



In Affiliation With
PURDUE
UNIVERSITY

STUDENT HANDBOOK

M B A P R O G R A M

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HOW TO USE THIS MANUAL

Welcome to the American University of the Middle East. This handbook contains information governing AUM MBA students' plan of study academically, administratively, and financially. It is expected that AUM MBA students become familiar with the procedures and regulations listed in it. This document should be used as a reference to answer questions pertaining to academic and administrative issues that students might face during their program of study.

The AUM Mission:

AUM aims at creating a solid learning environment that facilitates the development of a generation of leaders, committed to the culture of their community and global ethical values of professionalism, and enjoying a continuous learning process that does not end by obtaining a degree, since the momentum of this process gets accelerated as the learner goes through more experiences and commits to more responsibilities. To achieve this, the learner is the focus of the learning process at AUM "Learner Centered Approach"; and the process of character building and development of creative and independent critical thinking skills is the core educational philosophy of AUM. AUM emphasizes that the acquisition of theoretical knowledge must be accompanied by empowerment of the learner to apply such knowledge to real life situations and benefits from it in both professional and personal life.

AUM MBA OBJECTIVES

The AUM MBA is designed to:

- Balance interdisciplinary coverage of all management areas to produce managers who can recognize and solve complex business problems.
- Develop critical thinking and expertise in the use of models and problem-solving tools.
- Develop communications skills, persuasive abilities, team building, and leadership.
- Equip AUM MBA students with essential theoretical and methodological expertise necessary to build and progress within their career as well as empowering them with the fundamental tools required to confront greater executive and leadership challenges.
- Enhance AUM MBA students' integrity, loyalty and ethical principles towards their workplace and society.
- Allow for direct engagement with the industry, which requires AUM MBA students to deal with complex issues, situations, decisions, and constraints confronting private companies and non-profit and government organizations.

AUM Reservation of Power

AUM reserves the right to amend, modify, add to, or delete its rules, policies, and procedures as deemed necessary and with no prior notification. Further, to ensure best practices and content, AUM reserves the right to change or edit the curriculum without notice. Any such amendment shall not be considered as a violation of the relationship between AUM and AUM MBA students.

AUM MBA Faculty

- Are committed to the discovery and dissemination of knowledge relating to the management of organizations
- Apply theory to problem solving
- Are committed to the personal and professional transformation of our students
- Are accessible to students in and out of the classroom
- Apply multiple perspectives and encourage collaboration among all stakeholders to create superior learning experiences
- AUM faculty are from diverse high quality international educational background and teaching and professional experience.
- Dedicated to providing students with a positive educational experience.
- Being successful professionals themselves, our faculty will share with the students their on the job practical experience, and go beyond traditional classroom education to other proven learning methodologies which will make the learning experience of our students more appealing.

AUM MBA Graduates

- Will understand the competitiveness and the dynamics of market structures
- Will understand the role and value of technology-based management in a constantly changing competitive environment
- Will use management theories, models, and methods for decision making
- Will be effective communicators and team builders
- Will be leaders, entrepreneurial in seizing opportunities to create value and improve operations
- Will possess high standards of ethical behavior and a sense of responsibility towards the society
- Will be professionals with hands-on experience to contribute to the industry, passionate & hard workers, achievers & leaders, effective team players with entrepreneurship instilled in them with sound business ethical values.
- Will not only acquire up-to-date, specific-field know-how through their education at AUM, but also they will develop the necessary knowledge, skills and attitudes that will allow them to think objectively, solve problems creatively, manage stress, maximize on information technology, and behave in a socially responsible manner.
- Will be valuable members and leaders in their work fields and communities.

AUM MBA CURRICULUM

The AUM MBA program is a two-year program offered in the evening. The program is composed of 49 credits consisting of 14 core courses (41 credits), 3 concentration courses (6 credits), and a project course (2 credits) in 5 major concentration areas. AUM MBA students can specialize in Financial Management, Islamic Finance, Leadership, Organization Behavior and Human Resources, Entrepreneurship or General Management. Below is a brief description of the management areas covered by the core business courses followed by the concentration areas.

Management Areas Covered by Core MBA Courses

- Economics - economic decision-making, demand and supply, market equilibrium, elasticity of both demand and supply, domestic output and national income, business cycle, inflation, unemployment and instability, fiscal policy and monetary policy.
- Financial Management/Islamic Finance – money and banking, capital markets, investments, and financial analysis, public sector finance / Islamic law, riba, gharar, zakat, moral economy” of Islam, Theory and Ethics.
- Financial and Managerial Accounting – financial accounting, accounting information, reporting.
- Management – strategic Management, strategy analysis, innovation, leadership, business strategies, corporate competitive advantage.
- Human Resource Management/Organizational Behavior – human and organizational processes, training and development, decision making, careers, conflict resolution, and organization development.
- Marketing – research analysis, advertising account and sales management, public relations, product development, inventory and distribution control.
- Management Information Systems - theory, technology, and application of management information systems to revitalize business processes, conduct electronic commerce/ business, improve business decision-making, facilitate collaboration, initiate knowledge management.
- Business – general support courses in the following fields:
 - Operations Management – logistical efficiencies, quality control, manufacturing and service production, enterprise resource planning, and capacity planning.
 - Managerial Communication Skills and Business Writing: speaking and writing skills, presentations, reports, summaries, business proposals, communication strategies.
 - Quantitative Methods: statistical techniques and models, optimization, decision analysis, simulation method.
 - Legal Environment of Business – contracts, labor law, torts, business ethics.

AUM MBA Program of Study

AUM MBA graduates will receive the MBA degree from AUM after successfully completing the requirements of the 49-credit program as follow:

Year 1 – 26 credits					
Trimester 1	Credits	Trimester 2	Credits	Trimester 3	Credits
ECO 510: Economics for Managers	3	ACT 541: Managerial Accounting	3	FIN 580: Financial Management	3
ACT 540: Financial Accounting	3	BUS 501: Quantitative Methods	3	MKT 550: Marketing	3
BUS 500: Managerial Communication Skills and Business Writing	2	HRM 560: Organizational Behavior	3	BUS 502: Operations Management	3
Year 2 – 23 credits					
Trimester 4	Credits	Trimester 5	Credits	Trimester 6	Credits
MGT 570: Strategic Management	3	BUS 503: Legal Environment of Business	3	XXX: Concentration – Elective 2	2
MGT 571: Leadership	3	FIN 590: Introduction to Islamic Finance	3	XXX: Concentration – Elective 3	2
MIS 520: Management Information Systems	3	XXX: Concentration – Elective 1	2	PRJ 5XX: Project Course	2

Course Listing

YEAR 1 (26 credits)

Trimester 1 (8 credits)

ECO 510: Economics for Managers (3 credits)

This course includes two principal components. The first is inclusive of topics from microeconomics. In this part, the focus is on economic behavior of individual economic decision-making units such as the consumer and the business firm. The second principal component of the course is macroeconomics. The latter is the field of economics that seeks to understand and explain changes in output, general prices, employment, interest rates, foreign exchange rates, and other related phenomena. Some emphasis is given in this second part of the course to analyzing financial markets where interest rates are determined.

ACT 540: Financial Accounting (3 credits)

The purpose of this course is to develop students' ability to read, understand, and use corporate financial statements. The course is oriented toward the user of financial accounting data and emphasizes the reconstruction and interpretation of economic events from published accounting reports.

BUS 500: Managerial Communication Skills and Business Writing (2 credits)

Course will focus on oral communications and presentation skills. Specific topics - include developing good presentations in terms of format, content and organization, adapting presentations to varying audience needs and levels, using visuals effectively and persuasively, and delivering a business presentation with improved confidence and style. A passing grade is required in order to satisfy the overall program requirements.

