجربة عملية تجهز الخريج للانخراط في سوق العمل وفي الأشطة المجتمعية المختلفة بمجرد التخرج.

رسالة الكلية

تماشيًامع رسالة جامعة العلوم والتقنية في الفجيرة، تعمل كلية الإنسانيات والعلوم على تأهيل وتخريج طلبة يساهمون في تحقيق أهداف التنمية وتعزيز مهارات البحث اللازمة للإسهام في تحقيق خطة الفجيرة 2040، ورؤية "مئوية الإمارات 2071".

أهداف الكلية

1. تعزيز فاعلية البرامج الأكاديمية المقدمة للطلبة وفق المعايير الوطنية والدولية مع الحفاظ على القيم المجتمعية.
2. التركيز على أساليب التعلم في المناهج الدراسية وتزويد الطلبة بالمعارف والمهارات والكفايات اللازمة لتحقيق التميز المهني والإبداع.
3. تأهيل خريجين ذوي قدرات تنافسية لمجتمع الثورة الصناعية الخامسة وعصر الذكاء الاصطناعي.
4. تطبيق نتائج البحوث العلمية التطبيقية من أجل التنمية المجتمعية.
5. الاهتمام بالمناهج والأنشطة المشتركة وإشراك الطلبة في اتخاذ القرار والخدمات الجامعية.
6. تنفيذ أنشطة لاصفية تتمحور حول الطالب لبناء شخصيته المستقلة القادرة على تحمل المسؤولية الاجتماعية.

برامج الدراسات العليا الأكاديمية

البرنامج الأكاديمي

تقدم كلية الإنسانيات والعلوم برنامج "الماجستير في علم الاجتماع"

مرافق البرنامج التعليمية والمختبرات

المرافق

الطاقم الأكاديمي: أعضاء هيئة التدريس بقسم علم الاجتماع والخدمة الاجتماعية حاصلون على درجات علمية من جامعات معترف بها دوليًا وعلى دراية جيدة في مجالات تخصصهم.

المختبرات: تمتلك كلية الانسانيات والعلوم مختبرات مجهزة تجهيزًا جيدًا توفر خبرة عملية لطلاب علم الاجتماع والخدمة الاجتماعية.

القاعات التدريسية: تم تجهيز غرف المحاضرات لتسهيل استخدام الوسائل السمعية والبصرية مثل أجهزة العرض العلوية وأجهزة عرض الشرائح وأجهزة عرض الحاسوب ومشغلات الفيديو. كما أن العديد من قاعات المحاضرات متصلة بشبكة الحاسوب بالجامعة.

المرافق الاخرى: يتمتع طلاب كلية الانسانيات والعلوم بإمكانية الوصول إلى مجموعة واسعة من مرافق الجامعة بما في ذلك مختبرات الحاسب وموارد التعلم والمعلومات والمكتبة والمرافق الرياضية، والترفيهية، والكافيتريا، والعيادات.

11 برنامج ماجستير علم الاجتماع

1.11 أهداف البرنامج

برنامج الماجستير في علم الاجتماع هو جزء تكاملي من أجزاء البرامج والأنشطة الأكاديمية لكلية الإنسانيات والعلوم والذي يهدف إلى تحقيق الأهداف الآتية:

1. تحقيق التميز الأكاديمي لطلبة الدراسات العليا الملتحقين بالبرنامج.
2. خدمة احتياجات المجتمع المحلي والإقليمي، والمساهمة في بناء مجتمع متطور ومبتكر.
3. توفير فرصة لخريجي الجامعات المؤهلين والمهنيين الذين يعملون في المؤسسات الحكومية وغير الحكومية والمؤسسات ذات الصلة بالبرنامج والأفراد.
4. زيادة المعرفة الأكاديمية للطلبة، وتعميق التفكير النقدي، ومهارات حل المشكلات، والكفاءة البحثية التي من شأنها إعدادهم لأدوار مستقبلية كمسؤولين أكفاء، وممارسين، واختصاصيين اجتماعيين، وباحثين.
5. فتح باب التعاون العلمي والثقافي، وتبادل الخبرات والمعارف مع الكليات المناظرة في مختلف الجامعات العربية والأجنبية
6. يعد الطلبة لدراسة أكثر تقدماً تؤهلهم لنيل درجة الدكتوراه في علم الاجتماع أو مجال ذي صلة.

2.11 المخرجات التعليمية للبرنامج

بعد استكمال هذا البرنامج بنجاح يكون الخريج قادراً على أن:

المعرفة:

مخرج البرنامج (1): فهم الأطر المعرفية المتقدمة لعلم الاجتماع ونظرياته ومناهجه.

المهارة:

مخرج البرنامج (2): اكتساب المهارات المتخصصة اللازمة لإجراء الدراسات البحثية النوعية والكمية في علم الاجتماع.

مخرج البرنامج (3): توظيف المعرفة السوسيولوجية المكتسبة لمواجهة التحديات الاجتماعية

أوجه الكفاءة: "الاستقلالية والمسئولية، الدور في السياق، التطور الذاتي"

مخرج البرنامج (4): تحليل القضايا الاجتماعية والتنموية والاستراتيجية من خلال التفكير النقدي المبدع.

مخرج البرنامج (5): تخطيط المشروعات الاجتماعية والتنموية والاستراتيجية والتطبيقية والبحثية في دولة الإمارات العربية المتحدة وقيادة فرق العمل.

