

**Al Akhawayn University in Ifrane
2013 - 2015 Catalog**

www.aui.ma



His Majesty King Mohammed VI at The George Washington University where he received an honorary doctorate on June 6, 2000.



The university's two founding brothers (Al Akhawayn).

The late King Hassan II of Morocco and the late King Fahd Ibn Abdulaziz of Saudi Arabia.

Table of Contents

Message from the President	4
Calendar	5-6
Mission	7
Core Values and Principles	9
Board of Trustees	14
University Administration	16
Admissions and Enrollment	19
Application Deadlines	19
Undergraduate Admission	20
Graduate Admission.	26
Deferred Enrollment	31
Re-admission to the University	32
Enrollment	32
Financial Information	36
Tuition, Fees, Deposits, and Refunds	36
Financial Aid	41
AUI Scholarships	51
Academic Policies and Procedures	57
Attendance	57
Adding/Dropping Courses	59
Withdrawing from the University	60
Change of Degree Program	62
Academic Integrity	62
Final Examinations	63
Grading Policy	64
Undergraduate Academic Regulations	70
Graduate Academic Regulations	80
Student Support	85
Student Services	85
Academic Resources	86
Mohammed VI Library	86
The Writing Center	87
Tutoring Services	88
Student Life	89
Degree Programs	92
Degree Requirements	93
Requirements for Bachelor's Degrees	93
University Core Curriculum	93
Major Requirements	98
Community Involvement Program	101
Honors Program	102
Language Center	106

Table of Contents

School of Business Administration 113
 Undergraduate Programs 113
 Bachelor of Business Administration (BBA) 113
 Minors in the School of Business Administration 120
 Graduate Programs 123
 Master of Business Administration (MBA) 123
 Post-Experience Graduate Programs 131
School of Humanities and Social Sciences 145
 Undergraduate and Combined BA/MA Programs 145
 Bachelor of Arts in International Studies (BAIS) 147
 Bachelor of Science in Human Resource Development
 (BSHRD) 152
 Bachelor of Arts in Communication Studies (BACS) . . 154
 Minors in the School of Humanities and Social
 Sciences 157
 Combined Bachelor of Arts and Master of Arts
 in International Studies and Diplomacy (BA/MA) 166
 Graduate Programs 168
 Master of Arts in International Studies and
 Diplomacy (MAISD) 168
 Master of Arts in North African and Middle Eastern Studies
 (NAMES) 176
 Master of Arts in Islamic Studies (MAIS) 179
School of Science and Engineering 186
 Undergraduate and Combined BS/MS Programs 187
 Bachelor of Science in General Engineering (BSGE) . . 188
 Bachelor of Science in Computer Science (BSCSC) . . . 193
 Bachelor of Science in Engineering and Management
 Science (BSEMS) 196
 Minors in the School of Science and Engineering 201
 Combined Bachelor of Science & Master of Science
 (BS/MS) Programs 203
 Graduate Programs 205
 Master of Science in Computer Science (MSCSC) 207
 Master of Science in Software Engineering (MSSE) . . . 209
 Master of Science in Computer Networks (MSCN) . . . 210
 Master of Science in Biotechnology (MSB) 214
 Master of Science in Software Engineering and
 Management Science (MSSEMS) 215
 Master of Science in Information Systems
 Security (MSISS) 216
 Master of Science in Sustainable Energy Management
 (MSSEM) 220
Academic Centers and Institutes 220

Table of Contents

Institute of Economic Analysis and Prospective Studies (IEAPS) ..220
Hillary Rodham Clinton Women’s Empowerment Center221
The Azrou Center for Local Community Development222
Al Akhawayn Social Science Research Institute (ASSRI).223
Course Descriptions 225
 Course Numbers and Discipline Abbreviations.225
 Standard Course Numbers225
 Course Listings226
University Academic Personnel 366
University Administrative Personnel 376

Message from the President



I am happy to welcome you to Al Akhawayn University, a unique and trend setting institution in Morocco with a national, regional, and international dimension. AUI strives to make its students leaders in their fields and foster in them a sense of inquiry and critical thinking, as well as encourage their personal development through its many and varied student and academic activities. Since its creation in 1995, Al Akhawayn University has graduated nearly 3,400 alumni who are now working in Morocco and abroad, demonstrating the value of the education they received, with a number of them pursuing further education in some of the best universities in the world.

After securing a number of program accreditations for its Computer Science Engineering program through ABET, its Business Administration program through EPAS, its Language Center through CEA, and undergoing international program peer reviews for its Humanities and Social Sciences programs, the university has embarked on institutional accreditation with the New England Association of Schools and Colleges (NEASC). It has gone through eligibility and candidacy requirements, and is making the necessary adjustments to achieve full accreditation.

Together with quality assurance, the current strategic plan calls for increased internationalization of both faculty and student body, and growth and development. With 58 percent of its class of 2013 having spent at least one semester abroad, the university is increasing its international collaborative efforts through partnerships with universities the world over, encouraging research and developing new degree programs to accompany national development plans. It has thus recently launched Master's degrees in Cybersecurity, Renewable Energy Management, North African and Middle Eastern Studies, and Islamic Studies.

The university is committed to local development and encourages students, faculty, and staff to participate in community service through volunteer work with student associations, and in development plans for the Ifrane Province as well as various projects with an aim to put the skills of its faculty, students, and staff at the service of its immediate environment.

I invite all new members of the university community to take advantage of the opportunities available and the services provided and work within the spirit of the university motto: Excellence and Identity.

Driss Ouauicha,
President



Academic Calendar

The university reserves the right to revise or amend the present Academic Calendar, in whole or part, at any time. Adjustments may be made for religious holidays.

Fall Semester 2013

August 22	General Faculty Convocation.
August 24-27	New, International & Continuing Students Registration & Orientation.
August 25-27	Continuing Student Registration & Fee Payment.
August 29	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).
September 2	Last Day to Revise Schedule - courses dropped will not reflect on transcript. Last Day of Late Registration.
October 14-16	Holiday: Aid Al Adha
October 23	Last Day for faculty to return the Mid-Semester reports.
October 28	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF".
November 4-6	Break: First of Muharram and Green March
November 11-15	Mandatory Pre-Registration for Spring 2014.
November 6	Holiday: The Green March
November 14	Last Day to Drop a Course with "WP" or "WF".
November 18	Holiday: Independence Day
November 27	Last day for graduate students to register for project/thesis defense.
December 6	Last Day to Withdraw from the University.
December 13	Last Regular Class Day. Last Day to Submit Final Copy of Written Report - Graduate Students.
December 14/16-19	Final Exams.
December 23	Final Day for Faculty to Submit Semester Grades.

Spring Semester 2014

January 13	General Faculty Convocation.
January 16-19	New and International Students Registration & Orientation.

January 17-19	Continuing Student Registration & Fee Payment.
January 20	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).
January 23	Last Day to Revise Schedule - courses dropped will not reflect on transcript. Last day of Late Registration.
March 10-14	Spring Break - Students and Faculty.
March 19	Last day to return the Mid-Semester reports.
March 21	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF".
April 7	Last Day to Drop a Course with a "WP" or "WF".
April 14-18	Mandatory Pre-registration for Summer and Fall 2014
April 22	Last day for graduate students to register for project/thesis defense.
April 28	Last Day to Withdraw from the University.
May 1	Holiday: Labor Day
May 6	Last Regular Class Day. Last Day to Submit Final Copy of Written Report - Graduate Students.
May 7-9 / 12-13	Final Exams
May 16	Final Day for Faculty to Submit Semester Grades.

Summer Session 2014

May 31 June 1	Registration & Fee Payment.
June 2	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).
June 3	Last Day to Revise Schedule - courses dropped will not be reflected on transcript. Last day of Late Registration.
June 14	Commencement (to be confirmed).
June 25	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF".
July 27	Last Day to Drop a Course with a "WP" or "WF".
July 6	Last day for graduate students to register for project/thesis defense.
July 10	Last Day to Withdraw from University.
July 13	Last Regular Class Day.
July 16-17	Final Exams.
July 20	Final Day for Faculty to submit grades.

Fall Semester 2014

August 25	General Faculty Convocation.
August 28-30	New, International & Continuing Students Registration & Orientation.
August 29-30	Continuing Student Registration & Fee Payment.
September 1	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).
September 4	Last Day to Revise Schedule - courses dropped will not reflect on transcript. Last Day of Late Registration.
October 3-6	Holiday: Aid Al Adha
October 24	Last Day for faculty to return the Mid-Semester reports.
October 25	1st Muharam (to be confirmed)
October 28	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF".
November 6	Holiday: Green March
November 10-21	Mandatory Pre-Registration for Spring 2015.
November 14	Last Day to Drop a Course with "WP" or "WF".
November 18	Holiday: Independence Day
November 28	Last day for graduate students to register for project/thesis defense.
December 5	Last Day to Withdraw from the University.
December 12	Last Regular Class Day.
December 13/15-18	Final Exams.
December 22	Final Day for Faculty to Submit Semester Grades.

Spring Semester 2015

January 12	General Faculty Convocation
January 15-17	New, International & Continuing Students Registration &
January 16-17	Continuing Student Registration & Fee Payment.
January 19	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).

January 22	Last Day to Revise Schedule - courses dropped will not reflect on transcript. Last day of Late Registration.
March 9-13	Spring Break - Students and Faculty.
March 18	Last day to return the Mid-Semester reports.
March 20	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF".
April 6	Last Day to Drop a Course with a "WP" or "WF".
April 6-17	Mandatory Pre-registration for Summer and Fall 2015
April 21	Last day for graduate students to register for project/thesis defense.
April 27	Last Day to Withdraw from the University.
May 1	Holiday: Labor Day
May 5	Last Regular Class Day.
May 8-12	Final Exams
May 15	Final Day for Faculty to Submit Semester Grades.

Summer Session 2015

May 30-31	Registration & Fee Payment.
June 1	Classes Begin. First Day of Late Registration. First Day to Add/Drop (Schedule Revision).
June 2	Last Day to Revise Schedule - courses dropped will not be reflected on transcript. Last day of Late Registration.
June 20	Commencement (to be confirmed).
June 24	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF"
July 26	Last Day to Drop a Course with a "WP" or "WF".
July 5	Last day for graduate students to register for project/thesis defense
July 9	Last Day to Withdraw from University
July 12	Last Regular Class Day.
July 16-17	Final Exams.
July 20	Final Day for Faculty to submit grades.

Mission Statement



Al Akhawayn University is an independent, public, not-for-profit, coeducational university located in Ifrane, Morocco. As an educational institution, we are committed to educating the future citizen-leaders of Morocco and the world through a globally oriented, English language, liberal-arts curriculum based on the American style. The University strives to enhance the academic standing of Morocco by providing the highest possible level of instruction. AUI's programs engage the world through leading edge educational and research programs, including continuing and executive education. In addition, it promotes equity and social responsibility as it upholds ethical standards.

This mission is supported by the University's core philosophy, which is deeply rooted in Moroccan and North African history and civilization. The University actively promotes the values of global understanding and cooperation, and advances international higher education through its people, programs, and partnerships. Beyond that, AUI is dedicated to active civic engagement and committed to excellence.



Core Values and Principles

Al Akhawayn University has developed as an institution which considers a variety of influences related to Al Maghreb: the historical and cultural pursuits of the Kingdom of Morocco, its Arab-African status via a privileged geo-strategic position, ties and devotion to Arab-Islamic civilization and yet, open to Europe, America, and Asia.

Our educational mission is one in which we are committed to playing a decisive role in science, technology, and the arts, and assisting with the emancipation and prosperity of modern nations. We promote these with a view to preserving our assets and consolidating our country's calling as a land of encounters, liberty, and tolerance - a global objective in which our Kingdom takes deep pride.

Sixteen years ago, our monarch, King Hassan II, seeking to enrich our educational system through the establishment of a new university, challenged the founders to create an organizational, pedagogical, and scientific structure inspired from the most effective models. Al Akhawayn is meant to be a forum for the creation and confrontation of human progress in all fields of knowledge, as well as a framework for cooperation and understanding among peoples and civilizations.

Since that time, the University has manifested this wish to contribute to the training of highly qualified professionals and executives, people committed to the quest for knowledge and culture and imbued with the values of human solidarity and tolerance.

In partnership with a global view, the University desires that the education imparted grant a special status to the Arabic language and the Arab-Islamic culture at all educational levels and majors. We accomplish this by adopting the English language as the main medium of instruction, even as we offer a range of courses in Arabic and French.

Within the framework of the Dahir bearing law, Al Akhawayn University works to establish cooperative relations with universities and other national and international organizations concerned with education and/or research. It strives also to enter into cooperative relations with public and private entities from various sectors of the national economy.

Overall, AUI is modeled in its administrative, pedagogical, and academic organization on the American university system.

Students and Faculty

Admission of students to academic programs at AUI is on a competitive basis, allowing for the selection of the best candidates with the greatest potential for success in their studies. The faculty is composed of teachers/researchers who have demonstrated academic and pedagogical competence.

In order to ensure openness of the University to the world and promote a

healthy, scientific collaboration and understanding between people, a portion of the faculty consists of full- or part-time appointments of international teachers/researchers renowned in their fields. Likewise, AUI welcomes international students who satisfy the regular selection criteria for admission.

Curricula and Training

The curricula leading to a Bachelor's degree are based upon a common core of general education courses designed to consolidate prior learning, broaden intellectual perspectives, and serve as a basis for subsequent specialization.

This considered and balanced general education core, in combination with one or more fields of specialization, aims to equip graduates with the technical competence and the intellectual capacities necessary to face the challenges of our times. In the process, particular care will be accorded to the study of Arab-Islamic culture in all fields of specialization. The curricula at the graduate level aim at preparing practicing professionals in specific fields.

An extensive choice of university curricula is offered to students and researchers at the undergraduate and graduate levels. Because of their flexibility and the wide range of specializations, these curricula allow for the diversification of training programs adapted to the evolution of knowledge and socioeconomic conditions. Consistent emphasis is placed on those programs that are related to areas of strategic importance to the nation.

Because of the increasing complexity of the problems of our times, the comprehension and resolution of which often necessitate a transdisciplinary scientific approach, the educational environment of AUI will be characterized by an interdisciplinary spirit. Special attention will thus be paid to interdepartmental teaching and research programs. These enable the student and the researcher to understand, within an authentic model, the interconnected phenomena under study.

In order to foster its distinctive educational goals and to prepare its students to face current and future challenges, AUI has a comprehensive and coherent system of education, academic advising, personal counseling, and student support services. In particular, AUI :

- Provides all the necessary student support through qualified academic advisors.
- Emphasizes extensive faculty-student interaction with small classes aimed at developing students' communication skills, sense of initiative and community, research responsibilities, and personal enterprise.
- Utilizes the latest instructional technology and encourages students to engage in research activities. Its library, laboratories, and classrooms are designed in accordance with state-of-the art norms.
- Offers its students and researchers a pleasant community in which to

live, while providing a full range of cultural and sports activities.

- Creates opportunities for excellence through its honors program and the Leadership Development Institute.

Research

Recognizing that higher education is intimately linked to scientific research, AUI cultivates the complementary relationship between these two activities, which are vital to the national and international goals of the university. AUI has thus established research centers which actively contribute to the mastery of knowledge and of new technologies, emphasizing scientific research in areas of strategic importance.

These centers, in coordination with other educational units of the University, and in collaboration with other national and international institutions, generally address problems of a multidisciplinary nature. They establish organic links with different sectors of the national economy and, on the basis of research contracts, undertake productive applied research.

Because of their flexibility and their full integration with the different programs, the research centers provide teachers, researchers, and students of diverse backgrounds with the opportunity to work together on projects of common interest.

Continuing Education

To respond to the rapid evolution of knowledge and technology, and to play the active social role that it has assigned itself, AUI gives high priority to continuing education. Its aim is to provide different sectors, especially economic and industrial ventures, with its expertise and with the fruit of its research activities. Thus, the university will organize training courses, specialized study sessions, symposia, and conferences.

As a place for creativity and for the optimization of human progress in all fields of knowledge, and as a forum for cooperation and comprehension between people and civilizations, Al Akhawayn University assumes a pioneering and exploratory role in the fields that most preoccupy humanity and industrial ventures, with its expertise and with the fruit of its research activities. Thus, the university will organize training courses, specialized study sessions, symposia, and conferences.

As a place for creativity and for the optimization of human progress in all fields of knowledge, and as a forum for cooperation and comprehension between peoples and civilizations, Al Akhawayn University assumes a pioneering and exploratory role in the fields that most preoccupy humanity.

Board of Trustees

Representatives of the Royal Cabinet and the Private Secretariat of His Majesty the King

Mr. André Azoulay

Advisor to His Majesty the King

Mr. Mohamed Mounir El Majidi

Director of the Private Secretariat of His Majesty the King

Government Representatives

Mr. Mohamed Hassad

Minister of Interior

Mr. Mohammed Boussaid

Minister of Economy and Finance

Mr. Lahcen Daoudi

Minister of Higher Education, Executive Training, and Scientific Research

Mr. Salaheddine Mezouar

Minister of Foreign Affairs and Cooperation

Mr. Ahmed Toufiq

Minister of Habous and Islamic Affairs

Institutional Representatives

Mr. Abdellatif Jouahri

Governor of Bank Al Maghreb

Mrs. Amina Benkhadra

CEO ONHYM

Mr. Driss Benhima

CEO of Royal Air Maroc

Mr. Mohamed Benchaaboun

CEO of Banque Centrale Populaire

Mr. Mohamed EL KETTANI

CEO of Attijariwafa Bank

Mr. Anas Houir Alami

CEO of Caisse de Dépôt et de Gestion (CDG)

Mr. Mostafa Terrab

CEO of Office Chérifien des Phosphates (OCP)

Mr. Abdellatif Guerraoui

CEO of Auto-Hall Group

Mr. Ali Fassi Fihri

CEO of Office National de l'Electricité (ONE)

CEO of Office National de l'Eau Potable (ONEP)

Mr. Tariq Sijilmassi

General Director of Crédit Agricole du Maroc (CAM)

Mr. Ahmed Rahhou

CEO of Crédit Immobilier et Hôtelier (CIH)

Mr. Larbi Belarbi

Vice-President of Renault Maroc Service

Ms. Miriem Bensalah Chaqroun

Administrator of Holmarcom Group

President of the Confédération Générale des Entreprises du Maroc (CGEM)

Mr. Azzedine Guessous

President of Maghreb Bail

Mr. Abdessalam Ahizoune

President of the Directorate of Maroc Telecom

Representatives Intuitu Personae

Mr. Mohamed Berrada

Professor and Former Minister of Finance

International Representatives

Mr. Khaled Al Ankari

Minister of Higher Education, Kingdom of Saudi Arabia

Mr. Abdellatif Al Hamad

General Manager, the Arab Fund for Economic and Social Development (AFESD), Kuwait

Mr. Jacques Chancel

Administrator and Advisor to the President of Canal +, France

Mr. Steven Knapp

President, The George Washington University, United States

Mr. Gaston Caperton

President, the College Board

Mr. Larry R. Faulkner

President Emeritus, The University of Texas at Austin

University Administration

President's Office

Ouaouicha, Driss

President

PhD in Applied Linguistics (1986), University of Texas at Austin, USA

Nouamani, Said

Chargé de missions

CES 2 en Econométrie Appliquée, (1997), Cadi Ayyad University, Marrakech, Morocco

Academic Affairs

Legrouri, Ahmed

Vice President for Academic Affairs

PhD in Materials Chemistry (1998), Glasgow University, UK

Monette, Connell

Assistant Vice President for Academic Affairs

PhD in Medieval Studies (2008), University of Toronto, Canada

Chaatit, Fouad

Assistant Vice President for Strategic Plan Follow Up

PhD in Mathematics (1993), University of Texas, USA

El Garah, Ouafae

Dean, School of Business Administration

PhD in Management Information Systems (2005), University of Central Florida, USA

Messari, Nizar

Dean, School of Humanities and Social Sciences

PhD in International Relations (1998), University of Miami, USA

Wyrick, David

Dean, School of Science and Engineering

PhD in Engineering Management (1989), Missouri University of Science and Technology, USA

Lahlou, Moncef

Director, Language Center

PhD in Foreign Language Education (1991), University of Texas at Austin, USA

Lotfi, Abdelhamid

Director, Mohammed VI Library

Doctorat d'Etat in American Civilization (2001), Moulay Ismail University, Morocco

Belkhayat, Ahmed

Director, Executive Education Center

Master of Business Administration (2000), Al Akhawayn University, Morocco

Ouanaim, Latifa

Director, Enrollment Services,

DES in Social Geography (1999), Mohammed V University, Morocco

Research Center

Driouchi Ahmed

Dean, Director of the Institute of Economic Analysis and Prospective Studies

PhD in Agricultural and Applied Economics (1988), University of Minnesota, USA

Student Affairs

Bel Fekih, Cherif

Vice President for Student Affairs

EdD (1993), Temple University, USA

Mrabet, Khalid

Associate Dean for Student Affairs

PhD in Instructional Media (2009), University of Virginia, USA

Fishburn, Amy Lynn

Director, Office of International Programs

MA in Administration and Curriculum (1984), Gonzaga University, USA

Bahaji, Yasmine

Acting Director, Student Activities Office

MBA (1998), Al Akhawayn University in Ifrane, Morocco

Benbella, Malika

Director, Azrou Center for Local Community Service

Kamane, Adel

Director, Athletics

Master of Sports Science (2007), United States Sports Academy, USA

Ghomri, Imad

Manager, Bookstore/Campus Store

MBA (2002), Al Akhawayn University in Ifrane, Morocco

Guennoun, Adnane

Physician/Manager, Health Center

Djilali Liabès University, Sidi Bel Abbès (1998), Algeria

Hafid, Hicham

Coordinator, Dining Services
Gestion Hôtelière (1999), Institut Supérieur International du Tourisme de Tanger, Morocco

Finance and Administration

Brahim El Amiri

Interim Vice President of Finance and Administration
Master of Business Administration, University of Texas at Austin, 1978, US

Ben Seddik, Abdelhak

Director, Business Services
Diplôme de Comptabilité et de Gestion, Ministère de l'Enseignement Supérieur et de la Recherche, Académie de Bordeaux, France

Loukili, Souad

Manager, Human Resources
M.A. Literature-Drama (1996), University of Essex, UK

El Bnaoui, Hicham

Manager, Purchasing
Maîtrise en Gestion des Organisations, (2009), ESIG Fez, Morocco

Laghnimi, Rachid

Director, Security Services
Licence professionnelle (2002), Institut Royal de Police, Kenitra, Morocco

Development and Communication

Bel Fekih, Cherif

Interim Director
EdD (1993), Temple University, USA

Information Technology Service

Harroud, Hamid

Director,
PhD in Computer Science (2005), University of Ottawa, Canada

Admissions and Enrollment

Al Akhawayn University encourages all academically qualified senior high school students and bachelor holders to apply for admission. Due to the competitive nature of the admission selection process, only students with outstanding academic backgrounds are admitted.

Candidates for admission are typically notified regarding their admission status in July for the Fall semester and in December for the Spring semester. Acceptance is contingent upon maintenance, for the balance of the term, of the standard of academic performance upon which admission was based. Candidates offered admission are required to respond to offers of admission immediately upon notification by paying a non-refundable confirmation deposit and submitting an original high school diploma or equivalent (undergraduate candidates) or an original Bachelor's degree (graduate candidates).

Candidates for admission who fail to complete the admission process for a valid reason may retain their pre-selection for the General Admission Test (GAT) or interview, applicable for up to two semesters following the semester of application.

Applications submitted without proof of payment, or incomplete applications, will not be considered. Candidates must complete the online application (available at: www.aui.ma/admissions) and submit all supporting documentation by postal mail to:

Office of Admissions and Outreach
Al Akhawayn University
P.O. Box 104 Ifrane 53000, Morocco
Telephone: +212-535 86 20 86/78/76/75/58
Fax: +212-535 86 21 77

Application Deadlines

The University offers Fall, Spring, and Summer sessions each academic year. Visiting students may apply to join AUI for the Summer session on a space-available basis. All application materials should be submitted to the Office of Admissions and Outreach according to the following deadlines:

Fall semester

	First year	Transfer	Visiting
Moroccan	May 31	April 30	April 30
International	April 30	April 30	April 30

Spring semester

	First-year	Transfer	Visiting
Moroccan	Oct. 31	Oct. 1	Oct. 1
International	Oct. 31	Oct. 1	Oct. 1

Applicants are strongly advised to apply early to ensure timely processing. Please refer to the University website for a detailed calendar.

Undergraduate Admissions

Freshmen

Admission procedure

- Evaluation of secondary school grades
- Success in the General Admission Test (GAT) or SAT score of 1500 with 500 or better in the quantitative section. The score required for non-native speakers of English is 1340 with 500 or better in quantitative section
- Satisfactory interview, where applicable

Required documents

- Application fee of 351 MAD (500 for international applicants)
- Completed freshmen online application
- A TOEFL score of 530 and 4.5 in writing (420 for admission to the AUI Language Center) or the equivalent in iBT of 71 and 19 or higher in writing section (36 for admission to the Language Center)
- Certified copy of the grade sheet of the last three years of high school (grades 10 through 12 for US-type and equivalent high school graduates)
- Certified copy of high school diploma immediately upon being conferred (high school diplomas based on distance education, GED, and similar tests are not accepted towards admission)
- Enrollment certificate and official transcript from institutions attended following the receipt of the high school diploma (applicable to candidates pursuing post-secondary studies)
- Two certified copies of national identity card or passport (passport for non-Moroccan candidates)
- Six recent color passport-size photographs
- Completed application for admission supplement
- Original Birth Certificate
- Applicants who do not have a TOEFL score of 530, or the equivalent in iBT of 71 and 19 or higher in writing, must pay an additional 480 MAD with the

- application material to take Al Akhawayn Institutional TOEFL
- Completed the pledge of Academic Integrity

Transfer Students

Transfer candidates for admission must have completed at least one year of college-level work and earned the minimum equivalent of 30 semester credits at the time of matriculation to the University. To be considered for admission, transfer candidates must have a minimum grade point average of 2.5 on a 4.00 grading scale and be in good standing with their home institution.

Applicants with fewer than 30 semester credits are considered first-year applicants for the purpose of admission, and must provide secondary school records, applicable test scores, as well as all post-secondary school records. A 2.5 grade point average is required. They should follow the procedure outlined for first-time entering freshmen.

Admission Procedure

- Evaluation of university transcripts
- Successful interview, where applicable

Required Documents

- Application fee of 500 MAD
- Completed transfer online application
- Official transcripts of all university-level course work completed and/or attempted
- Official university catalog and syllabi of all transferable courses
- Certified copy of high school diploma (high school diplomas based on distance education, GED, DAEU and similar tests are not accepted towards admission)
- Two certified copies of national identity card or passport (passport for non-Moroccan candidates)
- Six recent color passport-size photographs
- Completed transfer supplement form
- One typed essay written by the applicant him/herself that explains the reasons for seeking transfer to Al Akhawayn University.

AUI will evaluate credits only from recognized, accredited academic institutions. Applicants must submit records of all institutions previously attended, even if they do not wish to transfer credits to AUI. Only credits earned in courses judged to satisfy AUI program requirements are considered for transfer. Basic skills and remedial courses and those of a primarily technical nature are not transferable to AUI. Courses in which the student received a grade of 'D' are not considered for credit transfer.

A student who is not eligible to return immediately to his/her former institution is not eligible to enroll at AUI. A student who was dismissed for disciplinary or academic reasons from AUI or from another institution may not be admitted.

While a student may transfer with sophomore or higher standing, this will not always insure that the student is eligible to enroll in upper-level courses the first semester at the University. For example, all of the University Core Curriculum courses must be completed in addition to all other major/minor courses.

All transcripts used during the transfer application must be issued by the originating institution within the previous twelve months and must bear the original or facsimile signature of the registrar and the seal of the issuing institution. Transcripts which appear in their original form in languages other than English, Arabic, or French must be accompanied by a certified English translation.

Transferable courses included on the Transfer Credit Evaluation form are subject to review and possible exclusion should the candidate change his or her major at any time during studies at AUI. Courses completed at the secondary school (pre-university) level are not transferable to AUI. Undergraduate-level courses are not transferable as graduate-level courses.

Transferring students who have successfully earned more than 60 credits in other institutions using the American system of higher education may be exempted from FAS courses. Students with fewer than 60 credits of successful post-secondary study may be considered for exemption from FAS courses, provided they produce evidence of written work and transcripts. Each course will be considered on its individual merit.

Credit Type

Al Akhawayn University is a semester credit institution. Students who have completed one or more years of university studies at institutions using a system other than a semester or quarter system may find that their university studies will be prolonged if they transfer to AUI. Transferable credits earned at non-semester credit institutions are converted to semester credits during the evaluation procedure. For example, a five-credit course earned at a quarter credit institution transfers to AUI as three semester credits or a three credit course transfers to AUI as a two semester credit course.

In Progress (IP) Courses at the Sending Institution

Courses which are incomplete at the time of issuance of the official transcript by the sending institution are denoted on the Transfer of Credit Evaluation form as IP (in progress). IP courses which appear on the evaluation are transferable to AUI providing the minimum satisfactory grade of "C" for undergraduate programs or "B" for graduate programs is subsequently earned by the admission candidate, and AUI receives an official record of the final grade in

the course.

Minimum Grades for Transferable Courses

Undergraduate courses which are transferable to AUI must be completed with the grade of "A", "B", "C", or Pass (pluses and minuses inclusive). Graduate courses which are transferable to AUI must be completed with the grade of "A" or "B" (pluses and minuses inclusive). However, other grades may only be transferred if they meet the university grading system. AUI evaluates grades based on the mapping done for each institution. The transfer table is available in the Office of Enrollment. Courses with the grades of Incomplete (I), In Progress (IP), and Withdrawn (W) at the time of the credit evaluation are not transferable.

Transfer Credit Maximums

For undergraduate programs, a maximum of 68 semester credits are transferable to AUI, of which no more than twelve can be at the junior or senior level.

Applicants for the BSCSC, GSEMS, and BSGE programs in the School of Science and Engineering who have attended classe préparatoire may request credit for courses as for transfer students. Each application will be considered individually. Appropriate initial courses at AUI may be based on placement examinations, portfolio analyses, interviews, and/or other assessments.

Visiting Students

Students in good standing at another college or university may be considered for regular admission with a visiting status during the Summer or for one of the longer sessions. Visiting applicants wishing to convert to regular status after one or more semesters at AUI will be required to complete all the general education requirements pertaining to their academic program. Former AUI students do not automatically qualify for visiting or non-degree status.

Visiting applicants are strongly advised to provide a list of courses for which they intend to enroll, bearing the signature of the Registrar of their home institution. Undergraduate visiting students must enroll for a minimum of 9 credits and a maximum of 15 credits in the Fall and Spring. In the Summer session, they must enroll for a total of 6 credits.

Admission procedure

- Evaluation of University transcripts
- Successful interview, where applicable

Required documents

- Application Fee of 500 MAD

- Completed transient online application
- Official transcripts of all university level course work completed and/or attempted
- A TOEFL score of 530 and 4.5 in writing or the equivalent in iBT for non native speakers of English (score of 71 and 19 in writing section or higher – 36 for admission to the Language Center)
- Six passport-size photographs
- One typed essay written by the applicant that explains the reasons for seeking for applying as visiting students
- Completed transient supplement form (Registrar’s Authorization)

International Applicants

AUI welcomes applications from candidates from other countries who have completed secondary school and possibly university-level course work in their own country or in Morocco. For purposes of admission, an international student is defined as “a student who is not a Moroccan citizen regardless of his/her place of residence, or Moroccan citizen who is permanent resident abroad and study there at least three years of high school”.

International applicants should arrange to have test scores and academic records received at the Office of Admissions and Outreach well in advance of the application deadline for their admission category. Verification of credentials may also be required. Placement tests in Arabic, French, and English writing will be administered to undergraduate applicants where applicable.

It is compulsory for international students to have medical hospitalization and repatriation insurance for themselves and their dependents. International students are prohibited from working while studying at the University.

Admissions Tests

General Admission Test (GAT) and Placement Tests

Eligible undergraduate candidates will be invited to take a General Admission Test. A placement test in Arabic, French, and English writing will also be administered where applicable.