Trimester 2 (9 credits)

ACT 541: Managerial Accounting (3 credits)

This course examines the firm's internal systems of costing products or services and their interpretation. Applications to budgeting, variance analysis, pricing models, performance evaluation and incentives are demonstrated. Design and use of accounting data are linked to other subjects in the program core and to ethical aspects of accounting policies.

BUS 501: Quantitative Methods (3 credits)

The course builds on applications through case analysis, presentations and software applications. The focus of the course is as much on modeling and presenting solutions to business problems as on understanding statistical, simulation and optimization methods. The course emphasizes applications of statistical and optimization methods using case analysis/data sets, and computer modeling. Methods covered in the course include descriptive statistics, exploratory data analysis, probability, simulation, estimation, hypothesis testing, multivariate regression models, forecasting, analysis of variance and optimizations with linear programming.

HRM 560: Organizational Behavior (3 credits)

Individual and group behaviors are the central components of the study of behavior in organizations. Focus on the managerial application of knowledge to issues such as motivation, group processes, leadership, organizational design structure, and others.

Trimester 3 (9 credits)

FIN 580: Financial Management (3 credits)

The course covers such topics as analysis of short-term working capital needs, capital budgeting, pro forma statements, bond and stock valuations, cost of capital and dividend policy. The course focuses on the basic tools used by financial analysts and financial decision makers, providing a conceptual framework necessary to appreciate and understand the problems facing a financial manager.

MKT 550: Marketing (3 credits)

The course provides an integrated analysis of strategic and tactical aspects of marketing managements. The course introduces the concepts of marketing process and marketing mix and exposes students to the issues and challenges in the management of the marketing mix, including product policy, pricing, marketing communications, and distribution policy.

BUS 502: Operations Management (3 credits)

This course will expose students to operations management activities and the types of decisions that operations managers are involved in, to help students gain insights into the basic trade-offs associated with operations-management decisions. The course will introduce tools and techniques for helping operations managers reach and implement their decisions, and expose students to recent developments in world-class operations. The course emphasizes on the application of operations management in manufacturing and services sectors.

YEAR 2 (23 credits)

Trimester 4 (9 credits)

MGT 570: Strategic Management (3 credits)

The course is concerned with corporate strategy - the development and management of multi-business or multi-market companies. A focus on multi-business firms enables students to consider decisions to enter particular businesses, either through acquisition or internal development. It also involves examination of different ways in which corporations may add or destroy value at the level of individual businesses. It is also concerned with how the organizational structure and administrative systems of the company influence corporate strategy formation and implementation.

MGT 571: Leadership (3 credits)

This course familiarizes students with the principles and techniques of sound leadership practices. Topics include: Characteristics of Effective Leadership Styles, History of Leadership, Leadership Models, The Relationship of Power and Leadership, Team Leadership, and The Role of Leadership in Effecting Change.

MIS 520: Management Information Systems (3 credits)

Information and information systems (IS) are vital organizational resources and constitute an important part of managerial decision making. Therefore, it is important to understand how IS can be used as a strategic tool to improve productivity, adaptability, and future performance in organizations. The course is focused on general managerial skill building. Because information technology (IT) is rapidly changing, building intuition about core concepts to assess and deploy IT is more valuable to future managers than focusing on the details of a specific technology.

Trimester 5: (8 credits)

BUS 503: Legal Environment of Business (3 credits)

This course will provide insight into the structure and operation of the judicial process as it affects managerial decision making and will sensitize students to the current legal and ethical problems and pitfalls which he/she will face in the day to day management of business.

FIN 590: Introduction to Islamic Finance (3 credits)

This introductory course in Islamic Finance aims at providing students with a comprehensive background about the principles of Islamic economics and Islamic finance. The course is divided into three parts: the first part will be an overview of Islam and Islamic law, riba, gharar, zakat, and the “moral economy” of Islam along with Theory and Ethics in Islamic Economics and Finance. The second part will be about the political economy of Islamic finance (how and why Islamic finance came into existence in the 1970s and how it was updated in line with the globalization of finance and broader political-economic transformations). The third part will present the full range of Islamic products and instruments, and discuss the issue of financial innovation with a specific focus on the role of Western institutions.

XXX: Concentration – Elective¹ 1-(2 credits)

Trimester 6 (6 credits)

XXX: Concentration – Elective 2-(2 credits)

XXX: Concentration – Elective 2-(2 credits)

PRJ 5XX: Project Course (2 credits)

In this project course, a student works as part of a team, consulting with an organization. Under the supervision of an AUM MBA faculty, teams will focus on identifying and solving that organization’s problems. Such experiences are an essential part of the AUM MBA curriculum. Students pursuing a concentration area will be expected to complete a project related to that area.

MBA Concentration Areas

MBA students have the opportunities to gain additional expertise through completing an area of focused study, called a concentration area. Concentration areas add depth to the broad base of management knowledge covered in the core curriculum and are required for the completion of the MBA degree. Students must complete six elective credit hours (3 classes) selected from the lists provided, in addition to a 2-credit project course.

The five concentrations offered by the AUM MBA are: Entrepreneurship, Financial Management, General Management, Islamic Finance, and Leadership and Organizational Behavior/Human Resources. Students choosing the General Management may select their elective courses from any of the MBA electives offered by AUM.

In addition to the five concentration areas, AUM students may also take MBA courses in other fields. Some of the non-concentration electives offered by AUM are listed at the end of this section.

IMPORTANT NOTE

AUM is committed to offering a sufficient number of courses in each concentration area. While every attempt will be made to offer a full set of concentration area courses, the availability of all courses listed in this catalog, or of specific courses during specific trimester, cannot be guaranteed. Courses offered to fulfill the requirements for each concentration area are subject to change according to market and industry conditions, as well as student demand and faculty availability. As such, course offerings for each of the concentration areas are subject to change without prior notification.

Entrepreneurship Concentration

Because of the breadth and scope of challenges faced by the entrepreneur, the courses for the Entrepreneurship Concentration are drawn from several different functional areas and include interrelated sets of activities that prepare students to think analytically, solve problems in entrepreneurial organizations, develop and launch new products and services within existing firms, become more entrepreneurial within larger firms, and start a new venture or grow a nascent organization. The concentration is designed for students seeking positions in the area of business development, product development, and innovation management. The program will particularly appeal to students interested in starting their own entrepreneurial ventures. AUM MBA students must complete six elective credit hours (3 classes) selected from the lists below, and a 2-credit project course beyond the core courses.

Courses

MGT573: Management of New and Small Firms (2 cr.)

This course examines entrepreneurship with a focus on the start-up process for high-growth new ventures. Major objectives are for students to learn how to identify and evaluate business opportunities, develop a business concept and a marketing plan, assess and obtain required resources, manage the growth of new ventures, and implement exit strategies. Cases will be used and students will conduct a feasibility analysis of a new venture concept.

FIN584: Venture Capital and Investment Banking (2 cr.)

(Prerequisite or corequisite: FIN581, or instructor permission)

This course examines the process of financing the corporation in private and public securities markets. The sequence of topics roughly parallels the life cycle of a typical corporation. We begin by studying venture capital and the financing of entrepreneurial companies. Second, we study the investment banking and capital acquisition process employed for public securities issues. Third, we examine capital structure decisions such as the basic debt-equity decision, the use of hybrid securities such as convertible debt and PIPEs, and structured financing arrangements such as securitizations and project financing.

MKT551: Business Marketing (2 cr.)