3.11 مخرجات تعلم البرنامج مع مخرجات تعلم المساق

مخرج البرنامج 5	مخرج البرنامج 4	مخرج البرنامج 3	مخرج البرنامج 2	مخرج البرنامج 1	مساقات البرنامج	م
			المخرجات التعليمية للبرنامج			
			√	√	النظريات الاجتماعية المعاصرة	1
√		√	√	√	تصميم وتنفيذ البحوث الاجتماعية	2
√		√	√	√	قضايا المرأة والجندر	3
	√		√	√	علم الاجتماع الرقمي Digital Sociology	4
	√		√	√	علم اجتماع المخاطر	5
√			√	√	علم الاجتماع وقضايا التنمية المستدامة	6
√			√	√	علم الاجتماع الإكلينيكي	7
	√		√	√	علم الاجتماع والذكاء الاصطناعي Sociology and Artificial Intelligence	8

مخرج البرنامج 5	مخرج البرنامج 4	مخرج البرنامج 3	مخرج البرنامج 2	مخرج البرنامج 1	الرسالة	م
			المخرجات التعليمية للبرنامج			
√	√	√	√	√	الرسالة	1

4.11 مخرجات مساقات البرنامج بالمخرجات التعليمية للبرنامج وإطار المؤهلات الوطنية

QF-Emirates

S5	S2	S1	S2	S1	Strand QF Emirate		
5م	4م	3م	2م	1م	مخرجات تعلم البرنامج / مخرجات المساق		المساق
				T1	1-فهم التسلسل التاريخي لتطور النظرية الاجتماعية		النظريات الاجتماعية المعاصرة MSO601
				T1, T4	2- يصنف القوى الاجتماعية والفكرية المؤثرة في تطور النظرية الاجتماعية		
			T1, T5		3-يستخدم النظرية الاجتماعية كموجه لدراسة وتفسير الظاهرات الاجتماعية ومشكلات المجتمع المحلي.		

				الحصيلة / المخرجات	المقرر
			T1, T2	4-يوظف القدرات المعرفية لنقد الاتجاهات النقدية الحديثة التي تعالج قضايا المجتمع.	
			T1	1.يستوعب تصميم البحث الاجتماعي	تصميم وتنفيذ البحوث الاجتماعية MSO602
		T1, T7		2.يطبق أساليب البحث الاجتماعي لبناء خطة بحث اجتماعي	
		T1,		3.يوظف مناهج البحث الكمية والنوعية في دراسات المشكلات البحثية	
T1,T3				4.ينظم بيانات ونتائج البحث الاجتماعي	
T1, T6				5.يتحقق من كتابة تقرير البحث الاجتماعي.	
			T1	1- يتعرف على الإطار المفاهيمي والنظري لعلم اجتماع الجندر.	قضايا المرأة والجندر MSO603
			T1, T8	2-يشرح الاتجاهات الجندرية	
T1 T9	T1 T9,			3- يحلل القضايا الجندرية	
T1, T10				4- يقيم برامج وأنشطة مؤسسات الجندر	
			T1,T5	1-Demonstrate an in-depth understanding of digital society and its role in society.	Digital Sociology MSO604
		T1, T2		2-Evaluate the diversity of digital technology use	
T1, T4	T1, T4			3-Demonstrate proficiency to frame personal experiences and global trends of the digital age into a more formal theoretical framework for social- and technological change.	
T1, T9	**T1, T9**			4-Develop community understanding and carry on research and study.	
			T1	1-التعرف على الأطر المعرفية والنظرية لعلم الاجتماع الإكلينيكي	علم الاجتماع الإكلينيكي MSO605
		T1,T5		2-يستخدم التفكير العلمي والمنطقي السليم في التدخل لحل المشكلات وعلاجها والوقاية منها.	
	T1,T3			3-القدرة على التدخل في مواجهة المشكلات والتحديات الاجتماعية	
T1,T10				4-تقييم المشكلات الاجتماعية المعاصرة وتقديم الحلول الملائمة.	
			T1	1-يعرف ماهية التنمية المستدامة، وابعادها، ومبادئها، وموضوعاتها.	علم الاجتماع وقضايا التنمية المستدامة MSO606

			T1, T3	2-يحلل الإطار المفاهيمي والنظري للتنمية المستدامة ويطابقه مع التجارب الواقعية.	
			T1, T6	3-يحلل أبعاد ومؤشرات التنمية المستدامة.	
	T1, T2			4-تقييم بعض النماذج لتجارب التنمية المستدامة.	
			T1	1-التعرف على الجوانب النظرية والمعرفية لعلم اجتماع المخاطر.	علم اجتماع المخاطر MSO607
			T1, T5	2- يعدد المخاطر الاجتماعية والبيئية والاقتصادية التي تطرقت إليها النظريات الاجتماعية ذات العلاقة.	
			T1, T2	3-يحلل التحولات والتحديات والمخاطر المعاصرة التي تواجه المجتمعات الحديثة.	
T1,T 10	T1, T10			4-تقييم البرامج والأنشطة المؤسسية لطرق وآليات التعامل مع المخاطر المتنوعة التى تواجه المجتمعات	
			T1	1-Demonstrate an in depth understanding of Artificial Intelligence and its Sociological Conception	Sociology and Artificial Intelligence MSO608
			T1 T5	2-Critically analyze the ethical and societal implications of artificial intelligence	
	T1, T4			3- Develop strategies for effectively integrating Artificial intelligence tools into a student's learning experience.	
T1, T2				4-Evaluate the future implications of Artificial intelligence on society.	
			√	1-يحدد الأدبيات والإطار النظري ذات الصلة بموضوع البحث.	الرسالة MSO609
		√		2- يطبق منهجية البحث العلمي.	
		√	√	3- تقييم الأدبيات البحثية لمعالجة الفجوات المعرفية.	
	√			4.تطوير حلول وتوصيات مبتكرة بناءً على نتائج البحث.	
√				5.عرض الرسالة ومناقشتها	

11.5 Descriptors of QFEmirates Level 9

تم تصميم برنامج الماجستير في علم الاجتماع بحيث تتوافق مخرجات التعلم للبرنامج مع المجالات الخمسة لمخرجات التعلم المنصوص عليها في منظومة المؤهلات الوطنية في دولة الإمارات العربية المتحدة. يوضح الجدول أدناه مخطط لتوافق مخرجات التعلم للبرنامج مع منظومة المؤهلات الوطنية في دولة الإمارات العربية المتحدة. علما بأن مخرجات التعلم للبرنامج يتوافق مع متطلبات المستوى التاسع .