Apart from writing, the test is in a multiple-choice format where the candidate has to choose the best answer among five options provided. The test is administered in French with selected sections also available in Arabic.

The General Admission Test measures a variety of skills acquired by candidates throughout their schooling. The test components are not necessarily linked to any specific field studied by candidates previously. It is composed of five multiple-choice sections and a writing section: **1)** General knowledge; **2)** Sentence completion; **3)** Numerical skills; **4)** Spatial skills; **5)** Critical reading; **6)**

Writing section. Graduate level candidates do not take the GAT.

Interview

Selected candidates may be invited for an interview with the Admissions Committee. The Committee includes academic officers and faculty members. The interview focuses on interpersonal skills, motivation, fluency of expression and general potential. The interview may take place primarily in Arabic, French or English, as preferred by the applicant.

Standardized Tests

Test of English as a Foreign Language (TOEFL)

Undergraduate applicants are required to provide a TOEFL score of 530 (iBT: 71) in addition to a minimum score of 4.5 (iBT: 19) in English Writing in order to be admitted to the regular programs, or a TOEFL score of 420 (iBT: 36) to be admitted to the AUI Language Center. Please refer to the Language Center section for more information.

International TOEFL

To learn more about the International TOEFL and register for a test, you can access the TOEFL website at: www.toefl.org. Applicants who intend to take the International TOEFL should make arrangements ahead of time and take into account AUI application deadlines. International TOEFL score reports should typically be received at the Office of Admissions before June 30th for the Fall semester and November 30th for the Spring semester. International TOEFL score reports usually take four to five weeks to arrive. TOEFL results must be sent directly from the testing agency to the University. (The AUI TOEFL institutional code number: 0125).

AUI Institutional TOEFL

Applicants who are unable to take the International TOEFL should make arrangements to take the AUI Institutional TOEFL. In addition to the TOEFL examinations administered in Morocco and throughout the world, AUI administers an institutional TOEFL prior to the beginning of the Fall and Spring semesters. The TOEFL is administered only to students who have applied for admission to Al Akhawayn University. These scores are valid only for admission to AUI. They may not be valid for other purposes. In case of multiple valid TOEFL scores, the office of Admissions will consider the highest score.

Scholastic Aptitude Test (SAT)/American Collegiate Test (ACT)

The SAT, or the ACT, is required of all entering freshmen applicants who have completed their secondary studies in the United States or at an English-medium high school. These scores are not necessarily required from other candidates, however the SAT or the ACT may be used instead of the GAT by all entering freshmen applicants. Test scores must be mailed directly from the testing agency to AUJ, or a certified copy of the original must be enclosed with the admission application. When both SAT and ACT results are submitted, the University will consider the higher of the two composite scores. When multiple SAT scores are submitted, the highest composite score will be utilized.

The minimum SAT score is 1500 with 500 or better in the quantitative section. A 160-point allowance is made in the total score for non-native speakers of English (1340 instead of 1500). The minimum score for ACT is 25. Scores must not be more than two (2) years old at the time of application.

Note: *The SAT and ACT are not administered at Al Akhawayn University.*

Graduate Admissions

General Requirements

Graduates with a Bachelor's degree (or the equivalent, i.e. Licence) from a recognized college and university may apply for admission to a graduate study program at AUJ. Admission is very competitive. Candidates for admission must provide evidence of superior academic performance. Each school has a graduate admissions committee to evaluate applicants for acceptance to graduate programs. Each committee is chaired by its Dean and is composed of faculty members from the school.

Students who meet all academic conditions are accepted to a degree program with regular status. Those whose background does not include the specific requirements for a given graduate program may need to take undergraduate foundation courses prior to accessing regular graduate courses.

There are three basic requirements for acceptance to a graduate program:

- Bachelor's degree or equivalent (such as a Licence) from an accredited university or institution of higher education
- A strong academic GPA in course work leading to the "Licence"; or, if graduating from a system using the US higher education model, a 'B' average or better in upper level (junior and senior level) work and in any graduate work already completed; or, other evidence of ability to succeed in graduate study
- Adequate preparation for the proposed graduate program

Selected candidates may be invited for an interview with the admissions committee.

All applicants for a regular master's degree in SHSS, SSE, and SBA, are expected to demonstrate proficiency in the English language. For placement purposes, students for whom English is not the first language must achieve a TOEFL score of 550 (iBT:79) and obtain a 5.0 score over 6.0 in writing (iBT: 20) in order to be admitted to the regular programs.

In order to be admitted to the AUI Language Center for additional study of English before enrolling in regular degree programs, students must have achieved TOEFL scores of at least:

- 450 (iBT 45) for SBA and SSE
- 500 (iBT 61) for SHSS

All applicants for an Executive MBA are required to have achieved a TOEFL score of 530 (iBT: 71). All applicants for a Part-Time MBA are required to have a TOEFL score of 490 (iBT: 57) in order to be admitted to the AUI Language Center for additional English-language study.

Required Documents

Each of the University's graduate degree programs has specific admission requirements. These requirements are included in the program descriptions elsewhere in this catalog. The following steps are required for all graduate degree applications:

First, complete the graduate online application.

Second, the following documents must be submitted to AUI:

- Official/certified transcript(s) of all university-level coursework attempted and/or completed
- Certified copy of the Bachelor degree (or equivalent such as "Licence") for all applicants who attended Moroccan universities
- Two letters of recommendation including at least one from a university-level instructor that use (whenever possible) the standard recommendation form provided on the AUI website
- Test of English as a Foreign Language (TOEFL) (paper based or iBT) for non-native speakers of English (Institution code number: 0125) (scores should be sent directly to AUI by the Testing Center)
- Detailed résumé (i.e., curriculum vitae or CV)
- Six recent color passport-size photographs
- One typed essay written by the applicant that explains the reasons for seeking admission to the graduate program and that describe the applicant's background and knowledge of the field
- Two copies of the National Identity Card for Moroccans and two copies of passport cover pages (or driver's license or other basic form of identification) for non-Moroccan applicants.

- Copy of the payment receipt of application fee of 351 DH (500 DH for internationals)
- Original birth certificate
- Complete the pledge of Academic Integrity

These documents should be sent to:

**Al Akhawayn University
Admissions and Outreach Office
P.O. Box 104, Avenue Hassan II
Ifrane 53000, Morocco**

Finally, the following may be helpful in the evaluation of the applicants' files but are not required:

- Graduate Record Examination (GRE) for SHSS and SSE candidates or Graduate Management Admission Test (GMAT) for SBA degree candidates (though not required, GRE and GMAT exams are encouraged and those with high scores are likely to be given preference).
- Work experience is highly recommended for full-time MBA candidates and is required for Executive MBA and part-time MBA applicants; the application should include a detailed description of all such experience.
- AUI recommends that all students wishing to undertake graduate study upon completion of the bachelor's degree should have a minimum cumulative GPA of 3.00.

Application material submitted to AUI

All application material submitted for admission purposes becomes the property of the University and may not be returned.

Application material of non-enrolled candidates is retained for one term following the term in which the application was submitted. Students wishing to file an application after the two-semester period will have to submit fresh documents.

Graduate Application

Complete all questions on the online form. This certifies that all information is complete and correct to the best of your knowledge. In the event the information included with the application changes significantly, applicants should notify AUI's Office of Admissions immediately.

Official transcripts for graduate admission

Candidates for admission must submit official original transcripts (or grade certificates or mark sheets) of all completed university-level coursework. Evi-

dence of coursework attempted and/or completed must also be provided whether or not the applicant is seeking transfer of credit. Certified translations are required when the transcripts appear in languages other than English, French, or Arabic. Original transcripts must be submitted from the institution at which the courses were taken even though they appear on another institution's transcript. Transcripts must have been produced by the originating institution within the last twelve months, and must bear the signature of the registrar and the seal or official stamp of the issuing institution.

Instructor recommendations for graduate admission

Instructor recommendations should be requested from two teachers who have taught the candidate at the university level. If the candidate has worked after graduating from the university, one of the recommendation letters may be from an employer. All written recommendations are confidential. Recommendation documents should be submitted in sealed envelopes. Documents sent in unsealed envelopes will not be considered. It is recommended that the recommendation letters include the standard recommendation form available on the website. The completed forms must be mailed directly to:

**Al Akhawayn University
Admissions and Outreach Office
P.O. Box 104, Avenue Hassan II
Ifrane 53000, Morocco**

Application fee

Moroccan applicants must pay an admission application and processing fee of 350 MAD. International applicants must pay 500 MAD. This payment must be made by postal money order (Mandati Express) inside Morocco to Business Office, Al Akhawayn University, Ifrane. From outside Morocco, the payment must be done via Western Union to: "Samira Rhioui, Business Office, Al Akhawayn University 53000, Ifrane Morocco." The MTCN number given by the Western Union should be e-mailed to: obs@au.ma).

PLEASE DO NOT SEND CASH IN AN ENVELOPE. The application fee is not refundable and may not be transferred from one semester to another.

Transfer Graduate Students

To be considered for admission, transfer students must have a minimum grade point average of 3.00 on a 4.00 grading scale and be in good standing with their home institution. A maximum of 12 semester credits are transferable toward the degree requirements of an AUI graduate program. Courses in which the student achieves a grade of 'C' or lower will not be considered for transfer credit.

Visiting Graduate Students

Students in good standing at another college or university may be considered for regular admission with visiting status during the Summer, Fall, or Spring. Visiting applicants wishing to convert to regular status after one or more semesters at AUI will be required to complete all the general education requirements pertaining to their academic program. Former AUI students do not automatically qualify for visiting or non-degree status. Graduate visiting students must enroll for a minimum of 9 credits and a maximum of 12 (plus corresponding lab sessions, if applicable) credits in the Fall and Spring. In the Summer session, they must enroll for a total of 6 credits.

Standardized Tests

Test of English as a Foreign Language (TOEFL)

Graduate applicants are required to achieve a TOEFL score of 550 (iBT: 79) with a score of 5.0 (iBT 20) in English Writing in order to be admitted to the regular programs, or a TOEFL score of 450 (iBT: 45) in order to be admitted to the AUI Language Center for further preparation before admission to the graduate program.

Applicants for Masters' degrees in SHSS with a score between 500 and 547 (iBT: 61 and 77) may enroll in the AUI Language Center either on a full-time or a part-time basis.

International TOEFL

To learn more about the International TOEFL and register for a test, you can access the TOEFL website at: www.toefl.org. Applicants who intend to take the International TOEFL should make arrangements ahead of time and take into account AUI application deadlines. International TOEFL score reports should typically be received at the Office of Admissions before June 30th for the Fall semester and November 30th for the Spring semester. International TOEFL score reports usually take four to five weeks to arrive. TOEFL results must be sent directly from the testing agency to the University. (The AUI TOEFL institutional code number: 0125).

AUI Institutional TOEFL

Applicants who are unable to take the International TOEFL should make arrangements to take the AUI Institutional TOEFL. In addition to the TOEFL examinations administered in Morocco and throughout the world, AUI administers an institutional TOEFL prior to the beginning of the Fall and/or the Spring semesters. The TOEFL is administered only to students who have applied for

admission to Al Akhawayn University. These scores are valid only for admission to AUI. They may not be valid for other purposes. In case of multiple valid TOEFL scores, the office of Admissions will consider the highest score.

Graduate Record Examination (GRE) General (Aptitude) Test

GRE is designed to test preparation and aptitude for graduate study.

Students seeking acceptance to the graduate programs in Computer Science are encouraged to submit GRE scores and official results of the computer science subject test. The GRE is taken at the applicant's own expense. GRE scores over five years old are not accepted by the University. For additional information about the GRE and an application form, write the Educational Testing Service, PO Box 6000, Princeton, New Jersey, 80541-6000, USA.

www.ets.org/gre

Graduate Management Admissions Test (GMAT)

The GMAT is an aptitude test designed to measure certain mental capabilities important in the study of management at the graduate level. It is recommended that all students seeking acceptance into the MBA and MSCF programs complete the GMAT. The GMAT is taken at the applicant's own expense. GMAT scores over five years old are not accepted by the University. For additional information about the GMAT and an application form, write the Educational Testing Service, PO Box 6000, Princeton, New Jersey, 80541-6000, USA.

<http://www.mba.com/mba/thegmat>

Deferred Enrollment

Admitted candidates who are unable to attend AUI during the academic term for which they were admitted, but nevertheless want to attend the following semester, must apply in writing to the Office of Admissions for deferred enrollment. The University may grant or refuse the deferred enrollment request. In case it is granted, the candidate will have to meet the following requirements:

- Produce a minimum TOEFL score of 530 for undergraduate (420 for admission to the Language Center) and 550 for graduate (450 for admission to the Language Center except for Humanities which requires 500)
- Pay a non-refundable deposit before the application deadline of the following semester. (See Application Deadlines). The non-refundable deposit is credited toward applicable tuition and fee charges for the next semester.

Students failing to meet these requirements within the prescribed deadlines will forfeit their right to attend AUI. Deferred enrollment can be granted for one semester, after which the candidate must re-apply for admission.

Readmission to the University

Former students of the University who wish to return after one academic year absence and who did not inform the University of their plans for a semester off or a Planned Educational Leave, must re-apply for reinstatement. They must complete the Readmission Application, submit a non-refundable application fee of 500 MAD, and provide official transcripts of all studies attempted and/or completed since last attending AUI. Transcripts must be provided to confirm that the student has been in good standing regardless of whether studies were completed or transfer credit was desired.

Students who have attended other institutions of higher education must be in good standing with these to be considered for re-admission. Students who are currently on academic probation or suspension at another institution will not be re-admitted to AUI. Students who have withdrawn from the University re-enter AUI based on the requirements, policies, and procedures of the University catalog in force at the time of re-entry. Candidates for readmission do not need to complete a new online application.

Documents required for readmission

- Readmission Form
- Readmission Fee of 500 MAD
- Short essay explaining activities since last enrollment at AUI
- Official transcript(s) if studies were pursued or work certificate(s) if applicable

Enrollment

A student is officially enrolled and eligible to attend classes upon registering for courses and paying tuition and fees. Below is a list of events and terminology that students need to understand.

New and Returning Student Information

Academic Advising

A faculty advisor will assist in degree planning, as well as other matters related to the degree to be earned. This process helps to ensure that AUI students will graduate with their entering class. Students must obtain written permission from their advisor and coordinator to enroll in each course. The approved schedule is presented during pre-registration or registration.

Academic Calendar

AUI operates on an academic calendar that consists of two semesters and one Summer session. Each semester is fifteen weeks (70 to 75 class days) in

length. Summer terms usually are scheduled for a six-week period (30 class days).

Certificates of Completion

The Certificate of Completion is an official document attesting that the student has fulfilled all the academic requirements for a Bachelor's or a Master's degree. The Certificate of Completion is issued only once. It may not be issued once the diploma has been delivered.

If a student cannot come to the university to collect his/her certificate, s/he may give power of attorney (procuration) to a legally responsible person to collect the certificate on his or her behalf. The proxy must bear the signature of the graduate and be certified as true by one of the following:

- Moroccan authorities within Morocco
- Moroccan consular representation abroad
- A notary public

The person authorized to collect the certificate must come in person to the University and produce the following documents:

- The original of the proxy
- His/her national identity card or valid passport.

Class Day

The class day begins at 8:00 and usually ends at 20:50 except during Ramadan and finals exam week when the day may end later. During Ramadan, students are given a two-hour break in the evening to allow time for breaking the fast (Ftour). Classes scheduled during this period are moved to a later time.

Enrollment Certificates

Enrollment certificates are official documents certifying that the student is officially enrolled at AUI. Enrollment certificate requests are processed by the Registrar's Office following the last day of registration (the 4th class day of the Fall or Spring semesters and the 2nd class day of the Summer session) of each academic term. The University will not certify a student's enrollment prior to the 4th class day of a regular term nor prior to the 2nd class day of a Summer session. It will also not certify a student's enrollment as a result of the student having "pre-registered."

There is no fee for the first certificate. Duplicate certificates or certificates in a different language are available from Enrollment Services for 20 MAD each. There will be an added 5 MAD charge for fax or mailing requests within Morocco. Requests for Enrollment Certificates are processed within two working days of receipt by Enrollment Services. Urgent requests may be processed the same day for a fee of 50 MAD.

New Student Orientation

Students who are admitted to the University for the Initial Enrollment must attend the orientation session held before the first day of classes. During orientation, students are introduced to campus facilities and services, assigned an advisor and an e-mail account, and provided instructions about course registration procedures.

Pre-registration

Pre-Registration periods are published in the academic calendar. Pre-registration is mandatory for all continuing students.

Prerequisites

A prerequisite is a condition (either course or classification) which must be satisfied prior to enrolling for a course. Prerequisites are listed below the course title in the catalog course descriptions.

Regular Registration

Registration and late registration dates are published in this catalog and in the Academic Calendar. Students may register for classes on the regularly scheduled registration dates through the end of the Add/Drop period (4th class day in regular semesters and 2nd class day in Summer sessions).

A 1,500 MAD fee is assessed for late registration even if the student has pre-registered. For the purpose of the fee assessment, late registration is defined as the first day of classes. Students may not register for classes after the last day of registration. Students enrolling late in a course should not expect special make-up assistance from the instructor.

NOTE: Students must be officially enrolled at AUI in the semester in which they graduate.

Semester Credit Hour (SCH)

A semester credit hour is a unit representing an hour of instruction over a 15 week period in a semester. Most classes are 3 SCH which means that students have 3 contact hours with an instructor each week. Students can expect that each credit hour includes two or more hours of assigned work for every hour of in-class contact.

Student Transcripts

Duly signed AUI transcripts are the official records accepted by other educational institutions. Transcripts are sent only at the written request of the

student. A flat 40 MAD fee is charged for each transcript. A registered mail surcharge is applied for requests of transcripts to be sent by mail: 17 MAD within Morocco, 30 MAD (US \$3) mail to Europe, 40 MAD (US \$4) mail to the United States, Canada, and 45 MAD (US \$4.50) mail to Asia. Transcripts are sent or delivered only to students in good financial standing with the University. Transcript requests from students on financial hold cannot be processed until the bill has been paid and the Business Office has notified Enrollment Services of payment.

Under normal circumstances, requests for transcripts are processed within two working days of receipt by Enrollment Services. An additional charge of 60 MAD applies for same day requests. Requests received during periods of registration, final examinations, and school holidays will be delayed a few additional days. There is an added 5 MAD charge for fax requests within Morocco and 40 MAD for fax requests outside of Morocco.

NOTE: Students should note that faxed transcripts are not considered official documents.

Financial Information

Tuition, Fees, Deposits and Refunds

(Applicable Starting Fall 2014. Subject to change without notice)

Fees and Expenses

Fee Payment

All tuition and fees are due and payable before the beginning of each term. Special arrangements for payments in two installments may be made upon request; the cost for establishing a Deferred Payment Agreement is 200 MAD if a student is qualified for AUI sponsored Financial Aid or 500 MAD otherwise, failure to make the full payment of your debit balance by the due date (after the add drop period) will be automatically considered to be under the "Deferred Payment Agreement" and will result in a late payment fee equal to 2% of the remaining amount due for each late business week (Monday through Friday). For example: A payment that is 15 to 21 days late will result in a late payment fee equal to 6% of the required amount up to a maximum of 3000 MAD. Failure to make the second payment on time, including payment of any late fees, will result in the student being administratively withdrawn from the University. The University will take all legal action against the responsible party to collect amounts which are not paid in accordance with the "Deferred Payment Agreement." In addition, if the installment dates are not respected, the student will not be allowed to pay in installments in the future and a financial hold will be applied, blocking pre-registration for the following semester and ***no document will be provided, be it a certificate, attestation, a transcript, or any other document.***

The student is the sole party responsible vis-à-vis the University with regard to payment matters. Payments can be made by wire transfers, cash deposit in banks, online credit card payments, or certified bank checks. The following fees are applicable to the Fall and Spring semesters as well as the Summer sessions for the academic years 2013-2014. They are subject to change each academic year at the discretion of the Board of Trustees.

Registration Fees: 5,100 MAD

All registered students must pay the registration fees regardless of status. Students who defend their thesis, capstone, or internship before the end of a semester receive a prorated reimbursement of their registration fees. Registration fees cover such fixed costs as: Student Health Services, Student Activities,

Athletics, Swimming Pool Access, Restaurant Access and IT services.

Tuition

Semester tuition is calculated on the basis of total credits taken, except for students enrolled in the Language Center.

Undergraduate Tuition¹

Moroccan students	1900 MAD per credit
International students ³	2900 MAD per credit
Internship for Moroccan students ⁵	1200 MAD per credit
Internship for International students ⁵	1700 MAD per credit

Graduate Tuition²

Moroccan students	2400 MAD per credit
International students ³	3600 MAD per credit
Internship for Moroccan students ⁵	1700 MAD per credit
Internship for International students ⁵	2400 MAD per credit

Language Center Tuition (Flat fee per semester)

Visiting students ⁴	43500 MAD per semester
Moroccan students	28500 MAD per semester

¹NOTE: Undergraduate students allowed to register for graduate course to satisfy undergraduate degree requirements are charged undergraduate tuition. Undergraduate students wishing to register for extra graduate courses are charged graduate tuition for each graduate course.

²NOTE: Graduate students enrolled in Foundation Courses are charged graduate tuition for these courses.

³NOTE: International applicants qualify for Moroccan tuition if 1) one parent is Moroccan, or 2) both parents are non-Moroccan but have lived in Morocco and paid Income Tax ('IGR') here for more than five years.

⁴NOTE: Except for Language Center tuition and testing charges, visiting students pay the same fees as AUI students.

⁵NOTE: Students doing an internship as the last degree requirement who will graduate immediately following the internship should register and pay the common fees. If students doing an internship will not graduate immediately following the internship, they should not register nor pay common fees; instead, the internship will be charged and registered to the subsequent semester (Fall).

Combined Programs Tuition (BA/MA)

Students who are enrolled in combined programs pay undergraduate tuition for undergraduate courses and graduate tuition for graduate courses.

Summer Session Fees

Undergraduate and graduate students enrolled in Summer Session courses pay tuition according to registered credit hours. Other fees are fifty percent (50%) of the regular charges for a full semester.

Students enrolled in the Language Center during the Summer session should pay the equivalent of three credits for each LC course. Students enrolled in FAS courses during the Summer pay the equivalent of two credits for each FAS course.

Student Identification Cards (Cash Wallet)

Student Identification Cards (ID) are provided to enrolled students by the Business Office following the payment of all tuition. Replacement cards are available from the Business Office for a fee of 100 MAD. Students are responsible for providing their own photographs.

In case of loss of the ID card (cash wallet), the student must notify the Business Office immediately in order to block the old card and issue a new one. Students are advised not to bring their cash wallet cards in close contact with a computer, laptop, TV set, printer, heater, or water.

Cash Wallet refers to money applied to a student's account and available for use on campus only with the Student ID. Students make deposits to their cash wallet on an as-needed basis. At the end of the semester, the balance related to cash wallet is shown in the account of the following semester. The final refund of the balance can only be done at the end of schooling after the graduation ceremony at the conclusion of the final clearance procedures.

The management of personal money for off-campus needs is the responsibility of the students themselves. The Post Office within the campus offers students the possibility to open savings accounts which provide them with flexibility in managing their money.

Health Insurance

Health Insurance is mandatory for full-time students and all students living in University housing. Details concerning the University's contracted insurance company and the coverage offered are available at the Student Health Center.

Student health insurance premium amounts to 1,320 MAD for a full year coverage, beginning in January. Students joining the University for the first time in Fall pay 660 MAD for the period leading up to the start of the calendar year. This amount is subject to change. Insurance company representatives are available on campus during the registration period.

Students graduating in the Spring semester are charged the annual insurance amount of 1,320 MAD which entitles them to 12-month coverage, including the period between graduation and the beginning of the next calendar year. They are not allowed a refund of the insurance premium balance since

they benefit from the whole year insurance coverage.

Housing Fees

Room rates for students living in residence halls are given below. The room fees are due each semester. The rates include all utilities. Studios and single rooms are available on a very limited basis under special conditions.

Double standard occupancy	5,300 MAD per semester
Single occupancy (when available)	10,600 MAD per semester
Triple occupancy (when available)	3,500 MAD per semester
Studio single (when available)	17,000 MAD per semester
Studio double (when available)	8,500 MAD per semester
Studio triple (when available)	6,000 MAD per semester

Summer session housing fees are half that of a full semester.

Other Fees

Estimated books charges(Fall/Spring) 1	3,000	MAD
Estimated books charges(Summer)	1,500	MAD
Print Fee	100	MAD
Test-out fee for courses	1,000	MAD
Fee to place test-out results on transcripts	500	MAD
Graduation (in last semester)	1,200	MAD
Pre-registration deposit (Fall/Spring)	1,200	MAD
Pre-registration deposit (Summer)	1,100	MAD
Late registration for newly admitted students	1,500	MAD + late fees
Late registration for continuing students	1,500	MAD + late fees
AUI Deposit for newly admitted students	3,000	MAD
Testing charges for newly admitted students	1,000	MAD
AUI ID Card	100	MAD
Orientation Fee for newly admitted students	160	MAD
Residency Services fee for Exchange students	160	MAD
Double Room Deposit fee for Exchange students	1,000	MAD
Unpaid Payment Penalty (non-received wire...)	1,000	MAD + late fees

¹NOTE: The deposit is deducted from the student's account in cases when the stu-

dent pre-registers but does not complete the registration for that semester or session.

Late Fees

Two percent (2%) of the amount due will be added for each week that the required payment is late until the maximum charge is reached. The maximum charge will not exceed 3000 MAD)

Please Note: Additional fees may be charged for some outdoor, physical education activities, required field trips, and for special tests.

Required Deposits

Newly admitted students pay a non-refundable deposit of 5,000 MAD before the published deadline and attend a mandatory pre-registration program, where original documents are submitted (High School Diploma for Bachelor Degree and Bachelor Diploma or equivalent for Master Degree) and an additional payment of 22,000 MAD, of which a further 5,000 MAD is non-refundable. The confirmation deposit is non-refundable unless the University denies the student's enrollment for reasons such as insufficient TOEFL results. All new students pay a sum of 5,000 MAD at the beginning of their first semester as deposit for any possible damage caused during their stay at AUJ. This amount is refundable once they graduate or withdraw from the university.

Refunds

Students defending their thesis or capstones during the semester are allowed reimbursement of common fees on a prorated basis up to the day of their defense.

A student who officially withdraws from the University in accordance with official procedures is eligible for a refund of tuition fees after submitting an authenticated request showing his/her bank account information.

Tuition refunds are calculated according to the following schedule:

Refund table for Fall/Spring Semester

Prior to the first class day	100%
During the first five class days	80%
After the fifth day of class	70%
After the tenth day of class	50%
After the fifteenth day of class	25%

After the twentieth day of class	None
----------------------------------	------

Refund Table for Summer Session

Prior to the first class day	100%
During the first five class days	75%
After the fifth day of class	50%
After the tenth day of class	None

Refunds for Room

Refunds will be prorated based on the time remaining.

Refunds for Fees and Books

No refund is made for these charges unless, in the case of books, it can be demonstrated that the University incurred no expense.

Student Employment

No payment is made for any work or jobs done by students as part of their financial aid. The amount is instead credited to the student's account with the university to defray costs, fees, and tuition.

Medical Reimbursement

Medical reimbursements are processed through wire transfers or credited to the student account (statements of charges) and no cash requests are authorized afterwards.

Financial Aid

Financial Aid Procedures

Al Akhawayn University expects students and their parents to assume primary responsibility for the financing of university tuition and expenses. However, the University makes every effort to ensure that all candidates offered admission have the necessary financial resources to pursue their studies. Students with demonstrated financial need who make satisfactory academic progress and file all required documents by the published deadlines, may be eligible for University assistance provided funds are available.

The application for financial aid should be sent to the Financial Aid Office

following the submission of the application for admission. Financial aid is available to both new and continuing students at AUI. Financial aid, whether in the form of bank loans, grants, or work-study, is awarded to Moroccan candidates with demonstrated financial need and outstanding academic performance.

Awards are made for the Fall and Spring semesters. Financial aid is not available to students for the Summer session.

Required Documents for Financial Aid

Students seeking financial aid are required to complete the Financial Aid Application and provide two complete sets of the following supporting documentation (originals AND certified copies):

- Completed and duly certified financial aid application;
- Certified copy of the parents' National Identity Cards;
- Certified copy of the applicant's National Identity Card;
- One passport-size color photograph of the applicant to be attached on the first page of the financial aid application file;
- Family Collective Entry of Birth certificate;
- Certified document stating the student's legal guardian, in case of divorce or death of either parent;
- Certified copy of the degree(s) earned - Baccalaureate and/or Bachelor's Degree;
- Secondary school records for the last three years for undergraduate applicants;
- Post-Bac academic records for graduate applicants (to be checked with financial aid coordinator);
- Personal essay explaining all the reasons (economic, social, familial, etc.) the applicant is applying for financial aid and specifying the form and amount of financial aid s/he wishes to receive;
- Parents' three most recent detailed pay slips showing both gross and net pay with all deductions made;
- Parents' occupation attestation(s) certified by the employer(s); or non-occupation attestation(s) certified by relevant authorities;
- Retirement income attestation(s) and non-occupation attestation(s) for retired parent(s), and attestation(s) showing former occupation;
- Income attestation(s) for financially independent or married applicants;
- IGR: Attestation(s) of parent(s)' taxable revenues, delivered by the Tax Office;
- Parents' bank statements for the last twelve months and an authenticated affidavit testifying to the nonexistence of any other bank accounts;
- An authenticated affidavit testifying to the nonexistence of any bank accounts for parents who do not have a bank account;
- Trade register and "patente" statements for company owners and/or managers;
- For self-employed parents, a certified handwritten document declaring the estimated monthly income earned by the parents;
- For farmers, an attestation of ownership of farming land delivered by the local

authorities (The Caid);

- Acquisition contract if home is owned, or rent receipt if rented, with parents' attestation(s) of non-ownership;
- Parents' attestation(s) of ownership delivered by the Land Registry only for candidates who are interested in contracting a bank loan.

All requested financial information provided by the candidate and his or her family must be disclosed to the University Financial Aid Office. Students should include any relevant detail which would enable the AUI commission to have a clear idea of the student and his parents' assets and their monthly or annual income. By submitting these documents well in advance of the deadline, the candidates allow time for any corrections or unforeseen problems which might delay the receipt of their financial aid.

Application Deadlines

The deadline for submitting financial aid applications is May 31st for students enrolling in the Fall semester and October 31st for students enrolling in the Spring semester. Applications submitted after the appropriate deadline will not be considered. The same procedure applies to continuing students.

Types of Financial Aid Offered at AUI

Depending on the student's demonstrated financial need, the University proposes a combination of up to three forms of financial aid.

AUI Need-based Grants

In this case, University assistance is granted on a very limited basis. Students do not have to repay grants. Grants are awarded in the form of a fixed amount which goes exclusively towards tuition to prospective students with demonstrated financial need and commendable academic records. The amount granted to students may not exceed the amount paid for tuition which is 20,000 MAD, but it can be lower, from 5,000 MAD up to the maximum.

Grants come in the form of funds (endowments) held by the University or donations (private, semi-private, or state donations). Donation providers are mainly local communities, companies, banks, Board members, ministries, social charity organizations, international, or Moroccan charity or socio-cultural associations. Contributions from individual benefactors are included in this group.

Special nominal scholarships are available. Such information may be obtained from the Financial Aid Office.

AUI-Approved Bank Loans

Al Akhawayn University has concluded agreements with a national bank for a loan program that will serve the interests of students and at the same time en-

able them to contribute substantially toward the financing of their own studies. Student loans are extended for the purpose of meeting the costs of studies at Al Akhawayn University. They are available to all students interested in obtaining a bank loan for any semester. The bank also makes the final decision based on adequate supporting documentation.

Loan Terms and Amounts

The loan program will provide qualified students with long-term loans payable over an extended period with especially reasonable annual interest rates. Students may borrow up to 20,000 MAD per semester (40,000 MAD/year). Repayment begins after 12 months following the date of the last amount released by the bank to the order of AUI or after withdrawal from the University.