Business marketing involves the marketing of goods and services to business organizations (including retailers and distributors), government and institutions. This course focuses on special problems arising in business marketing situations. The primary objectives of the course are to: (i) Develop critical analysis and problem-solving skills with respect to industrial marketing problems; (ii) Gain an understanding of manufacturer-supplier and manufacturer-distributor (or retailer) relationships; (iii) Examine issues related to coordination across functions (marketing, manufacturing, engineering, etc.) KEY TOPICS: - Business Buyer Behavior - Market Selection - Managing Marketing Channels - Manufacturer-Supplier Relationships - Marketing-Manufacturing Cooperation.

MKT552: New Product Design (2 cr.)

The New Product Design course provides an overview of the new product development process. The overview emphasizes consumer and competitor input into this process. Detailed insights are provided into market selection, idea generation, and idea screening. Students form their own teams, generate new product ideas, test their best idea with target customers, and then develop a product launch strategy. Each team should apply the new product development process emphasized in this course. In the last two class sessions, each team will have an opportunity to present their new product idea and product launch strategy. After the team presentations, a vote will determine the best team project.

HRM566: Negotiations in Organizations (2 cr.)

Decision-making examines organizational context, stages, creativity, biases, and group processes. Negotiations examine strategies for preparing and conducting negotiations. The principal focus is on individual and interpersonal aspects of each. The course will provide frameworks for negotiating using practical, powerful, and transformative techniques through the use of actual negotiations and other experiential learning activities.

PRJ573: Project Course in Entrepreneurship (2 cr.)

In this project course completed over one trimester, a student works as part of a team. Under the supervision of AUM faculty, teams will focus on identifying and solving an organization's problems. Such experiences are an essential part of the AUM curriculum. Students in the Entrepreneurship Concentration will be expected to complete their project course in the Entrepreneurship area.

Financial Management Concentration

AUM MBA students who complete the financial management concentration possess the training to accomplish both rudimentary financial analysis such as financial forecasting, budgeting, and the analysis of capital investment projects, and higher level financial decisions, such as capital structure decisions, dividend policy decisions, mergers and acquisitions decisions, and risk management. AUM MBA students must complete six elective credit hours (3 classes) selected from the lists below, and a 2-credit project course beyond the core courses.

Courses

FIN581: Financial Management II (2 cr.)

(Prerequisites: FIN580- Financial Management)

This course is the second in a series of courses that investigates the fundamental concepts of corporate financial management. The course builds on the topics presented in the first course. Topics covered in FIN 581 include identification and valuation of real options in investment projects, liability management, and financial engineering.

FIN582: International Financial Management (2 cr.)

(Prerequisite or corequisite: FIN 581, or instructor permission)

This course uses text readings, problems, and case analysis to explore financial decision-making in an international framework from the perspective of the managers of a multinational corporation. Investing across national boundaries presents unique opportunities and unique risks; thus, domestic financial theory must be extended to incorporate these additional factors. Subjects covered include

foreign exchange, Eurocurrencies and global securities markets, the measurement and management of currency risk, the financial analysis of foreign direct investment, and multinational financial structure.

FIN583: Financial Risk Management (2 cr.)

(Prerequisite or corequisite: FIN 581, or instructor permission)

This course has two objectives. The first is to consider whether and how risk management can increase a firm's value. The second is to understand risk management products and how to use them to build customized risk management programs to achieve organization-specific objectives.

FIN584: Venture Capital and Investment Banking (2 cr.)

(Prerequisite or corequisite: FIN 581, or instructor permission)

This course examines the process of financing the corporation in private and public securities markets. The sequence of topics roughly parallels the life cycle of a typical corporation. We begin by studying venture capital and the financing of entrepreneurial companies. Second, we study the investment banking and capital acquisition process employed for public securities issues. Third, we examine capital structure decisions such as the basic debt-equity decision, the use of hybrid securities such as convertible debt and PIPEs, and structured financing arrangements such as securitizations and project financing.

FIN585: Mergers, Acquisitions and Corp Control (2 cr.)

(Prerequisite or corequisite: FIN 581, or instructor permission)

This course explores mergers, acquisitions, and other corporate control transactions using readings, case study analysis, and project work. The focus is on the mechanics of the transactions themselves, the valuation of the firms involved, the role of the various parties involved, and the causes and consequences of these activities. Because mergers and acquisitions represent significant changes that involve the entire enterprise the course pulls together material covered in previous finance courses and links financial decisions with the overall strategy of the firm.

PRJ580: Financial Management Project Course (2 cr.)

In this project course completed over one trimester, a student works as part of a team. Under the supervision of AUM faculty, teams will focus on identifying and solving an organization's problems. Such experiences are an essential part of the AUM curriculum. Students in the Financial Management Concentration will be expected to complete their project course in the Financial Management area.

Islamic Finance Concentration

AUM MBA students who follow the Islamic Finance concentration will have many of the same areas of functionality as the Financial Management Concentration, including rudimentary financial analysis such as financial forecasting, budgeting, and the analysis of capital investment projects, as well as higher level financial decisions, such as capital structure decisions, asset management decisions, and risk management. These topics will be taught within the framework of Islamic law and custom. AUM MBA students must complete six elective credit hours (3 classes) selected from the lists below, and a 2-credit project course beyond the core courses.

Courses

FIN591: Islamic Finance I (2 cr.)

(Prerequisites: FIN590-Introduction to Islamic Finance)

This course is aiming at providing students with the fundamentals of the tools of Islamic finance and Islamic financial institutions, and a comparison between Islamic finance tools. The main topics covered by this course are:

- Almudarabah: Rules, conditions of termination, steps, contractual mechanism, other issues, applications of almudarabah, and case studies.
- Almusharakah: Types of shirkah, rules of almusharakah, conditions of termination, features of diminishing almusharakah, and case studies.
- Alijarah: Rules, types of alijarah, contractual mechanism, Ijarah lease agreements and case studies.
- Bai Alsalam: Rules, conditions, comparison with Murabaha, types, lease agreements and case studies.
- Istisnaa: Rules, contractual mechanism, its model agreement & case studies.
- A comparison between Islamic finance tools.
- Islamic commercial and investment banking.
- Project finance.
- Trade finance: Imports & Exports.
- Accounting standards for Islamic banks and Islamic banking products.
- An introduction to Accounting and Auditing Organization for Islamic Financial Institutions AAOIFI.

FIN592: Islamic Finance II (2 cr.)

(Prerequisites: FIN591-Islamic Finance I)

Advanced topics in Islamic finance course. The course covers many empirical areas of Islamic finance and Islamic insurance. The topics covered in this course are:

- New financial instruments, sukuk, Islamic bonds, securitization, Islamic Investment Funds.
- Hedging in Islamic Finance
- Islamic capital market,
- Risk Management in the light of Shariah guidelines and challenges.
- Liquidity management instruments for Islamic banks.
- Islamic funds management.

- Auditing of Islamic financial institutions
- Process and procedures in Shariah compliance.
- Prudential standards and guidelines.
- Islamic Insurance or takaful.
- Sources of Sharia for insurance.
- The foundation of insurance in Islamic finance, philosophy, development and comparison with conventional insurance.
- Forms of takaful,
- Types and operational mechanism of takaful models, such as Modaraba Model, Wakala Mode.
- Retakaful, working mechanism and its philosophy.
- The accounting standards for takaful companies
- Motor insurance, marine insurance, fire insurance and machine insurance.

FIN593: Islamic Bnking (2 cr.)