مصفوفة إطار المؤهلات الوطنية لدولة الامارات العربية المتحدة

Aspects of Competence جوانب الكفاءة	**Strand 1** **Knowledge** المعرفة	• معرفة شاملة ومتخصصة للغاية في مجال العمل والانضباط و/ أو الممارسة المهنية، وفي التفاعل بين المجالات المختلفة، بما في ذلك المفاهيم الحدودية والتطورات الأخيرة. • معرفة مبادئ وأساليب البحث القابلة للتطبيق. • الوعي النقدي بقضايا المعرفة كأساس للتفكير الأصلي. ويشمل عمليات الاستفسار المناسبة والعمليات الحالية لإنتاج المعرفة. • مجموعة مفصلة من المعارف للتطورات الأخيرة في مجال العمل، و/ أو الانضباط.
	Strand 2 **Skill** المهارة	• المهارات المتقدمة المطلوبة في البحث والتحليل والتقييم و / أو ابتكار الأفكار المعقدة والمعلومات والمفاهيم و / أو الأنشطة • مهارات تطوير المعرفة والإجراءات الجديدة ودمج المعرفة من مختلف المجالات باستخدام المهارات المعرفية والإبداعية المتطورة للغاية والاستقلال الفكري في مجال العمل أو الانضباط. • مهارات حل المشكلات المتقدمة لتحليل القضايا المعقدة للغاية للبيانات غير الكاملة وتطوير حلول ومقترحات مبتكرة ذات صلة بمجال أكاديمي / مهني أو مجال عمل أو تخصص. • مهارات التخطيط لتطوير وتنفيذ مشروع كبير أو أنشطة قابلة للمقارنة (تتضمن مجموعة كبيرة من المتغيرات والتعقيد) مع منهجيات بحث منتقاة بشكل مناسب تنتج استنتاجات سليمة. • مهارات الاتصال وتكنولوجيا المعلومات المتخصصة عالية التطور لعرض و / أو شرح و / أو نقد الأمور المعقدة للغاية.
	Strand 3 **Autonomy and Responsibility** الاستقلالية والمسؤولية	• يمكن أن يعمل بشكل مستقل و / أو يتحمل مسؤولية إدارة الممارسات المهنية، أو العمل، أو العمليات، أو الأنظمة، أو سياقات التعلم شديدة التعقيد، وغير المتوقعة، وغير المألوفة، والتي تتطلب مناهج إستراتيجية جديدة و / أو تدخل أو حلول مجردة مفاهيمية. • يمكن أن يمثل حوكمة عالية المستوى للعمليات والأنظمة. • يمكنه تحليل المعايير والعلاقات الاجتماعية والثقافية والتفكير فيها والعمل على بنائها وتحويلها.
	Strand 4 **Role in Context** الدور في السياق	• يمكن بدء وإدارة الأنشطة المهنية التي قد تشمل بيئة معقدة للغاية. • يمكن تحمل المسؤولية لقيادة الأداء الاستراتيجي وتطوير الذات والفرق المهنية.
	Strand 5 **Self-development** التطور الذاتي	• يستطيع أن يقيم الذات ويتحمل المسؤولية للمساهمة في المعرفة المهنية والممارسة بما في ذلك سياقات التعلم غير مألوفة. • يستطيع تطوير وتنفيذ مزيد من التعلم باستمرار وحساسية. • يمكن أن يدير بشكل متسق وحساس القضايا الأخلاقية المعقدة للغاية التي تؤدي إلى قرارات مستنيرة وعادلة وصحيحة.

6.11 مخرجات البرنامج وفقاً لمنظومة المؤهلات الوطنية في دولة الإمارات العربية المتحدة

أوجه الكفاءة Competency			المهارة Skill	المعرفة Knowledge	منظومة المؤهلات QF Emirates
التطور الذاتي Self-Development Strand 5	الدور في السياق Role in Context Strand4	الاستقلالية والمسؤولية Autonomy and Responsibility Strand 3	Strand 2	Strand 1	المخرجات التعليمية للبرنامج
				√	مخرج البرنامج (1): فهم الأطر المعرفية المتقدمة لعلم الاجتماع ونظرياته ومناهجه.
			√		مخرج البرنامج (2): اكتساب المهارات المتخصصة اللازمة لإجراء الدراسات البحثية النوعية والكمية في علم الاجتماع.
		√	√		مخرج البرنامج (3): توظيف المعرفة السوسيولوجية المكتسبة لمواجهة التحديات الاجتماعية
	√	√			مخرج البرنامج (4): تحليل القضايا الاجتماعية والتنموية والاستراتيجية من خلال التفكير النقدي المبدع..
√	√				مخرج البرنامج (5): تخطيط المشروعات الاجتماعية والتنموية والاستراتيجية والتطبيقية والبحثية في دولة الإمارات العربية المتحدة وقيادة فرق العمل.

7.11 معايير القبول

يشترط لقبول الطالب في برنامج الماجستير في علم الاجتماع الشروط التالية:

1. يتم قبول الطلبة الحاصلين على درجة الليسانس أو البكالوريوس في علم الاجتماع أو علم الاجتماع والخدمة الاجتماعية، أو الخدمة الاجتماعية من إحدى الجامعات المعترف بها بتقدير جيد جداً على الأقل معدل تراكمي (3 نقاط من 4).

2. يمكن قبول الطلبة الحاصلين في البكالوريوس على درجة من 2.5 نقاط إلى أقل من 3 من4 قبول مشروط وذلك بتسجيل ثلاث (3) مساقات (9 ساعات معتمدة من المساقات التي تدرس في برنامج الماجستير) بشرط الحصول على معدل تراكمي لا يقل عن 3 من 4 بنهاية الفصل الدراسي الاول. وإلا سيكون الطالب(ة) عرضة للفصل من البرنامج.

3. يجوز قبول الطلبة الحاصلين على درجة الليسانس أو البكالوريوس في علم النفس، أو العلوم الانسانية، أو العلوم التربوية من إحدى الجامعات المعترف بها بتقدير جيد جداً على الأقل (3 نقاط من 4) قبولاً مشروطاً لفصل دراسي واحد يتم خلاله دراسة ثلاثة مساقات إستدراكية غير معتمدة من خطة الماجستير على النحو التالي:

   - المدخل إلى علم الاجتماع SSWM151
   - النظريات الاجتماعية SSWM 257
   - تاريخ الفكر الاجتماعي. SSWM155

   يتم تقديم هذه المساقات للطلبة الذين لم تكن برامجهم الجامعية في الأساس ضمن دراسات علم الاجتماع لتزويدهم بالأساس اللازم لبرنامج ماجستير علم الاجتماع.