For students studying for the Bachelor's Degree, the amount of the student loans can total as much as 180,000 MAD released in equal installments over up to 9 semesters. The loan term is 14 years maximum consisting of two successive periods:

- The release phase of 4.5 years corresponding to the duration of studies.
- The repayment phase of 9.5 years including a 12-month (1 year) payment deferment period.

Students studying for the Master's Degree may benefit from loans totaling 100,000 MAD released in equal installments over a period of up to 5 semesters. The term of this loan category is a maximum of 9.5 years consisting of two successive periods:

- The release phase of 2.5 years corresponding to the duration of studies.
- The loan reimbursement phase of 7 years including the 12-month (1 year) payment deferment period.

The annual interest rates for both undergraduate and graduate students are currently at 7.5% + VAT applicable during the loan release and repayment period.

Loan Conditions

Loan advances are made at the time of registration and fee payment for each semester only for those continuing students whose loan applications have already been approved by the bank loan committee. New students' loans will be released to the order of Al Akhawayn University only after all the guarantee procedures have been completed and the students' loan contracts have been duly certified by the local authorities.

In the event the new loan borrower cannot provide all the necessary documents to complete his/her loan contract within the period specified by the Business Office, the University may take the following actions:

- The student will be charged a late payment fee which is equal to 2% of the amount due for each week that the required payment is late. (For example, a payment that is 15 to 21 days late will result in a late payment fee equal to 6% of the required payment).
- No records of the student's course work while attending the University will be released until all loan requirements are satisfied. The University will pursue all legal remedies against the responsible party to collect amounts due.
- Any unused loan funds remaining in the student's account (after completion of studies or withdrawal) will be returned to the bank and not to the student or the individual responsible for making the loan payments.

Loan Procedures

Please note that while the bank loan committee works in cooperation with the Financial Aid Office to satisfy all the students' and parents' needs, it is the ultimate responsibility of the bank to communicate the final decision to the loan applicant (approved or rejected). Those applying should ensure that this notification is scheduled before the confirmation deposit period.

Bank loan applicants should be aware that the loan process is complex and time consuming. Any missing document or problem of the guarantee delays the smooth progression of the bank loan process. Once the bulk of loan applications are approved by the bank loan committee, the bank officials proceed to draw up the loan contracts. Subsequently, the Financial Aid Office has to notify these students to immediately go to the bank agency to open a bank account, pay the loan insurance amount, and pick up their loan contracts for their and their parents' certified signatures. If the parents' asset already submitted for mortgage is in joint ownership, the loan process must go through both the Notary and the Land Registry, which takes considerable time.

If a continuing student wishes to reduce his\her loan amount from 20,000 to 15,000 or 10,000 MAD, the bank must be informed before the beginning of the following semester because an AVENANT will again be required and must be submitted to the bank on time.

Documents Required for AUI-Approved Bank Loans:

- Completed duly certified financial aid or bank loan application file;
- Certified copies of the parents' National Identity Cards;
- Certified copy of the applicant's National Identity Card;
- One passport-size color photograph of the applicant to be attached on the first page of the financial aid or bank loan application file;
- Certified copy of the degree(s) earned, Baccalaureate and/or Bachelor's degree;
- Handwritten bank loan application letter specifying the loan amount s/he wishes to receive;
- Parents' three most recent detailed pay slips showing both gross and net

pay with all deductions made;

- Parents' occupation attestation(s) certified by the employer(s);
- Retirement income attestation(s) for retired parent(s);
- Income attestation(s) for financially independent or married applicants;
- IGR: Attestation(s) of parent(s)' taxable revenues, delivered by the Tax Office;
- Parents' bank statements for the last twelve months;
- Trade register and "patente" statements for company owners and/or managers;
- For self-employed parents, a certified handwritten document declaring the estimated monthly income earned by the parents;
- For farmers, an attestation of ownership of farming land delivered by the local authorities (The Caïd);
- Parents' attestations(s) of ownership delivered by the Land Registry.

Campus Employment

Student employment is offered primarily, but not exclusively, to students with a good academic standing. Students with CGPA above 3.00 and having completed at least 30 credits at AUJ for undergraduates, and 12 for graduates, are eligible to apply for a part-time job. However, the Financial Aid Office may hire some applicants as part-time job students with a CGPA below 3.00/4.00 based on the availability of part-time job positions as well as the part-time job budget.

All regular assignments for campus jobs are made for the specified period the University is in session. The student should recognize that s/he assumes an obligation to perform a necessary task on behalf of the University. All on campus student employment is approved by the Financial Aid Office and students are not allowed to hold two part-time jobs in two different areas at the same time except by authorization from the Vice President for Academic Affairs.

Time Commitment and Payment

Campus Employment provides students with the opportunity to "work off" a portion of the tuition and fees paid to the University. At the end of the semester, they are reimbursed for the number of hours worked at a rate of 25 MAD per hour. These part-time job earnings are directly paid to the student's balance or can be refunded by wire transfer directly either to students' or to the parents' bank account, provided that students meet the following:

1. A cleared financial situation (no due balance)
2. A written authorization from the responsible of payment
3. A RIB attestation of the student or the responsible of payment

The total hours required to work per week may be exceeded in order to make up for missing hours caused by absence, vacation, and/or exam periods and late

assignments. This exception holds true even for scholarship holders who are required to work a minimum of 5 hours/week. Moreover, any students' absence from the assigned post or other new arrangement must be approved by the supervisor. Students should not work during the hours they are scheduled to be in class. Most jobs require from 8 to 10 hours of work per week (160 hours/semester).

Campus employment is very limited. Paid part-time job is not available during Summer session. Students offered a paid part-time job late or even into the second half of the semester may automatically be assigned 80 hours per semester instead of 160 hours.

Terms

Part-time job students are not allowed to begin work prior to their job placement interview and/or without obtaining the proper documentation (part-time job assignment letter) from the Financial Aid Office. In addition, supervisors are not authorized to hire any students without a letter of appointment from the Financial Aid Office. Students who intend to resign their jobs should contact the Financial Aid Office and provide supervisors with at least two weeks' notice. Part-time job students who wish to continue working for the same employer the following semester must notify the Financial Aid Office ahead of time.

At the end of the semester, part-time job students who are left with a part-time job balance of more than 60 hours, that is, hours not worked, will be placed on part-time job suspension for the subsequent semester. A student being placed on part-time job suspension for one semester after a poor work-study evaluation can reapply for a campus employment the following semester.

In the distribution of jobs, periodic reallocation of part-time job students may be necessary. This system offers every part-time job student with the opportunity to work in different departments and handle both demanding and less demanding tasks.

Complaints and Grievances

Student workers who have employment-related complaints or grievances may bring such matters to the attention of the Financial Aid Office. The latter should make reasonable efforts to respond to or resolve the grievances. If the students are not satisfied with the resolution from the Office of the Financial Aid, they may discuss their problems with the Vice President for Academic Affairs whose decision is final.

A department or unit that has a student employee with performance deficiencies will counsel the student, in an attempt to change the behavior or performance. If necessary, a written reprimand should follow a verbal warning. If deficient performance continues, the student may be suspended from his PTJ without notice.

NOTE: Part-time work is not automatically guaranteed every semester, even for those

who have previously had part-time positions. Rather, rehire is contingent upon the student's demonstrated financial need, work-study performance evaluation, academic achievement, and vacancies available.

Areas Available for Part-time Jobs

Most seniors and graduate students in part-time jobs are assigned to their schools to work as teachers' assistants or graders. The Financial Aid Office assigns eligible students to part-time jobs within the following assignment areas:

Admissions Office, Business Office, Campus Store, Financial Aid Office, Housing, Information Technology Services, Institute of Economic Analysis and Prospective Studies, Language Center, Library, Office of International Programs, Office of Development and Communication, Registration Office, Center for Academic Development, Athletics, Human Resources, Executive Education Center, School of Business Administration, School of Science and Engineering, School of Humanities and Social Sciences, Student Activities Office, and the Office of the Vice President for Academic Affairs.

Employment with Tutoring Services

The Tutoring Services Program is offered at AUI to provide academic support to students, primarily at the first- and second-year levels. This support focuses on two areas: writing skills and content courses. The decision to use highly skilled students as tutors is made by the FAS (Foundation for Academic Success) but subject to the approval of the Financial Aid Office.

Recommendation from the course instructor, successful completion of the course in question, the student's personal high sense of responsibility and commitment to providing regular tutoring are the main eligibility criteria for tutoring positions.

Native speakers of English with good writing skills may work at the Writing Center (30 MAD/hour).

Sibling Discount

The University offers a 5,000 MAD discount on the fees of a regular semester (Fall and Spring) for each additional sibling of a student currently enrolled or already graduated from AUI.

In order to apply for the sibling discount, the candidate has to complete the Sibling Discount Form and submit it to the Office of Financial Aid before the registration period for Fall or Spring semesters. The sibling discount is not available during the Summer session.

Sibling discount renewal is not conditional upon obtaining a certain SGPA at the end of the semester except for those beneficiaries who combine the sibling discount and another form of financial aid. It is continuous as long as the 2nd child beneficiary is enrolled regardless of the number of semesters spent

at AUI. It is also available to international students. Sibling beneficiaries are allowed to reside in a single room. If one sibling is dismissed for whatever reason, the sibling discount is maintained. However, if one sibling withdraws from AUI for personal reasons, the sibling discount does not apply anymore.

If the first child, whether still enrolled or graduated from AUI, has benefited from a full scholarship, the 2nd child is not eligible to benefit from this discount.

Eligibility for Financial Aid

Students must be enrolled on a full-time basis in undergraduate or graduate programs and be making satisfactory progress in their declared program of study. Only Moroccan students are eligible for financial aid. Qualifying need-based financial aid applicants may be considered for grants. Students may also apply for loans and/or campus employment. Continuing students enrolled without financial aid in their first semester can also apply for a grant after completing at least 30 credits at AUI with a good academic standing.

Eligibility for Grant Revision

Continuing students who have been offered one grant can also apply for a revision of their grant. Such decisions are made on a case-by-case basis. There must be evidence of special circumstances that differentiate the requesting student from other students. Circumstances affecting the student's estimated family contribution that may cause the financial aid committee to make changes. These may include, but are not limited to: loss of income, loss of benefits, divorce/separation, death of spouse or parent, debts incurred by unemployment, failed business, bankruptcy, loss of assets, child care expenses, educational loans, exceptional medical expenses, loss of extended family support, or other circumstances affecting the student's or family's ability to contribute to the student's educational expenses. After a thorough review of the documentation provided, the Financial Aid Committee determines what type of assistance is to be awarded.

Financial Aid Policies

Renewability of Financial Aid

Grants

While most financial aid packages are renewable, subject to availability of funds (for a total of up to 8 semesters of study for undergraduate and 4 semesters for graduate study), grants from semester to semester are not guaranteed. They are renewed only after careful reexamination of the recipients' financial needs and academic performance. Thus, grant extension requests for

the ninth semester for undergraduate students having completed 8 semesters with grant and for the fifth semester for graduate students having completed 4 semesters with grant assistance are not guaranteed but are subject to maintaining a satisfactory academic standing during the previous semesters.

Eligibility for Renewal

Satisfactory academic progress is required for continued aid eligibility. Undergraduate financial aid recipients at AUI must maintain a minimum 2.00/4.00 SGPA, while graduates must have a 3.00/4.00 SGPA. Students who fail to meet this requirement during the Fall or Spring semester are placed on financial aid probation for the following semester. If they are unable to regain satisfactory academic standing at the conclusion of the probationary semester, they will be placed on "financial aid suspension" until such time as they satisfy the semester grade point average requirement. If, on the other hand, students obtain a semester grade point average below 1.50/4.00 for undergraduates and 2.50/4.00 for graduates, they will lose their eligibility for financial aid for the following semester. Students on financial aid probation or suspension may, with proper authorization, attend the AUI Summer session at their own expense. However, students who attend the summer session will not regain satisfactory academic standing or be granted eligibility for financial aid for the following semester whatever their Summer results are. Awards are made for the Fall and Spring semesters. Grants are not available to students for the Summer session.

Financial Aid Renewal Policy for Undergraduate Students

Semester GPA	Financial Aid the following semester
≥ 2.00	Good standing: grant is maintained
1.50 – 1.99	Probation: grant is maintained; SGPA of 2.00 or better must be obtained in the following semester
≤ 1.49	Grant suspension until SGPA is 2.00 or higher
1.50 – 1.99 after two consecutive semesters	Grant suspension until SGPA is 2.00 or higher

Financial Aid Renewal Policy for Graduate Students

Semester GPA	Financial Aid the following semester
≥ 3.00	Good standing: grant is maintained
2.50 – 2.99	Probation: grant is maintained; SGPA of 3.00 or better is obtained in the following semester
≤ 2.49	Grant suspension until SGPA is 3.00 or higher

2.50 – 2.99 after two consecutive semesters Grant suspension until SGPA is 3.00 or higher

Students Enrolled in Language Center Courses

A separate financial aid system is available for students having an AUI grant who are enrolled in Language Center courses (with or without FAS courses) in their first or second semester at AUI.

At the end of the semester, students who are left with a maximum of 4 language Center courses (for e.g. those passing from level 1 to level 2 and obtaining a minimum of "C" grade in their FAS and/or in regular courses), are eligible to maintain their grant for the following semester. However, if the student obtains a failing grade of (D, F or WF) in one regular course or in a Language Center course in either level 1 or 2, s/he will be placed on financial aid probation with a conditional grant for the following semester. In case the student fails in two or more regular classes or two language center courses at either level 1 or 2, s/he will automatically lose the grant for the following semester regardless of the SGPA.

Financial Aid Renewal Policy for Language Center Students

Student Performance	Financial Aid the following semester
Maximum 4 modules at the Language Center with a grade of "P" and a passing grade (A ,B or C) in other regular courses	Good standing; grant is maintained
A failing grade of (D, F or WF) in one regular course or in a language center course regardless of the SGPA	Probation; conditional grant
Failure in two or more regular courses or two Language Center modules with the grade of (D, F or WF) regardless of the SGPA	Financial aid suspension

AUI Scholarships

Scholarships are offered to students with an excellent academic profile based on the General Admission Test score, superior rating at the admission interview, and undergraduate high school records with the distinction of Bien or better in the "Baccalauréat" or equivalent ("Assez Bien" with 13/20 for the French "Baccalauréat", and/or an SAT two-section score of 1700 or better); and

post-bac academic results and recommendation of the school's graduate committee for graduates with at least two "Bien" or "Assez Bien" distinctions in the "Licence" or equivalent or a CGPA of 3.50/4.00 for applicants with an American-type degree with a good rating in the interview.

A combination of these elements is used to rank scholarship applicants and determine the type of scholarship to be given. Scholarships vary between 50% of tuition to full tuition and fees. Undergraduate beneficiaries are eligible for AUI scholarship for a maximum of nine semesters (or eight semesters plus two Summers), while graduate scholarships are for a maximum of four semesters including one semester at the Language Center. However, extension for any extra semester including the summer session may be granted based on the scholarship fund and on the beneficiary's academic standing during the previous semesters at AUI.

The scholarship application process is open preceding each Fall for undergraduates and for Fall and Spring for graduates.

Scholarships cover courses required for graduation only. It is highly recommended that the scholarship beneficiary take six courses per semester and enroll in at least two Summer sessions. Also, any course dropped by the student must be pre-approved by the Vice President for Academic Affairs.

If the student takes fewer than the recommended full-load, s/he should be aware that s/he runs the risk of delaying his/her graduation requirements, extending his/her time before graduation, and therefore, having to pay for additional courses.

Scholarships are granted for specific programs and are not transferable to other programs outside the school to which the scholarship recipients were initially accepted. Scholarship recipients who wish to change school can apply for a new scholarship at the receiving school. Scholarship students are allowed to switch from one school to another with a scholarship suspension without being required to reimburse the equivalent amount of the scholarship package they have used during the previous semesters in the initial school.

Conditions for the AUI scholarship

All the sponsorship beneficiaries have to abide by the AUI regulations in terms of their scholarship renewal criteria (>3.00/4.00 or better for undergraduates and >3.50/4.00 or better for graduates) and in terms of performing the unpaid campus employment as part of their scholarship package.

Scholarship recipients guilty of improper conduct or noncompliance with AUI regulations are under threat of scholarship suspension or cancellation.

Part-time Employment

All scholarship holders must take an active part in AUI student activities, particularly in the area of community service. Undergraduate full coverage scholarship holders, and graduate students benefiting from tuition waiver or

other consideration, must provide services to AUI by holding part-time jobs as assigned by the Financial Aid Office in different departments or schools at AUI. Failing to complete at least 25% of the total hours required to work per semester may jeopardize the continuation of the scholarship. If the student is selected to work for an externally funded project, however, s/he may receive compensation for the work s/he does if authorized by VPAA. This applies to undergraduate full coverage scholarship holders and graduate tuition waiver recipients or other financial beneficiaries.

Scholarship graduate students are required to perform unpaid jobs starting their 2nd semester at AUI; while graduate students who have recently graduated from AUI have to start their unpaid campus employment in their first semester during their undergraduate program period. However, graduate students who are not allowed to use their full scholarship package, due to a 2nd academic probation or because of attending foundation courses (not covered by the scholarship), are not required to perform their unpaid job until they start benefiting from the whole scholarship package.

Upon the approval of the VPAA, the scholarship students with an unpaid part-time job are allowed to perform, concurrently, a paid part-time job during the same semester, if they have the necessary required skills.

Scholarship students who are not able to perform their unpaid job (as part of the scholarship package) are offered the possibility to make up for their missing hours during the subsequent semester. Otherwise, they may either be placed on scholarship suspension for the following semester or be required to reimburse the cumulative number of hours not earned at the rate of 25 dhs per hour at the end of their last semester at AUI.

Scholarships students with unpaid jobs are exempted from performing their required unpaid job while on an Exchange Program.

Language Center Students

While at the Language Center, students are allowed to benefit from their full AUI scholarship package for one semester only. They must pay for every Language Center course remaining for the following semester(s). The cost of one Language Center course corresponds to that of a 3-credit course: 5400 MAD for undergraduates and 6750 MAD for graduates. In order to decide upon students scholarship renewal for the following semester, the virtual SGPA is considered for scholarship students registered for Language Center courses or any other course graded on a Pass/Fail basis (French or Foundation courses for graduate students). In addition to their excellent academic ranking, students must obtain a minimum TOEFL score of 480 to be eligible to receive their scholarship in their first semester at AUI. However, undergraduate applicants with a TOEFL score ranging between 450 and 477 are allowed to take super intensive courses at the Language Center using their scholarships, seating being available.

Summer Session

Students are allowed to use their scholarship during Summer sessions as long as they are in good academic standing without exceeding the total budget committed for the 9 semesters. Be aware that the Summer session GPA will not be taken into account for probation, suspension or reinstatement.

Exchange Programs

Scholarship holders can apply for the Exchange Program for one semester only (or for one year when required by the receiving school) taking a minimum of 15 transferable credits. However, if the student takes fewer than the recommended full-time load, s/he runs the risk of needing more than nine semesters to complete his/her degree. In this case, s/he will have to pay for additional courses beyond the ninth semester. Only amounts payable to AUI will be used; no money will be transferred to the host institution abroad.

The scholarship renewal policy adopted by AUI is also applicable to this category of students at the end of their exchange program semester. Passing grades are determined by using the Transfer Grades Chart available at the Office of the Registrar and communicated by the Office of International Programs to students when applying to partner universities.

Following the return from the exchange program, students benefiting from need-based grant, scholarship package or AUI personnel discount are subject to academic follow up and renewal policies adopted by AUI as posted on the catalog.

Students not using their scholarship while on exchange or supelec program for one or two semesters are not considered for the Renewal Scholarship Policy.

Scholarship students are allowed to use their scholarship package only once for their exchange program.

Combined Programs

After completing a number of credits as specified by their school graduate committee, scholarship holders have the right to combine the Bachelor's and Master's degree, but they have to apply for a new scholarship which may be granted upon their dean's recommendation and based on their involvement, and respect for their commitments. AUI students admitted to a combined program have the possibility to apply for a scholarship when they complete 100 credits minimum (conditional on passing all computer science courses for BSMS students). If they are granted the scholarship, the beneficiaries are allowed to use it once they complete 125 credits for SSE, 123 for SBA and 126 for SHSS.

Graduate Students

In their last semester, graduate students who are left with 1 credit for their continuous registration cannot use the total amount of the scholarship package. They can only benefit from a tuition waiver to cover that 1 credit (1800 dhs) if their scholarship type exceeds full tuition.

Scholarship Renewal Policy

Continuation of the scholarship depends on the student demonstrating excellence and successful progress towards the student's studies, as evidenced by maintaining a semester grade point average (SGPA) of 3.00/4.00 for undergraduates and 3.50/4.00 for graduates or better. If the student obtains a SGPA between 2.50/4.00 and 2.99/4.00 and between 3.00/4.00 and 3.49/4.00 for graduates, s/he will be placed on scholarship probation. Decisions regarding scholarship reduction, suspension or reinstatement based on the Spring academic results are applied to the following Summer and Fall. However, Summer session results are not taken into account either for scholarship probation, reduction, suspension or reinstatement. Students on scholarship suspension can have their scholarship package reinstated for the following semester only if are on full load taking at least 12 credits with 3.00/4.00 or better for the previous semester. Failure to return to the required standing, reduction or suspension of the scholarship will apply as described in the tables below:

Scholarship Renewal Policy for Undergraduate Students

Semester GPA	Scholarship status for the following semester
≥ 3.00	Good standing: scholarship is maintained
1st semester: 2.50 - 2.99	1st probation; conditional scholarship
2nd semester: 2.50 - 2.99	2nd probation; either consecutive or cumulative with 50% scholarship reduction
3rd semester: 2.50 - 2.99	3rd probation; either consecutive or cumulative with scholarship suspension
1st semester: < 2.50	1st unsatisfactory standing; 50% scholarship reduction
2nd semester: < 3.00	2nd unsatisfactory standing; either consecutive or cumulative with scholarship suspension

Scholarship Renewal Policy for Graduate Students

Semester GPA	Scholarship status for the following semester
≥ 3.50	Good standing: scholarship is maintained
1st semester: 3.00 - 3.49	1st probation; conditional scholarship
2nd semester: 3.00 - 3.49	2nd probation; either consecutive or cumulative with 50% scholarship reduction
3rd semester: 3.00 - 3.49	3rd probation; either consecutive or cumulative with scholarship suspension
1st semester: < 3.00	1st unsatisfactory standing; 50% scholarship reduction
2nd semester: < 3.50	2nd unsatisfactory standing; either consecutive or cumulative with scholarship suspension

NOTE: Graduate scholarship covers ONE semester at the Language Center and a MAXIMUM of FIVE foundation courses

A graduate scholarship beneficiary who obtains one "F" in a foundation course will be placed on scholarship probation for the following semester. If the student is unable to regain satisfactory standing at the end of the probationary status and authorization is granted to continue in the program, he or she will be placed on 2nd time scholarship probation with 50% scholarship reduction until such time as the scholarship renewal requirements are satisfied. Failure to return to the required standing - reduction or suspension of the scholarship.

Scholarship graduate students who are not allowed to benefit from their scholarship while they are taking foundation courses or have 4 LC courses remaining, may benefit from a 2nd child discount instead, if eligible. This discount is also granted if the beneficiary is placed on scholarship or grant suspension.

Appeals

Students with a SGPA between 2.90 and 2.99 as undergraduates and between 3.40 and 3.49 as graduates may appeal the scholarship committee decision to be removed from probationary status. If the appeal is rejected, the probationary status will apply. If the appeal is accepted, the student is regain a good standing (SGPA ≥3.00/4.00 for undergraduates and ≥3.50/4.00 for graduates) by the following semester; otherwise, he will be placed on scholarship probation without the possibility of appeal. Appeal is offered only once. To make a determination regarding an appeal, school's recommendation, parents' financial situation, and student's involvement in social work or other university activities are taken into consideration.

Academic Policies and Procedures

The University reserves the right to change University rules, policies, fees, and academic requirements. The University also reserves the right to make changes in the offered programs whenever circumstances require such changes.

Attendance

Class Attendance and Participation

Regular attendance and participation are expected for all sessions of courses for which a student is registered. Beyond merely attending each class, students are expected to participate actively and avoid being passive learners. It is the instructor's responsibility to set, and to communicate to students, the participation requirements and measures for each course. Except for absences authorized by the University, the degree to which classroom participation is required and whether or not work missed by a student during an absence may be made up is at the discretion of the instructor.

Attendance has been shown to be a key factor in academic success. Any absence, regardless of the reason, will prevent the student from getting the full benefit of the course. Therefore, students should recognize the advantages of regular and punctual class attendance and accept it as a personal responsibility. They should also apprise themselves of the consequences of poor attendance.

Absences are controlled by faculty members. The number of absences for whatever reason is taken into account in the final grade, excluding excused absences as defined below.

Excused Absences

Students may be authorized by instructors to be absent from class for institutional reasons as specified. However, the instructor may deny the student permission to be absent if the student's academic performance is not judged to be satisfactory. Once approved, these absences should not count in the student's absence record. Instructors should be informed before the absence in order to determine, with the student, a suitable time and manner to make up for what is missed, should it be necessary. A maximum of three of these absences per semester may be authorized.

• **External Events:** The student must submit a completed and signed form from the Office of Student Activities or Athletics to the instructor prior to any absence. Examples of these absences include participation in university

sponsored sports, cultural, or other events as a University representative.

• **Field Trips:** Field trips that are a part of a class requirement or as authorized by a Dean: the Dean's assistant at the School offering or authorizing the trip should sign the absence request form.

• **Serious Illness:** In case of protracted illness or emergency condition necessitating hospitalization, students must send necessary justifications by fax to the VPSA Office within 48 hours. If necessary, the VPSA Office will then inform faculty of the situation. All absences need to be recorded by faculty until the student returns. Students must submit all medical documentation justifying their absences to the University Health Center for validation.

NOTE: Extended illness may lead to the semester not being validated.

No other exceptions will be authorized. Students should be prepared in case they have to be absent for personal or family reasons.

Impact of Absences on Grades and Administrative Withdrawal

Each unauthorized absence shall result in one grade being deducted from the class participation grade up to the maximum allowable absences as defined below. When a student has exceeded the maximum number of absences, the instructor has the right to drop a student from a course with a "WF" grade. Special hardship cases for medical reasons, as stated in above, may be referred by the Vice President for Academic Affairs to the Dean/Directors for consideration.

NOTE: The Administrative Withdrawal Form must reach the Registrar's Office at least 5 days prior to the first day of final exams.

Maximum allowable absences

Classes that meet twice a week	5 absences per semester
Classes that meet three times a week	7 absences per semester
Classes that meet five times a week	10 absences per semester
Summer classes	5 absences per semester

Pre-authorized Absences

Notification of planned absences using the Absence Request Form available at the Student Activities Office must be delivered to the instructor to be signed and dated.

Once notified of a planned absence, the instructor should inform the student of the deadline for completion of any missed assignment or examination where applicable. Make-up examinations, if necessary and acceptable to the

instructor, shall be at a time and place mutually agreed upon by the instructor and student.

Although students are responsible for keeping track of their absences, faculty are responsible for recording absences in the system. Faculty generally configure the system so that a warning e-mail will be automatically generated and sent to students after a certain number of absences has been reached.

During the Add and Drop period, no absence is accepted in a course; all add and drop activities should be done outside class time.

In case of a late registration, students assume full responsibility for their absences as recorded from the first day of classes.

Adding/Dropping Courses

Dropping courses should not be confused with withdrawing from all courses. Students may add and/or drop courses during the Course Add/Drop period specified in the academic calendar. Students begin the Add/Drop process by obtaining the Course Add/Drop Form from the Registrar's Office. All students must have the permission of their advisor and their school coordinator to drop or add a course unless the course(s) being added was/were included in the registration form under "alternate courses". The adding and/or dropping of courses is not official until all applicable tuition and fees have been paid to the University and the completed Add/Drop form has been received by the Registrar's Office.

Neither faculty, relatives nor friends may drop or add courses for a student. Add/Drop forms must be returned to the Registrar's Office prior to the end of the last day of the Add/Drop period. Courses dropped after the last day of registration become a permanent part of the student's academic record. Courses dropped within the official add/drop period (4th class day in regular term and 2nd class day in Summer) are not reflected on the academic record. Failure to drop a class not being attended will result in a failing grade of "WF" on the academic record.

Although no refund will be given, up to the 40th day of the regular semester and up to 18 days of the Summer session (refer to academic calendar for published dates) students may drop one or more courses and receive a grade of "W". This becomes part of the student's academic record. After that period, instructors have the responsibility for determining the grade based on classroom performance up to the time of the student's request to withdraw from the course. Faculty must assign either a grade of "WP" (if passing), or "WF" (if failing). The process is complete only when the form bearing all required signatures is returned to Registrar's Office.

Students may withdraw from all classes after the last date to drop/add courses with permission of their Dean. For refund dates, see the Refund Policy in the section on Tuition, Fees, and Deposits in this catalog.

Withdrawing from the University

Withdrawing from the University should not be confused with dropping one course(s) while remaining enrolled in others. Students desiring to drop every course in which they are enrolled are considered to be withdrawing. Students who officially withdraw from the University prior to mid-semester will have the grade of “W” recorded on the transcript. Students wishing to withdraw after mid-semester may do so with the permission of their Dean, and will receive the grade of “WP”, if passing, or “WF”, if failing in their respective courses. Instructors have the responsibility to determine the grade based on classroom performance up to the time of the student’s request to withdraw from the University. However, if the student withdraws after the last day to withdraw from the University – as announced on the academic calendar – the final grade will be issued by the course instructors.

Students initiate the withdrawal process in the Registrar’s Office. The process is complete only when the form, bearing all required signatures, is returned to the Registrar’s Office. Students who cease to attend classes without officially withdrawing are subject to the grade of “F” in all the courses for which they are registered. Students who officially or unofficially withdraw from the University while owing money to AUI will receive neither their academic transcripts nor their official documents until the debt has been settled in full.

Retroactive Withdrawal

A retroactive withdrawal is a late drop request made during a semester. It is a step which permits a student to drop all of the courses that s/he is registered for after the last day to officially drop in a given semester. The University guidelines for the approval of such an extraordinary action require a student to prove, with supporting documents, that conditions of a medical or psychological nature, and/or hardship occurred during the semester in question and

1. Had a serious and negative impact on the student’s academic performance.
2. Had been reasonably unforeseeable and unavoidable prior to the last day to officially drop classes.

A student may request retroactive withdrawal from all courses taken during a given semester or term by filling a retroactive withdrawal petition. This petition must be accompanied by adequate documentation and bear all required signatures (the physician’s confirmation of the student health conditions, instructors, academic advisor, school coordinator, school dean, VPSA). If the retroactive withdrawal request is approved, the student will be withdrawn from all courses taken that semester with “W.” The “W” would indicate a late withdrawal, but would not affect the student’s GPA.

Semester Off

A student who decides to take one semester off for financial or personal reasons is not considered to have withdrawn from the University. S/he must, however, inform the university, in writing, of the reason for the interruption in studies and the anticipated date of return. The form for requesting a semester off is available from the Registrar's Office. If the student does not return after one semester as planned, s/he will lose standing as a continuing student and will have to go through the re-admission process. In case of one academic year, the student must complete the re-admission application. In case the student stays out for more than one academic year, re-application for admission will be required.

Planned Educational Leave (PEL)

Planned Educational Leaves (PEL) for a maximum of two consecutive semesters may be granted to students who are in good standing at AUI. The University will anticipate the return of students based on the semester indicated on the PEL Application. No additional notification or application is required if the student returns as planned.

Students planning educational leaves are required to make a pre-registration deposit. The pre-registration deposit will be credited against the student's fees for the semester of planned return. If the student does not return as planned, the pre-registration fee will be forfeited and the student will lose standing as a continuing student. In such a case, re-application for admission will be required. The deadline to submit the application is the last day of the add/drop period of the semester for which leave is requested. Applications for planned educational leave may be obtained from the Office of Enrollment Services.