(Prerequisites: FIN591-Islamic Finance I)

This course will cover a wide range of financial and managerial topics related to Islamic banking. Building on concepts learned in the core, this course will provide a framework for the organization and management of Islamic banks. Specific topics will include:

- Islamic Financial and Banking Products and Services
- Central Bank Control Over Islamic Banks
- Accounting Standards In Islamic Banks
- Financial Accounting In Islamic Banks
- Productivity Evaluation And Institutional Performance In Islamic Banks
- Liquidity Management In Islamic Banks
- Basics Of Organization In Islamic Banks
- Comprehensive Control Methods On Islamic Banks
- Marketing In Islamic Banks And Financial Institutions
- Basics Of Strategic Planning In Islamic Banks
- Social And Economic Role For Islamic Banks Business

FIN594: Structuring Islamic Transactions (2 cr.)

(Prerequisites: FIN591-Islamic Finance I)

This course provides an overview of the fundamentals of Islamic finance product development and compliance with Islamic law. The course covers complex structures and applications of Islamic transactions in the modern financial environment, including those providing liquidity and risk management for Islamic financial institutions. The course will utilize case studies and other instructional methodologies to focus on the following topics:

- Partnership models and equity finance vehicles
- Sales, leasing and asset-linked, debt-like transactions
- Structuring leases
- Pre-paid sales and their operation as futures contracts
- Manufacturing and working capital, and project finance arrangements including securitized and syndicated project finance deals
- Real estate finance applications
- Asset management products, indices and investment funds
- Sukuk and debt-like products, including structuring Islamic securitizations, rating Sukuk and legal and regulatory issues
- The development of the Islamic capital market, and the structures available for Islamic banks to manage liquidity
- Risk management and derivative-like products
- The emerging regulatory environment for Islamic finance products and transactions, and how the industry is responding to this.

FIN595: Risk Management in Islamic Finance (2 cr.)

(Prerequisites: FIN591-Islamic Finance I)

This course will focus on the peculiarities of risk analysis for Islamic banks and financial services firms, emphasizing the practical and theoretical concepts of financial risk management pertinent to the Islamic financial services industry. Specific topics covered will include:

- Risk Management Issues in Islamic Financial Contracts
- Basel II & IFSB for Islamic Financial Risk
- Market Risk in Islamic Finance
- Credit Risk in Islamic Finance
- Operational Risk in Islamic Finance

PRJ590: Islamic Finance Project Course (2 cr.)

In this project course completed over one trimester, a student works as part of a team. Under the supervision of AUM faculty, teams will focus on identifying and solving an organization's problems. Such experiences are an essential part of the AUM curriculum. Students in the Islamic Finance Concentration will be expected to complete their project course in the Islamic Finance area.

Leadership, Organizational Behavior and Human Resources Concentration

The AUM Leadership, Organizational Behavior/Human Resources Concentration is designed to provide future line managers and professionals with a broad understanding of various LOBHR topics and their relationship to individual and organizational performance. Those with an LOBHR concentration work in various functional areas in organizations including staffing, employee relations, compensation and benefits, training and development, and as HR managers and generalists. In addition, any manager will eventually have to manage the most valuable resource of all, people, and the skill set developed in this concentration will contribute to fulfilling that task.

The LOBHR Concentration requirements include a minimum of six hours of course work (three courses) from the lists below. For AUM MBA students interested in pursuing a career in Human Resource Management, AUM faculty recommend completion of courses in the HR track (HRM561 and two from the following: HRM562, HRM563, or HRM564). In addition, the project course will be focused on LOBHR content.

Courses

HRM561: Human Resource Systems (2 cr.)

This course is an overview of selected human resource activities/systems for the future human resource professional. Emphasis will be placed on building knowledge and skills in areas that will provide a foundation for future coursework in human resources management. Topics covered include planning and forecasting human resource needs, recruiting, job analysis, legal issues, and the design and evaluation of selection systems, training systems, and performance appraisal/management systems.

HRM562: Compensation and Reward Systems (2 cr.)

This course focuses on the use of rewards to achieve organizational objectives. Special emphasis is given to financial compensation as an important reward, in the attraction, retention, motivation, and development of human resources. The course is designed to discuss how compensation systems relate to the business strategies, human resources systems and other organizational processes. We will seek to build competence in methods of measuring and valuing work and other contributions to the organizations, the design of pay structures, including job-based pay systems, skill-based pay systems, and market-pricing systems. Such topics as assessment and measurement of compensation in the external labor market, legal compliance issues, including public policy relating to pay discrimination, will also be discussed. This course should be considered as laying the foundation for the treatment of pay for performance systems (including merit pay, piece rates, productivity gain sharing, profit sharing), special groups compensation (notably sales force employees, senior executives, and international employees) and employee benefits.

HRM563: Staffing and Selection (2 cr.)

This course will provide an in-depth analysis of the methods used in staffing and selection processes. Methods used to evaluate individuals (e.g., ability tests) as well as methods used to evaluate selection

and promotion tools (e.g. reliability, validity, and utility) will be studied. Emphasis will be placed on the processes of designing, administering, revising, and evaluating selection programs that comply with government regulation as well as add value to the organization. This course is designed for the future human resource professional. Topics covered include: legal guidelines, reliability, validity, utility analysis, evaluation of selection techniques.

HRM564: International Human Resources Management (2 cr.)

This course is concerned with the problems of managing human resources, mainly from the perspective of the multinational firm. It includes consideration of principles and practices relating to the management of expatriate employees, foreign employees and third country nationals in a wide range of national cultures and institutional settings. Class meetings will focus on recruitment and selection of a global work force, performance management, reward systems, management development, and employee relations for companies in industrialized and newly industrializing nations. Class members will have the opportunity to work on a major project on developing human resource management strategies for a company operating in a foreign location or region.

HRM565: Leadership and Performance Management (2 cr.)

This course addresses the topic of performance management, a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. Performance management systems are described as key tools to transform people's talent and motivation into a strategic organizational advantage. In addition, performance management is discussed in the context of leading and coaching employees; as an integral part of all managers' responsibilities.

HRM566: Negotiations in Organizations (2 cr.)

Decision making examines organizational context, stages, creativity, biases, and group processes. Negotiations examine strategies for preparing and conducting negotiations. The principal focus is on individual and interpersonal aspects of each. The course will provide frameworks for negotiating using practical, powerful, and transformative techniques through the use of actual negotiations and other experiential learning activities.

PRJ560: Project Course in Leadership, Organizational Behavior/Human Resources (2 cr.)

In this project course completed over one trimester, a student works as part of a team. Under the supervision of AUM faculty, teams will focus on identifying and solving an organization's problems. Such experiences are an essential part of the AUM curriculum. Students in the LOBHR Concentration will be expected to complete their project course in the LOBHR area.

General Management Concentration

AUM MBA students who complete the General Management Concentration have the flexibility to customize their concentration by choosing courses from all functional areas. General Management Concentration AUM MBA students can select courses to enhance existing strengths or improve on skills in areas where they may be weaker. General Management Concentration AUM MBA students must complete six elective credit hours (3 classes) and a 2-credit project course beyond the core courses.

Courses

General Management Concentration students may choose courses from among any of the electives offered by AUM.

PRJ570: General Management Project Course (2 cr.)

In this project course completed over one trimester, a student works as part of a team, consulting with an organization. Under the supervision of AUM faculty, teams will focus on identifying and solving that organization's problems. Such experiences are an essential part of the AUM curriculum. Students in the General Management Concentration may complete their project course in any functional area, or as a cross-functional project.

Other Electives

In addition to the five concentration areas, AUM MBA students may also take courses in other fields related to the MBA. Some of the non-concentration electives offered by AUM could include the following:

MKT553: Marketing in a Global Economy (2 cr.)