   يُطلب من الطلبة المسجلين في برنامج ماجستير علم الاجتماع دون دراسة مقرر دراسي سابق في مجالات علم الاجتماع والخدمة الاجتماعية إكمال ثلاثة مساقات إستدراكية والحصول على معدل تراكمي ("B"، 3 نقاط من 4) للقبول في البرنامج.

   يتم تقديم المساقات الاستدراكية خلال الفصل الدراسي الاول لقبول الطالب(ة) قبولا مشروطا بشرط الحصول على معدل تراكمي لا يقل عن 3 من 4 بنهاية الفصل الدراسي الاول. وإلا سيكون الطالب(ة) عرضة للفصل من البرنامج.

   تلخص هذه المساقات المفاهيم والأدوات الأساسية لعلم الاجتماع الحديث في المجالات التالية: علم الاجتماع و النظريات الاجتماعية وتاريخ الفكر الاجتماعي. ويمكن إعفاء الطلبة من واحدة أو أكثر من هذه المساقات بناءً على تقديم دليل على أنهم درسوا هذه المساقات بنجاح في جامعات أخرى معتمدة. ويتحمل عميد كلية الإنسانيات والعلوم ومنسق برنامج الماجستير في علم الاجتماع مسؤولية اتخاذ القرارات المتعلقة بهذه الإعفاءات. ومع ذلك، ستكون المساقات التعويضية إلزامية للطلبة المقبولين في برنامج ماجستير علم الاجتماع الذين ليس لديهم خبرة سابقة في المساقات في أي من مجالات علم الاجتماع الأساسية. يجب على الطلبة اجتياز هذه المساقات قبل البدء في برنامج ماجستير علم الاجتماع. أيضًا، تتجه الجامعة نحو الاعتراف بالخبرات السابقة، مما يسمح بالإعفاءات المناسبة من خلال الاعتراف بالتعلم المسبق (RPL). ويتم تحديد ذلك بناءً على شروط وأحكام تقييم الجامعة والاعتراف بالتعلم المسبق، حسب لائحة الجامعة في هذا الشأن.

4. مقابلة لجنة قبول طلبة الماجستير في علم الاجتماع.

   يتم قبول الطلبة على أساس التخصص الدقيق والمعدل التراكمي في مرحلة البكالوريوس وفي حالة التساوي بين المتقدمين يتم اخضاعهم الى مقابلة مع لجنة من القسم لتحديد الاولويات ضمن معايير علمية وعملية يحددها القسم. على أن تكون الأولوية في القبول للطالب(ة) الأعلى تقديراً بحسب المعدل التراكمي لدرجة

البكالوريوس. وعند التساوي في المعيار السابق تكون الأولوية للطالب(ة) الأكثر خبرة مهنية في مجالات العلوم الاجتماعية والانسانية.

5.   الحصول على علامة 450 في التوفل أو 4.5 في IELTS أو ما يعادلها أو إمسات اللغة الانجليزية 950.

المستندات المطلوبة للقبول في برنامج الدراسات العليا

- استمارة طلب مكتملة
- شهادة الثانوية العامة من دولة الإمارات العربية المتحدة، أو ما يعادلها.
- صورة مصدقة عن شهادة البكالوريوس أو ما يعادلها.
- نسخة مصدقة من كشف الدرجات
- شهادة الكفاءة اللغوية .
- صورة من جواز السفر ساري المفعول.
- نسخة من بطاقة الهوية الإماراتية.
- شهادة صحية صادرة عن جهة معتمدة.
- شهادة حسن السيرة والسلوك صادرة عن جهة رسمية.
- ست صور شخصية حديثة.
- خطابين مرجعين.
- تعهد خطي موقع من قبل مقدم الطلب بمراعاة قواعد وأنظمة الجامعة.

صلاحية القبول

القبول في برنامج ماجستير علم الاجتماع صالح لمدة فصلين دراسيين على الأكثر. إذا لم يلتحق الطالب المقبول بالبرنامج خلال هذه الفترة، فسيتم إلغاء القبول.

8.11 متطلبات التخرج

يشترط لحصول الطالب على درجة الماجستير في علم الاجتماع إنجاز (30) ساعة معتمدة وبتقدير لا يقل عن (3) نقاط من (4)، على التفصيل التالي:
إنجاز الطالب: (24) ساعة معتمدة من خلال دراسة مساقات على النحو التالي:
إنجاز الطالب الرسالة 6 ساعات معتمدة.
ألا يقل عدد الفصول الدراسية التي يستغرقها الطالب في انجاز البرنامج بمرحلتيه (المساقات والرسالة) عن سنتين وألا يزيد عن 4 سنوات، إلا بموافقة استثنائية من مجلس الكلية بتوصية من المشرف الأكاديمي، ولمدة لا تتجاوز سنة واحدة، بحد أقصى مرتين.

9.11 هيكل البرنامج

يتطلب برنامج درجة الماجستير في علم الاجتماع إنجاز (30) ساعة معتمدة، ويظهر هيكل البرنامج على النحو التالي.

الخطة الدراسية المقترحة لبرنامج ماجستير علم الاجتماع

جدول 1مجموع المساقات والساعات المعتمدة (30 ساعة معتمدة)

عدد الساعات المعتمدة	عدد المساقات	نوع المساق
24	8	مساقات البرنامج
6	-	الرسالة
30	8	المجموع

مساقات للبرنامج

يبين الجدول 2 مساقات البرنامج التي يجب على جميع الطلبة دراستها. وتشتمل المساقات على 6 مساقات في اللغة العربية ومساقين باللغة الإنجليزية.