Change of Degree Program

Requests to change the degree program shall be made, in writing, using the Change of Major Form available at the Registrar's Office. The change must be approved by the student's current and future academic deans. Change of degree program approvals granted during the course of the semester or session come into effect after the end of the current academic term. Requests for change of degree program may be received before the start of the mid-term break or after the end of final exams. Decisions are communicated before pre-registration and add/drop periods respectively. This allows time for the future academic Dean to review the student's file and make a decision prior to the beginning of the subsequent term. Only students possessing a satisfactory standing can be approved for the change of degree program. Exceptions will have to be authorized by the Vice President for Academic Affairs. Changes initiated during either pre-registration or registration periods are not processed until the conclusion of such

Academic Integrity

It is the aim of the faculty to foster a spirit of honesty and a high standard of integrity. The instructor of a course is responsible for initiating action for dishonesty or plagiarism which occurs in class. In cases of convincing evidence of admitted academic dishonesty, such as cheating, plagiarism, or falsification, an instructor should take appropriate action. Before taking such action, however, the instructor should attempt to discuss the matter with the student.

Cheating

Complete honesty is required of students in the presentation of any and all phases of course work as their own. This applies to quizzes of any length, as well as to all examinations, daily reports, lab work, and term papers.

Instances of cheating include, but are not limited to: dishonesty on examinations and quizzes or on written assignments, illegal possession of examinations, the use of unauthorized notes during an examination or quiz, information obtained during an examination from the examination paper or otherwise from another student, collaboration with other students in cheating, alteration of grade records, and illegal entry into or unauthorized presence in an office.

Plagiarism

Any attempt by students to present, as their own, work which they have not honestly completed is regarded by the faculty and administration as a most serious offense and renders the offenders liable to serious consequences, including possible expulsion.

Writers, artists, and all others involved in creative endeavors must always make a clear distinction between what words, images, ideas, and arguments are original to them and what words, images, ideas, and arguments are borrowed (taken) from the work of others. Not to disclose this distinction to the readers/viewers of one's creative work, via citations, footnotes, and attributions, no matter how small or large the work and no matter how formal or informal the work, constitutes plagiarism.

Several courses at AUI teach undergraduate students the formalities of properly crediting sources in their work. Some graduate programs teach these formalities as well. When members of the AUI community – faculty, staff, administration, or student – doubt the legitimacy of someone's work with regard to the requirements for crediting sources, they may consult reference books in his/her academic or support unit's main office. Although faculty are expected to make their own practices clear to their students and unit heads to their staff, in general it is the policy of the University that willfully ignoring the principle of academic honesty – once taught – and the formalities regarding citation for one's discipline, incurs heavy penalties, including for students, failure in a course, suspension from the university, or expulsion.

Falsifying Documents

Any attempt to forge or alter academic documents, transcripts, grade reports, letters of recommendation, certificates of enrollment, registration forms, add/drop forms, medical certification of absence, or any other document submitted to the University for an administrative procedure is subject to disciplinary action.

Disciplinary Dismissal

Students may be expelled from the University in case of serious violation of University regulations. In such cases, a grade of "WF" is given for all courses taken by the student and becomes part of the student's permanent record. Any student's appeal of the disciplinary committee's decision should be addressed to the President of the University. The President's decision is final.

Release of Information from Educational Records

Release of records without a student request or approval is expressly forbidden except to legally authorized persons or organizations, or to financial aid officers or representatives of agencies administering financial aid grants which the student holds or has applied for.

Information may be released in bona fide emergencies involving student health and safety, provided due consideration is given to the seriousness of the threat to health and safety, the necessity of records in meeting the emergency, the ability of the person to whom the release is made to deal with the emergency, and the extent to which time may be a factor in the emergency. Responsibility for the release of such personal information remains with the President of the University, who may delegate such authority to the Vice President for Student Affairs.

Final Examinations

Final examinations are scheduled at the end of each semester/session. All courses offered for credit require a final examination. The examinations are given according to the final examination schedule and not necessarily at the same time the class was scheduled. In some courses, a common final examination is given to students in different sections of the course. Final examinations are given only at the times printed in the official class schedule. Exceptions must be approved in advance by the academic Dean. Examinations administered throughout the semester are at the discretion of the professor, but courses typically require a mid-term examination.

Final Review Week

A week prior to the first day of final examinations in the long sessions shall

be designated as Final Review Week. The semester grade indicated on the student's transcript is a combination of grades given for class work, tests, assigned papers, laboratory performance, and the final examination. During this week there shall be no scheduled activities such as field trips, plays, or athletic contests, and no instructor shall assign any hitherto unmentioned or unscheduled themes, research problems, or exercises of similar scope. During Final Review Week, the instructor shall not give any major examinations, except make-up tests or laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week.

Grading Policy

A grade is assigned for all courses in which a student is regularly enrolled during any semester or Summer term. A passing grade may be earned only if the student is enrolled for the full length of the course, and a grade, once given, may not be changed without the approval of the Instructor, the Dean, and the Vice President for Academic Affairs.

The instructor of record determines all grades for a course. The method of determining a grade will be included in the course syllabus, which is presented to students at the beginning of the semester. Students will receive a semester grade report after the close of each term. The semester grade indicated on the student's transcript is a combination of grades given for class work, tests, assigned papers, laboratory performance, and the final examination.

Letter Grade Equivalents to Grade Points and Percentages

Letter Grades	Grade Points	Percentages
A+	4.00	97 - 100
A	4.00	93 - 96
A-	3.67	90 - 92
B+	3.33	87 - 89
B	3.00	83 - 86
B-	2.67	80 - 82
C+	2.33	77 - 79
C	2.00	73 - 76
C-	1.67	70 - 72
D+	1.33	67 - 69
D	1.00	60 - 66
F	0.00	Below 60

Semester Grade Point Average (SGPA)

The quality points earned are calculated by multiplying the number of credits attempted by the value assigned to the grade earned. The GPA is obtained by dividing the total number of quality points earned by the number of credits attempted.

Example of GPA calculation

Subject	SCH Value	Final Grade	Value of the Grade	Quality Points Earned
History	3	B	3	$3 \times 3 = 9$
Chemistry	4	C+	2.33	$4 \times 2.33 = 9.32$
Accounting	3	A	4	$3 \times 4 = 12$
Management	3	B-	2.67	$3 \times 2.67 = 8.01$
Calculus	3	B	3	$3 \times 3 = 9$
Totals	16			47.33

<u>Total Quality Points</u>	<u>47.33</u>	=	GPA 2.95
Credits Attempted	16		

Cumulative Grade Point Average (CGPA)

Like the GPA, the CGPA is calculated by dividing the total number of quality points by the total number of credits attempted. However, the CGPA is calculated from all attempted credits and quality points accumulated during attendance at AUI rather than those of a single semester. The CGPA used for most records is based on the total grade points earned in attendance at AUI.

Grade Basis for Courses

The basis for grading an individual course may be 1) regular letter grade 2) pass/fail 3) audit or 4) credit by examination. For some courses, the student may choose the grade basis desired, but for most courses the grade basis options are prescribed by the School. If the student elects the pass-fail or audit option, it must be indicated on the student's registration approval form or must be requested in writing. For both cases the student must have the approval of the advisor, the school coordinator, and the Dean. The approved request must be received by the Office of the Registrar no later than the last day of registration (see Academic Calendar). No changes will be honored beyond that date.

Regular Letter Grades

Grades are based on the four-point GPA system according to demonstrated performance and skill levels.

- A+, A, A- Indicate excellent achievement demonstrated by (1) competency and accuracy of knowledge (2) sustained and effective use of knowledge (3) independence of work and (4) originality.
- B+, B, B- Indicate high achievement in the factors listed under the A grades.
- C+, C Indicate acceptable performance: (1) familiarity with the content of the course (2) evidence of growth in actual use of content and (3) full participation in the work of the class.
- C- Indicates the lowest passing grade.
- D+, D Not acceptable in the major, minor, core, or FAS courses. A "D" may be accepted in an elective only once in the student's undergraduate studies.
- F Indicates failure either on a letter grade basis or on a Pass/Fail basis; (Grade points: 0.00). Not computed in GPA if the course is successfully repeated.
- P Indicates "pass" on the Pass/Fail system; awarded for the achievement of the minimal objectives of the course; acceptable as transferable college credit but not directly comparable to grades on the regular letter-grade system. P is equivalent to grade C or better for undergraduate students and to grade B or better for graduate students. (Grade points: Not counted in GPA) .
Undergraduate students may take as many as 6 SCH under the Pass/Fail system following the conditions below:
- Students should be in good academic standing; Students should complete a minimum of 30 SCH.
 - No courses to be taken in the Common Core, School, Major Concentration, or Minor.
 - Only electives may be taken under the Pass/Fail system; No more than one course on Pass/Fail system per semester.
- Once a student has decided to take a course on a Pass/Fail basis, it is not possible under any circumstances to record a letter grade for that course.

Pass/Fail Grades

- CR Indicates that the credits are earned to meet the language requirements.
- F Indicates failure either on a letter grade basis or on a Pass/Fail basis; (Grade points: 0.00). Not computed in GPA if the course is successfully repeated.

Audit

- AU Indicates that the course was audited and not taken for credit. Instructor permission is required for a student to audit a course. Audited classes are not counted in GPA. Students who audit a course pay the standard course credit tuition. Once a student registers for an audit, it is not possible under any circumstances to record a letter grade for that course.

Credit by Examination

- CRE Credit by Examination is assigned for both graduate students wishing to satisfy the foundation courses and undergraduate students wishing to satisfy FAS courses and some university common core* courses by passing a proficiency test. A minimum grade of "B" is required for graduate students and a minimum grade of "C" is required for undergraduate students (no effect on grade average). (* e.g. MTH 1305, MTH 1311 and CSC 1400). Students are not allowed to test out of failed courses taken at the University or another institution of higher education. CRE shall be assigned before the last day of add/drop period of the semester where the course to be tested out for was initially scheduled.

Grades Indicating Special Circumstances

- IP Indicates that the thesis or final project is 'In Progress' within normal time limits. Available only to graduate students. (Grade points: Not counted in GPA).
- NPR Indicates that the course was not passed but replaced with another one.
- PMC Indicates credits earned by a student before being matriculated.

- W Indicates official withdrawal from a course or withdrawal from the University up to the fortieth class day of a semester, or up to the eighteenth class day of a Summer term. (Grade points: Not counted in GPA).
- WF Indicates official withdrawal after the specified period for a W while having a failing grade; and/or for excessive absences. (Grade points: 0.00)
- WP Indicates official withdrawal after the specified period for a W grade while having a passing grade. (Grade points: Not counted in GPA).
- I Indicates incomplete work; used at the discretion of the instructor when a student has legitimate reasons for being unable to take the final exam or hand in final project. Reasons may include:
- Illness (medical certificate to be given or validated by the university physicians)
 - Accident
 - Bereavement: First degree family member (death certificate required)
- The incomplete work form must be submitted by the Instructor to the School Dean and to the Vice President for Academic Affairs for final approval. The form will be returned to the School Dean who will submit it with the grade roster to the Registrar. Any documentation should be submitted to the instructor within 48 hours prior to the exams and no later than the last day for faculty to submit grades. (Grade points: Not counted in GPA). The "I" grade may be used only if the student's prior performance and class attendance in the course have been satisfactory. *See procedure below for removing the "I".

Removing the "I" grade

An "I" grade is reported when students have not met all requirements of a course by the end of the semester and the instructor considers the allowance of additional time to complete course requirements justified. When reporting the grade "I", the instructor must complete an Incomplete Work Report specifying:

- The deficiency or the additional work to be done.
- The length of time allowed to complete the work (no later than the last day of Add/Drop period of the subsequent semester even if the student is not enrolled, Summer session included).
- The grade that would have been earned at the time the course ended.

The grade of "I" may be changed only to A+, A, A-, B+, B, B-, C+, C, C-, D+, D,

F or P for Pass/Fail courses. Should the conditions specified above not be met, the "I" will become an "F." Extensions of time in case of merit may be granted by the Dean concerned and notification must be forwarded to the Office of the Registrar. The extension form, which is available at the Registrar's Office, should be duly completed and submitted to the Registrar's Office.

Grade Change

In general, all course grades are final when filed by the instructor in end-of-term course grade reports. Each student is notified of the grades earned during the term, and these grades become a part of the official record.

A change of grade may occur only in cases of clerical error or where the instructor re-evaluates the original course assignments of a student and discovers an error in the original evaluation. A clerical error is an error made by the instructor or an assistant in calculating or recording the grade. A change of grade shall not occur as a consequence of the acceptance of additional work or re-examination beyond the specified course requirements.

A request for a change of grade shall be initiated by the student and shall be directed to the instructor. If the instructor determines that there is a valid basis for change, a change of grade form shall be submitted by the instructor to the Dean of the School and the Vice President for Academic Affairs for approval and forwarded to the Office of Enrollment Services. Forms are not to be handled by the student.

The completed change of grade form must be returned to the Office of Enrollment Services within sixty (60) calendar days of the first day of classes of the regular semester following the award of the grade. If the instructor determines that there is no valid basis for the change, and denies the student's request, the instructor's decision is final.

Student Grade Appeal Procedure

In attempting to resolve any student grievance regarding grades, it is the obligation of the student to first make a serious effort to resolve the matter with the instructor involved in the grievance. Individual course instructors retain primary responsibility for assigning grades. The instructor's judgment is final unless compelling evidence shows discrimination, differential treatment, or procedural irregularities.

Grade appeals must be submitted in writing on an appeal form which is available in the Dean's office. The appeal must be submitted no later than sixty (60) calendar days after the first day of classes of the regular semester following the award of the grade. A standing committee appointed by the President, consisting of four students and four faculty members will consider the appeal. A faculty member always chairs this committee. Should the latter be unable to reach a solution acceptable to the parties involved, the matter will follow academic channels.

Undergraduate Academic Regulations

Class Standings

Students are classified in accordance with the number of semester credit hours earned. 'Hours earned' is interpreted as hours passed at AUI, plus hours accepted in transfer from other institutions and/ or credit by examination.

Freshman	0-29 semester hours
Sophomore	30-59 semester hours
Junior	60-89 semester hours
Senior	90 or more semester hours

Student Responsibilities

Students are responsible for knowing degree requirements and for enrolling in courses that apply toward their degree program. Knowing University regulations pertinent to the standard of work required for continuation in undergraduate study is also the student's responsibility.

Academic Advising and Course Selection

Academic Advisors assist students in preparing a degree plan, approving the course schedules for each enrollment period, and facilitating when any academic problems arise. Although students are expected to avail themselves of academic advising whenever needed, each student individually assumes the final responsibility for the selection of courses to meet degree requirements. The Advisor and the School Coordinator's approval is required for course registration; for adding, dropping, or changing courses; for taking courses at other institutions, and for requesting exemptions from academic regulations. Regular consultations with advisors are recommended for all students and required for undergraduate students placed on academic probation.

Full-Time Study

It is the student's responsibility to ensure that they are enrolled in a full-time program of study. Full time means that undergraduate students must maintain at least twelve (12) SCH during the Fall or Spring semesters unless otherwise instructed or authorized by the school. For the Summer session, students may enroll either for 7 SCH or two courses, whichever is less.

Students who are enrolled in a minimum of 12 SCH, whether they are Language Center Students or regular students, are subject to all university regulations regarding placement on the President's Honor Roll, Dean's Honor Roll, Probation, or an Unsatisfactory standing.

To help ensure that undergraduate students at AUJ complete their degree programs within a reasonable time, the University strongly recommends that students enroll each semester for at least 15 credit hours and that they take additional courses in the Summer session whenever they are offered.

Semester Credit Hour (SCH) Time Commitments

A semester credit hour or SCH is the unit of measure for credit purposes. The student is expected to spend approximately two hours in preparation for each hour of lecture.

A student is considered to be making satisfactory progress toward a degree objective when he or she completes at least 12 SCH each semester and achieves the grade point average (GPA) required for his/her classification.

Laboratory courses include at least two hours of laboratory time per week per semester credit hour earned. Independent study courses include content and requirements equivalent to a regular, organized course, but meeting times are arranged (TBA) by the instructor and the student.

Course Load Policy

Regular Semester Course Load

A normal course load per semester is five courses (12 to 17 semester credit hours for regular students).

Student in good academic standing with CGPA of 3.00 may take six courses (up to 20 semester credit hours). Students with a CGPA of less than 3.00 may be allowed a sixth course with the approval of the Program Coordinator and the Dean of their school based on an evaluation of the student's academic performance.

Language Center students may not exceed a total of 23 hours of class per week. Language Center students taking Language Center modules and regular courses cannot exceed 13 SCH (five courses including Language Center modules). While taking Language Center modules, students may also register for courses that do not require extensive writing skills. For example: ARB XXXX; MTH 1388/1300/1303/1304; CSC 1400/1401; CHE 1400/1401; PHY 1400/1401; BIO 1401; FRN 13XX. Other regular courses can be taken with the approval of the Advisor and the School Coordinator.

Summer Session Course Load

The maximum number of courses allowed is two courses (up to 7 SCH) including FAS and Language Center courses.

Additional Course Credits

No course counted toward another degree may be counted toward a master's degree, either directly or by substitution.

Transfer Credits

Language courses taken outside AUI (Arabic, Amazigh, French, or Spanish) will not be transferred for credit, including elective credits.

Residency Requirements

Minimum Residency

The minimum residency requirement for the bachelor's degree is four semesters or at least 60 semester hours. Even though a student may meet the degree requirements before earning 60 semester hours in residence, the degree will not be awarded until 60 semester hours have been earned at AUI.

Maximum Residency

A student may fulfill the requirements of the catalog in force at the time of admission or in any catalog in which 12 semester credit hours have been attempted. All degree requirements have to be met within six years of the catalog under which the student has selected to graduate. Courses older than six years have to be reviewed by the School Committee for validation towards degree requirements.

Applicability of Catalog Regulations

Students may obtain a degree according to the course requirements of the catalog in force at the time of admission to the University (so long as the courses required for the degree are still offered by the University) or of the course requirements of a later catalog in force during the period of enrollment. If a student drops out for one or more semesters and returns to AUI, s/he will need to graduate according to the catalog in force at the time of re-entrance. This regulation applies to degree requirements, but not to operating regulations, procedures, and fees. Students may also elect to graduate under the requirements of the catalog in effect at the time of graduation.

Second Bachelor's Degree

An individual who holds a bachelor's degree and wishes to receive a second bachelor's degree must meet all University Common Core, School Core, or Major Core requirements (for BBA) of a student completing a first degree. These core requirements may be applied to the two degrees. However, the student must meet all mandatory requirements of the second degree including internships, capstone, etc. In the process, s/he must complete a minimum of 30 additional credits. The minor earned for the first bachelor's degree may be applied to the second bachelor's degree if it is acceptable to the school offering the second bachelor's degree.

Grade Reports

The student grade report is a record of all course work for the semester taken at AUI. Final grade reports are posted on students' portals after the last day for faculty to submit grades as is indicated on the academic calendar. In addition, faculty assess student progress for the first half of the semester and a mid-semester evaluation report is also posted on students' portals.

Undergraduate students are considered to have a satisfactory academic standing if their GPAs are no less than 2.00 (C).

For students registered in courses on Pass/ Fail basis, the GPA is calculated based on the conversion of the P/F to the letter grades. This GPA does not appear on students' transcripts.

Honor Roll

An undergraduate student who completes a semester schedule of at least 12 SCH with no grade lower than 'A' is included on the President's List. A student who completes a semester of at least 12 SCH with a minimum grade point average of 3.5 and no grade lower than C is included on the Dean's List of the school offering the major. To be eligible for the honor rolls, a student cannot have any semester grades of "I" or "WF".

Graduation

Applying for Graduation

Students expecting to graduate must complete an application for graduation after the Add/Drop period of the semester for which graduation is planned.

Graduation With Honors

AUI students who have completed a minimum of 60 semester credit hours at AUI may be eligible to graduate with honors. Only the record at AUI is used to determine eligibility for graduation with honors. This honor is noted on the student's diploma. Honors are awarded based on the following GPA scale:

- | | |
|---------------|---------------------------------------|
| • 3.25 - 3.49 | Cum Laude (with honors) |
| • 3.50 - 3.64 | Magna Cum Laude (with high honors) |
| • 3.65 - 4.00 | Summa Cum Laude (with highest honors) |

Diploma Delivery

Students who have fulfilled all academic requirements towards their degree and have received final clearance from the Office of Business Services may receive their diplomas from Enrollment Services soon after the graduation ceremony.

Diplomas delivered to undergraduate students bear the official date for submitting grades to the Office of the Registrar as published in the catalog. For graduate students, the diploma bears the date of the completion of the last requirement, which is usually the thesis defense. Should there be another requirement after the defense, the date of completion of the requirement is the official date the final grade is submitted to the Office of the Registrar.

If a student cannot be present at the graduation ceremony or cannot come to the University to collect his/her diploma, s/he may give power of attorney (procuration) to a legally responsible person who may collect the diploma on his or her behalf. The proxy must bear the signature of the graduate and be certified as true by one of the following:

- Moroccan authorities within Morocco
- Moroccan consular representation abroad
- A notary public

The person authorized to collect the diploma must come in person to the University and produce the following documents:

- The original of the proxy
- His/her national identity card or valid passport

Freshman Committee

In accordance with the policy of detecting academic problems early and taking remedial action, the Freshman Year Student Evaluation Committee is set up to identify students with academic problems who have a freshman standing (less than 30 earned credits) and take the necessary remedial steps to improve their performance.

Undergraduate students with less than 30 earned credits are subject to the Freshman Year Committee regulations. A student is added to the Freshman Committee at-risk list when they have obtained a Semester GPA (SGPA) of less than 2.0 in a given semester. Once a student is placed on the Freshman Committee's at risk list, he/she will remain on the list and Freshman Committee regulations will apply, even after earning 30 credits, until s/he achieves a satisfactory academic standing or is dismissed.

If an at-risk student earns 30 or more credits while on this "watch" status, s/he will no longer be considered by the Freshman Committee, but instead will be subject to the probation regulations of Enrollment Services.

An evaluation is done based on instructors' assessment of the student's academic performance (midterm, final examination, quality of work, participation, papers, quizzes, etc.). In appeal cases, behavior (attendance, academic integrity, relations with the instructor and other students) and potential (ability to improve with proper guidance and support) will also be considered.

Summer grades will not be taken into consideration.

This information is used by the committee to take one or more of the fol-

lowing actions:

- No specific action as the student is performing adequately overall and making good progress
- To issue a Warning, a Strong Warning, or Last Chance

When a Warning, Strong Warning, or Last Chance is issued, conditions will be specified. These may include, but are not limited to:

- Reach a given performance level
- Minimum number of courses to complete
- Specific courses to complete
- Dismissal from the University (after the second semester)
- Other action the Committee sees fit to further its mission

A student's history on the Freshman Committee at-risk list is cleared after two consecutive semesters in good academic standing.

One year after a student has been dismissed by the Freshman Committee, they may reapply for admission (see Readmission Process).

Important Notes

- Language Center English Program grades (A+, A, A-, B+, B, B-, C+, C, C-, D, F, or WF instead of P/F) will be taken into consideration.
- The grades (A+, A, A-, B+, B, B-, C+, C, C-, D, F, or WF) will be taken into consideration for French courses not counted toward the degree requirement and those graded on a P/F basis.
- All students on the at-risk list are required to complete 4 courses each semester (students may not withdraw from any course).
- A failing grade means D, F, or WF.
- Summer grades will not be taken into consideration.

Summary of Freshman Committee Regulations

First Semester on At-Risk List

Student Performance	Committee Decision	Summer Enrollment
SGPA < 2.0 and failing 1-2 courses	Warning	Allowed
SGPA < 2.0 and failing more than 2 courses	Strong Warning	Not Allowed

Second Semester on At-Risk List

... when the previous committee decision was Warning

Student Performance	Committee Decision	Summer Enrollment
SGPA \geq 2.0 and no more than one failing grade	Under Watch conditions may apply	Allowed
SGPA \geq 2 and 2 or more failing grades	Last Chance	Not Allowed
SGPA $<$ 2 and 1 failing grade	Last Chance	Not Allowed
SGPA $<$ 2 and 2 or more failing grades	Dismiss with the possibility to appeal for a Last Chance	Not Allowed

Second Semester on At-Risk List

... when previous committee decision was Strong Warning

Student Performance	Committee Decision	Summer Enrollment
SGPA \geq 2.0 and no more than one failing grade	Under Watch conditions may apply	Allowed
SGPA \geq 2 and 2 or more failing grades	Dismiss with the possibility to appeal for a Last Chance	Not Allowed
SGPA $<$ 2 and 1 failing grade	Dismiss with the possibility to appeal for a Last Chance	Not Allowed
SGPA $<$ 2 and 2 or more failing grades	Dismiss	N/A

Third Semester on At-Risk List

... when previous committee decision was Last Chance

Student Performance	Committee Decision	Summer Enrollment
SGPA \geq 2.0	Under Watch conditions may apply	Allowed
SGPA $<$ 2	Dismiss	N/A

NOTE: If an at-risk student earns 30 or more credits while on "watch" status, s/he will no longer be considered by the Freshman Committee, but instead will be subject to the probation regulations of the Enrollment Committee that follow.

Probation Regulations and Procedures

These regulations and procedures are published to assist students by providing information essential to their meeting the University standards and ensuring progress when students perform at a low academic level. Every student is responsible for knowing these regulations.

Repeat Policy

All courses taken at AUI, whether passed or failed, remain a permanent part of the student's record. If a course is repeated, the highest grade earned is the grade used to compute the cumulative grade point average (CGPA) for all purposes. Repeated courses are counted only once for credit.

A course in which a grade of "C" (undergraduate) or "B" (graduate) or higher has been earned may not be repeated for credit. A student may repeat any course in which a "B-" (graduate) or "C-" (undergraduate) or lower was earned.

Normally a student is allowed to repeat a course only once. If a required course is failed a second time, a student may, after consulting with the advisor and the school coordinator, appeal to the school dean for permission to take the course a third time.

Academic Probation

Undergraduate students are placed on academic probation if their GPA falls between 1.5 and 1.99. This probationary status serves as a warning to students that their performance is below the level required. Students on academic probation may not exceed four courses (up to 13 semester hours) in the subsequent regular semester. To return to satisfactory standing at the end of this semester requires a semester GPA of 2.00 or greater. Performance in a Summer session does not grant a return to a satisfactory standing. No notation of academic probation appears on the transcript.

Unsatisfactory Standing

Undergraduate students are considered to have an unsatisfactory standing if their semester GPA is less than 1.5. Students at this level must appeal and obtain special permission from the Committee on Student Standing, the Dean of their school, and the VPAA before they can re-enroll. Students with an unsatisfactory standing may not exceed four courses (up to 13 semester hours) in the subsequent regular semester and may be limited to an even lighter load. To return to a satisfactory standing at the end of the semester requires a semester GPA of 2.00 or greater. Performance in a Summer session does not grant a return to a satisfactory standing. No notation of academic probation appears on the transcript.

Academic Dismissal

Undergraduate students on academic probation have 2 semesters or 12 credits (whichever occurs first) to raise their GPA to 2.00. Failure to raise the GPA to 2.00 after 2 semesters on academic probation may result in suspension or dismissal from the University. For students not allowed to take a full load, please refer to the Probation Regulations and Procedures table on the previous page for details. In cases of extenuating circumstances, students may appeal their suspension or dismissal. Students, who fail during probation for two semesters, not necessarily consecutive, are subject to dismissal. Probation semesters are cumulative. However, the probationary history is cleared after 2 semesters in good academic standing with full load minimum of 12 SCH. (Summer session is excluded).

Suspension Following Continuous Probation

Students on continuous probation are subject to suspension if they do not return to good academic standing after being on a reduced academic load of only three courses. A suspension period covers a regular semester.

However, if the suspension decision occurs after a Spring semester, students may appeal the suspension for Fall and request permission to register for Summer. In these circumstances they can demonstrate their ability to perform well academically by registering and passing one of the following:

- Two offered courses that fulfill the student's degree requirement.
- If no courses that meet the student's degree requirement are offered, the student may choose electives or any other two courses that will be computed in the CGPA.
- An individual project with a faculty member who agrees to supervise during the Summer session and subsequently evaluates the student's performance.

At the end of the Summer, the Academic Appeals Committee will evaluate a student's appeal to register for the Fall semester.

Should the appeal to register be rejected, the suspension will apply for the Fall semester and the student will have to do an internship and submit the following at the end of suspension period:

- An Appeal Letter with a self-diagnosis and planned strategy for success should the appeal be accepted.
- An Internship Report.
- An Internship Evaluation from the training supervisor.

The Committee on Academic Standing will examine the appeal file, determine if the student meets the criteria for eligibility, and made a determination. Re-admission following suspension is not guaranteed.

Re-Admission After Suspension

Re-admission after suspension is not guaranteed. The student must appeal and obtain special permission from the Committee on Academic Standing, Dean of his/her school, and the VPAA before re-enrolling. The student must show evidence that they are up to AUI standards. As indicated above, the student has to present their self-diagnosis and a strategy for success. The Committee on Academic Standing will examine the student’s file for eligibility.

Returning to Satisfactory Standing

Undergraduate students who are on academic probation or have an unsatisfactory standing can only return to a regular standing once they complete a semester with a load of 12 SCH and a minimum SGPA of 2.00. Probation semesters are cumulative. However, the probationary history is cleared after two semesters in good academic standing (Summer session is excluded).

Summary of Probation Regulations and Procedures

Semester Status Based on Student Performance	Academic Decision Fall/Spring	Academic Decision Summer
GPA 1.5 - 1.99: First Probation	Warning; load reduction to 4 courses (12 or 13 SCH)	Allowed to register
GPA < 1.5: First unsatisfactory standing	Appeal for permission required to register. If granted, load reduction to either 3 or 4 courses (up to 10 or 13 SCH, respectively)	Appeal for permission required to register
GPA < 2.00 after being on probation/ unsatisfactory standing during one of the last three semesters: Second probation or unsatisfactory standing	Appeal for permission required to register. If granted, then: 1. If probationary status occurs in two non-consecutive semesters, load reduction decided by the committee: either 3 or 4 courses (up to 10 or 13 SCH, respectively) and tutoring is required.	1. If permission is granted, student may register.

	2. If probationary status occurs in two consecutive semesters, load reduction is decided by the committee: 3 courses (up to 10 SCH) and tutoring is required.	2. Student may not register.
GPA < 2.00 after being on probation and a semester with 3 courses: Continuous probation or unsatisfactory standing	Suspension	Registration for Summer may be considered to appeal for the Fall semester.
GPA and CGPA < 2.00 after returning from suspension period: Continuous Probation or Unsatisfactory Standing:	Dismissal	Not allowed even if the student considers appealing the dismissal decision.

NOTE: Students under threat of academic suspension are allowed to appeal to their Dean for reinstatement or for a change of major. In the latter case, the choice of courses for the next semester will be coordinated with the current Dean in collaboration with the proposed receiving Dean. Students who fail to complete Language Center and FAS course requirements in a reasonable period may be suspended.

Graduate Academic Regulations

Graduate status is achieved when a student has been formally admitted to a specific graduate degree program.

A student who is not pursuing a master's degree may take courses for professional improvement or personal satisfaction. A maximum of nine SCH may be taken with a non-master's status. A student who later wants to count these hours toward a master's degree must secure approval from the Dean of the School.

Student Responsibilities

Students are responsible for knowing degree requirements and for enrolling in courses that apply toward their degree program. In addition, they must

know University regulations pertinent to the standard of work required for continuation in graduate study.

Academic Advising and Degree Plan

Upon acceptance into a graduate program, each student will be assigned an Academic Advisor. This advisor will work with the student to facilitate the student's incorporation into the appropriate degree program.

The degree plan is established when, following acceptance into a degree program and completion of all entrance requirements, the graduate student and the adviser plan a program of study which is approved by the program coordinator and the dean of the respective school. Filing of the degree plan with the dean's office should be done upon or prior to completion of 12 semester credit hours of degree requirements. The planned program will list all courses, any special projects, and any other educational experiences that are to be a part of the master's program. It is not necessary to include the topic if the project/thesis option is chosen.

Course Load Policy

Regular Semester Course Load

Full-time students normally enroll for at least nine and not more than 12 semester credit hours per regular term. However, graduate students may register for five courses in cases where they register for foundation courses only.

Typically, the full-time student requires two years, or four semesters, to complete a master's degree. Part-time students will take longer to complete their degree programs. Part-time students must enroll for at least six semester credit hours per term, and they should also keep in mind the residency requirement.