This course examines the challenge of entering and operating effectively in foreign markets. Decisions must be made regarding international marketing objectives, strategies and policies, foreign market selection, adaptation of products, distribution channels of communications to fit each foreign market, and systems of international marketing organization, information gathering, planning and control. These topics, along with exploration of cultural issues, are examined through reading, case discussion, and class presentations. Marketing reports for major countries will be prepared to offer valuable insights, as well as tips and techniques for marketing products and services in a specific country.

MKT554: Research Methods in Marketing Management (2 cr.)

This course is aimed at the manager who is the ultimate user of marketing research and who is responsible for determining the scope and direction of research activities conducted on his/her behalf. The quality of marketing research information, its validity and reliability, depend critically on the care exercised in executing the various steps of the marketing research process. Hence, one important objective of the course is to develop a solid understanding of contemporary marketing research methods that are used by better managed firms. The course will provide a basic understanding of research methodology and implementation in marketing. The course will enable you to effectively evaluate marketing research proposals; interpret, review and criticize the subsequent reports; and appraise its usefulness to management. Although one may find this course to be more quantitative in its orientation than an introductory course in marketing, the basic premise is: as a user, one must know enough about a process to be able to ask intelligent questions and seek answers. The process here is research in marketing. The goals of the course are to: 1) develop a disciplined analytical and conceptual base that will enhance your skills in marketing research, 2) provide you with hands-on experience applying state-of-art marketing research techniques and analysis tools to real-world business problems, 3) help you understand the assumptions underlying these methods and their limitations when applied in various contexts, and 4) enhance your ability to integrate research information with good judgment to develop action plans for marketing management.

MGT572: Global Alliances, Acquisitions and Networks (2 cr.)

This course focuses on the challenges faced by managers as they implement competitive strategies across different countries and regions and will be particularly useful for students interested in international work. Major topics and frameworks include strategic alliances and networks, international acquisitions and diversification, global competitive dynamics, regional issues, as well as the impact of trends in these areas. These topics will help us address challenges such as collaboration across boundaries, role of country subsidiaries and country managers in global organizations, and cross-border coordination of capabilities and operations.

TEAM-BASED LEARNING

The AUM MBA uses a team-based learning approach to create a highly supportive and collaborative learning experience. Learning Teams are formed at the beginning of the AUM MBA program and – preferably - remain together for the duration of the program. Each team is comprised of 3 to 4 members, with an emphasis on diversity of backgrounds.

Team members work together on assignments and projects, and Teams function just as they would in the workplace, building - and enhancing - the skills and experience of each team member. This approach provides valuable opportunities for each participant to develop leadership skills while in the AUM MBA program. Furthermore, it provides the opportunity to learn not only from their professors, but also from their teammates and classmates.

Cohort Experience

A cohort experience built upon shared learning experiences and teamwork between AUM MBA students of different backgrounds plays an essential role in promoting an understanding of management challenges and the development of managerial skills. The cohort structure also provides the architecture for achieving a higher degree of integration among functional disciplines as we move into the future. AUM MBA students will choose their teammates in their first trimester of classes. All members of this team will have the same schedule of core classes. These teams may continue after trimester one.

AUM MBA Teams Management Policy

Rationale

Group work isn't always easy - team members sometimes cannot prepare for or attend group sessions because of other responsibilities, and conflicts often result from differing skill levels and work ethics.

When teams work and communicate well, however, the benefits more than compensate for the difficulties. One way to improve the chances that a team will work well is to agree beforehand on what everyone on the team expects from everyone else. Reaching this understanding is the goal of this Policy.

The Team Charter Agreement is for the AUM MBA students use and benefit - it won't be graded or commented on.

General Guidelines

- AUM MBA students will choose their teammates according to the criteria listed below.
- Groups are to be selected for one Trimester. AUM MBA students are strongly encouraged to switch teams from one Trimester to the other.
- No student is allowed to submit an individual work for a group project.
- Groups will be composed of a minimum of 3 students to a maximum of 4 students. Groups exceeding the maximum will be assessed accordingly.

Criteria for Selecting the Teammates

Each team needs to take the following criteria into account when forming a group:

- Team issues and work ethics: free riding, managing deadlines, doing the proper work, meetings, attendance, and regularity.
- Diversity: backgrounds, experiences, expectations, personalities, and coping with pressure.
- Group dynamics and workload: quality and quantity of work, workload management, and reliability of teammates.
- Behavior: Attitudes, motivation, improvement, and self-assessment.

Responsibilities and Roles

- Responsibilities

The team will have a number of responsibilities as it completes cases, group assignments, and term projects. AUM MBA students have to:

- Designate a leader, recorder, monitor, and checker for each assignment. Rotate these roles for every assignment.
- Agree on a common meeting time and what each member should have done before the meeting (readings, taking the first cut at some or all of the assigned work, etc.).
- Do the required individual preparation.
- Submit the assignment.
- Review returned assignment. Make sure everyone understands why points were lost and how to correct errors.
- Roles
 - Leader checks with other team members before the meeting to remind them of when and where they will meet and what they are supposed to do. Leader keeps everyone on task and makes sure everyone is involved by delegating responsibility to team members.
 - Recorder prepares the final solution to be turned in.
 - Monitor checks to make sure everyone understands both the solution and the strategy used to get it.
 - Checker double-checks the solution before it is handed in. Agree on the next meeting time and roles for the next assignment. Checker turns in the assignment, with the names on it of every team member who participated actively in completing it. If the checker anticipates a problem getting to class on time on the due date of the assignment, it is her/his responsibility to make sure someone turns it in.

Dealing with Non-Cooperative Team Members

- If a team member refuses to cooperate on an assignment, her/his name should not be included on the completed work.
- If the problem persists, the team should meet with the instructor so that the problem can be resolved, if possible.
- If the problem still continues, the cooperating team members may notify the uncooperative member in writing that she/he is in danger of being fired, sending a copy of the memo to the instructor.
- If there is no subsequent improvement, they should notify the individual in writing (copy to the instructor) that she/he is no longer with the team.
- The fired student should meet with her/his instructor to discuss options.
- AUM MBA students who are consistently doing all the work for their team may issue a warning memo that they will quit unless they start getting cooperation, and a second memo quitting the team if the cooperation is not forthcoming.
- AUM MBA students who get fired or quit must either find another team willing to add them as a member or get zeros for the remaining assignments.

Peer Evaluation

The purpose of the Peer Evaluation is to give credit to AUM MBA students (or team members) who did their share of the work or did extra work. Conversely, if any team member did not do her/his share of the work (for any reason) then the student should not get full credit for the group's work. The evaluation will be conducted in full confidence.

ACADEMIC POLICIES

Students enrolled at the American University of the Middle East are responsible to become familiar with all AUM rules and regulations. It is the student's responsibility to learn about and comply with these policies.

As an institution of higher education, American University of the Middle East places a strong emphasis on academic integrity. Academic integrity includes honesty, fairness and transparency in all university academic processes, and a rejection of all that is related to falsification, misrepresentation or deception. In order for the AUM community to achieve our mission of advancing and disseminating knowledge and truth through research, scholarship and teaching, the faculty and the students should realize how they play significant roles in achieving this endeavor. Faculty plays a key role in promoting student understanding of the principles of academic honesty and their ability to apply these principles in their studies. Students play a key role in committing to learning how to identify, affirm and promote the values of academic integrity, in order to maintain the reputation of their hard-earned degrees.

Students are responsible for acting in accordance with the Student Code of Conduct, which covers both academic and non-academic misconduct, for keeping records of all communication and transactions with the University and with their instructors, and for taking note of the e-mails sent to the AUM-issued e-mail account.