جدول 2المساقات (24 ساعة معتمدة)

اسم المساق	ساعة معتمدة	رقم المساق	م
النظريات الاجتماعية المعاصرة	3	MSO601	1
تصميم وتنفيذ البحوث الاجتماعية	3	MSO602	2
قضايا المرأة والجندر	3	MSO603	3
علم الاجتماع الرقمي Digital Sociology باللغة الانجليزية	3	MSO604	4
علم اجتماع المخاطر	3	MSO605	5
علم الاجتماع وقضايا التنمية المستدامة	3	MSO606	6
علم الاجتماع الإكلينيكي	3	MSO607	7
علم الاجتماع والذكاء الاصطناعي Sociology and Artificial Intelligence باللغة الإنجليزية	3	MSO608	8

الرسالة (6) ساعات

جدول 3 الرسالة(6 ساعات معتمدة)

المتطلب السابق	اسم المساق	ساعة معتمدة	رقم المساق	م
انجاز (18 ساعة معتمدة)	الرسالة	6	MSO609	1

المساقات الاستدراكية

- **المساقات الاستدراكية للطلبة الذين لم تكن برامجهم الجامعية في الأساس ضمن دراسات علم الاجتماع**

جدول 4المساقات الاستدراكية للطلبة الذين لم تكن برامجهم الجامعية في الأساس ضمن دراسات علم الاجتماع

اسم المساق	ساعة معتمدة	رقم المساق	م
مدخل إلي علم الاجتماع	3	SSWM151	1
النظريات الاجتماعية	3	SSWM257	2
تاريخ الفكر الاجتماعي	3	SSWM155	3

10.11 توصيف مساقات برنامج الماجستير في علم الاجتماع

توصيف المساقات

1. النظريات الاجتماعية المعاصرة (MSO601)

يتناول المساق ملخص تاريخي للنظرية الاجتماعية: السنوات الأولى، والقوى الاجتماعية التي أسهمت في تطوير نظرية علم الاجتماع، والقوى الفكرية وصعود النظرية الاجتماعية، وملخص تاريخي للنظرية الاجتماعية: السنوات المتأخرة. كما يتناول نظرية علم الاجتماع حتى منتصف القرن، والتطورات في النظرية الماركسية، والنظرية الاجتماعية الحديثة: المدارس الرئيسية، والنظرية النسوية المعاصرة، ونظريات الحداثة المعاصرة، ونظرية العولمة، والنظرية الاجتماعية في القرن 21.

2. تصميم وتنفيذ البحوث الاجتماعية (MSO602)

يتناول المساق تصميم وتنفيذ البحث الاجتماعي والأساليب الإحصائية وتوظيفها في كتابة خطة بحث اجتماعي تمكن من دراسة وبحث المشكلات البحثية في المجتمع، و يتضمن المساق تعلم وتدريب الطلاب على كيفية وضع أسئلة وفروض البحث وطبيعة متغيراته وبياناته، وتحديد العلاقات والارتباطات بين المتغيرات وتقدير معالم مجتمع البحث واختيار العينة البحثية ،، وتحديد الأهداف والإطار النظري، بالإضافة إلى اختيار الأساليب المناسبة للبحث الكمي والنوعي وتنفيذها بمنهجية علمية ، وجمع وتحليل البيانات وتفسير النتائج، بشكل عام، يعتبر هذا المساق أساسيًا لتأهيل الطلاب في مجال البحوث الاجتماعية وتقديمهم للعمل البحثي في مختلف المجالات الاجتماعية

3.قضايا المرأة والجندر (MSO603)

يتناول المساق التعريف بقضايا المرأة والجندر ، وماهية الجندر وحقوق المرأة الانسانية والمرأة في الأدبيات الاجتماعيُة والجندر والتغير الاجتماعي ونظرّيات الجندر الاجتماعية والاتجاهات الجندرية (البيولوجيا والجندر- التنشئة الاجتماعية والجندر - البنية الاجتماعية للجنس والجندر). كما يتناول الحركة النسوُية وتطورها ومدارسها ونماذج من انتهاك حقوق المرأة.

4.Digital Sociology (MSO604)

The course deals with the meaning of digital society, theorizing digital society, Manuel Castells theory of the network society, reconceptualizing research in the digital era, the digitized academic, and critical sociology of big data. It also deals with the diversity of digital technology use, digital politics, citizen digital public engagement, the digitized body/self, and social media uses and social effects.

5.علم الاجتماع الإكلينيكي (MSO605)

يتناول المساق التعريف بعلم الاجتماع الإكلينيكي، والنظرية والممارسة وعلم الاجتماع الإكلينيكي، والتدخل في علم الاجتماع الإكلينيكي، وأدوات الممارسة في علم الاجتماع الإكلينيكي، والاتصال والعلاقات مع العملاء، و تأثيرات التغير الاجتماعي على الممارسة الإكلينيكية ، ومستويات التدخل في علم الاجتماع الإكلينيكي، والنهج

السيوسيولوجي في خدمة المجتمعات المحلية ، نماذج من المشكلات الاجتماعية الإكلينيكية المعاصرة، ونموذج تطبيقي في علم الاجتماع الإكلينيكي.

6.علم الاجتماع وقضايا التنمية المستدامة (MSO606)

يتناول المساق ماهية التنمية المستدامة وأبعادها ومبادئها وخصائصها ومجالاتها والإطار المفاهيمي والنظري للتنمية والتنمية المستدامة، والاستدامة والمجتمع، والتخلف الاجتماعي، والتغير الفردي، والتنظيمي. كما يتناول التنمية المستدامة والموارد البشرية وقياس الاستدامة، وتنمية المجتمع المحلي، ومنظمات الامم المتحدة والتنمية المستدامة.

7.علم اجتماع المخاطر (MSO607)

يتناول المساق علم اجتماع المخاطر و مجتمع المخاطر ، والمخاطرة، العولمة، الفردية الجنسانية الكوسموبوليتية ، وخصائص علم الاجتماع المخاطر، ونظريات علم اجتماع المخاطر، والمخاطر طبيعة المجتمعات المعاصرة، والتحولات الاجتماعية والاقتصادية والتكنولوجية ومجتمع المخاطر، و المخاطر التي تهدد المجتمعات المعاصرة، و العولمة ومجتمع المخاطر، والعولمة والمخاطر عند أنتوني غيدنز، والتنمية البشرية المستدامة وإدارة المخاطر الاجتماعية، وخطوات إدارة المخاطر وادوات القياس، وتفعيل إدارة المخاطر الاجتماعية في دول مجلس التعاون الخليجي.