Graduate students taking Language Center modules and foundation courses may not exceed 12 SCH (five courses including Language Center modules). While taking Language Center modules, graduate students are not allowed to register in courses other than foundation courses. Exceptional cases will, upon request, be examined by the School Committee for possible waiver.

Summer Session Course Load

The maximum number of courses allowed is two courses (up to 7 SCH) including FAS and Language Center courses.

Additional Course Credits

No course counted toward another degree may be counted toward a master's degree, either directly or by substitution.

Residency Requirements

Minimum Residency

To fulfill a residency requirement, the student must have completed the first two semesters of regular degree course work as a full-time student, exclusive of prerequisite foundation courses.

Maximum Residency

The master's degree must be completed within five years. No course more than five years old at the time all graduation requirements are met may be applied toward requirements for the degree. This includes any transfer credit and project or thesis credit. A student being re-admitted after a suspension must graduate according to the requirements of the catalog in force at the time of re-admission.

Grading Policies and Academic Progress

Refer to the section on Grading Policy and to each school's section for academic progress regulations.

Undergraduate Foundation Courses

All graduate students will be graded on a Pass/Fail basis when taking undergraduate foundation courses. In these cases, grades earned will not be computed in their graduate GPA.

Failing Foundation Courses

The grades for all foundation courses are Pass/Fail. Grades will not be counted toward the degree requirement and are not computed in the semester or cumulative GPA (see Grading Policies). All foundation courses must be passed with the equivalent of a grade of B or better (Grades are either P "Pass" or F "Fail"). Failure in one foundation course will result in the stu Oral Examination

Oral Examination

Oral examinations constitute an important element of all master's degree programs at AUI. Refer to the appropriate section for each school.

Diagnostic/Qualifying/Exit Examination

Refer to the individual school for specific requirements.

Thesis/Research Project Report

The project/thesis must be prepared in compliance with University and school requirements.

Continuous Registration

Students who have met all course and thesis registration requirements and who need to register only for the purpose of having a degree conferred; and, students not requiring supervision nor needing to enroll in a regular course but needing the use of University resources may enroll in designated courses approved by the adviser and the school coordinator (i.e., CSC 5199; GBU 5199; or INS 5199).

Graduation

Applying for Graduation

The prospective graduate must complete and file an application for graduation during the registration period of the semester graduation is planned. A degree check will be initiated for the student early in the semester. The student must be officially enrolled in the semester in which he or she expects to graduate.

Probation Regulations and Procedures

A summary of probation regulations and procedures is given in table form at the end of this section. The following paragraphs clarify select concepts used in this table.

Probation

Graduate students are placed on academic probation whenever their semester GPA falls below 3.00. Students in this category must obtain special permission to be placed on Academic Probation, and failure of more than one foundation course – either in the same semester or in another semester will result in the student being dismissed from the graduate program. Students on probation may not register for more than 9 semester credit hours. However, if the student's cumulative GPA is 3.00 or higher the student may request a special permission from the school dean for an additional foundation course.

These regulations and procedures are published to assist students by providing information essential for those whose academic standing indi-

cates a lack of satisfactory progress. Every student is responsible for knowing these regulations:

Semester Status	Academic Decision
1st semester probation	Appeal for permission to register is required.
2nd Semester Probation with CGPA of 3.00 or higher	Appeal for permission to register is required. If appeal is rejected, suspension may ensue.
2nd Semester Probation with CGPA less than 3.00	Appeal for permission to register is required. If the appeal is rejected, dismissal will ensue.

Student Support

Student Services

Here at AUI, there is more to education than just sitting in classrooms. All of us at the Division of Student Affairs are committed to providing our students every opportunity to make the most of their stay at AUI. We welcome all students, parents, and guests of the University and are delighted to seeing you on campus. The Division of Student Affairs at AUI recognizes that it is in a unique position to make a significant contribution to the overall development of students. It supports all AUI students with various extracurricular learning opportunities as well as recreational and cultural activities. Campus life at AUI offers intramural and intercollegiate sports and fitness programs to keep you in top shape physically and mentally. The Student Health Center will help you strengthen and maintain your health and well-being and if you are experiencing personal or academic problems, Counseling Services is ready to help you overcome your difficulties. Our spiritual leaders serve our community by leading regular religious services and interfaith discussions to promote tolerance and diversity. Housing Services staff work hard to promote community living, mutual respect, and civility through the Resident Assistants Program and many other activities

We also endeavor to instill a sense of civic responsibility in our students through our community service program component where students must perform 60 hours of service with an NGO or charitable association of their choice before graduation. In addition, students can join one of three main AUI social organizations and/or the Azrou Center to help provide badly needed help to the local Ifrane and surrounding communities. There are over 20 sports clubs and about 50 student organizations, three student publications and one media outlet. Study-abroad opportunities are available with 400 institutions in 50 countries and include United States institutions of higher education as well as European and Asian universities. If you are ready to expand your experience and enhance your skills and CV, internships are great ways to learn firsthand what challenges professionals in your field face and how your experience and skills might best fit in. Last but not least, through the Leadership Development Institute, we offer high-achieving, highly motivated students the opportunity to sharpen their skills and earn a cocurricular certificate.

Academic Advising for Entering Freshmen

Upon joining Al Akhawayn University, each entering freshman student is assigned a faculty advisor from their respective school. The main objective of academic advising is to insure that students take the right courses in the appropriate sequence. The role of the advisor is to discuss with the student advisee

his/her choice of major, study plan, concerns regarding courses and workload. The advisor answers questions, guides, and provides help when needed.

Career Orientation Office

The mission of the Career Orientation Office, a unit within the Department of Development and Communication, is to help and guide AUI students when making important career choices. The staff at the office also provides advice and assistance to AUI graduating students so that they make informed decisions thereby increasing their chances of success in their chosen careers. The Career Orientation Office organizes job fairs and other career-oriented activities on campus. Such events provide students with a chance to practice their interview skills, information about job openings in their field of study, and allow them to meet potential recruiters to showcase their talents and skills.

Computer and Email Support

Al Akhawayn University ITS operates and maintains a number of open and purpose-specific computer Labs.

All computers operate under both Windows 7 and Linux environment, kept up to date, and are equipped with a number of academic and entertainment software.

Personal computers are available for use by students in the several computer laboratories on campus. A wide range of standard and specific software is made available including: office software, compilers, educational games, tutors, etc. AUI assigns electronic mail addresses to all students. E-mail is an important communication tool to inform students, staff, and faculty of important events, appointments, and other information. Students are responsible for checking their AUI e-mail accounts regularly. Each student is given access to the Student Information System which allows students to register on line, check their academic, business, and student life records.

Academic Resources

Mohammed VI Library

Mohammed VI Library, the premier English language library in Morocco, provides resources and services that contribute to the achievement of the University's goals. It provides first class, student and faculty centered services and resources to enhance the learning experience of students and the teaching and research experience of faculty. The Library provides year-round Information Literacy workshops, one-on-one trainings and Course Guides for students and faculty to further learning; it engages its stakeholders through Faculty Outreach Initiatives to build collections that serve the community's teaching and

research needs.

In addition to the provision of resources and services that support the University's educational mission, Mohammed VI Library aims to become the center for both physical and electronic University archives through a newly established University Archives unit whose mission is to preserve valuable AUI digital and analog data and documents and make them available and accessible. Mohammed VI Library also promotes scholarly communication through its Digital Commons platform, AUI Authors Series, and Al Akhawayn University Press.

Currently the Library has a collection of over 92,000 volumes, 129 current print subscriptions, and 1925 AV items. To expand the information resources available to the AUI community, the library provides access to an extensive and growing online library of electronic resources. Accessible online, these resources include 27 bibliographic and full-text databases, and over 41,500 e-Journals.

The physical resources are accessible daily, except holidays, for up to 16 hours, or longer prior to exam time. Open book stacks encourage browsing, with long-term borrowing arrangements for faculty and graduate students.

Mohammed VI Library is also open by request to outside national and international researchers who may access its facilities and use its resources/ via: <http://www.aui.ma/library/library-service/library-services-for-external-users>.

Library special features include large reading rooms, small group meeting rooms, working and discussion rooms, a Zero Decibel study room, a separate study room for graduate students and a Multimedia Learning Center, in addition to copying, printing and scanning facilities. User Services include Reference, Reserve, and Circulation. A newly redesigned, ergonomic, and user-centered library website details all the services offered by the Library and provides access to its online catalog, journals, and databases:

<http://www.aui.ma/library/>.

Mohammed VI Library is a member of AMICAL, a consortium of international libraries.

The Writing Center

The AUI Writing Center's mission is to help students from all disciplines and all AUI Schools improve their overall writing abilities. We do this by looking at individual writing assignments and having a dialogue with the writer.

Students who visit the Writing Center have the opportunity to work with trained peer-tutors and Faculty. During hour-long conferences, students and tutors work together on various aspects of writing: thesis development, organization, outlining, paragraphing, sentence structure, wording, vocabulary, punctuation and mechanics. These tutorials can help students with any phase of the writing process from brainstorming to working on a draft already critiqued by their instructors.

Whether a student needs help with a paper, CV or a capstone project, the AUI Writing Center is here to help. We are committed to the idea that students with all levels of English writing abilities can benefit from sharing and discussing work in progress with attentive and knowledgeable readers.

The AUI Writing Center is located in the Mohammed VI Library Multimedia Learning Center on the first floor. We are open Monday through Thursday from 9:00 a.m. to 8:00 p.m., Friday from 9:00 a.m. to 2:00 p.m. and Sundays from 5:00 p.m. to 8:00 p.m. While the Writing Center is equipped with computers that students can use, we strongly suggest that students bring a printed copy of the assignment being considered. The services of the AUI Writing Center are completely free of charge. Walk-in opportunities are available, but we suggest students make an appointment, particularly during the busiest times of the semester.

The Writing Center, also, provides intermittent workshops on specific skill areas throughout the semester. Faculty are welcome to suggest or request workshops as needed for their students.

Tutoring Services

Tutoring Services are available for a variety of courses offered by AUI Schools. Students can request tutoring for courses with which they would like additional help. The Tutoring Services coordinator matches students with peer tutors who have course-specific expertise and have recommendations from course instructors. Tutors work with small or medium-sized groups of students, usually two to four hours per week, to review course topics and develop effective learning and study strategies specific to the discipline.

Office of International Programs

AUI is by design and mission an international university. The university's academic programs foster an international perspective and international understanding. To that end, the Office of International Programs:

- Advises AUI undergraduates and graduate students about studying abroad and administers programs in more than 300 institutions in more than 50 countries.
- Develops, in cooperation with Academic Affairs and the President, the University's educational cooperation and collaboration agreements with selected academic institutions around the world.
- Coordinates services for international degree seeking and visiting international students as well as visiting scholars and researchers at AUI.
- Works with the University's Schools and Centers to develop and expand programs and linkages with new or established academic partner institutions.
- Administers special scholarships and endorses opportunities that promote pursuit of international academic experience.

Among the study abroad programs available to students, the exchange program is the most popular and is designed primarily for undergraduate students to exchange places with students from other institutions with which the university has signed an agreement. The exchange program is generally for one semester although there are exceptions. Other programs may be utilized twice depending on space. For all study abroad programs, including planned educational leave, the credits which the student obtains at the host university can be transferred to AUI provided the student enrolls in those courses for which approval had been previously given. Different programs have different criteria and students are encouraged to read the announcements and plan carefully for their international study experiences.

Study abroad opportunities and programs have also been established, though in a less limited form, for graduate students.

Student Life

Student Activities Office

The Student Activities Office (SAO) at AUI is committed to help students develop an appreciation of the goals, values and objectives of the University. Its main purpose is to create cocurricular educational activities and recreational opportunities for AUI student body. The office strives to develop entertaining events for the benefit of the whole community and encourage students to showcase and use their talents and creativity. The primary objective of SAO is to enhance the personal and professional growth of the students and complement their academic life through a variety of outlets such as student government, student organizations, student publications, and service to the community.

Clubs and organizations with the help and guidance of SAO organize events such as art exhibits, concerts, parties, panel discussions, film screenings, service to the community and much more. The activities are aimed to support and complement the academic programs.

Student Organizations

Student organizations are created by students based on their specific interests. Every student club and organization has a faculty or staff adviser who helps guide members of the club choose and organize their events. Currently, there are over fifty active student organizations in several areas including culture, art, entertainment, sports, education, community service, and more.

Student Government Association

The Student Government Association (SGA) acts as a liaison between the administration and the student body in addressing student needs and con-

cerns. The SGA forms committees to research concerns of students and propose solutions to the General Assembly (GA) in the form of resolutions. Resolutions are voted on by the GA and if passed, are forwarded to the Vice President for Student Affairs for review and feedback. The final resolutions are then forwarded to the University President who has the final authority to approve or reject them.

Student Publications

There are three newspaper publications that are produced solely by AUI students. The newspapers are published in three languages: Arabic, French, and English. The publications address various issues of interest to students, including academics, campus life and events, and national/international news. Publications are fully managed and produced by students with the assistance and guidance of faculty or staff advisors.

Athletics

The AUI Athletics Department strives to provide students with the finest athletic experience. Student athletes who join AUI official teams can expect to gain all the benefits that participation in a competitive sport offers.

The goal of the intercollegiate program is the same as that of the University's academic program excellence. The sports complex includes a heated swimming pool, a fitness room, a cardiovascular room, a weight room, a running track, three hard tennis courts, two soccer fields and a world class gymnasium.

The sports complex enables students, faculty, and staff to engage in a variety of popular health oriented activities.

Student Housing

University Housing provides high quality living to all residents. A variety of living options and support structures offer opportunities for student growth as they pursue their educational goals. To meet the needs for the maximum number of applicants, seventeen residence halls on campus and one dorm downtown are equipped to offer high standard accommodation to over 1,500 students. Living in University residences means easy access to classrooms, study groups, the library, and campus activities, as well as a place to interact with others. With AUI housing there are no worries about escalating utility costs for heating, phone, and internet connections or even transportation. Not as obvious a benefit, but a very meaningful one, is the sense of connection established by becoming part of a learning community. On-campus housing is a home away from home where lifelong friendships are shaped and the transition from family life to independence begins to evolve. A dedicated corps of Resident Assistants and housing staff are available for any support needed to create a rich residential experience. More information about housing rules and regulations, along with a detailed description of the residence halls, is available

in our website:

[http://www.aui.ma/ DSA/housing/dsa-housing-index.htm](http://www.aui.ma/DSA/housing/dsa-housing-index.htm).

Student Conduct

Upon joining AUI, students automatically become members of the University community and, as such, assume full responsibility for proper conduct until they leave the University. All University students should be familiar with the common conventions of adult society governing their behavior. In addition, it is the responsibility of the student to become familiar with and abide by the University's overall policies, rules and regulations covering student conduct. These consist of official policy statements on topics such as the student conduct is published online and in the student handbook: 'Student Conduct,' 'Discipline Procedures,' and 'A Statement of the Rights, Freedoms and Responsibilities of Al Akhawayn University in Ifrane Students.'

The University reserves the right, through due process, to suspend, expel, or place on probation any student for improper conduct.

Health Center

The primary objectives of the Health Center are to assist students, faculty, and staff in developing sound preventive health practices and to provide primary medical care when needed.

Bookstore & Campus Store

Textbook and academic supplies may be purchased on campus at the University Bookstore. The cost of such items will depend on the courses selected. Various snacks, beverages, gifts, and assorted selection of other items are available for purchase at the Campus Store. Detailed information about operating hours is available Online and in the student handbook.

Dining Services

The University offers food services operated by contracted caterers. Dining facilities include a cafeteria, grill, pizzeria, café, and snack counter. Normally, the service is available during the day and evening. Reduced services are available on Sundays and during vacation periods. Detailed information about operating hours is available online and in the student handbook.ods.

Degree Programs

Bachelor Degree Programs

- Bachelor of Business Administration (BBA)
- Bachelor of Arts in International Studies (BAIS)
- Bachelor of Science in Human Resource Development (BSHRD)
- Bachelor of Arts in Communication Studies (BACS)
- Bachelor of Science in General Engineering (BSGE)
- Bachelor of Science in Computer Science (BSCSC)
- Bachelor of Science in Engineering and Management Science (BSEMS)

Master Degree Programs

- Master of Business Administration (MBA)
- Master of Business Administration (Part-Time)
- Combined Bachelor of Arts and Master of Arts in International Studies and Diplomacy (BA/MA)
- Master of Arts in International Studies and Diplomacy (MAISD)
- Master of Arts in North African and Middle Eastern Studies (NAMES)
- Master of Arts in Islamic Studies (MAIS)
- Combined Bachelor of Science & Master of Science (BS/MS) Programs
- Master of Science in Software Engineering (MSSE)
- Master of Science in Computer Networks (MSCN)
- Master of Science in Biotechnology (MSB)
- Master of Science in Software Engineering and Management Science (MSSEMS)
- Master of Science in Information Systems Security (MSISS)
- Master of Science in Sustainable Energy Management (MSSEM)

Degree Requirements

Requirements for Bachelor's Degrees

The following are the basic requirements for all bachelor's degree programs offered at AUI. Please see individual major program listings for the specific requirements of your chosen course of study.

- Completion of the University Core Curriculum including AUI language requirements (see special section below)
- A major of at least 30 SCH of which 12 must be at the advanced level and completed at AUI
- If a minor is selected, it must consist of at least 15 SCH, of which 6 SCH must be at the advanced level and completed at AUI
- A minimum of 60 SCH must be taken in residence at AUI. Twenty-four of these must be at the advanced level, of which at least 12 are taken in the major
- A GPA of at least "C" in all courses counting toward the degree, exclusive of one elective. Major programs may impose a more rigorous requirement for their majors
- A minimum cumulative GPA of 2.00
- Pass the Exit Test
- Complete all semester credit hours required towards the degree of which 36 must be at the advanced level
- Satisfactory completion of all requirements specified for the degree by the school in which it is offered
- Application for graduation obtained through Enrollment Services by the specified deadline
- Complete the Community Service requirement
- Attend the Career Orientation Seminar in addition to a minimum of one more career event (Career talk, workshop, or conference) one semester before your graduation

University Core Curriculum

A graduate of any institution of higher education is required to have specific knowledge, understanding, and competencies, regardless of his/her major field of study. For this reason, AUI is committed to providing students with a broad education through the University's Core Curriculum.

University Core Curriculum Rationale

The set of classes that all students must take are known as the university com-

mon core (UCC). Regardless of degree program, the classes of the UCC complement overall objectives of each program and support the introduction, acquisition, and application of a wide range of communicative and intellectual skills. Through the core, all degree programs deliver a carefully constructed curriculum to give students the necessary tools, knowledge, and abilities to succeed personally and professionally.

To prepare students for careers and life in general, the university provides an education designed to cultivate skills which develop critical thinking and encourage inquiring minds as demonstrated by a breadth of knowledge and depth of understanding. The University, furthermore, fosters an awareness of the perennial questions and new challenges that confront humanity; a depth and consistency of moral judgment; the ability to speak and write with clarity and precision; a capacity and life-long desire for learning; the exchange of ideas and knowledge for development; and an awareness of other cultures beyond national borders.

University Common Core Objectives

- To develop global competence by learning to understand and interact appropriately in diverse and multicultural environments.
- To help students acquire the ability to understand the world around them and see how their studies relate to contemporary local, regional, and global issues.
- To equip students with the tools to succeed in their studies regardless of their major and to develop lifelong learning attitudes and abilities.
- To help students develop personally, socially, and intellectually.
- To develop creative and critical thinking through verbal and quantitative reasoning.
- To develop reliable competencies in information technologies along with the ability to evaluate different sources of information.
- To develop language and communication abilities to perform appropriately in the English, French, and Arabic languages in both oral and written forms.

To fulfill the above objectives, core classes can be broadly categorized as follows:

- Communication
- Humanities
- Quantitative Skills
- Natural Sciences
- Linguistic Proficiency

In order to choose appropriate course levels from each category, students should see the detailed university core curricula for listed by schools.

University Core Curriculum Breakdown by Discipline

40 SCH

Disciplines	Course Codes	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic ² or French ²	ARB 1310 /ARB 1320 or FRN 2310 /FRN 3310	6
Communication	COM 1301	3
Computer Science	CSC 1400, CSC 1401	4
English	ENG 1301, ENG 2301, ENG 2302, ENG 2303	6
History or Political Science ³	HIS 1301, HIS 1302, HIS 2301, PSC 2301	3
Humanities I ³	HUM 2301, HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	3
Humanities II ³	HUM2305, HUM 2306, PHI 2301, PHI 2302	3
Mathematics	MTH 1305, MTH 1311, MTH 1388, MTH 1403	3-4
Physical Sciences	BIO 1401, BIO 1402, CHE 1400, CHE 1401, PHY 1400, PHY 1401	4
Social Sciences ³	GEO 1301, PSY 1301, SOC 1301, SSC 1310, ECO 1300 ⁴	3

¹NOTE: Academic year 2013-2014 is a period of transition from SSK courses to FAS courses. The three SSK courses are replaced gradually by two FAS courses. FAS 0210 is offered for the first time in Fall 2013 and FAS 1220 is offered in Spring 2014. FAS 0210 and FAS 1220 must be taken sequentially. Only students who have completed Language Center requirements, except AWT1002, can take FAS 0210. FAS1220 is for students who passed FAS 0210 and ENG 1301, but it can be taken in the same semester as ENG 1301 if necessary.

* FAS 0210 counts for 2 non-degree credits

²NOTE: See Language Requirements below.

³NOTE: History and Humanities requirement: Students who take a content course taught in Arabic (HIS 1302, HUM 2303, HUM 2304, LIT 2304, or LIT 2305) fulfill a History or Humanities requirement of the UCC. They may not take the equivalent course in English (HIS 2301, HUM 2301, HUM 2302) or Arabic (ARB 2304, ARB 2305) to fulfill another requirement.

⁴NOTE: This course is designed only for students that are NOT majoring or minoring in Business Administration or Human Resource development. Therefore, it cannot serve as a substitute for ECO 2301 or ECO 2302. However, students that are eligible to take this course can also take it as an elective course.

Language Requirements

Arabic Courses for Non-Native Speakers of Arabic

All incoming students take a written placement test and sit for a proficiency interview. Placement into levels depends on a student's performance on the tests. Proficiency guidelines used for placement are those set by The American Council on Teaching Foreign Languages (ACTFL).

International students in Social Sciences will have to meet the University Common Core language requirements by completing a minimum of one Arabic course – depending on the Arabic Placement Test – and one additional language course, other than their native language.

Course Code	Course Name
ARA 1300	Moroccan Colloquial Arabic I
ARA 1301	Moroccan Colloquial Arabic II
ARA 1311/1511*	Beginning Arabic 1
ARA 1312/1512	Beginning Arabic 2
ARA 2311	Intermediate Arabic 1
ARA 2312	Intermediate Arabic 2
ARA 2320	Media Arabic I
ARA 2321	Media Arabic II
ARA 3311	Advanced Arabic 1
ARA 3312	Advanced Arabic 2
ARA 4311/4611	Journalistic and Literary Arabic
ARA 4312	Arabic for Business
ARA 4313	Readings in Arab Culture
ARA 4399	Special Topics in Arabic Study

**NOTE: Beginning Arabic 1 & 2 (ARA 1311 & 1312) carry 3 credits each and are offered in regular semesters. During the summer intensive program, these two courses are coded ARA 1511 & 1512 and carry 5 credits each.*

Arabic Courses Designed for Native Speakers of Arabic

Courses designed for students who score below 50% in the Arabic Language Placement Test:

Course Code	Course Name
ARB 1303/1304	Basic Standard Arabic Skills I, II
ARB 1309	Arabic for General Purposes

ARB 1310

Arabic for Academic Purposes

Courses designed for students who score above 50% in the Arabic Language Placement Test

Course Code	Course Name
ARB 1320	Arabic for Communication Purposes
ARB 2301	Arabic Translation
ARB 2302	Arabic Through the Mass Media
ARB 2303	Scientific and Professional Arabic
ARB 2304	Introduction to Arabic Literature
ARB 2305	Introduction to World Literature

Other Language Requirements

In addition to the English requirements, the University Core Curriculum (UCC) includes Arabic, French, and/or other foreign languages, as described below.

Students Holding a Moroccan Baccalaureate

Students holding a Moroccan baccalaureate do not need to take any Arabic language courses, i.e. no ARB courses. They have to take one content course in Arabic, which counts for the humanities or social sciences requirements of the UCC (either History 1302, Humanities 3303, Literature 2304, or Literature 2305). They are also required to take TEF (a French placement test) and satisfy TEF's upper B2 level and earn a 16 or more in the French writing component of GAT or take FRN 3310 as an exit requirement. Only 6 SCH count towards the degree if more than one French course is required.

The 6 SCH of language credits required for the UCC will be met by one of the following:

Two courses of French, if a student's French placement test indicates that he or she needs at least two courses (additional courses beyond the two courses, may be required to reach the exit level of French 3310, but will not count toward the degree program), OR one course of French and a waiver for the second course, if the French placement test indicates that the student needs one course of French only, OR a waiver of two courses of French, if the placement test indicates that the student does not need any French courses

A note on waived French courses will appear on the transcript.

Students Holding a French International Baccalaureate (or OIB)

Placement test in Arabic and upper B2 level on TEF (and 16 or more in the French writing component of GAT) for French. Additional courses may be re-

quired to reach the level of Arabic 1320 or French 3310, but will not count towards the degree program.

Language placement is determined based on the educational system from which the student came, In case of conflict between the educational system and the nationality status, precedence goes to the system. Any language placement result must be signed by the Dean or the Language Center Director.

Students Holding a Baccalaureat with no formal Arabic instruction

French Non-OIB students

If placed out of French 3310, students in this category take 2 Arabic courses as per level of entry. If placed in French 3310, only one course of Arabic is to be taken.

Non-French system schools

Students with some formal Arabic instruction take Arabic and French by placement. Students with no formal Arabic instruction take 2 Arabic courses by placement or one Arabic course and one other language course (in French or Spanish).

Students holding a non-Moroccan diploma where Arabic is the language of instruction

Students holding a non-Moroccan high school diploma where Arabic is the language of instruction do not need to take any Arabic language courses. They take one content course in Arabic to satisfy the humanities or social sciences requirement (either History 1302, Humanities 2303, Literature 2304, or Literature 2305). The language requirement is met by taking two courses in either French or Spanish by placement, with no specific exit level. The 6 SCH must be completed in the same language.

Major Requirements

Degree Plan

The degree plan is prepared in consultation with the student's advisor. Each school will establish and monitor each student's degree plan, including majors and minors. The degree plan may never supersede catalog requirements. The student is responsible for meeting all requirements of the catalog. Usually, the degree plan is filed no later than the first semester of the junior year.

Declaration of Concentration and Minor

Students at AUI must select majors and areas of concentration within the major (if applicable) no later than the beginning of the semester in which they enroll for the 60th semester credit hour. The primary purpose of the major and area of concentration is to encourage exploration of a subject area in considerable depth. This in-depth study complements the breadth of study promoted by the Undergraduate Core Curriculum and, in many cases, by a student's choice of electives. In-depth work permits practice in critical analysis and problem-solving. Because of its depth, such study also provides a sense of how knowledge grows and is shaped by time and circumstance.

Requirements for the Major

All undergraduate major programs listed in this catalog, except for certain Honors degree programs that require application and admission in advance, are open to all students. Students may request to change their degree program at any time. In some fields, however, a late change could easily result in extending the period of undergraduate study.

The Faculty sets the minimum requirements for the major fields of study including the areas of concentration. These requirements usually allow latitude for tailoring a degree program to a student's specific educational goals. The responsibility for developing a degree program within the requirements lies ultimately with the individual student working in consultation with his/her advisor.

Double Major

If a degree is to formally reflect more than a single major, the student must meet the following conditions:

1. The student must satisfy the requirements for each major.
2. The courses proposed as satisfying the requirements of one declared major may not overlap with those of the other declared major, unless:
 - Overlapping courses constitute introductory requirements (e.g. introductory mathematics or foreign language), or
 - Overlapping courses enable the student to meet the school requirements.

At the time the student applies for graduation, the school coordinator of major programs must be cognizant of the courses the student proposes to satisfy, the declared major, and of the limitation of #2 above, and they must attest to the student's having satisfied the pertinent major requirements.

An undergraduate student who completed course requirements for more

than one major but with overlapping courses, may elect to receive the majors and to have a notation on his or her transcript that the requirements of the second degree in one of the majors were also completed. Second majors are not noted on the diploma. Specific requirements for second majors and for multiple majors within a single bachelor's degree program are available from the dean's offices.

Limits on SCH for Majors

In order to achieve the full value of in-depth study, a well-structured major should constitute approximately one-third of a student's program. To ensure the value of breadth, a major should comprise no more than two-thirds of a student's program.

Major requirements in cognate subjects essential to the structure of a given major should be counted as part of the major program in applying these guidelines. Major or school requirements designed to provide extra-disciplinary breadth should not be counted.

Minors

Specific requirements for minors are listed under degree programs. All minor programs consist of a minimum of 15 SCH.

Exit Test

Objectives of the Exit Test:

- Evaluation of the student's extent of mastery of academic material in the major before leaving the University;
- Obtaining feedback from the student that will assist in evaluating the overall educational system and programs of the University.
- Implementation of remedial work after an early assessment for those who need it, prior to their graduation, so that they can adequately reflect AUI's programs and easily integrate into the job market.

The Exit Test is mandatory and conducted in two stages. Stage one starts with the penultimate semester before graduation. It will take the form of a review/diagnosis session conducted by a special committee that consists of the student's advisor, the Coordinator, and the Dean of the school (or a faculty member appointed by the dean). The assessment session will last for approximately 30 minutes, during which the Review Committee will identify the strengths and weaknesses of the student in question in three major areas: mastery of the main courses of the major, communication skills, and readiness for the job market. Following this examination, each student is provided with a set of specific requirements on which s/he will be invited to work during the

time remaining before graduation (two semesters). The student's graduation will be contingent upon the efforts s/he makes in those semesters to remedy the identified weaknesses.

Stage two occurs at the end of the last semester when the Review Committee meets again with the student and determines the progress s/he has made. Students who show evidence of progress are given the green light for graduation; i.e. they pass the Exit Test. Those with continuing problems will be asked to do additional work before being cleared for graduation. Each school will identify, based on its specifics and those of the student, which type of additional work is to be done, and how to best monitor the student's progress.

Community Involvement Program

The Community Involvement Program (CIP) is a free core curriculum component for all AUI undergraduate students and has three non-credited courses: CIP 1001 Human Development in Morocco, CIP 1002 The Role of Civil Society in Human Development, and CIP 2000 Community Involvement Fieldwork.

Students start the CIP with two on campus preparation and training seminars, CIP 1001 and 1002. Students can register onto these two courses once they have earned at least 30 SCH but no later than 60 SCH.

Failure to register for and complete these seminars within the specified time may lead to administrative holds (viewing information on the portal, preregistration bar, etc)

CIP 1001 and 1002 are prerequisites to the third and final course, CIP 2000. CIP 2000 comprises conducting 60 hours of fieldwork within up to two local, national or international development organisations or public institutions, one post fieldwork experience sharing roundtable and submission of a reflective report. CIP 2000 and completion of the program must be attained by 105 SCH.

Our Vision

To create a country of leaders who are change-makers, who realize their own potential and how to build capacity for the people with the people, and who can instill in each and every citizen a desire to make their lives and communities the best they can be.

Our Mission

To promote humble, socially aware and engaged citizens via seminars that lay down the facts, guest speakers that bring experience and expertise in civil society, and individual development fieldwork that sparks first hand understand-

ing, reflection and inspiration.

Our Core Values

- Help students understand themselves, their community and their role;
- Help students develop personally, professionally and academically;
- Help students apply their skills and knowledge to societal problems;
- Help students build capacity for learning and leadership;
- Enhance faculty capacity for research and teaching.