Academic Standing and Probation

To remain in good academic standing, a graduate student must maintain at least a 2.75 GPA and have no grades less than C on her/his record. If a graduate student fails to meet either of these conditions, she/he will be placed on academic probation, with the following consequences:

- AUM MBA students placed on academic probation cannot take over 9 credits per trimester.
- Any course in which a grade less than C is obtained must be retaken. If a second grade less than C is obtained in the same course, the student will be withdrawn from the program.
- No two (2) consecutive academic probations are allowed.
- Two counseling meetings will be scheduled by the AUM MBA Director with the MBA faculty teaching on the probation Trimester to help students on probation reach their academic goals.
- Tutoring and other academic support services will be provided to the students on probation to help them make rapid progress so they can return to good standing (GPA greater than 2.75) as soon as possible.

Choosing and Changing a Concentration

During trimester 3, AUM MBA students will fill out an online survey to choose among the following concentrations:

- Financial Management
- Islamic Finance

- General Management
- Entrepreneurship
- Leadership, Organizational Behavior and Human Resources

AUM MBA students who are in good academic standing may request to change their concentration until the end of Trimester 4 by submitting an AUM MBA Students Request Form to the MBA Director for approval. Afterwards, AUM MBA students' concentration choice is considered final and approved. The AUM MBA Office will notify the student about their final concentration choice.

Independent Study Course

An MBA student may choose to pursue in-depth study in an area of interest by enrolling in an independent study course. These are not designed as an alternative method for taking a regularly scheduled course. Any student wishing to participate in an independent study course should first discuss the course with a sponsoring faculty member to make arrangements and determine expectations for the course. To register for the course, the student will need an "Independent Study Registration Form," which can be obtained from the AUM MBA Office. This form must be signed by both the sponsoring faculty member and the AUM MBA Director. This course is taken on a Pass/ No-Pass basis, and won't count toward the final GPA. The number of credit hours that a student can take as independent study will be limited to a maximum of 3 credit hours.

Examinations

Final examinations are scheduled during the end of each trimester, after twelve (12) weeks of classes. Take-home examinations may instead be administered by choice of the instructor. AUM MBA students should not plan other activities for the week of final exams. If AUM MBA students are unable to attend an examination, they have to notify the instructor in advance whenever possible. In such cases, special arrangements can be made to take a make-up examination. Instructors are not obligated, however, to excuse absences from a final exam.

In the case of an emergency such as illness or family affliction which prevents the student from writing one or more exams during the official final exam period, the student may receive permission to defer his/her final exam. If final exam is deferred a grade of "incomplete" (I) will be given. Except in circumstances beyond the student's control, he or she has one week before the final exam is scheduled to inform the instructor. Any missed final exam without following this procedure will be assigned a value of zero.

Instructor and Course Evaluation

At the end of each trimester, AUM MBA students are asked to complete official evaluations of faculty in each course. Answers to the rating questions will be available to students; written comments and suggestions that you provide on the evaluations will be seen only by the faculty member.

Grading System for MBA Courses

The AUM grading system employs the letter grades A through F using plus (+) and minus (-) distinctions, with no grades of A+ and D-. The correspondence between the letter grades and the numeric values (also called quality points) in the 4.00 grade point average (GPA) system is as follows: A = 4.00, A- = 3.67, B+ = 3.33, B = 3.00, B- = 2.67, C+ = 2.33, C = 2.00, C- = 1.67,

D+=1.33, D = 1.00 and F = 0.00. Moreover, a grade of WF, indicating that the student was administratively withdrawn with an F grade, carries a value of 0. The letter grades are given the following verbal interpretation:

Grade A: Represents work of excellent quality. It is strong evidence of original thinking, good organization, capacity to analyze and synthesize, superior grasp of subject matter with sound critical evaluations and evidence of extensive knowledge base.

Grade B: Represents work of good quality. It is evidence of grasp of subject matter, some evidence of critical capacity and analytic ability, reasonable understanding of relevant issues and evidence of familiarity with literature.

Grade C: Represents satisfactory achievement. It is evidence of profiting from the university experience, understanding of the subject matter and ability to develop solutions to simple problems in the material.

Grade D: Represents the minimum passing grade and poor performance. Represents some evidence of familiarity with the subject matter and that critical and analytic skills have been developed.

Grade F: Represents unsatisfactory performance (failure); the course must be repeated satisfactorily to establish credit. No credit will be added to the student's record. Represents lack of evidence of even superficial understanding of subject matter, weakness in critical and analytic skills and limited or irrelevant use of literature.

Grades I: An "Incomplete Authorized" signifies that a majority of the work in the course has been satisfactorily completed, but the student is unable to complete the course for serious and compelling reasons. I grades are assigned at the request of the student and granted at the discretion of the instructor in consultation with the Dean or Graduate Director. A failing grade is not an acceptable reason to request or grant an I. If an I grade is issued, the faculty member determines what conditions must be met for the I to be removed. The student has the responsibility to obtain from the instructor these conditions which must be recorded on the "Incomplete Grade" form. For the MBA program, an I must be made up within the time period set forth by the instructor, but no later than two trimesters immediately following the end of the trimester in which the I grade was assigned. This limitation prevails whether or not the student maintains continuous enrollment. Failure to complete the assigned work will result in an I being converted to an F grade.

Grade W: Official Withdrawal: The W symbol indicates that the student was either withdrawn from the course by the university or else was permitted to drop the course for serious and compelling reasons after receiving approval from the instructor and Dean or Graduate Director. It carries no connotation of quality of student performance and is not used in calculating grade point averages. A W cannot be recorded for a class unless it is initiated by the University or if the student has officially dropped the class. The deadline for withdrawal by the student is the end of the 12th week of all the trimesters. Dropping courses after the deadline is not permitted. Requests for drops must be made by petition at the Registrar's Office.

Grade WF: Withdrawal with an F grade: The WF symbol indicates that the student was administratively withdrawn with an F grade.

Note that the following courses are offered for “Pass/No Pass” (P/NP) grading only (in addition to the Independent Study course):

- PRJ560: Leadership, Organizational Behavior/Human Resources Project Course
- PRJ570: General Management Project Course
- PRJ573: Entrepreneurship Project Course
- PRJ580: Financial Management Project Course
- PRJ590: Islamic Finance Project Course

GPA and CGPA Calculation

For each course a student passes, provided it is not a pass/no pass course or a non-credit course, the quality points earned are calculated by multiplying the grade points associated with the letter grade achieved in the course by the number of credits the course is worth. For one Trimester, the Trimester Grade Point Average (GPA) is calculated by summing all the quality points earned for all courses taken in one Trimester and then dividing it by the total number of credits the student is registered in. The cumulative grade point average (CGPA) is calculated by summing all the quality points earned for all courses taken in all Trimesters and then dividing it by the total number of credits taken in all the Trimesters.

All courses taken by a student at AUM, except those whose grades were replaced following a course repeat, will be included in the calculation of the grade point average. A sample of GPA calculation is given below.

Course	Grade	Cr.	Quality Pts.	Total Quality Pts.
C1	D	3 X	1 =	3
C2	A	4 X	4 =	16
C3	C+	3 X	2.33 =	6.99
C4	B-	3 X	2.67 =	8.01
C5	F	1 X	0 =	0
		---		-----
		--		
		14		34

The Trimester GPA of the five courses above would be:

$$\text{Sem. GPA} = \text{Tot. Sem. Quality Pts} / \text{Tot. Sem. Cr. Hrs Attempted} = 34 / 14 = 2.42$$

Grade Change Policy and Grade Appeal

If a student has reason to believe she/he deserves to receive a different grade from the one received in a particular course, the student has the right to appeal the grade, using the following procedure:

- A student may only appeal a course's final grade, leading to one of three possible outcomes: the grade remains the same, the grade is raised, or the grade is lowered.
- Step 1: The student must first contact the instructor to ask for a revision of the grade, within thirty calendar days of receiving the grade.
- Step 2: A student who is displeased with the outcome of step 1 may appeal in writing to the Department Chair or Program Director or an alternate as designated by the Chief Academic Officer within thirty calendar days from receiving the second grading. It is the responsibility of the student to submit all supporting documentation.
- The file will be forwarded to the Chair of the Appeals Committee, who will take all necessary measures to have the course re-graded independently, consulting with staff, faculty, the student concerned, and/or other persons as deemed appropriate.
- The student shall be informed in writing of the Appeals Committee's decision within thirty calendar days of the initiation of step 2. The Appeals Committee's decision of an appeal shall be final.
- The student's final grade will be that which was most recently assigned.