1. Sociology and Artificial Intelligence (MSO608)

The course deals with the Artificial intelligence: concept, objectives and applications, the most important challenges, threats, and moral risks imposed by artificial intelligence, Ethics of artificial intelligence and society, Human rights guarantees and ethical covenants in the world of metaverses, robots, and algorithms, Artificial intelligence and our society, Artificial intelligence and privacy. It also deals with Artificial intelligence technology and its impact on the emergence of the fifth industrial revolution and societal transformation, Artificial intelligence, its future development prospects, and its desired policy and towards a national strategy that supports artificial intelligence technology as a pillar of comprehensive development and national security.

الرسالة (MSO609)

تم تصميم هذا المساق لتوضيح الإجراءات الخاصة بتسجيل الرسالة وإنجازها، من خلال عملية إجراء المشروع البحثي وذلك للوصول في الرسالة لإعلى مراحل التطور والانجاز. حيث يسمح للطالب بتسجيل الرسالة بعد اجتياز 18 ساعة معتمدة بنجاح حسب القواعد المقررة وبمعدل تراكمي لا يقل عن ثلاثة نقاط من أربعة. ويختار الطالب أحد الموضوعات البحثية في إحدى فروع المعرفة المتخصصة في علم الاجتماع لإنجاز الرسالة. ويتناول اختيار موضوع البحث، وإجراء مراجعة للأدبيات، وتصميم منهجية البحث، واختيار النظريات والنماذج المناسبة لفهم الظواهر الاجتماعية المدروسة، وجمع البيانات وتحليلها، وتقديم النتائج بطريقة متماسكة وعلمية. وسيعمل الطلبة بشكل وثيق مع المشرف على الرسالة لتطوير أفكارهم البحثية وكتابة تقرير الرسالة حسب منهجية البحث العلمي. وسيكون الطلبة قد اكتسبوا مهارات بحثية قيمة تؤهلهم للمساهمة في مجال دراستهم وتنمية وتطوير المجتمع. ويكون تقرير الرسالة جاهزاً للمناقشة والتقييم من قبل لجنة المناقشة والحكم بعد إخضاعها النهائي الى كاشف الاقتباس (Turnitin) ، ويجب على المشرف شرح ذلك للطلبة ومهمة استخدام الحزمة البرمجية Turnitin ضمن نظام إدارة التعلم (Moodle) وتوضيح كيفية تقديم الواجبات بما في ذلك تواريخ البدء والاستحقاق. كما يجب على الطلبة تقديم مشروع الرسالة البحثية من خلال (Turnitin) عبر نظام إدارة التعلم (Moodle) المستخدم في تدريس المساقات والذي من خلاله يقوم Turnitin بتحليل تقرير الرسالة للتأكد من تشابهها مع قاعدة البيانات المتوفرة. وسيتم الحصول على تقرير تشابه يحتوي على درجة التشابه (مؤشر التشابه) للعمل المقدم. وتشير درجة التشابه إلى مقدار تطابق العمل المقدم مع المواد الموجودة في قاعدة بيانات الـ Turnitin . وإن درجة التشابه وحدها لا تحدد ما إذا كان الطالب/الطالبة قد قام

بالاقتباس أم لا. ويتحمل المشرفين، باعتبارهم خبراء في الموضوع، مسؤولية استخدام حكمهم الأكاديمي عند مراجعة تقارير التشابه. ويجب عليهم مراعاة أشكال التشابه المقبولة، مثل الاقتباسات والاستشهادات والمواد الببليوغرافية، على ألا تتجاوز درجة التشابه 20%. وتحتفظ الجامعة بسياسة صارمة لعدم التسامح مطلقًا مع الإقتباس في حالة اكتشاف ذلك، يتعرض الطلبة لعقوبات أكاديمية/تأديبية . وتكون المناقشة علينة ومفتوحة .

المساقات الاستدراكية للطلبة الذين لم تكن برامجهم الجامعية في الأساس ضمن دراسات علم الاجتماع

1. مدخل إلي علم الاجتماع (SSWM151)

يتناول المساق نشأة علم الاجتماع وتطوره والتعريف بعلم الاجتماع وميادينه والرواد الأوائل المؤسسين لعلم الاجتماع مثل ابن خلدون، أوجست كونت، دوركايم، كارل ماركس، ماكس فير. وموضوعات العلاقة بين علم الاجتماع والعلوم الأخرى وأيضاً يتناول المساق العمليات الاجتماعية الحادثة نتاج العلاقات الاجتماعية كالتعاون.

2. نظريات اجتماعية (SSWM257)

يتناول المساق التعريف بالنظرية في علم الاجتماع ومعني النظرية ووظائفها وأنماطها الأساسية، كما يتناول الأسس التي تقيم من خلالها النظرية الاجتماعية. وأيضاً يتناول المساق الاتجاهات التقليدية في النظرية الاجتماعية، كما يتناول الاتجاهات الحديثة في النظرية الاجتماعية، والاتجاهات النقدية الحديثة في علم الاجتماع.

3. تاريخ الفكر الاجتماعي (SSW155)

يتناول المساق نشأة بدايات الفكر الاجتماعي في العصور البدائية القديمة ثم تبلور هذا الفكر في الحضارات القديمة المصرية، والإغريقية، والصينية، والهندية. كما يتناول المساق الفكر الاجتماعي في العصور الوسطى المسيحية في أوربا والفكر الاجتماعي عند المسلمين. ويشرح المساق الفكر الاجتماعي في عصر النهضة وعصر التنوير في أوروبا، وأيضاً يناقش المساق فكرة العقد الاجتماعي عند هوبز ولوك وروسو. ويتناول المساق بالشرح تأثير الثورة الصناعية على تطور الفكر الاجتماعي والإنساني.

12 USTF Policies Related to Graduate Studies

12.1 Deanship of Graduate Studies and Research Policies and Procedures

Policy Statement

Research and graduate studies at USTF are managed by the Dean of Graduate Studies and Research (DGSR), who reports to the Vice Chancellor for Academic Affairs. The DGSR is responsible for conducting all day-to-day operations related to research, technology, and graduate studies to provide support and guidance for USTF's faculty engaging in research and for students in the master's program. The Council for Graduate Studies and Research (CGSR) is chaired by the Dean of Graduate Studies and research and includes representatives from all USTF colleges. The council discusses the proposals of new graduate programs, faculty conference delegation, and all matters related to graduate studies and research.