For more information:

*Office of Community Involvement
Next to Hand in Hand,
Student Activities Building 14
A.Barnsdale@au.ma*

*Alice Barnsdale
Coordinator of Community Involvement*

Honors Program

The University Honors Program at AUJ offers exceptionally motivated students the chance to be a part of a distinctive learning community. Students in the UHP can take advantage of enriched course sections and special seminars. The UHP brings together students from different disciplines and challenges them to develop their critical thinking skills. Members of the UHP also have special opportunities to interact with distinguished visitors to AUJ, to conduct research with faculty mentorship, to participate in graduate school and career development workshops, and to participate in experiential and service learning programs. The UHP is designed to help students think creatively and imaginatively in the company of others similarly engaged. Our governing aspiration is to practice, with increasing confidence and innovative application, a 21st century version of the "liberal arts." The UHP is not restricted to the "smartest" students at AUJ; instead, it attracts those students who have the most to contribute to the UHP community and the most enthusiasm to learn from the unique opportunities it offers. Students who complete the program earn the prestigious UHP certificate. Graduates of the program are especially well prepared to attend Moroccan and foreign graduate schools and to confront the

Requirements for Bachelor's Degrees

ever-changing challenges of the 21st-century workplace.

NOTE: The University Honors Program requirements are published separately both online and in print.



Language Center

Moncef Lahlou, Director

Karima Maazouz, Director's Assistant

Faculty: C. Abdelghani, G. Abrahams, K. Achibat, A. Azennoud, J. Bailey, A. Bendkia, A. Bounou, F. Brayard, K. Carson, L. Chiesi, J. El Kilani, S.G. Ftouh, K. Hyde, J. Jordan, K. Jordan, L. Kemystetter, A. Khejjou, B. Kibal, S. Maderious, H.Mekaoui, M. Ouakrime, E. Painter D. Psaras, S. Sabia, I. Sebti, B. Sedricks Zvaigznite, B. Seilstad, G. Storti, J. Tahtah.

The Language Center (LC) is an accredited academic unit, which has been offering intensive English programs since the opening of AUI. Its main mission is to prepare the enrolled students for academic programs offered in English, which aligns with AUI's mission to prepare future leaders of Morocco and the world.



LC Mission Statement

The Language Center seeks 1) to equip eligible students with the language skills necessary for success in their academic studies using materials that promote global multicultural awareness and 2) to provide tailor-made language training programs for the AUI community and other clients.

With the fostering of student learning as its primary focus, the LC provides courses and extracurricular activities designed to develop the four language skills while integrating grammar and vocabulary in a learner-centered environment.

The LC faculty is experienced, culturally diverse, and committed to professional development. The use of modern technology and authentic materials contributes to an effective teaching/learning environment where students acquire not only the mechanics of the language but also the ability to use it in authentic contexts.

Vision

The vision of the Language Center is for it to be a role model for language institutions in the Middle East and North Africa. The LC wants to be known among students, parents, and educators for providing a stimulating academic environment and a challenging student-centered curriculum that motivates, challenges, and educates all students.

Values

Excellence
Integrity
Transparency
Equal opportunity
Collaboration

Philosophy

The essence of the LC philosophy is to encourage an open approach to methodologies of language teaching; i.e. teachers are allowed to use their own teaching styles as long as they meet the objectives of the curriculum. They are also encouraged to be eclectic and creative vis-à-vis the use of teaching materials and techniques. The LC's overarching teaching philosophy and pedagogy is geared towards a communicative, learner-centered approach

Intended Learning Outcomes

By the end of the LC English program, students will be able to:

- Recognize and analyze different kinds of academic discourse.
- Communicate in English with fluency, appropriateness, and accuracy.
- Demonstrate basic critical thinking when interacting with complex academic texts and when producing written and spoken forms of language.
- Use English to boost their competence in learning academic disciplines.
- Use pre- and post-learning techniques and strategies vertically between skill levels and horizontally across skill areas in multi-layered academic contexts.
- Become autonomous and effective learners.

Language Center Practices

To meet these goals, the LC has designed a curriculum based on four skill areas: Academic Writing, Academic Listening and Speaking, Academic Reading, and Grammar in Academic Context. This curriculum is distributed among three levels and throughout all courses. Each course has its own description, objectives, ILOs, materials, and evaluation criteria.

In measuring the student's proficiency in the main languages it offers, the University utilizes a set of internationally recognized standardized tests, the TOEFL (Test of English as a Foreign Language) for English, and the TEF (Test d'Evaluation de Français) for French. For the TOEFL, we administer the institutional PBT (Paper Based TOEFL) but also use the international IBT (Internet Based TOEFL). These tests are administered by the University before the start of each semester and are used for placement purposes only.

Because courses in the Language Center are intensive and production-driven, daily attendance is critical. For this reason, absences are discouraged and limited by regulation. For the English programs, two absences during a regular semester are tolerated without penalty. Absences 3 through 7 result in the loss of 1%

per absence of the student's grade, for a total grade loss of 5%. Absence 8 will automatically result in a mandatory WF (Withdrawal Failure) from the course in question.

Programs

Intensive, Super Intensive, and Summer Super Intensive English language programs (IEP, SIEP, and SSIEP respectively) constitute the main activity of the Language Center. Undergraduate students whose entry scores are below BPT 530 / IBT 71 are placed in one of these programs. They may take up to four English courses per semester, at level one, level two, or a combination of the two, depending on their TOEFL scores and sub-scores, and on their results in the LC developed Writing Placement Test (WPT.)

The LC also offers special programs in English for Specific Purposes to members of the community outside the University and a special English for Staff (EFS) program. In addition to English courses, the Center also offers courses in other languages, namely Tamazight Berber, French, and Spanish, for credit.

IEP - Intensive English Program

IEP is a 75-contact hour per course program. It is the regular track in which two categories of students are placed:

Students with a PBT score between 420 and 447 (IBT between 37 and 44) will study 20 hours per week at level one in the IEP.

Students with a PBT score between 480 and 527 (IBT between 55 and 70) will take 5, 10, 15 or 20 hours per week of LC courses, depending on their results in the Writing Placement Test (WPT) and their TOEFL sub-scores for Listening, Structure and Written Expression, and Reading. So, they may take all level II courses or a combination of level I and II.

SIEP - Super- Intensive English Program

SIEP is a 112-contact hour per course program, a fast track, which combines the two levels of the IEP above into one super-intensive semester. This program is offered to newly-admitted students with a PBT entry score that ranges between 450 and 477 (IBT between 45 and 53) and whose additional LC placement test scores (mainly WPT) and / or interview results are good. These students are thus offered the opportunity to study in one semester what normally would require two semesters to cover.

SSIEP - Summer Super-Intensive English Program

SSIEP was launched in summer 2011. It is for students who are entering in the fall semester and also are close to the required PBT 530 / IBT 71 score. This program follows the general pedagogy of the SIEP program, in which all students study the four skill areas in depth, but for a shorter period of four to five weeks in the summer, i.e. 120 to 150 hours in total. It is meant for prospective

students with PBT entry scores in the 510-527 range (64 to 70 on IBT).

List of English Language Courses offered by the Language Center*

Course Code	Course Name
ALS 1001	Academic Listening, Speaking and Note-taking I
ALS 1002	Academic Listening, Speaking and Note-taking II
ALS 1003	Academic Listening, Speaking and Note-taking III
ALS 1003	Academic Listening, Speaking and Note-taking IV (SSIEP)
ARD 1001	Academic Reading I
ARD 1002	Academic Reading II
ARD 1003	Academic Reading III
ARD 1004	Academic Reading IV (SSIEP)
AWT 1001	Academic Writing I
AWT 1002	Academic Writing II
AWT 1003	Academic Writing III
AWT 1004	Academic Writing IV (SSIEP)
GAC 1001	Grammar in an Academic Context I
GAC 1002	Grammar in an Academic Context II
GAC 1003	Grammar in an Academic Context III
GAC 1004	Grammar in an Academic Context IV (SSIEP)

**NOTE: For detailed course descriptions, refer to the Course Descriptions section of this catalog.*

Assessment

All midterm and final exams are standardized for English language programs' students at all tracks and skill areas. Students take standardized midterms (week 8) and finals (week 16), which are prepared, administered, and graded by the LC faculty. In addition to these assessments, students are continuously assessed by their instructors in the form of written or oral quizzes, tests, and other measures.

Final assessment of the student's progress includes the midterm and final exams, classroom work and assessments, attendance and teacher's evaluation. The passing grade for graduates is 80% (B) and for undergraduates 70% (C). Students in IEP Level I reading, listening and speaking, and grammar courses may also benefit from the 'Superpass' option the program offers. A final semester course grade of A (90%) exempts them from taking the corresponding Level II course(s.)

Quality Assurance and Improvement

Annual Program Review

To support and inform changes occurring in the LC, an annual and formal program review has been in place since 2002. The program review is a period at the end of the spring semester during which faculty raise and discuss issues related to student responses to ILO surveys and faculty reflections on course content, assessment, materials, and other relevant aspects of the program. The results of these discussions inform any changes to the LC curriculum.

Coordination

To ensure a smooth and effective delivery of the program, each skill is managed by a coordinator whose task is to address teaching issues with skill-specific teachers at regular coordination meetings. These meetings are alternately held every week and address a wide variety of issues ranging from teaching methodologies, sharing and discussing teaching material, Intended Learning Outcomes, writing and grading quizzes, midterms and finals, to attendance. Other issues that cut across the four skills or that address major overarching concerns, such as overall Quality Assurance (QA) and Quality Improvement (QI) are usually addressed at general faculty meetings called and chaired by the LC Director.

Other Languages at the LC

French

The second most important language taught in the Language Center is French. Courses in French are offered at different levels, ranging from beginner to proficiency. These courses can be taken either to satisfy specific degree requirements or as electives (see details under the Course Descriptions section of the catalog).

Two different types of French programs are available: French as a Foreign Language (FRE) mostly for international students, and French as a Second Language (FRN) for Moroccan students.

Newly-admitted students are required to take a placement test in French. The results of this international official test (Test d'Evaluation de Français, TEF) determine how many courses in French a student needs to take, and at what level. Students may not take French in their first semester of study at AUI.

Berber and Spanish

Apart from English and French, regular academic courses in other languages are offered by the LC. The languages presently available are Berber and Spanish. Other languages will be offered in the future.

Courses offered in these languages are open to all AUI students, bear credit, and can satisfy some of the electives requirements for graduation.

Language Center Facilities

The LC often runs an intensive Business English summer school, depending on demand. This program is taught at three levels: Elementary, Intermediate, and Advanced. A lower, Beginner level may occasionally be offered as well. Each course is of two weeks duration and consists of 80 hours of instruction, as well as additional self-access hours, evening and weekend activities, outings, picnics, and excursions to nearby places of interest. The program is residential and the participation fees include full board and lodging on campus.

LC Accreditation

The LC is in full compliance with the standards of the CEA (Commission on English Language Program Accreditation) for English language programs and institutions. It was awarded accreditation from the Commission in 2009 for an initial five-year period.

Additional Notes

For other details regarding LC faculty offices and LC study routes, please refer to the constantly updated student booklet on the LC website.

Graduate students are encouraged to check with their respective schools, or with the administration of the Language Center, for details about their English program placement and exit requirements.

School of Business Administration

Ouafaa El Garah, Dean.

Sallem Koubida, Academic Coordinator of Undergraduate Programs.

Gerald Reimer, Academic Coordinator of Full-Time Graduate Programs.

Rhizlane Hammoud, Academic Advisor for Undergraduate Programs.

Faculty: J. Abrache, S. Aguentaou, S. Alabdulwahab, C.L. Bachleda, A. Baijou, A. Benlamhidi, A. Belkhat, H. Benjelloun, C. Benmoussa, A. Charafi, A. Driouchi, O. El Garah, A. Fakhar, B. Hamelin, N. Hame- lin, A. Hamidi Alaoui, R. Hammoud, A. Hassi, I. Jabbouri, H. Kassal, S. Koubida, A. Lahrech, A. Marghich, G. Reimer, D. Rinehart, H. Satt, D. Sauers, M. Watad.

Mission

Our mission is to shape future ethical and successful managers and leaders with a local and global perspective.



Undergraduate Programs

Bachelor of Business Administration

The BBA program is designed to prepare students to become ethical and successful managers and leaders with a local and global perspective. The program is divided into five main components: University Common Core, Business Major Common Core, Concentration, Minor, and electives. The University Common core is a set of general knowledge courses taken by all university student's regardless of their major. These courses help strengthen the students' intellectual skill set and enable the development of broader perspectives. The Business Common Core provides a complete coverage of the key functions necessary to effectively run organizations. The courses are carefully selected and complement each other. They are designed to equip students with tools and competencies necessary to become successful business professionals. The Concentration component consists of five concentrations, namely Marketing, Management, Finance, International Business and Logistics and Supply Chain Management. Students must select one concentration in the area

where they would like to specialize. The course offerings in the concentration areas are developed in such a way that students derive a comprehensive knowledge in their area of specialization. Students can choose either a second concentration within the School of Business Administration or a minor outside the School of Business. Examples of minors available to business students are, women's studies, African studies, Communication, Human Resources Development, Mathematics, and Computer Science. A student may choose a minor to complement either the depth or the breadth of their studies.

The BBA Program is EPAS accredited by the European Foundation of Management Development (EFMD). This internationally renowned program accreditation is a strong endorsement of the quality of our program and the high caliber of our students, faculty and staff.

Intended Learning Outcomes of the BBA Program

Students graduating with the Bachelor of Business Administration should be able to:

1. Make decisions ethically
 - Understand ethical concepts including sustainability and concepts of corporate social responsibility
 - Analyze ethical situations
 - Make good judgments (evaluate) in business situations from an ethical perspective
2. Display skills and competencies of successful business decision makers
 - Comprehend and apply general BA concepts, methods and techniques
 - Comprehend and apply concepts and techniques in selected area of specialization
 - Use modern IT tools effectively
 - Communicate effectively orally and in writing
 - Work effectively within a team
3. Demonstrate managerial qualities
 - Understand the functions of a manager including planning, organizing, motivating, controlling, and evaluating
 - Discern relevant data for managerial decision-making
4. Understand and demonstrate leadership qualities
 - Recognize and comprehend common leadership theories and models
 - Understand own leadership competencies and style (personal profile)
5. Understand the Moroccan business environment
 - Understand the local business environment and its challenges

- Understand basic Moroccan accounting and financial systems
 - Assess current business strategies of Moroccan companies
 - Create a strategic plan for accompany in the Moroccan environment
6. Comprehend the global business environment
- Understand the global business environment and challenges
 - Analyze global case studies

University Core Curriculum for the SBA 40 SCH

Course Codes	Course Name	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic/French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	6
Communication	COM 1301	3
Computer Science **	CSC 1400	4
English	ENG 1301, ENG 2302	6
History or Political Science	HIS 1301 or HIS 1302, HIS 2301, PSC 2301	3
Humanities I	HUM 2301 or HUM 2302, HUM 2303, LIT 2304, LIT 2305	3
Humanities II	HUM 2305, HUM 2306, PHI 2301, PHI 2302	3
Mathematics	MTH 1305	3
Physical Sciences	BIO 1400, BIO 1401, CHE 1400, PHY 1400	4
Social Sciences	SOC 1301, SSC 1310, GEO 1301, PSY 1301	3

*NOTES: *FAS 0210 counts for 2 non-degree credits*

*** CSC 1401 may substitute for CSC 1400 only for students with minor in Computer Science.*

Degree Requirements

To earn a BBA degree, students must successfully complete the following requirements:

- University Core Curriculum (40 SCH)
- Business Major Common Core (50 SCH)
- Concentration (15 SCH) in one of the following business disciplines: Finance, Management, Marketing, Logistics and Supply Chain Management or International Business
- Second Concentration or Minor (15 SCH): Second concentration in another of the business disciplines listed above. Alternatively, they may choose a minor in Communication Studies, Human Resource Management,

International Studies, Organizational Studies, Women's Studies, African Studies, Arabic Language and Culture, Computer Science, or Mathematics.

• Electives (9 SCH) the following courses cannot be taken as electives: ECO 1300, ECO 2310, SC2401, MTH 1388.

BBA Core Courses

50 SCH

Course Code	Course Name
ACC 2301	Accounting Principles I
ACC 2302	Accounting Principles II
ACC 3201	Moroccan Accounting and Taxation
ECO 2301	Microeconomics
ECO 2302	Macroeconomics
FIN 3301	Principles of Finance
GBU 2301	Business Statistics
GBU 3302	Legal Environment
GBU 3203	Enterprises, Markets, and the Moroccan Economy
GBU 3301	Quantitative Methods in Business
GBU 4100	Professional Career Development
INT 4301	Internship
MGT 3301	Principles of Management
MGT 3302	Entrepreneurship
MGT 4303	Operations Management
MGT 4301	Capstone Course: Business Policy and Corporate Strategy
MIS 3301	Management Information Systems
MKT 3301	Principles of Marketing

Concentration

15 SCH

The School of Business Administration currently offers five areas of concentration. These are: Finance, Management, Marketing, Logistics and Supply Chain Management and International Business. Students must complete 15 credits in their respective areas of concentration. BBA students may opt for a second concentration (15 SCH).

Concentration in Finance

The Finance concentration is designed to enhance the understanding of finance and the principles for financial management of local, national and international financial markets and businesses. The concentration also emphasizes financial analysis and assessment, and a good understanding of the impact of finance on decision making. Students must select five courses among the following:

Finance Courses

15 SCH

Course Code	Course Name
FIN 3302	Money and Banking
FIN 3303	Corporate Financial Management
FIN 3305	Introduction to Islamic Banking and Finance
FIN 4304	International Finance
FIN 4305	Financial Intermediation
FIN 4306	Financial Investments and Securities Analysis
FIN 4307	Modern Investment Theory
FIN 4308	Financial Futures, Options, and Other Derivative Securities
FIN 3399	Special Topics in Finance

Concentration in Management

The Management concentration focuses on the theory and practice of management within the business and corporate environments, with emphasis on policies and strategies of business cycles and processes found in decision-making. Students must select five courses among the following:

Management Courses

15 SCH

Course Code	Course Name
HRD 3401*	Human Capital Management
HRD 4303	Leadership and Management Development
MGT 3305	Organizational Behavior
MGT 3399	Special Topics in Management
MGT 4305	Advanced Organizational Behavior
MGT 4306	Seminar in International Management

MGT 4307	Management of Small Enterprises
MGT 4308	Management of Change
MGT 4310	Tourism and Hospitality Management
MGT 4311	Quality Management
MKT 4307	Product Management and Marketing
MGT 4314	Cross-Cultural Management

**Note: BA students with a concentration in Management and a minor in Human Resource Development (those who need to take HRD 3301 as part of the requirements of their minor) will have the choice to either a) count HRD 3401 as part of their concentration in Management and be given the right to choose another course as the third required course of their minor, or b) count HRD 3401 as part of their minor in HRD and fulfill their concentration requirements with other courses (that may include HRD 4303).*

Concentration in Marketing

The Marketing concentration is intended to give an in-depth understanding of marketing techniques, sales promotion and strategies, with emphasis on the analysis of consumer needs and behavior, and market studies. Students must select five courses among the following:

Marketing Courses

15 SCH

Course Code	Course Name
MKT 3302	Advertising and Promotion Management
MKT 3303	Consumer Behavior
MKT 3304	Fundamentals of Services Marketing
MKT 3399	Special Topics in Marketing
MKT 4304	Marketing Research
MKT 4305	Marketing Management
MKT 4306	International Marketing
MKT 4307	Product Management and Marketing
MIS 4311	e-Marketing

Concentration in International Business

The International Business concentration focuses on the principles and policies of business management, with emphasis on economics, accounting, finance, marketing, and management, all from an international perspective.

Students must select five courses among the following:

International Business

15 SCH

Course Code	Course Name
ACC 4305	International Accounting
ECO 3301	International Trade
FIN 4304	International Finance
GBU 4308	Net-Economics and E-Business
GBU 3399	Environmental Management
MGT 4306	Seminar in International Management
MGT 4314	Cross-Cultural Management
MIS 3302	Managing Information Systems and Technology in the Global Marketplace
MKT 4306	International Marketing

Concentration in Logistics and Supply Chain Management 15 SCH

Required course: MGT3304 Introduction to Management Science

In addition, students must choose four out of the following courses:

Course Code	Course Name
ECO 3301	International Trade
MGT 4309	Logistics and Supply Chain Management
MGT 4311	Quality Management
MGT 4312	Project Management
MGT 4313	Production and Inventory Management

Minor

15 SCH

All BBA students may select a minor with the assistance of their Academic Advisor.

Minors are offered to BBA students by the School of Science and Engineering (SSE) and the School of Humanities and Social Sciences (SHSS). Students should view the minor requirements listed under the SSE and SHSS for the following minors:

- Minor in Computer Science (SSE)
- Minor in Mathematics (SSE)
- Minor in African Studies (SHSS)
- Minor in Arabic Language and Culture (SHSS)
- Minor in Communication Studies (SHSS)
- Minor in Human Resource Development (SHSS)
- Minor in International Studies (SHSS)
- Minor in Organizational Studies (SHSS)
- Minor in Women’s Studies (SHSS)

Electives

9 SCH

Business Administration students have to complete at least nine credits of elective courses. They may select their electives from among any class offered at AUJ, except ECO1300, ECO 2310, SSC 2401 and MTH 1388.

Total SCH requirement for BBA Major

129-136 SCH

Minors in the School of Business Administration

Minor in Logistics and SCM for SSE Majors

15 SCH

Non-BBA students should note that GBU 3301 Quantitative Methods in Business and MGT 4303 Operations Management are prerequisites for a Logistics minor.

Required course: MGT 3304 Introduction to Management Science

In addition, students must choose four out of the following courses:

Course Code	Course Name
ECO 3301	International Trade
MGT 4309	Logistics and Supply Chain Management
MGT 4311	Quality Management
MGT 4312	Project Management
MGT 4313	Production and Inventory Management

Minor in Business Administration for Computer Science Majors in SSE

15 SCH

Required courses

9 SCH

Course Code	Course Name
ACC 2301	Accounting Principles I
FIN 3301	Principles of Finance
MGT 3301	Principles of Management

and 2 of the following courses **6 SCH**

Course Code	Course Name
ACC 2302	Accounting Principles II
GBU 4308	Net-Economics and E-Business
GBU 4301	Quantitative Methods in Business
MGT 3302	Entrepreneurship
MGT 4303	Operations Management
MGT 4309	Supply Chain Management and Logistics
MIS 3302	Managing Information Systems and Technology in the Global Marketplace
MKT 3301	Principles of Marketing
MKT 4304	Marketing Research
MKT 4305	Marketing Management

Minor in Business Administration for Human Resource Development Majors in the SHSS **15 SCH**

Required courses **6 SCH**

Course Code	Course Name
ACC 2301	Accounting Principles I
MGT 3301	Principles of Management

and three from the following: **9 SCH**

Course Code	Course Name
FIN 3301	Principles of Finance
MIS 3301	Management Information Systems
MGT 3302	Entrepreneurship
MGT 4303	Operations Management
MGT 4307	Management of Small Enterprises
MKT 3301	Principles of Marketing

Minor in Business Administration for Communication Studies Majors in the SHSS **15 SCH**

Required courses **9 SCH**

Course Code	Course Name
ACC 2301	Accounting Principles I
ECO 2302	Macroeconomics
MKT 3301	Principles of Marketing

and 2 of the following: **6 SCH**

Course Code	Course Name
FIN 3301	Principles of Finance
GBU 3302	Business Law and Ethics
MGT 3302	Entrepreneurship
MIS 3301	Management Information Systems
MKT 3302	Advertising and Promotion Management
MKT 3303	Consumer Behavior
MKT 4306	International Marketing

Minor in Business Administration for International Studies Majors in the SHSS **15 SCH**

Required courses **12 SCH**

Course Code	Course Name
ACC 2301	Accounting Principles I
ECO 2301	Microeconomics
ECO 2302	Macroeconomics
GBU 3302	Legal Environment

and 2 of the following **6 SCH**

Course Code	Course Name
FIN 3301	Principles of Finance
MIS 3301	Management Information Systems
MGT 3301	Principles of Management

Graduate Programs

Master of Business Administration (MBA)

The Master of Business Administration program at Al Akhawayn University provides a high-quality graduate degree program to those students, already holding an undergraduate degree, who aspire to become successful managers and leaders in the global economy. This is accomplished through developing their general knowledge and abilities, educating them in the broad scope of business administration, and providing them with the possibility of in-depth knowledge in one area of specialization.

Intended Learning Outcomes:

Students graduating with the Master of Business Administration should be able to:

1. Make decisions ethically

- Analyze ethical situations.
- Make good judgments in business situations from an ethical perspective.

2. Display skills and competencies of successful business decision makers

- Comprehend and apply general business administration concepts, methods and techniques.
- Comprehend and apply concepts and techniques in a selected area of specialization or additional background in multiple areas.
- Use modern IT tools effectively.
- Communicate effectively orally and in writing.
- Work effectively within a team.
- Design and conduct applied research with the purpose of making sound managerial recommendations.

3. Demonstrate managerial qualities

- Discern relevant data for managerial decision-making.
- Apply motivational theories to manage people.

4. Understand and demonstrate leadership qualities

- Understand own leadership competencies and style.
- Apply the most appropriate style of leadership to different business situations.

5. Understand the Moroccan business environment

- Understand the local business environment and its challenges.

- Assess current business strategies of Moroccan companies.
- Create a strategic plan for a company in the Moroccan environment.

6. Comprehend the global business environment

- Understand the global business environment and challenges.
- Analyze global case studies.
- Design business strategies within a global context.

Admission Requirements

Applications for Admission to the MBA Program may be obtained from Enrollment Services. The School of Business Administration accepts applications for admittance for both Fall and Spring semesters. Applicants must hold at least a Bachelor's Degree (or equivalent Degree) with the equivalent of a minimum B standing. The Graduate Admissions Committee reviews completed applications and sets interviews with promising candidates. The results are communicated to the applicants through Enrollment Services.

The MBA program offers students the opportunity for in-depth exposure to state-of-the-art tools, techniques, and current practices in business administration. The TOEFL requirements are the same for all graduate programs.

Selected foundation (undergraduate) courses are required of students who do not have a Bachelor's degree in Business Administration (BBA), its equivalent, or who do not meet necessary course prerequisites. These students may be allowed to enter the MBA program while completing the necessary foundation courses. Successful applicants who do not hold a BBA or equivalent may be given permission to test out of any or all of the foundation courses by sitting for a test-out examination. The examinations are scheduled each semester during the first week of classes. The test out fees are available in the Tuition, Fees, Deposits, and Refunds section.

Concentrations included with the MBA program consist of three courses (9 SCH) in the disciplines of finance, marketing, management, logistics and supply chain management or general business. Some of these concentrations may not be offered unless justified by the number of students and market opportunities.

MBA Degree Requirements

The MBA program requires a minimum of 36 semester credit hours (SCH), which include 33 credits of course work and 3 credits for the MBA final project.

A student with a business-related undergraduate degree normally completes the MBA program within three regular semesters. However, students whose undergraduate degree is other than a business-related degree take longer as they may need to complete up to 9 foundation courses to satisfy prerequisites and prepare for core courses in the MBA program.

The MBA program consists of 8 core courses, 3 concentration courses and the MBA final project within the chosen concentration. Students who are new to the American System are required to complete an academic skills course during their first semester. Students who lack the academic background in business are required to take one or more of the 9 foundation courses. All foundation courses must be passed with the equivalent of a "B-" grade or better.

Students must earn and maintain a CGPA of at least a 3.00 on a 4.00 scale to complete the program. Any graduate course in which a grade of less than "B-" is earned must be repeated. The grading in all foundation courses is done on the Pass/Fail basis and is not counted toward the student's cumulative GPA. Students who are required to complete a number of foundation courses cannot take more advanced courses before passing the foundation courses required unless approved by the program Coordinator.

In order to become more familiar with the business sector, students in the MBA program are encouraged to complete structured internships. These internships are generally taken during vacation and summer periods. This professional experience enhances course participation and can assist in the selection of the topic for the MBA final project.

MBA Content

MBA Foundation Courses*

up to 26 SCH

Course Code	Course Name
ACC 2301	Accounting Principles
ECO 2301	Microeconomics
ECO 2302	Macroeconomics
FAS 2201	Graduate Academic Skills
FIN 3301	Principles of Finance
GBU 2301	Business Statistics
GBU 3301	Quantitative Methods in Business
MGT 3301	Principles of Management
MKT 3301	Principles of Marketing

**NOTE: Students with at least a four-year undergraduate degree may waive one or more foundation courses if they can demonstrate that they have completed an equivalent course with a "C" grade or better.*

MBA Core Courses

24 SCH

Course Code	Course Name
ACC 5302	Managerial Accounting

ECO 5305	Managerial Economics
FIN 5305	Financial Management
GBU 5306	Business Decision Making and Management Science
MGT 5305	Organization Behavior and Leadership
MGT 5306	Strategic Management in Global Markets
MGT 5308	Management of Operations and Information Systems
MKT 5305	Advanced Marketing Management

MBA Concentration Courses

9 SCH

Students may select their area of concentration that consists of three courses, which could be required or elective. The availability of courses may vary by semester and location. A course is offered only if there are a minimum number of students enrolled. Concentrations offered in at least one location include the following:

- Finance
- Marketing
- Management
- Logistics and Supply Chain Management
- General Business**

** Note: For the concentration in General Business, students select three graduate courses from any of the Business disciplines.

Concentration in Finance

An MBA concentration in Finance is designed for those students who wish to be involved in financial institutions or in financial management of organizations. Emphasis is placed on both corporate financial practices and national and international capital markets, where financial assets are created and traded. By stressing theory and methods of analysis, this concentration provides the student with the tools for dealing with important practical financial issues.

Students choose three courses from the following:

9 SCH

Course Code	Course Name
FIN 5306	International Finance
FIN 5307	Management of Financial Institutions
FIN 5308	Market Securities Analysis and Portfolio Management
FIN 5309	Financial Risk Management

FIN 5310	Derivative Securities Analysis
FIN 5311	Money and Capital Markets
FIN 5312	International Banking Operations
FIN 5313	Advanced Corporate Finance
FIN 5314	Capital Budgeting
FIN 5399	Special Topics in Finance
ACC 5305	Intermediate Financial Accounting
ACC 5307	Auditing Theory and Practice
ACC 5308	International Accounting

Concentration in Marketing

An MBA concentration in Marketing is designed for those students who wish to be involved in the management of marketing activities. Emphasis is placed on basic concepts of marketing operations and strategic planning. This concentration prepares students to help organizations decide which products and services it should provide, as well as guidance regarding consumer demographics and product or service promotion, plus pricing and sales generation.

Students choose three courses from the following

9 SCH

Course Code	Course Name
MKT 5306	International Marketing
MKT 5307	Marketing Research
MKT 5308	Services Marketing
MKT 5309	Strategic Market Planning
MKT 5310	Advertising and Promotion Management
MKT 5315	Product Management and Marketing
MKT 5316	Advanced Consumer Behavior
MKT 5399	Special Topics in Marketing

Concentration in Management

An MBA concentration in Management is designed for those students who wish to be involved in the management of organizations. Emphasis is placed on organizations and their people, environment, and resources. This concentration offers courses in all aspects of management and human resources, strategy, operations, etc., and provides a framework for understanding the organization of the firm.

Students choose three courses from the following**9 SCH**

Course Code	Course Name
GBU 5305	Business Ethics and Corporate Governance
GBU 5307	Entrepreneurial Management
MGT 5304	Quality Management
MGT 5307	Human Resource Management
MGT 5309	Logistics and Supply Chain Management
MGT 5310	Risk and Crisis Management
MGT 5311	Diversification and Merger Strategies
MGT 5312	Power Politics and Leadership for Global Managers
MGT 5313	Management of Change
MGT 5314	International Business Strategy
MGT 5315	Project Management
MGT 5321	e-Business Management and the Net Economy
MGT 5399	Special Topics in Management
MKT 5315	Product Management and Marketing

Concentration in Logistics and Supply Chain Management

An MBA concentration in Logistics and Supply Chain Management is designed to provide students with the knowledge in logistics, operations, and supply chain management in order to pursue careers within the manufacturing, transport, service, and retail industry sectors. This program examines the chain of enterprises engaged in moving products, services, or information from initial suppliers, through various stages of transformation to the ultimate client or customer.