Repetition of Courses and Limit on Replacement of Grades

AUM MBA students who are on probation or have a desire to improve their grade point average are allowed to repeat a maximum of three courses (9 credits). The following regulations must be followed:

- The student must file a Repeated Course form in the AUM MBA Office after consultation with the Dean of Business or AUM MBA Director.
- A course may be repeated no more than twice.
- Only grades of C, C-, D+, D, or F may be repeated. An incomplete grade (I) may not be replaced under this policy.
- The new grade will replace the old grade.

Criteria for Graduation

AUM MBA students must fulfill the following graduation requirements to be able to graduate:

- Have a minimum GPA of 2.75 and have no grades less than C on her/his record.
- Meet the graduation requirement of getting 49 credit hours: 14 cores courses, 3 electives, and 1 project course.

Academic Honors

Academic achievement awards will be based on student performance as evidenced by the grades and will be awarded to AUM MBA students enrolled on a continuous basis with a full load.

- AUM MBA students who are in the top 5% of their graduating cohort will be designated AUM V.D.S. (Very Dedicated Student) Scholars.
- AUM MBA students who are in the top 25% of their cohort in any trimester in which they take at least 9 credit hours will be recognized on the Dean's List.
- In all cases, the CGPA for any student considered for academic honors should not be less than 3.2.

Eligibility Requirements

- Students who have any grade of WF or below C are not eligible.
- A student who is ineligible for inclusion on the Dean's List or VDS List at the time the list is established will not be included on the list retroactively.
- Students must be enrolled at AUM on a full-time basis.

Notification

Students will receive a letter informing them that they have attained the Dean's List or V.D.S List and their transcript will record the achievement.

REGISTRATION RULES AND REGULATIONS

Registration

AUM MBA students are registered by the Registrar's Office. Dates for registration will be published by the Registrar's Office as part of the University calendar and will be announced by the AUM MBA Office via email.

Timetable, Course Offerings and Student Schedules

The AUM MBA is designed as a two-year program, to be completed over six trimesters. The normal course load is 9 credit hours per trimester (3 courses). Each trimester is of 12 weeks duration.

Extra coursework diminishes AUM MBA students' ability to contribute meaningfully in each course and participate actively in teams or organizations. Therefore, AUM MBA students must request approval from the AUM MBA Director in order to exceed this limit, pending availability of AUM MBA courses. Requests should include reasons for requesting an excessive course load.

Class Schedule

Class Time (3 credit hour)	6:00 PM - 9:30 PM
Class Time (2 credit hour)	6:00 PM – 8:00 PM
Days	Sunday – Thursday

AUM reserves the right to change and amend timing, concentrations or courses one week prior to the start of the course without prior notice.

AUM MBA Student Orientation

All AUM MBA students anticipating enrollment for the first time at AUM are required to participate in an orientation program conducted at the beginning of the first Trimester of their enrollment. The program is designed to acquaint students with the AUM MBA program, AUM MBA faculty, policies and services available from the various offices. The orientation time is also designed to assist students in meeting new friends, be part of a team, and adjusting to life at AUM.

Course Audit Policy

AUM does not currently allow for course auditing.

Add/Drop

Official dates for dropping or adding courses will be announced by the Registrar's Office. Requests for changes to the AUM MBA students' schedule should be made in writing by filling out the drop/add courses form. This form should be handed in to the Registrar's Office. No verbal requests for changes to the schedule will be honored—all changes must be documented. Schedule changes will be made on a space availability basis and at the discretion of the AUM MBA Director. Requests for section changes in core courses are not permitted.

AUM MBA students may drop or defer AUM MBA courses. This could however lead to a delay in their graduation.

If the student must drop a course, she/he must adhere to the add/drop schedule for the trimester. No exceptions to the official drop/add dates can be made. Depending on the date the student drops a course during the add/drop period, the course either will not appear on her/his record or will appear marked with a W grade.

To add a course after the trimester begins, the student must obtain both the AUM MBA Director's and the instructor's approvals. As with dropping a course, the student must adhere to the add/drop schedule for the trimester.

Official Withdrawal from the University

The AUM MBA Program must be completed in a maximum of 4 consecutive years. Any withdrawal must be justified and approved by the AUM MBA Director. Subsequent registration in an AUM MBA course is subject to space and course availability.

AUM MBA students are strongly advised to consult with the AUM MBA Director before withdrawing from a trimester.

Student File Reactivation

An AUM MBA student leaving the University for a period of three consecutive trimesters will have his/her file deactivated automatically. The AUM MBA student file must be reactivated in order for the student to register after the absence period. The student must therefore fill out the "Reactivation Form" and submit it to the registrar before the registration period.

Credit Transfer Policy

The AUM MBA Program accepts course transfers of up to 6 credits provided a minimum grade of B was obtained and pending approval of the AUM MBA Director. Credit equivalency is based on the course design and content as well as the credit-hour workload equivalency.

Transfer credits are recorded on the AUM academic record as CRT and will not be used in the calculation of a student's cumulative grade point average (CGPA). Courses must have been taken within the past five years to be eligible for transfer credit. Performance designations other than letter or percentage grades are not acceptable for transfer credit, (i.e. exam, CRT, passed, etc.).

Financial Rules

- Tuition deposit is due when the student confirms to the Admission Office his or her acceptance of the University's letter of admission. The tuition deposit is a prerequisite for completing the registration process and is nonrefundable.
- Tuition is based on annual fees which cover one year of study and is nonrefundable. Students will be obliged to pay annual fees even if they withdraw prior to the start of classes.
- No refund will be applied to courses dropped or deferred.
- Students who failed a course, or withdrew from a course will have to pay to register for that course again.

- Other fees may apply for extracurricular activities and programs, if any, throughout the course of study. Such fees are to be determined at the time of the activity/program by the concerned departments.
- AUM reserves the right to change fees and other charges at any time at its discretion for newly admitted students.
- Penalty fee charges apply for late admission and registration.

Hold Policy

A student's account/file may be put on hold and the student will not be allowed to register for courses, apply for graduation or receive a transcript for any of the following reasons:

- If the tuition or any other fee was not paid before the deadlines.
- If the student was responsible for damages to University property, including the loss of library books, and assessed compensation was not paid.
- If a registration restriction has not yet been resolved.

STUDENT CODE OF CONDUCT

As an institution of higher education, the American University of the Middle East places a strong emphasis on academic integrity, which includes honesty, fairness and transparency in all university academic processes, and a rejection of all that is related to falsification, misrepresentation or deception. The faculty and the students should realize the significant roles they play in enabling AUM to achieve its mission of developing leaders who embrace global ethical values of professionalism. Faculty play a key role in promoting student understanding of the principles of academic honesty and their ability to apply these principles in their studies. For their part, students play a key role in committing to learning how to identify, affirm and promote the values of academic integrity in order to maintain the reputation of their hard-earned degrees.