Policy Purpose

The Deanship of Graduate Studies and Research (DGSR) develops policies and procedures governing graduate programs and research at the University. The DGSR aims to achieve the objectives of activities related to the USTF's Strategic Goal (2): "Performing high quality, applicable and impactful research, and intellectual contribution". The DGSR assists the CGSR in enhancing the quality, relevance, volume, and impact of research carried out at USTF and for improving the effectiveness of existing graduate programs and developing new graduate programs that meet the need of Fujairah Emirate and the UST. The DGSR shall take all necessary steps to promote research and graduate studies at the University.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Deanship of Graduate Studies and Research Policies and Procedures

12.2 Graduate Admission Policy

Policy Statement

Admission to a specific program of study implies admission to USTF. However, admission to a particular program does not imply automatic admission to any other program. For students who do not meet all the admission requirements at the time of application, admission will be considered conditional, or their established equivalent, being met within the prescribed time periods and subject to the conditions outlined in this policy.

Policy Purpose

This document sets out USTF's policy on admissions to the graduate programs, and it is applied by the Office of Admissions and Registration (OAR). USTF does not discriminate in recruitment and admissions based on ethnicity, religion, disability, immigration status, gender, or other such considerations.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Graduate Admission Policy)

12.3 Student Disciplinary Policy

Policy Statement

The policy is developed by administrators and educators to create a safe and positive learning environment for all students. A student disciplinary policy is a set of rules and guidelines that outline the expectations for student behavior and the consequences for failing to adhere to those expectations. The student disciplinary policy deals with prohibited behaviors, such as cheating, bullying, or vandalism to facility etc. The policy also describes the response will be taken to a violation such as a warning, detention, or suspension.

Policy Purpose

The aim of this policy is to ensure that allegations of non-academic misconduct at Regent's University London (Regent's) are dealt with fairly and appropriately. The objective of this policy is to define the types of actions that would be considered by Regent's to constitute acts of non-academic misconduct, and to provide clear information to staff and students on how allegations of such actions are to be dealt with. The Student Disciplinary Policy relates to matters of non-academic misconduct. Procedures relating to matters of academic misconduct can be found in the University Academic Regulations.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Student Disciplinary Policy)

12.4 Student Academic Integrity Policy

Policy Statement

This document sets out the university policy, which regulates the sanctions taken against students for academic dishonesty. The disciplinary committee is the authorized body to recommend actions against offenders of Academic Integrity. Academic dishonesty is strictly prohibited at USTF. Academic consequences, such as failing or significantly lowered grades, and/or disciplinary sanctions, such as suspension or expulsion, are possible procedures for academic dishonesty. When students cheat or break the academic integrity rules, they are committing an act that can cause harm to themselves, to their classmates, instructors, and guardians who are paying for their education. Academic dishonesty gives some students an unfair edge over others, undermining the justice and fairness of education. Cheating students jeopardizes both their own future chances and the accreditation of their education. 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 behavior, and professionalism.

Policy Purpose

The purpose of this policy is to set out the university's commitment to academic integrity, with reference to:
- Reflecting that academic integrity is a shared responsibility across the University.
- Outlining the roles and responsibilities of the University, faculties, staff, and students in promoting academic integrity.

- Responding to academic misconduct in a fair, consistent, transparent, and timely manner.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Student Academic Integrity Policy)

12.5 Student Involvement in Research Policy

Policy Statement

USTF requires that all student research activities be supervised by a faculty member. Both undergraduate and graduate students engage in a wide range of research activities. Such activities may include class-related research projects, independent research, honors or capstone projects, or graduate theses. USTF recognizes that some student research projects may not require review above and beyond faculty supervision. The purpose of this document is to clarify USTF's policy on student research.

Policy Purpose

The University provides the opportunity for both undergraduate and graduate students to undertake research experience with their faculty members via publishing joint papers in referred journals and reputable international conferences. The purpose of this policy is to support students' involvement in research and spread awareness of research culture among the university community. Both graduate and undergraduate students are encouraged to participate in the "Annual Student Scientific Conference" organized by the Deanship for Graduate Studies and research (DGSR) during late April - early May of every year, in addition to students' participation in national and international research activities. Such activities are in line with the learning outcomes of graduate and undergraduate courses, and the goals of the university research strategy. Students are also encouraged to participate in scientific seminars and workshops to enhance their research capabilities.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Student Involvement in Research Policy)

12.6 Prior Learning Assessment and Recognition Policy

Policy Statement

USTF is willing to award academic credit for prior learning commonly known as Recognition of Prior Learning (RPL) based on these defined and published policies and procedures, which is approved by the Commission for Academic Accreditation (CAA). The RPL regulations apply to all forms of recognition of prior learning, including transfer of academic credit and admission with advanced standing. Special requirements apply to the recognition of experiential or non-classroom-based prior learning. RPL assessments must be of a comparable rigor to those in the delivery and assessment of the institution's own qualifications; must be evidence-based, transparent and accountable; and must be subject to the same quality assurance processes used to ensure the standard and integrity of assessments within the institution.

Policy Purpose

The objective of Prior Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of joining University of Science and Technology of Fujairah (USTF) and determine if they may receive credit based on their current level of knowledge, skills, and competencies. It is an educational initiative that provides newly enrolled students with an opportunity to identify, demonstrate and gain recognition for what they already know and can do. It allows students to obtain credit for university-level knowledge and skills gained outside the classroom through other educational programs. PLAR uses valid, rigorous assessment methods consistent with USTF mission and goals to ensure that learning worthy of credit has taken place. Some of the advantages of PLAR are that it:

- Validates appropriate learning gained through work and life experiences.
- Identifies areas of competence and areas requiring further study.
- Reduces time and expense to acquire a degree.
- Allows for more appropriate learner placement in programs.
- Increases accessibility to a broad range of learners.
- Provides an important service for the community.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Prior Learning Assessment and Recognition Policy)

12.7 Alumni Relations Policy

Policy Statement

USTF's degree holders are automatically considered alumni. Non-degree holders who were admitted to any college at USTF and then left the university in good standing after completing at least one semester may be considered alumni. It is recommended that these individuals contact the university to verify their alumni status.