Students choose three courses from the following**9 SCH**

Course Code	Course Name
GBU 5313	Data Mining
GBU 5314	Simulation Modeling and Analysis
GBU 5315	Econometric Tools for Supply Chain Management
MGT 5304	Quality Management
MGT 5309	Logistics and Supply Chain Management
MGT 5315	Project Management
MGT 5316	Logistics of Transportation and Distribution

School of Business Administration

MGT 5317	Inventory Management and Production Planning
MGT 5318	Information Technology for the Supply Chain MGT
MGT 5319	Strategic Supply Chain Management

MBA Final Project (GBU 5320)

3 SCH

All SBA graduate students are required to complete the MBA Final Project (GBU 5320) during their final semester of studies. It is highly recommended that students' final projects relate to their selected concentration. Students must submit a proposal for their final project no later than the semester preceding their last semester of study. As part of the proposal preparation, students are required to complete the Research Methodology Seminar (GBU 5020). This seminar consists of weekly class meetings during the first half of the semester with the goal of developing a detailed proposal for the final project.

Generally, the MBA final project involves a detailed analysis of a specific business issue and may include applied research or a business problem-solving issue with a case study. These two options help to accommodate diverse student interests and needs. In the first case, students are expected to select a problem, analyze the problem, and provide solutions to the problem. The business project, a second option, requires in-depth research into a specific business realm.

Students are required to work with a faculty supervisor in developing the case analysis. The expected duration for MBA final project is approximately one semester. Students must submit a final report in written form according to the SBA final project template requirements. Once the written report of the MBA final project is approved by the examining committee, students must pass an oral examination which includes a presentation of their project.

Option 1: Case Analysis

This option involves detailed analysis of a current business issue and may include applied research, business problem-solving or new business creation. Students are expected to select a problem, analyze the problem, and provide potential feasible solutions to the problem. It is highly advisable that students work with a professor in developing the case analysis. Students are evaluated on their ability to analyze the problem and propose solutions or the need for further analysis.

Option 2: Business Project

This option requires an in-depth research project, conducted under the supervision of an SBA faculty member. At a minimum, the Business Project should address the following:

- Identification of a topic for a Business Project
- Statement of the objectives of the study
- Determination of the method(s)
- Collection of data and information
- Analysis and discussion of results
- Conclusions and perspectives
- References and sources

Sample Study Plan (3 semesters)

The MBA program can be completed in three semesters if a student has no foundation course requirements and utilizes the break before the final semester to make significant progress on the final project. The sample plan below assumes that a student has fulfilled all foundation requirements prior to entry into the MBA program.

Semester 1

Course Code	Course Name
ACC 5302	Managerial Accounting
FIN 5305	Financial Management
GBU 5306	Business Decision Making and Management Science
MKT 5305	Advanced Marketing Management

Semester 2

Course Code	Course Name
ECO 5305	Managerial Economics
MGT 5305	Organization Behavior and Leadership
TBD*	Concentration course 1
TBD*	Concentration course 2
GBU 5020	Research Methodology Seminar

Semester 3

Course Code	Course Name
MGT 5306	Strategic Management in Global Markets
MGT 5308	Management of Operations and Information Systems
TBD*	Concentration course 3
GBU 5320	MBA Final Project

***NOTE: TBD = To be determined**

Total Minimum SCH Requirement for the MBA

36 SCH

Post-Experience Graduate Programs

Ouafaa El Garah, Dean

Ahmed Belkhatat, Executive Education Center Director

MASTER OF BUSINESS ADMINISTRATION (Part time)

The Master of Business Administration program at Al Akhawayn University provides a high-quality graduate degree program to students with an undergraduate degree. It targets professionals who aspire to become successful managers and leaders in the global economy through developing their general knowledge and abilities, educating them in the broad scope of business administration, and providing them with the possibility of in-depth knowledge in one area of specialization.

The MBA program is offered in a part-time format in collaboration with the Executive Education Center (EEC).

INTENDED LEARNING GOALS AND OBJECTIVES OF THE MBA PROGRAM

The mission driven learning goals and objectives of the MBA program are as follows:

Learning Goals and Objectives

1. Ethical: Make decisions ethically

- a - Analyze ethical situations
- b - Make good judgments in business situations from an ethical perspective

2. Successful: Display skills and competencies of successful business decision makers

- a - Comprehend and apply general BA concepts, methods and techniques
- b - Comprehend and apply concepts and techniques in selected area of specialization
- c - Use modern IT tools effectively
- d - Communicate effectively orally and in writing
- e - Work effectively within a team
- f - Design and conduct applied research with the purpose of making sound managerial recommendations

3. Manager: Demonstrate managerial qualities

- a - Discern relevant data for managerial decision-making
- b - Apply motivational theories to manage people

4. Leader: Understand and demonstrate leadership qualities

- a - Understand own leadership competencies and style (personal profile)
- b - Apply the most appropriate style of leadership to different business situations

5. Local: Understand the Moroccan business environment

- a - Understand the local business environment and its challenges
- b - Assess current business strategies of Moroccan companies
- c - Create a strategic plan for a company in the Moroccan environment

6. Global: Comprehend the global business environment

- a - Understand the global business environment and challenges
- b - Analyze global case studies
- c - Design business strategies within a global context

ADMISSION REQUIREMENTS

Prospective students may only apply to one degree program at Al Akhawayn University in any given application period. Students may transfer up to nine SCH (three courses) to the part-time MBA program from other graduate programs. Applicants admitted to this program may not be simultaneously enrolled in other graduate programs. Students should contact the Executive Education Center if they have any questions regarding eligibility.

Application for admission to the part-time MBA program may be obtained from the Executive Education Center (EEC). The EEC accepts applications for admittance for both Fall and Spring semesters.

Applicants are asked to provide two recommendation letters, a statement of corporate support, an acceptable TOEFL score (not required for applicants holding an undergraduate degree from an institution where English is the primary language of instruction), and official transcripts in addition to completed application forms.

The Graduate Admissions Committee reviews completed applications and sets interviews with the promising candidates. The results are communicated to the applicants through the Enrollment services.

MBA Degree Requirements

Depending on their undergraduate background, students may be required to take foundation courses to prepare for their business studies. Admission to

the part-time MBA may be conditional on successful completion of the foundation courses.

Courses in management are not required for admission, although students are expected to have a satisfactory background in communication skills, computer applications (including word processing and spreadsheets), and mathematics.

Before enrolling, however, applicants must:

- Hold at least a bachelor's degree (or an equivalent degree with the equivalent of a minimum B standing).
- Have a minimum TOEFL score (or equivalent). Eligible applicants with a TOEFL score below 550 (or equivalent) are required to successfully complete adequate English courses. The English requirement is waived for students holding an undergraduate degree from institutions where English is the primary language of instruction.
- GMAT is highly recommended.
- Have Full-time work experience after earning a bachelor's degree or equivalent degree. Candidates should have strong potential for high-level leadership positions in their current organization.
- Candidates should have the support of their employer regarding release time from work obligations to attend and participate in all class sessions.

The part-time MBA class sessions are usually held every other weekend on Friday afternoon, Saturday and Sunday morning. Each module (except foundation courses) consists of three weekends. Sometimes courses are offered in a block of five days when the professor is a visiting scholar from international partner institutions. Students in the part-time MBA program will take between 18-24 months to complete the program. All courses use a blend of case studies, exercises, discussions, work groups, and lectures. The MBA program requires a minimum of 36 semester credit hours (SCH), which include 33 credits of course work and 3 credits for the MBA final project. A student with a business-related undergraduate degree normally could complete the MBA program within 18 months. However, students whose undergraduate degree is other than a business-related degree would take longer as they may need to complete up to 7 foundation courses to satisfy prerequisites and prepare for core courses in the MBA program.

PART-TIME MBA PROGRAM CONTENT

To prepare candidates to join the MBA program, a language program of 10

blocks of 15 hours each is offered. At the end of the program, candidates take an institutional test. To strengthen the language proficiency of students, a business communication course is offered in parallel to the MBA courses.

The MBA program consists of 8 core courses, 3 concentration courses and the MBA final project within the chosen concentration. Students who lack the academic background in business are required to take one or more of the 7 foundation courses. All foundation courses must be passed with the equivalent of a "B-" grade or better.

Students must earn and maintain a CGPA of at least a 3.00 on a 4.00 scale to complete the program. Any graduate course in which a grade of less than "B-" is earned must be repeated. The grading in all foundation courses is done on the Pass/Fail basis and will not be counted toward the student's cumulative GPA. Students who are required to complete a number of foundation courses cannot take more advanced courses before passing the foundation courses required unless approved by the program coordinator.

The MBA program consists of:

- 8 core courses
- 3 concentration courses
- MBA Project

A concentration may be open only if there are enough students.

I. FOUNDATION COURSES **, MBA: up to 10 SCH

Course Code	Course Name	Credits
ACC 2201	Accounting Principles	2 SCH
ECO 2201	Principles of Economics	2 SCH
FIN 3101	Principles of Finance	1 SCH
GBU 3201	Quantitative Methods in Business	2 SCH
GBU 3101	Business Law	1 SCH
MGT 3101	Principles of Management	1 SCH
MKT 3101	Principles of Marketing	1 SCH

** Students with at least a four-year undergraduate degree may waive one or more foundation courses if they can demonstrate that they have completed an equivalent course with a "C" grade or better.

II. CORE COURSES, MBA: 24 SCH

Course Code	Course Name
ACC 5302	Managerial Accounting
ECO 5305	Managerial Economics
FIN 5305	Financial Management
GBU 5306	Business Decision Making and Management Science
MGT 5305	Organization Behavior and Leadership
MGT 5308	Management of Operations and Information Systems
MGT 5306	Strategic Management in Global Markets
MKT 5305	Advanced Marketing Management

III. CONCENTRATION COURSES, MBA: 9 SCH

Students may select their area of concentration that consists of three courses, which could be required or elective. The availability of courses may vary by semester and location. A course is offered only if there are a minimum number of students enrolled in it. Concentrations offered in at least one location include the following:

- Finance
- Marketing
- Management
- Logistics and Supply Chain Management
- General business

A student may choose to have a concentration in General Business. In this case, the student selects any three graduate courses from the business discipline.

CONCENTRATION IN FINANCE

An MBA concentration in Finance is designed for those students who wish to be involved in financial institutions or in financial management of organizations. Emphasis is placed on both corporate financial practices and national and international capital markets, where financial assets are created and traded. By stressing theory and methods of analysis, this concentration provides the student with the tools for dealing with important practical financial issues.

Choose three courses from the following:

Course Code	Course Name
FIN 5306	International Finance

FIN 5307	Management of Financial Institutions
FIN 5308	Market Securities Analysis and Portfolio Management
FIN 5309	Financial Risk Management
FIN 5310	Derivative Securities Analysis
FIN 5311	Money and Capital Markets
FIN 5312	International Banking Operations
FIN 5313	Advanced Corporate Finance
FIN 5314	Capital Budgeting
FIN 5399	Special Topics in Finance
MKT 3101	Principles of Marketing
ACC 5305	Intermediate Financial Accounting
ACC 5307	Auditing Theory and Practice
ACC 5308	International Accounting

CONCENTRATION IN MARKETING

An MBA concentration in Marketing is designed for those students who wish to be involved in the management of marketing activities. Emphasis is placed on basic concepts of marketing operations and strategic planning. This concentration prepares students to help organizations decide which products and services it should provide, as well as guidance on consumer demographics and product or service promotion, pricing and sales generation.

Choose three courses from the following:

Course Code	Course Name
MKT 5306	International Marketing
MKT 5307	Marketing Research
MKT 5308	Services Marketing
MKT 5309	Strategic Market Planning
MKT 5310	Advertising and Promotion Management
MKT 5315	Product Management and Marketing
MKT 5316	Advanced Consumer Behavior
MKT 5399	Special Topics in Marketing

CONCENTRATION IN MANAGEMENT

An MBA concentration in Management is designed for those students who wish to be involved in management of organizations. Emphasis is placed on or-

ganizations and their people, environment, and resources. This concentration offers courses in all aspects of management and human resources, strategy, operations, etc., and provides a framework for understanding the organization of the firm.

Choose three courses from the following:

Course Code	Course Name
GBU 5305	Business Ethics and Corporate Governance
GBU 5307	Entrepreneurial Management
MGT 5304	Quality Management
MGT 5307	Human Resource Management
MGT 5309	Logistics and Supply Chain Management
MGT 5310	Risk and Crisis Management
MGT 5311	Diversification and Merger Strategies
MGT 5312	Power, Politics and Leadership for Global Managers
MGT 5313	Management of Change
MGT 5314	International Business Strategy
MGT 5315	Project Management
MGT 5321	e-Business Management and the Net Economy
MGT 5399	Special Topics in Management
MKT 5315	Product Management and Marketing

CONCENTRATION IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

An MBA concentration in Logistics and Supply Chain Management is designed to provide students with the knowledge in logistics, operations and supply chain management in order to pursue careers within the manufacturing, transport, service and retail industry sectors. This program examines the chain of enterprises engaged in moving products, services or information from initial suppliers, through various stages of transformation to the ultimate client or customer.

Choose three courses from the following:

Course Code	Course Name
GBU 5313	Data Mining
GBU 5314	Simulation Modeling and Analysis
GBU 5315	Econometric Tools for Supply Chain Management
MGT 5304	Quality Management

MGT 5309	Logistics and Supply Chain Management
MGT 5315	Project Management
MGT 5316	Logistics of Transportation and Distribution
MGT 5317	Inventory Management and Production Planning
MGT 5318	Information Technology for the Supply Chain
MGT 5319	Strategic Supply Chain Management

IV. MBA FINAL PROJECT (3 SCH)

All SBA graduate students are required to complete an MBA Final Project (GBU 5320) during their final semester of studies. It is highly recommended that a student's final project relates to their selected concentration. Students must submit a proposal for their final project no later than the semester preceding their last semester of study. As part of the proposal preparation, students are required to complete the Research Methodology workshop. The goal of this workshop is for students to develop a detailed proposal for the final project. Generally, the MBA final project involves a detailed analysis of a specific business issue and may include applied research or a business problem-solving issue with a case study. Students are expected to select a problem, analyze the problem, and provide potential feasible solutions to the problem. Students are required to work with a faculty supervisor in developing the case analysis. The expected duration for MBA final project is approximately one semester. Students must submit a final report in written form according to the SBA final project template requirements. Once the written report of the MBA final project is approved by the examining committee, students must pass an oral examination which includes a presentation of their project.

More details about the options for the final project to account for the diversity of students in the program are as follows:

Option 1: Case Analysis

This option involves detailed analysis of a current business issue and may include applied research, business problem-solving or new business creation. Students are expected to select a problem, analyze the problem, and provide potential feasible solutions to the problem. It is highly advisable that students work with a professor in developing the case analysis. Students are evaluated on their ability to analyze the problem and propose solutions or the need for further analysis.

Option 2: Business Project

This option requires an in-depth research project, conducted under the super-

vision of an SBA faculty member. At a minimum, the Business Project should address the following:

- Identification of a topic for a Business Project
- Statement of the objectives of the study
- Determination of the method(s)
- Collection of data and information
- Analysis and discussion of results
- Conclusions and perspectives
- References and sources

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

The Executive MBA is Al Akhawayn's training proposition geared toward high potential managers. The program is based on a practical, hands-on, and pragmatic examination of modern management models and practices in a global context. The Executive MBA faculty is composed of AUI professors and of internationally known executive education instructors. This unique combination means that we can deliver a world-class standard while maintaining a strong focus on Moroccan business issues and cases. The Executive MBA includes a study trip abroad at one of Al Akhawayn's strategic partners.

PROGRAM ADMISSION REQUIREMENTS

To be eligible for admission to the Executive MBA program, an applicant must fulfill the following conditions:

- Hold at least a bachelor's degree (or an equivalent degree) with the equivalent of a minimum B standing. Accordingly, the School of Business Administration reserves the right to review the academic records of applicants to determine whether the academic credentials presented qualify for consideration.
- Have full time work experience after earning your bachelor's degree or equivalent degree. Candidates typically have a minimum of six years of work experience at a managerial position to apply for the Executive MBA
- Demonstrate strong potential for high-level leadership positions
- Have a minimum TOEFL score of 530 (or equivalent). Eligible applicants with a TOEFL score below 530 (or equivalent) are required to successfully complete adequate English courses. The English requirement is waived for students holding an undergraduate degree from institutions where English is the primary language of instruction.
- Completion of the GMAT is highly recommended Admission intakes to the Executive MBA are only once a year in the Spring semester.

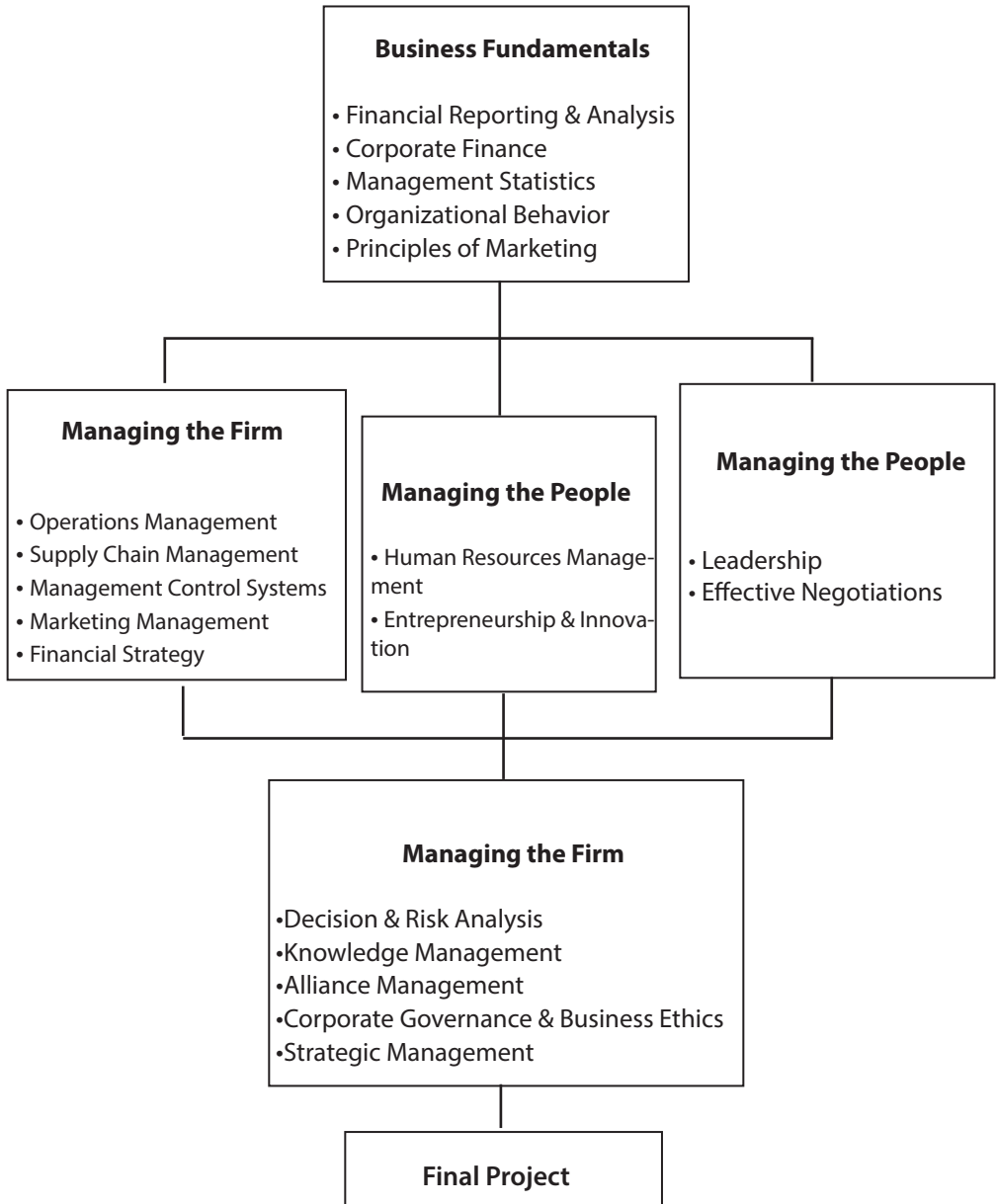
PROGRAM DELIVERY FORMAT

Class sessions meet three consecutive days a month, Thursday, Friday, and Saturday. Students in the Executive MBA program will take between 18-24 months to complete the program. All courses use a blend of case studies, exercises, discussions, work groups, and lectures.

PROGRAM STRUCTURE

The Executive MBA program is a well-balanced degree program. To meet its objectives, it is structured around 5 modules in addition to the final project.

- Business Fundamentals
- Managing the Firm
- Managing the People
- Personal Development
- Integrative Modules



I. EXECUTIVE MBA TIME REQUIREMENT

The Executive MBA program requires 60 semester credit hours of course work including 12 semester credit hours of Business fundamental courses.

II. EXECUTIVE PROGRAM CONTENT

To prepare candidates to join the EMBA program, a language program of 10 blocks of 15 hours each is offered. At the end of the program, candidates take an institutional test. To strengthen the language proficiency of students, a business communication course is offered in parallel to the MBA courses.

Business Foundation Modules: 12 SCH

Course Code	Course Name	
ACC 6201	Financial Reporting and Analysis	2 SCH
ECO 6201	Business Economics	2 SCH
FIN 6201	Corporate Finance	2 SCH
GBU 6201	Management Statistics (Adv. Quant.)	2 SCH
MGT 6201	Organizational Behavior	2 SCH
MKT 6201	Principles of Marketing	2 SCH

Executive MBA Core Courses: 48 SCH

Course Code	Course Name	
MGT 6311	Alliance Management	
MGT 6312	Human Resource Management and Development	
MGT 6313	Corporate Governance and Business Ethics	
MGT 6314	Effective Negotiations	
MGT 6315	Leadership	
ACC 6311	Management Control Systems	
MKT 6311	Marketing Management	
MGT 6316	Operations Management	
MGT 6317	Supply Chain Management	
FIN 6311	Financial Strategy	
MGT 6318	Knowledge Management	
GBU 6311	Corporate Entrepreneurship and Innovation	
GBU 6312	Decision and Risk Analysis	
MGT 6320	Strategic Management (Capstone)	
GBU 6620	Final Project (6 SCH)	

International Study Trip

Students are required to participate in a one week international study trip at one of our international business school partners in Europe, North America or Asia. The trip will include one EMBA module (course) plus activities such as meeting executives, field trips to companies, networking, and seminars.

Final Project

The final project is an integral part of the EMBA program and must be completed satisfactorily before participants are eligible to graduate. It provides an ideal opportunity to build on what they have already learned. The primary aim is to enhance their own learning in an area of their choice. Participants are encouraged to undertake projects within their organizations.

School of Humanities and Social Sciences

Nizar Messari, Dean

Eric Stanley Ross, Undergraduate Academic Coordinator

Naceur Amakhmakh, Graduate Program Coordinator

Awatif Boudihaj, Academic Development Unit Coordinator

Faculty: K. Afsar, A. Agnaou, N. Amakhmakh, A. Azeriah, A. Bouachrine, M. Bounajma, B. Boussouab, B. Bouhmala, M. Bouzidi, Z. ElBernoussi, P. Borkowski, A. Chekayri, M. Dahbi, C. Dye, D. Elliott, L. El Mortaji, S. Ennahid, L. Ghechi, k. Goncalves, D. Gray, T.J. Gunn, A. Hajji, M. Hardy, M. Hogga, N. Hottel, A. Idrissi, S. Jaafar, C. F. Jacques, A. kabel, J. Kalpakian, G. Karimova, D. Lounnas, C. Longhurst, D. Maghraoui, A. Marzouk, S. McDaniel, N. Messari, J. Mike, C. Monette, K. Moustaghfir, K. Mrabet, M. Ouakrime, K. Oumlil, T. Pearson, L. Peters, S. Postich, A. Rhazaoui, E. Ross, E. Roy, A. Rupert, M. Sahli, J. Shoup, A. Veyssière, H. Yoon JoonB. Zaid, K. Zvan-Elliott.

The School of Humanities and Social Sciences serves the entire university by providing all AUI students with exposure to the intellectual skills and training that are the essence of a Liberal Arts education. Through the rich traditions of the Humanities – philosophy, art, history, religion, and literature – students gain a new respect for the heritage of creativity that surrounds and enriches their lives and their own place in the ongoing human drama. Exposure to the methods and practices of the Social Sciences – including political science, anthropology, sociology, and other disciplines in which researchers investigate the challenges facing human societies – provides students with perspectives and tools to meet the many challenges they will face in their careers and their communities. These courses represent most of those taught in the University Common Core.

The School of Humanities and Social Sciences also has a mandate to encourage dialogue and a convergence of cultures in an academic atmosphere characterized by universalism and liberty. It provides a forum for the discussion of issues arising from globalization and increasing economic and social interdependence.

Undergraduate and Combined BA/MA Programs

The School of Humanities and Social Sciences provides innovative professional degree programs in applied Social Sciences with an emphasis on interdisciplinary, technical and analytical skills, as well as practical learning. At the undergraduate level, the programs offered include: Communication Studies,

Human Resource Development, and International Studies. Minors are offered in the three undergraduate degree programs plus minors in Women’s Studies, Arabic Language and Culture, African Studies, and Organizational Studies . The BA in International Studies may be undertaken as a part of a combined BA/ MA program with an MA in International Studies and Diplomacy. The School of Humanities and Social Sciences offers a number of special programs, including an Intensive Summer Program in Arabic Language and North African Studies.

University Core Curriculum for SHSS Programs 40 SCH

Disciplines	Course Codes	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic/French	ARB 1310, ARB 1320* or FRN 2310, FRN 3310	6
Communication 3	COM 1301	3
Computer Science	CSC 1400	4
English	ENG 1301 and ENG 2301	6
History or Political Science	HIS 1301, HIS 1302, HIS 2301, PSC 2301 ¹	3
Humanities I2	HUM 2302, HUM 2303, LIT 2301, LIT 2304, LIT 2305	3
Humanities II	HUM 2305, HUM 2306, PHI 2301, PHI 2302	3
Mathematics	MTH 1388, MTH 1305 ³	3
Physical Sciences	BIO 1400, CHE 1400, PHY 1400	4
Social Sciences	GEO 1301 ⁴ , PSY 1301 ⁵ , SOC 1301, SSC 1310, ECO 1300 ⁶	3

¹NOTE: International Studies majors must take a history course (HIS 1301, HIS 1302, or HIS 2301) as part of the University Common Core. PSC 2301 is taken as part of the INS Major Core.

²NOTE: SHSS students must take HUM 2302/2303, LIT 2301, LIT 2304, or LIT 2305 as part of the University Common Core. They take HUM 2301 in the School Core Curriculum.

³NOTE: Students majoring in HRD and SHSS students minoring in Business Administration must take MTH 1305 as part of the University Common Core. If they take MTH 1388 as a prerequisite to MTH 1305, the credits of the former will not count in the degree.

⁴NOTE: International Studies majors must take GEO 1301 as part of the Major Core. Only PSY 1301, SOC 1301, or SSC 1310 can be taken as part of the University Com-

mon Core.

⁵NOTE: HRD and Communication Studies majors must take PSY 1301 as part of the Major Core. Only GEO 1301, SOC 1301, or SSC 1310 can be taken as part of the University Common Core.

*FAS 0210 counts for 2 non-degree credits

*Note: Students holding a Moroccan baccalaureate are not required to take any Arabic language courses, i.e. no ARB courses.

⁶NOTE: ECO 1300 is designed only for students that are NOT majoring or minoring in Business Administration. Therefore, it cannot serve as a substitute for ECO 2301 or ECO 2302. However, students that are eligible to take this course can also take it as an elective course.

School of Humanities and Social Sciences Core Curriculum 19 SCH

Course Code	Course Names
COM 2301	Professional Communication
HUM 2301	Introduction to Islamic Art and Architecture
INT 4302	Internship
SSC 2401	Social Statistics
SSC 3303	Research Methods
SSC 4303	Senior Capstone II

Bachelor of Arts in International Studies (BAIS)

The BAIS program offers students the opportunity to learn about and examine various aspects of International Studies. Students will be able to achieve different profiles within the program through combining elements from the five concentrations offered by the program: two fields of study: Political Science, or International Cooperation and Development; and three geographical areas: North Africa and the Middle East, European Studies, or American Studies. Each student will opt for one field and one geographical area, depending on his/her personal interest. In addition, International Studies students may choose their minor in an area in or outside the School.

Intended Learning Outcomes

Graduates of the BAIS program are expected to (1) demonstrate knowledge of world history, geography, economics, and international affairs; (2) demonstrate an understanding of either politics or development studies, both at the theoretical and empirical level and demonstrate knowledge of their selected geographic area of concentration (North Africa and Middle East, Europe or North America); and

(3) be prepared either to function professionally in one of a broad range of sectors and institutions functioning in an international environment, or to continue studies at the graduate level.

Course requirements for the BAIS program include,

University Core Curriculum for SHSS Programs **40 SCH**
School of Humanities and Social Science Core **19 SCH**

as well as the following:

International Studies Major Core **18 SCH**

Course Code	Course Names
ECO 2310	Introduction to International Economics
GEO 1301	Introduction to Geography
HIS 3301	International History: 1914 to the Present
INS 3301	Theories and Models of International Relations
INS 3302	International Law and Organizations
PSC 2301*	Comparative Political Systems

**NOTE: International Studies majors must take a history course (HIS 1301, HIS 1302 or HIS 2301) as part of the University Common Core. PSC 2301 is taken as part of the IS Major Core.*

Concentrations for International Studies Majors **21-23 SCH**

Students are required to choose TWO concentrations: one field concentration (9 SCH) together with one area concentration (12-13 SCH). The field and area concentrations are:

Field Concentrations

- Political Science
- International Cooperation and Development

Area Concentrations

- European Studies
- North African and Middle Eastern Studies
- American Studies

In each concentration chosen, students must take one required course and two to

three optional courses:

Field Concentration in Political Science for BAIS Major

Required course: PSC 2302 Political Theory **3 SCH**

Table of Optional Courses (Two Courses) **6 SCH**

Course Code	Course Names
GEO 3302	Political Geography
INS 2320	Model United Nations
PSC 3301	International Politics
PSC 3304	State and Society in Europe
PSC 3305	Introduction to Political Economy
PSC 3310	North African Government and Politics
PSC 3311	Politics in the Developing World
PSC 3312	Middle Eastern Politics
PSC 3399	Special Topics in Political Science
PSC 4310	The Politics of Empire
SSC 3316	Women in Society and Politics
SSC 3322	Political Anthropology

Field Concentration in International Cooperation and Development for BAIS Major

Required course: SSC 2302 Social Theory **3 SCH**

Table of Optional Courses

Course Code	Course Names
ECO 3301	International Trade
ECO 3302	Economic Growth
GEO 2402	Geographical Information Systems
GEO 3301	Economic Geography
GEO 4301	Environmental Management
PSC 3305	Introduction to Political Economy

SOC 2301	Demography
SSC 2310	Development Policy
SSC 3311	Women and Economic Development
SSC 3321	Economic Development in the Middle East and North Africa
SSC 3345	Critical Debates in Development
SSC3399	Special Topics in International Cooperation and Development
SSC 3405	Field Methods

Area Concentration in European Studies for BAIS Major

Required Course: PSC 3320, The European Union: An Introduction 3 SCH

Table of Optional Courses (Three Courses) 9 SCH

Course Code	Course Names
HIS 3302	Modern European History 1814-1945
HIS 4301	Modern Imperialism and Its Culture
HIS 4303	History and Memory in Twentieth Century Europe
INS 3398	Special Topics in European Studies
PSC 3304	State and Society in Europe
PSC 3372	Comparative European Politics
PSC 4301	European Union Foreign Policy
PSC 4302	The Politics of Empire: European Perspective
SSC 4310	Ethnicity and Minorities in Europe

Area Concentration in North African and Middle Eastern Studies for BAIS Majors

Required course: HIS 2302 North Africa and the Middle East in the Twentieth Century 3SCH

Table of Optional Courses (Three courses) 9-10 SCH

Course Code	Course Names
HUM 1310	History and Culture of the Berbers
HIS 3310	Contemporary Moroccan History
HIS 3311	Modern Algeria
INS 3310	The United States and the Middle East
INS 3399	Special Topics in North African and Middle Eastern Studies
PSC 3310	North African Government and Politics
PSC 3312	Middle Eastern Politics
SSC 2301	Arab Society
SSC 3321	Economic Development in the Middle East and North Africa

Area Concentration in American Studies for BAIS Majors

Required course: PSC 2310 The American Political System **3 SCH**

Table of Optional Courses (Three courses) **9 SCH**

Course Code	Course Names
HIS 2310	Survey of United States History
HIS 3320	History of United States Foreign Policy
HUM 3320	American Culture
INS 3310	The United States and the Middle East
INS 3397	Special Topics in American Studies
LIT 3310	Literature in the United States
SSC 3331	Race, Religion, and Minorities in the United States

Required Minor for BAIS Majors **18-19 SCH**

International Studies majors may select a minor outside their program from Human Resource Development, Communication Studies, Organizational Studies, African Studies, Arabic Language and Culture, Women and Development, Computer Science, or Business Administration.