Definition of Terms

Academic Misconduct is any activity which may compromise the academic integrity of AUM. Academic misconduct includes but is not limited to, deceptive acts such as cheating, plagiarism, and dishonesty.

Cheating is an act of lying, deception, trickery, imposture, or imposition. Cheating characteristically is employed to create an unfair advantage, usually in one's own interest, and often at the expense of others. The person who is sending or receiving assistance is considered cheating.

Plagiarism is the adoption or reproduction of ideas or words or statements of another person without due acknowledgment.

Non-Academic Misconduct is any type of misconduct not pertaining to academic matters. Non-academic misconduct includes but is not limited to: disruption, unauthorized entry or use, abuse, discrimination, harassment, etc.

Harassment is an offensive behavior, intended to disturb or upset others.

Dishonesty is an act of violation of trust, fraud; any conversion and disposal of property (tangible or intangible).

Note: All documents (warnings, reports...) mentioned herein are stored in the student file.

Academic Misconduct

Students who commit academic offences on AUM premises will be subject to disciplinary action by the University.

Cheating

1. Students who use non-permissible oral, written or verbal assistance, including that obtained from another student during examinations, assignments or projects are cheating (e.g. giving aid to or receiving aid from a student during an exam to improve performance).
2. The unauthorized possession or use of examination or course-related materials is also considered cheating (e.g. obtaining a copy of the exam prior to testing time).

3. Plagiarism is an act of cheating that can occur in the following ways:
 - Presenting the work of another as one's own
 - Copying a text from websites, books, or journals without indicating the original source
 - Using graphics, video, or other material without the permission of the author or the publisher or acknowledgment of the source
 - Obtaining packaged information, foreign language translation or a completed paper from an online source and submitting it as one's own work without acknowledgement of the source.

Disruption of Classroom Activities

Students who disrupt or obstruct the normal education process or any activity at AUM including, but not limited to, disrupting classes and the library, e.g. excessive talking in class, excessive noise, fighting.

Attendance

Three unexcused absences are allowed. Students are always responsible to make up their class work when they are absent

Range of Actions for Academic Misconduct

Disciplinary Actions that May Be Imposed on Students Caught Cheating

1. The student will receive a grade reduction of 50% on the assignment, project or examination. The student will receive a warning letter, and he/she will be counseled for the consequences of the act. Counseling will be documented in his/her personal file.
2. The student will be assigned a zero ("0") on the assignment, project or examination. The decision will be documented and noted in the student file. A second counseling session will be imposed.
3. The student will be dismissed from AUM. The dismissal will be permanent including prohibition to attend AUM or be on AUM property (e.g. visitation or participation of AUM activities). The student will be informed of this decision by a written notification.

Disciplinary Actions that May Be Imposed on Students Caught Disrupting Classroom Activities

1. The student will receive a verbal warning that his/her behavior is inappropriate.
2. The student will receive a written warning that his/her behavior is inappropriate. This warning will be documented in the student file.
3. The student will be suspended. He/she will be informed by written notification of the termination of his/her privilege to attend AUM. This includes suspension of campus visitation and participation in any AUM activities. The student will be counseled upon returning for consequences of his/her behavior. It's the student's responsibility to make up any work missed during his/her absence.

4. The student will be dismissed from AUM by written notification including prohibition from any campus visitation and any participation in AUM activities.

Disciplinary Actions that May Be Imposed on Students Who Are Not Attending Classes

A sequence of two warning letters will be issued. Excessive absences will result that the student will be required to officially withdraw from the course.

Non-Academic Misconduct

Students who commit non-academic offences on AUM premises will be subject to disciplinary action.

Harassment

1. Any conduct (verbal or physical) which interferes with any instructor, employee or student that involves intimidation, hostility, or offensive behavior (e.g. aggressive or loud speech, inappropriate words spoken to an employee, fighting).
2. Threatening behavior or preventing others from attending their classes.

Dishonesty

1. An act including, but not limited to, fabricating or furnishing false information concerning any issue.
2. Misuse of any AUM document or transcript by altering or providing false information including, but not limited to, personal, official, academic or medical information (e.g. misrepresenting personal circumstances to AUM, falsifying a signature on an official document).

Unauthorized Entry, Use and Abuse

1. Unauthorized occupancy of any AUM facility, including but not limited to, the physical buildings, the grounds or any vehicles (e.g. using without permission a room or a sports field).
2. Damaging, destroying, defacing, or tampering with AUM property or the property of any person or business on University property or at a University function, including but not limited to, taking down, defacing, or otherwise damaging University authorized posters or posted notices and/or mutilating library materials (e.g. destroying tables or computers).
3. Bringing visitors to the AUM campus without due authorization (e.g. friends).
4. Distributing unauthorized information (e.g. political posters).

Theft

1. Misappropriation or possession of any real, personal or intellectual property owned by AUM personnel on Campus for permanent possession (e.g. stealing library books or any document or tools from faculty offices).
2. Taking any material from any student without his/her permission (e.g. textbooks).

Smoking Policy

AUM buildings are smoke-free areas. Students are not allowed to smoke in any part of AUM facilities (hallways, toilets, elevators, emergency exits).

Student Dress Code

1. Students should wear culturally accepted and appropriate clothes.
2. Tops, shirts, and pants should not have slogans that are a poor reflection of AUM values.
3. Shorts and skirts should be of appropriate length respecting the prevailing culture.

Kuwaiti Culture

All individuals are expected to treat each other with respect and human dignity in all interpersonal communications. A respectful citizen complies with acceptable social norms of behavior within the Kuwaiti culture, including but not limited to, the student posture and his/her body and verbal language.

Range of Actions for Non-Academic Misconduct

Disciplinary Actions that May Be Imposed on Students who Commit Non-Academic Offences on AUM Premises

1. The student will receive a verbal warning.
2. The student will receive a written warning. This warning will be documented in the student file.
3. The student will be suspended. He/she will be informed by written notification of the termination of his/her privilege to attend AUM. This includes suspension of campus visitation and participation in any AUM activities. The student will be counseled upon returning for consequences of his/her behavior. It's the student's responsibility to make up any work missed during his/her absence.
4. Student will be dismissed from AUM. The dismissal will be permanent including prohibition to attend AUM or be on AUM property (e.g. visitation or participation of in AUM activities). The student will be informed of this decision by a written notification.

Direct Dismissal

Students will be dismissed immediately for the following behaviors, for which AUM has a zero tolerance policy:

1. Possessing any illegal substance (e.g. illegal drugs, alcohol...)
2. Possessing any dangerous weapons (e.g. knives, guns...)
3. Possession of pornography (e.g. pictures, videos...)

Dismissal Procedure

Before the dismissal of any student who is in violation of AUM's Student Code of Conduct, with the exception of direct dismissal, a formal process of termination shall consist of:

1. An investigation of the alleged offence by the appropriate AUM authority (e.g. Dean of Students). The latter will provide to the Disciplinary Committee, within five working days of the identification of the offence, a report including any supporting documentation or evidence.
2. The Disciplinary Committee will convene in order to consider the case.
3. If the Disciplinary Committee confirms that the offence was committed a written notification to the student for his permanent dismissal will be issued.

Dismissal Appeal Procedure

1. Appeals of dismissals are only applicable to permanent dismissals; they are not applicable to direct dismissals.
2. The student must appeal within 5 working days of being informed of his/her dismissal.
3. To appeal, student must completely fill out a form to that effect. The Disciplinary Committee will only evaluate the tangible, real and new evidence submitted.
4. The Disciplinary Committee will convene to select the appropriate course of actions among the following:
 - Accept the appeal and reinstate student under specific conditions
 - Accept dismissal as binding
5. The student may not be present on campus during the appeal process.

January

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February

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