Policy Purpose

The Alumni Relations Policy helps to provide all university colleges, offices, and units with consistent language and operating principles as they relate to USTF alumni. It also provides structure for how university-recognized alumni and donor groups may be developed. This will help ensure efforts to engage alumni are efficient, are aligned with overall advancement and university goals, and provide a uniformly positive experience for alumni.

(For Policy Details, Refer to Policies and Procedures Manual, Version August. 2024, Prior Learning Assessment and Recognition Policy)

13| 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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Telephone Operator	m.zamil@ustf.ac.ae	0
Security/ Emergency	092023735	

14 | Academic Calendar 2024/2025

Academic Calendar for Fall Semester 2024-2025

Day	Date	Description
Monday	August 26, 2024	Faculty members report for work
Monday-Sunday	August 19 To September 1 , 2024	Course registration for continuing students
		Application for credit transfer
		Admission Exams for new students
Wednesday	August 28, 2024	16:00 Commencement Ceremony for new students
Monday-Friday	August 26 To September 6 , 2024	New Students' Orientation period
		Course registration for new students
Friday	August 30 , 2024	Last date for Incomplete Examinations
		Last date for changing major
Monday	September 2, 2024	Beginning of classes
Monday-Friday	September 2 To 6, 2024	Add and drop period
Friday	September 6, 2024	Last date for adding and dropping courses
		Last date for dropping courses or suspending registration with 100% refund
Friday	September 13, 2024	Last date for suspension of registration with 50% refund
Monday	October 7, 2024	Beginning of admission period for Spring Semester 2024-2025
Monday - Monday	October 21 To November 4, 2024	Mid-term examinations period
Monday-Friday	November 11 To 29, 2024	Early registration for Spring Semester 2024-2025
Friday	November 15, 2024	Last date for withdrawal
Wednesday - Friday	November 27 To December 6, 2024	Period for Course and Advisor Evaluation
Sunday	December 1, 2024	UAE Martyr's Day
Monday - Tuesday	December 2 & 3 , 2024	UAE National Day holiday
Thursday	December 12, 2024	Last day of classes
Saturday – Monday	December 14 To 23, 2024	Final examinations period
Thursday	December 26, 2024	Announcement of final examinations results
Friday – Sunday	December 27, 2024 To 5 January ,2025	Fall Semester vacation

Notes:
- *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 2024-2025

Day	Date	Description
Monday	January 6 , 2025	Faculty members report for work
Friday-Friday	December 27 ,2024 To January 10 , 2025	Course registration for continuing students
		Application for credit transfer
		Admission Exams for new students
Tuesday	January 7 , 2025	16:00 Commencement Ceremony for new students
Tuesday -Friday	January 7 To 17 , 2025	New Students' Orientation period
		Course registration for new students
Friday	January 10, 2025	Last date for Incomplete Examinations
		Last date for changing major
Monday	January 13, 2025	Beginning of classes
Monday-Friday	January 13 To 17, 2025	Add and drop period
Friday	January 17, 2025	Last date for adding and dropping courses
		Last date for dropping courses or suspending registration with 100% refund
Friday	January 24, 2025	Last date for suspension of registration with 50% refund
Monday	February 10, 2025	Beginning of admission period for Fall Semester 2025-2026
Monday – Thursday	March 3 To 13, 2025	Mid-term examinations period
Monday-Friday	March 24 To May 2, 2025	Early registration for summer Semester 2024-2025
Friday - Sunday	March 28 To 13 April, 2025	Spring Semester vacation
Saturday – Tuesday	March 29 To April 1 , 2025	Eid Al-Fiter holiday from 29 Ramadan to 3 Shawal
Friday	April 25, 2025	Last date for withdrawal
Monday -Friday	April 21 To May 2, 2025	Period for Course and Advisor Evaluation
		Period for early registration for Summer Semester 2024 - 2025
Thursday	May 8, 2025	Last day of classes
Saturday - Monday	May 10 To 19, 2025	Final examinations period
Friday	May 23, 2025	Announcement of final examinations results

Notes:

- *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 2024-2025

Day	Date	Description
Saturday - Friday	May 24 To 30, 2025	Period for course registration
Monday	June 2, 2025	Beginning of classes
Monday - Tuesday	June 2 & 3 , 2025	Add and drop courses period
Tuesday	June 3 , 2025	Last dates for adding and dropping courses
Thursday – Sunday	June 5 To 8, 2025	Arafat Day, Eid Al-Adha holiday
Monday-Friday	June 9 To 27, 2025	Period for early registration for Fall Semester 2025 - 2026
Wednesday	June 11 , 2025	Graduation Commencement
Wednesday - Thursday	June 18 & 19, 2025	Mid-term examinations period
Friday	June 27, 2025	Last date for withdrawal
Tuesday- Monday	July 1 To 7 , 2025	Period for Course and Advisor Evaluation
Thursday	July 10, 2025	Last day of classes
Saturday - Sunday	July 12 & 13, 2025	Final examinations period
Wednesday	July 16, 2025	Announcement of final examinations results
Thursday	July 17, 2025	Beginning of Summer vacation
Monday	August 25, 2025	Faculty members report for work 2025 -2026

Notes:
- *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 2024-2025

Day	Date	Description
Monday	July 21 , 2025	Beginning of Training, Internship
Thursday	August 28, 2025	End of 6 weeks Training, Internship
Thursday	September 11, 2025	End of 8 weeks Training, Internship

Notes:
- *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*

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 certain instructional activities over a prescribed period. 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 for during a specific semester.

Semester

A semester is a period, typically a minimum of 15 weeks, during which the University offers courses. Some courses may be offered during a shorter period, 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 calendar represents important semester-specific dates and deadlines for students, academic and administrative departments, and instructors.

Academic Year

The period of instruction is 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 allows 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 a second academic warning and placed 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

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

Conditional Admission

A student may be given a conditional admission requiring him/her to successfully complete some specified coursework and/or fulfill other requirements 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 s/he 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.

16. Approvals		
Approval Body	Document	**Date**
Board of Trustees	Graduate Catalog	4 October 2022
Board of Trustees	Updated Graduate Catalog	6 February 2023
Board of Trustees	Updated Graduate Catalog	3 October 2023
Board of Trustees	Updated Graduate Catalog	22 February 2024
Council for Academic Affairs	Updated Graduate Catalog	30 August 2024