Electives **9 SCH**

Students may select elective courses, according to their interests, in consultation with their academic advisor. They may select courses from other pro-

grams.

Total SCH requirement for BAIS Major

126-129 SCH

Bachelor of Science in Human Resource Development (BSHRD)

The Human Resource Development (HRD) program is a response to the growing need for professionals capable of developing human expertise and improving human performance in organizations. Technological innovation, globalization, organizational restructuring, labor market shifts, and pressure for reduced costs and increased productivity have increased demand for HRD professionals. Our program prepares graduates to assume roles as trainers, performance improvement specialists and organizational change consultants in businesses and public sector organizations. The program content is based on competencies defined by professional organizations in the field of Human Resource Development. Through content courses in Human Resource Development and related topics (research methods, professional ethics, organizational behavior, quantitative methods, group dynamics, and cultural diversity) and through workplace experiences, students will acquire the necessary skills to be successful Human Resource Development professionals.

Intended Learning Outcomes

Graduates will (1) be able to understand HRD as a professional field of practice (2) master different HRD processes, tools, and techniques in the domains of training and development, organizational development, change management, and career development; (3) be able to think strategically and apply different HRD practices to help an organization enhance its overall performance; (4) acquire skills in developing human expertise through training and development, better organizational management practices, effective management development, and improved leadership; and (5) be able to perform effectively in the growing globalized market through understanding diversity, ethics, and social responsibility and their impact on management practices.

Course requirements for the BAIS program include:

University Core Curriculum for SHSS Programs **40 SCH**

School of Humanities and Social Science Core **19 SCH**

as well as the following:

Human Resource Development Major Core **25 SCH**

Course Code	Course Names
ECO 2301	Microeconomics
ECO 2302	Macroeconomics
HRD 2300	Introduction to Human Resource Development
HRD 2301 or HRD 3302	Business Environment and Ethics for HRD or Ethics in Professional Contexts
HRD 3401	Human Capital Management
HRD 3303	Training and Development
PSY 1301	Introduction to Psychology
PSY 3302	Social/Organizational Psychology

Concentrations in Human Resource Development **15 SCH**

Students must take four courses from the following concentration:

Concentration in Organizational Human Development **12 SCH**

Course Code	Course Names
HRD 3304	Strategic HRD
HRD 4303	Leadership and Management Development
HRD 4304	Consulting for HRD
HRD 4306	Organizational Development and Change

Students must take three courses from the following concentration:

Concentration in National Human Development **12 SC**

Course Code	Course Names
HRD 3305	Issues in Human and Social Development
HRD 4301	Program and Project Management
HRD 4305	Human Resource Development in Public Adminis-

Students from concentration Organizational Human Development must take one course from the list below. Students from concentration National Human Development must take two courses from the list below:

Optional Concentration courses in HRD

3/6 SCH

Course Code	Course Names
HRD 3399	Special Topics in Human Resource Development
HRD 4302	Needs Assessment and Organizational Effectiveness
HRD 4307	Career Management and Development
HRD 4308	Global HRD

Required Minor for HRD Majors

15-16 SCH

A minor in Business Administration is highly recommended for HRD majors. However, students may choose a minor from any of the following: Communication Studies, Women’s Studies, International Studies, African Studies, Arabic Language and Culture, and Computer Science. Students selecting the minor in Computer Science or Business Administration need to ensure that they satisfy any additional prerequisite courses in their minor. Consult the minor requirements for the appropriate programs.

Electives

9 SCH

Students in the HRD Program are required to take three electives, which may be selected according to interest and related to their area. This should be done in consultation with their advisors.

Total SCH requirement for BSHRD Major

127-128 SCH

Bachelor of Arts in Communication Studies (BACS)

The Communication Studies program enables students to master a variety of communication competencies required for success in a wide range of exciting careers as well as building active and responsible citizenship. The program trains students in academic as well as professional and applied communication with an emphasis on creative and critical abilities. Students gain theoretical, technical, and applied expertise in fields such as public relations and advertising, organizational and international communication, writing, production, and media research.

Intended Learning Outcomes:

Graduates will (1) gain an understanding of the role of media in shaping con-

temporary societies and cultures; (2) understand the dynamics of global media flows and their impact on the sociopolitical and cultural affairs of modern societies; (3) build an appreciation for the role of media systems in fostering democracy and informed citizenship; (4) gain theoretical, technical and applied knowledge in the fields of public relations, advertising, international communication, organizational communication, print and audio-visual production, and media research; and (5) learn how to apply various research methods to the academic (as well as administrative) study of media and communications.

Course requirements for the BACS program include:

University Core Curriculum for SHSS Programs **40 SCH**
SCH School of Humanities and Social Science Core **19 SCH**

as well as the following:

Communication Studies Major Core **19 SCH**

Course Code	Course Names
COM 1302	Introduction to Mass Communication
COM 2320	Communication Theories
COM 2326	Visual Communication
COM 2425	Print and Online Production Skills
COM 3303	International Communication
PSY 1301	Introduction to Psychology

Concentrations in Communication Studies **21 SCH**

Students are required to choose one concentration of the two available. Students take three (3) required courses for the Concentration and four (4) optional courses.

Concentration in Media Production **9 SCH**

Course Code	Course Names
COM 2304	Video and Film Production
COM 3321	Media and Society
COM 4302	Electronic Media Production

Concentration in Professional Communication **9 SCH**

Course Code	Course Names
COM 3301	Public Relations
COM 3310	Promotional Communication
COM 3330	Organizational Communication

Optional Courses in Communication

12 SCH

Course Code	Course Names
COM 2304	Video and Film Production
COM 3301	Public Relations
COM 3310	Promotional Communication
COM 3321	Media and Society
COM 3322	Writing for the Media in English
COM 3323	Writing for the Media in French
COM 3324	Writing for the Media in Arabic
COM 3327	Persuasion
COM 3328	Media Text Analysis
COM 3329	Screen Studies
COM 3330	Organizational Communication
COM 3398	Special Topics in Media Production
COM 3399	Special Topics in Communication
COM 4301	Political Communication
COM 4302	Electronic Media Production
COM 4303	Media Economics
COM 4304	Communication and Development
SSC 3315	Women in Culture and the Media

Required Minor for BACS Majors

18-19 SCH

Students majoring in Communication Studies may choose a minor from any of the following: International Studies, Human Resource Development, African Studies, Arabic Language and Culture, Women and Development, Computer Science or Business Administration. Students selecting the minor in Computer Science or Business Administration need to ensure that they satisfy any additional prerequisite courses in their minor. Consult the minor requirements for

the appropriate programs in the next section.

Electives

9 SCH

Students majoring in Communication Studies are required to take three electives in any area of interest in consultation with their academic advisors.

Total SCH requirement for BACS Major

127-128 SCH

Minors in the School of Humanities and Social Sciences

Minor in Arabic Language and Culture

15 SCH

The Minor in Arabic Language and Culture is designed for non-native Arabic speakers who intend to enhance their mastery of the Arabic language and culture. Students should declare the Minor in Arabic at least one year prior to graduation.

Intended Learning Outcomes

Graduates will (1) be able to read literary texts originally written in Arabic; (2) read, write, and communicate orally in Modern Standard Arabic; (3) be familiar with cultural, social, and historical aspects of the Arab World; and (4) use the Arabic language in their respective disciplines.

Prerequisites

3 semesters of Arabic, (i.e. at least 9 SCH) and a written and oral placement test will define students' Arabic level.

Required language courses ^{1,2}

9 SCH

Course Code	Course Names
ARA 2312	Intermediate Arabic 2
ARA 3311	Advanced Arabic 1
ARA 3312	Advanced Arabic 2

¹NOTE: Students who enter the Minor in Arabic and Culture with an advanced level of Arabic will substitute the Arabic language credits with up to 9 non-language course credits, i.e., courses with a specific content on the Arab World, taught in Arabic.

²NOTE: Students who begin their study as heritage speakers must seek the advice and written permission of their respective advisors before choosing the courses they will use to replace any required courses from the minor.

Required Culture Course: ARA 4313 Readings in Arab Culture 3 SCH

Students must also take one of the following:

Content Courses in Arabic 3 SCH

Course Code	Course Names
ARA 1301	Colloquial Arabic 1
ARA 4312	Arabic for Business
ARA 4311	Journalistic and Literary Arabic
ARA 4399	Special Topics in Arabic Studies
ARB 2302	Arabic Through The Mass Media
ARB 3301	Writing for the Professions
ARB/LIT 2304	Arabic Literature
ARB/LIT 2305	World Literature in Arabic
HIS 1302	History of the Arab World
HUM 2302	Islamic Civilization
HUM 2304	Introduction to Islamic Art and Architecture

A maximum of 6 credits taken at other institutions can be transferred and used towards the degree.

Minor in International Studies 15 SCH

The Minor in International Studies is offered to undergraduate students **NOT** majoring in International Studies. The Minor in International Studies consists of five courses offered below.

Intended Learning Outcomes

Graduates of the International Studies Minor are expected to (1) demonstrate knowledge of world history, geography, economics, and international affairs; (2) demonstrate an understanding of the critical issues facing the world today; and (3) be able to write research papers and reports, including critical analytical academic papers.

Required courses 6 SCH

Students minoring in International studies take the following two obligatory courses (6 SCH).

Course Code	Course Names
INS 3301	Theories and Models of International Relations
PSC 2301*	Comparative Political Systems

**NOTE: Students minoring in International Studies must take PSC 2301 as part of the minor. They may take HIS 1301, HIS 1302, or HIS 2301 to fulfill the UCC requirement.*

Optional Courses 6 SCH

Students minoring in International studies take two of the following courses (6 SCH).

Course Code	Course Names
ECO 2310*	Introduction to International Economics
GEO 1301	Introduction to Geography
HIS 3301	International History: 1914 to the Present
INS 3302	International Law and Organizations

**NOTE: ECO 2310 is only open to students who are not taking ECO 2301 and ECO 2302 in fulfillment of some other degree requirement.*

Optional course from International Studies Field or Area Concentrations 3 SCH

In addition, students minoring in International Studies take one optional course (3 SCH) from within the International Studies field or area concentrations.

Minor in Women's Studies 15 SCH

Students selecting this minor must take all four Women's Studies courses listed below as well as one additional course that may be selected from any Humanities and Social Sciences majors' lists. It is recommended that students choosing this minor take the course SSC 2315: Sex, Gender and Power, before they take the remaining three courses.

Intended Learning Outcomes

Graduates of the Women's Studies Minor are expected to (1) have an un-

derstanding of the history and development of feminist theories including poststructuralist and postcolonial feminist theories; (2) demonstrate extensive knowledge of gender related issues in North Africa and the Middle East; (3) be able to identify and analyze contemporary gender issues using feminist theories and research methods; and (4) be able to write research papers and reports, including critical analytical academic papers.

Required courses **12 SCH**

Course Code	Course Names
SSC 2315	Sex, Gender, and Power
SSC 3311	Women and Economic Development
SSC 3315	Women in Culture and the Media
SSC 3316	Women in Society and Politics

Optional Courses in the School of Humanities and Social Sciences **3 SCH**

In addition, students minoring in Women’s Studies take one optional courses (3 SCH) from among those offered in the various SHSS majors. The optional course may be SSC 3398 Special Topics in Gender Studies.

Minor in African Studies **15 SCH**

The Minor in African Studies requires courses covering the basic concepts and tools necessary to analyze issues related to the African continent. Students must choose three optional classes. The course SSC 3379 Special Topics in African Studies should be available for the School of Business Administration and for the School of Science and Engineering to present topics relevant to their respective disciplines.

Intended Learning Outcomes

Graduates of the African Studies Minor are expected to (1) have an understanding of the history, culture and politics of sub-Saharan Africa; (2) have an understanding of how Africa relates to other world regions both historically and today; and (3) have an understanding of the critical issues and problems that Africa currently faces.

Required courses **9 SCH**

Students minoring in African Studies take the three following obligatory cours-

es (9 SCH).

Course Code	Course Names
HIS 2371	History and Cultures of Sub-Saharan Africa
HUM 2371	Popular Culture in Africa
PSC 2371	Introduction to African Politics

Optional Courses

6 SCH

In addition, students take any 2 of the following optional African Studies courses (9 SCH).

Course Code	Course Names
LIT 3371	African Literature
INS 3371	Africa in World Politics
INS 3372	Conflict in Contemporary Africa
INS 3373	US Relations with Sub-Saharan Africa
INS 3374	EU Relations with Sub-Saharan Africa
SSC 2371	Ethnography in Africa
SSC 3371	Urbanization in Sub-Saharan Africa
SSC 3372	The Political Economy of Development in Africa
SSC 3379	Special Topics in African Studies

Minor in Human Resource Development

16 SCH

Non-HRD Students may minor in Human Resource Development by completing 16 SCH as described below.

Intended Learning Outcomes

Graduates will be able to (1) understand HRD as a professional field of practice; (2) understand the strategic role of HRD in enhancing organizational performance; (3) develop employee leadership skills and identify the various factors that can influence employee behavior; and (4) understand how ethics impacts organizations as well as HR practices.

Required courses

10 SCH

Students minoring in HRD are required to take the following three courses.

Course Code	Course Name
HRD 2300	Introduction to Human Resource Development
HRD 2301 or HRD 3302*	Business Environment and Ethics for HRD or Ethics in Professional Contexts
HRD 3401	Human Capital Management

**NOTE: BA majors are required to take HRD 3302 instead of HRD 2301. In addition there are several courses in MGT and HRD that are equivalent and can be substituted for each other, but the student cannot take both: MGT 4304 and PSY 3302, MGT 4305 and HRD 4303, or MGT 4308 and HRD 4306.*

Optional Courses

6 SCH

In addition, students take two of the following optional HRD courses (6 SCH)

Course Code	Course Names
HRD 3303	Training and Development
HRD 3304	Strategic HRD
HRD 3305	Issues in the Human and Social Development
HRD 3399	Special Topics in HRD
HRD 4301	Program and Project Management
HRD 4302	Needs Assessment and Organizational Effectiveness
HRD 4303	Leadership and Management Development
HRD 4304	Consulting for HRD
HRD 4305	Human Resource Development in Public Administration
HRD 4306	Organizational Development and Change
HRD 4307	Career Management and Development

Minor in Organizational Studies

15-16 SCH

The Minor in Organizational Studies combines courses from the Communication Studies and HRD programs. HRD and Communication Studies majors cannot select this minor. Students who select the Minor in Organizational Studies must complete 18-19 SCH as described below.

Intended Learning Outcomes

Graduates will be able to (1) understand HRD as a professional field of practice; (2) understand the strategic role of HRD to enhance organizational performance; (3) develop and unleash human expertise through different HRD tools and techniques; (4) understand the role of communication in organizations; and (5) acquire proficiency in interpersonal and communication skills necessary for successful integration into professional environments.

Required courses

9 SCH

Students minoring in Organizational Studies are required to take the following three courses.

Course Code	Course Names
COM 2301 or COM 1302 ¹	Professional Communication or Introduction to Mass Communication
HRD 2300	Introduction to Human Resource Development
PSY 3302 ²	Social/Organizational Psychology

¹NOTE: SHSS students must take COM 1302

²NOTE: Students who have taken MGT 4304 cannot take PSY 3302. They should take an additional course from those listed below.

Optional Courses (Two Courses)

6-7 SCH

In addition, students take two of the following optional course:

Course Code	Course Names
COM 2326	Visual Communication
COM 2425	Print and Online Production Skills
COM 3310	Promotional Communication
COM 3330	Organizational Communication
HRD 3303	Training and Development
HRD 3304	Strategic HRD
HRD 3305	Issues in the Human and Social Development
HRD 3306	Program and Project Management
HRD 3399	Special Topics in HRD
HRD 3401	Human Capital Management
HRD 4302	Needs Assessment and Organizational Effectiveness

HRD 4303	Leadership and Management Development
HRD 4304	Consulting for HRD
HRD 4305	Human Resource Development in Public Administration
HRD 4306	Organizational Development and Change
HRD 4307	Career Management and Development

Minor in Communication Studies

15-16 SCH

Depending on their majors, non-Communication Studies majors may select one of three minors in Communication Studies (below).

Intended Learning Outcomes

Graduates of the Communication Studies Minor are expected to (1) gain an understanding of the role of media in shaping contemporary societies and cultures; (2) build an appreciation for the role of media systems in fostering democracy and informed citizenship; (3) be able to critically evaluate the functions of media in different areas and from a variety of analytical and theoretical perspectives; and (4) acquire proficiency in interpersonal and communication skills necessary to successful integration into professional environments.

Minor in Communication Studies: Communication Minor for Human Resource Development

Required Courses

12 SCH

Course Code	Course Names
COM 1302	Introduction to Mass Communication
COM 3330	Organizational Communication
COM 2326	Visual Communication
COM 3301	Public Relations

Minor in Communication Studies: Communication Minor for International Studies

Required Courses

12 SCH

Course Code	Course Names
COM 1302	Introduction to Mass Communication
COM 2326	Visual Communication
COM 3301	Public Relations

COM 3303

International Communication

Minor in Communication Studies: Communication Minor for School of Business Administration and School of Science and Engineering Majors

Required Courses

12 SCH

Course Code	Course Names
COM 1302	Introduction to Mass Communication
COM 2301	Professional Communication
COM 2326	Visual Communication
COM 3301, COM 3303 or COM 3321	Public Relations, International Communication or Media and Society

All Communication Studies minors must also take one of the following courses:

Optional Courses for all Communication Minors

3-4 SCH

In addition, students minoring in any of the Communication Studies minors must take one of the following optional courses.

Course Code	Course Names
COM 2304	Video and Film Production
COM 2320	Communication Theories
COM 2425	Print and Online Production Skills
COM 3301	Public Relations
COM 3310	Promotional Communication
COM 3321	Media and Society
COM 3322	Writing for the Media in English
COM 3323	Writing for the Media in French
COM 3324	Writing for the Media in Arabic
COM 3327	Persuasion
COM 3328	Media Text Analysis
COM 3330	Organizational Communication
COM 3398	Special Topics in Media Production
COM 3399	Special Topics in Communication
COM 4301	Political Communication
COM 4302	Electronic Media Production

COM 4303

Media Economics

COM 4304

Communication and Development

Combined Bachelor of Arts and Master of Arts in International Studies and Diplomacy (BA/MA)

The combined BA/MA program allows qualified students to pass directly from the BA in International Studies to the MA in International Studies and Diplomacy. Students on this track will complete a smaller number of credits while earning both degrees. Students in the combined program will be exempted from the undergraduate Senior Capstone II (SSC 4303), and from the graduate Internship. The total number of credits in the combined BA/MA program is 156 -159 SCH.

Combined BA/MA Program Admission Requirements

Application to the combined BA/MA program is open to undergraduate students who:

- have completed 60 SCH
- have a minimum cumulative GPA of 3.00

Qualified undergraduate students need to declare their intent to pursue the combined program. In order to remain in the combined BA/MA program, admitted students must maintain a minimum cumulative GPA of 3.00. Students who fail to do so will be put on academic probation for one semester. Should the GPA continue to be below 3.00 at the end of the semester of probation, the student will be dropped from the program and will pursue the regular BA program in International Studies. The student may then be admitted to the MA program through the regular procedure.

Two diplomas (BA and MA) will be issued to students upon graduation from the combined program. Students who drop out of the combined program will be granted the BA degree upon completion of requirements of the BA degree, including the Senior Capstone.

Combined Program Requirements

Students in the combined program will complete all the foundation requirements of the Master of Arts in International Studies and Diplomacy (MAISD) program during their BAIS. They will be exempted from the BA Senior Capstone II course (SSC 4303). They must also complete 2 courses in International Relations and 3 courses in an area concentration of their choice (see below). They will be required to do the undergraduate Internship (INT 4300) according to the regular BA program as well as a Qualifying Exam and Thesis prospectus, but will be exempted from the internship at the graduate level.

Course Code	Course Names
HUM 5322	Critical Writing and Communication
INS 5302	World Issues Seminar
INS 5303	Advanced International Relations Theory
INS 5304	Moroccan Foreign Policy and Diplomacy
INS 5391	Thesis Seminar
SSC 5302	Research Methodology

Once they have completed the BA component of the combined program, students should be able to complete the MA coursework in three semesters.

MAISD Core courses **18 SCH**

Two optional courses in International Relations **6 SCH**

(See International Relations course list)

Three courses in an area concentration **9 SCH**

Students may choose an area concentration from the following:

- European Studies
- North African and Middle East Studies
- American Studies

Qualifying Exam (non-credit)

Thesis Prospectus (non-credit)

Total additional SCH requirement* for combined BA/MA program **33 SCH**

**NOTE: This is in addition to the SCH requirements of the Bachelor of Arts Degree. The total number of credits in the combined BA/MA program is 159-162 SCH.*

Graduate Programs

At the graduate level, the School of Humanities and Social Sciences offers Master's programs in International Studies and Diplomacy, North African and Middle Eastern Studies, and Islamic Studies.

Master of Arts in International Studies and Diplomacy (MAISD)

The Master of Arts in International Studies and Diplomacy in the School of Humanities and Social Sciences seeks to respond to the growing need within Morocco to understand, analyze, and deal with issues in an international framework. It aims to provide students with the necessary tools and knowledge to achieve this objective.

The program is designed to provide all students with the necessary knowledge in the foundations of the discipline (economics, history, comparative cultures, and politics) together with the various research and critical thinking skills necessary to analyze relevant issues. It then aims to provide students with the opportunity to focus their study either on North Africa and the Middle East, or Europe or America.

The program is aimed at graduates from both Al Akhawayn and other universities, career professionals interested in further training, and overseas students.

An important part of the program will be to involve professional practitioners as well as AUI faculty in the training of the students.

Intended Learning Outcomes

Graduates of the MAISD program are expected to (1) demonstrate knowledge of international affairs, world history, and economics; (2) master the research methods relevant to international studies; (3) use and evaluate the principal theories and models of International Relations; (4) demonstrate knowledge of their selected geographic area of concentration (North Africa and Middle East, Europe, or North America); (5) access, use, and evaluate primary and secondary sources of data; and (6) write research papers and reports, including policy papers and academic papers that critically analyze issues within the field.

Admission Requirements

All candidates must submit formal applications that will be evaluated through AUI's official selection process. Pre-selected applicants will be invited to take an oral interview.

Candidates must have a minimum TOEFL score of 550 for full-time enrollment in the program. Applicants with scores of between 500 and 549 may enroll in the AUI Language Center on either a full-time or a part-time basis. Candidates from AUI must have a minimum cumulative GPA of 3.00.

Program Requirements

Foundation Courses

After the admission decisions are made, the admissions committee will evaluate each candidate's academic record to determine which, if any, undergraduate foundation courses the student will take.

Language Requirements

In addition to English, Moroccan students are required to have at least intermediate level language proficiency in two other languages. One of these languages must be either Arabic or French.

Students who do not already have the required level of proficiency will be able to register for courses in these languages at Al Akhawayn. A placement test will determine the level of the student. All language courses must be successfully completed by the time the student sits the qualifying exam at the completion of their regular coursework. Language courses are to be taken in addition to, and not as a part of, the Master of Arts in International Studies and Diplomacy. As such they do not count towards the total credits required for the final degree.

In addition to full proficiency in English, foreign students are required to provide proof of at least intermediate-level language proficiency in either Arabic or French. Language placement for foreign students will be conducted along the same lines as language placement for Moroccan students.

Course Work

Depending on students' prior background, the MA in International Studies and Diplomacy program may require 54 SCH of course work or more; 35-36SCH of MAISD courses plus 18 SCH or more of foundation courses.

Academic Standing

Students in the MAISD program must maintain good academic standing throughout (CGPA of 3.00 or higher). A student may get no more than two "C"s. A third "C" will lead to dismissal from the program. A student dismissed for poor academic standing may apply for readmission to the program by going through a re-admission procedure including: a letter of appeal, two letters of recommendation from program faculty, and a readmission interview.

Qualifying Exam

Students must pass a written qualifying exam during the last semester of regular course work. This is a prerequisite to taking INS 5391 Thesis Seminar or INS 5392 Policy Practicum. The qualifying exam consists of three parts: the first is theoretical, the second relates to the student's concentration, and the third tests general knowledge of the field.

All students take the same exam on IR theory. Students are required to answer two questions, one of which is mandatory. The exam lasts three hours and no documents are allowed during the examination.

All students in a given concentration take the same concentration exam. Students are required to answer two questions, one of which is mandatory. The exam lasts three hours and no documents are allowed during the examination.

All students take the same general knowledge exam. This consists of a commentary on an editorial piece or an op-ed piece that will be provided to the students at the beginning of the exam. Only this single text is provided. The exam lasts two hours and no other documents are allowed during the examination.

Candidacies for the exam are presented on or before the last day to drop a course with a "W." The exam takes place four weeks before the final week of classes. The results of the exam are officially communicated to students no later than three weeks after the exam takes place.

In case of failure in the first attempt to pass the qualifying exam, students will be given an additional chance to pass it. Under exceptional conditions, the Dean of SHSS may grant a student a third and final attempt.

Final project

All students must complete a final project. This can take the form of either a policy paper or a thesis.

Final project registration

By the end of Semester 2 students must choose a supervisor for their final project. By the end of Semester 3 they must submit to their supervisor a proposal for a policy paper or a thesis; the proposal will be orally defended before the supervisor and an appointed first reader. Students may start work on the draft of their final project only after they have (a) passed the qualifying exams and (b) passed the oral defense of their proposal. Students may defend their final project only after formal approval by the supervisor is obtained.

Policy paper

The policy paper is a document that contains an in-depth analysis of a topic of relevance to International Studies, and includes policy recommendations. In drafting the policy paper students will follow the most recent "Guidelines for SHSS Final Project" issued by the School of Humanities and Social Sciences. The policy paper must be defended before a committee that includes an external examiner. During their last semester, students pursuing the policy paper option must register for INS 5392 Policy Practicum.

Thesis

The thesis is an academic document that analyzes a topic of relevance to International Studies. The thesis should include proper reference and contribu

tion to any relevant theoretical framework and should aim to comply with the standards of peer-reviewed academic publications in the field. In drafting the thesis students will follow the most recent “Guidelines for SHSS Final Project” issued by the School of Humanities and Social Sciences. The thesis must be defended before a committee that includes an external examiner. During their last semester, students pursuing the thesis option must register for INS 5391 Thesis Seminar.

Internship

Students with less than one year of relevant full time work experience are required to complete an internship. Students must then submit and defend a written internship report before three AUI faculty members. Student exempted from this requirement will complete an additional course.

Exit interview

The exit interview consists of a reflective discussion and evaluation of the graduating student’s experiences at AUI conducted by a School Committee. The purpose of the interview is to review graduate curriculum and the academic support facilities as part of continual self-examination practiced for the long-term benefit of the program.

Foundation Requirements for MAISD Students

Students who lack the academic background in International Studies are required to take one or more of the following foundation courses. The decision as to which foundation courses are required will be taken by the Admission Committee and will be based on the student’s undergraduate transcripts and choice of concentration.

Foundation Courses

Course Code	Course Names
FAS 2201	Graduate Academic Skills
PSC 2301	Comparative Political Systems
ECO 2310	Introduction to International Economics
SSC 2401	Social Statistics
SSC 3322	Political Anthropology
INS 3301	Theories and Models of International Relations
HIS 3301	International History: 1914 to the Present

Students may also be required to take a foundation course in the area concentration of their choice:

Course Code	Course Names
HIS 2302	North Africa and the Middle East in the 20th Century
PSC 3320	The European Union: An Introduction
PSC 2310	The American Political System

The procedures for seeking exemptions to assigned foundation courses are explained in the SHSS Graduate Student Handbook.. All the undergraduate foundation courses are graded on a Pass/Fail basis. The failing grade will be recorded as an FR (failed and needs to repeat). A pass will be recorded as a P. Grades earned taking undergraduate foundation courses will not be computed in the student's grade point average. With the counsel of the student's advisor, the dean may require additional foundation classes to fill gaps in the student's educational background.

Core MAISD Courses

18-20 SCH

Course Code	Course Names
HUM 5322	Critical Writing and Communication
INS 5303	Advanced IR Theory
INS 5302	World Issues Seminar
INS 5304	Moroccan Foreign Policy
INS 5391	Thesis Seminar
SSC 5302	Research Methodology
INS 5290	Internship

**NOTE: The internship is required of students with less than one year of relevant work experience. Students who are exempt from the internship requirement should select three additional courses from the following list. Students who are required to complete internships must choose two courses from the list below.*

International Relations Courses

6-9 SC

Course Code	Course Names
COM 5301	International Communication
HIS 5303	History of the World Economy
INS 5305	International Law and Organizations
INS 5306	Diplomatic Negotiation
INS 5307	Diplomatic Theory and Practice
INS 5311	Geopolitics
INS 5312	International Security
INS 5313	Conflict Management and Resolution

INS 5315	International Political Economy
INS 5316	Comparative Political Economy of Development
INS 5317	European Union-North African Relations
INS 5322	United States Policy in the Middle East
INS 5324	United States Foreign Policy
INS 5326	United States-Maghreb Relations
INS 5346	External Relations of the European Union
INS 5348	United States-European Relations
INS 5310	Special Topics in International Relations

Area Concentrations

9 SCH

Students are required to take three courses from an area concentration of their choice (see area concentrations listed below).

Concentration in North African and Middle Eastern Studies

The aim of this area concentration is to situate Morocco and its international relations within the Arab and Islamic contexts. Both the Moroccan state and Moroccan society define themselves as part of this greater historic and cultural realm, an identity which is particularly reflected in Morocco's relations with other North African and Middle Eastern countries as well as with Europe and the United States. Courses in this concentration explore contemporary issues related to state-building, identity construction, cultural and artistic expression, philosophy, religious practice, material culture, and such social phenomena as gender relations, migration, tourism, and urbanization. Courses deal with both the domestic and the international aspects of these issues.

Required course: PSC 5350 Middle Eastern Politics

3 SCH

Table of Optional Courses (Two Courses)

6 SCH

Course Code	Course Names
HIS 5312	Modern Algeria
HIS 5325	Colonization and Decolonization in North Africa and the Middle East
HUM 5312	Popular Culture in North Africa
HUM 5323	Society and Politics in North African Literature and/ or Film
HUM 5360	Issues in Contemporary Islam
HUM 5388	Mediterranean Societies

HUM 5412	Moroccan Cultural Heritage
INS 5317	European Union-North African Relations
INS 5322	United States Policy in the Middle East
INS 5326	United States-Maghreb Relations
PHI 5387	Islamic Philosophy and the West
PSC 5370	North African Government and Politics
SSC 5304	North African Migration and Immigrant Communities
INS 5399	Special Topics in North African and Middle Eastern

Concentration in European Studies

The European Studies concentration aims to provide students with in-depth knowledge of European international relations, politics, history, culture, and society. The concentration will also explore the role of the European Union in external relations, institution-building, and the construction of pan-European norms. Europe's quest for security, prosperity, and identity will be addressed throughout the concentration's courses. The concentration will also address issues that have shaped European identities, thought, and literature.

Table of Optional Courses

9 SCH

Course Code	Course Names
HIS 5314	Issues in European History since 1789
HIS 5325	Colonization and Decolonization in North Africa and the Middle East
HIS 5326	Diplomatic History since the Congress of Vienna
HUM 5388	Mediterranean Societies
INS 5317	European Union-North African Relations
INS 5342	The Political Economy of the European Union
INS 5344	Security Politics in the New Europe
INS 5346	External Relations of the European Union
INS 5348	United States-European Relations
LIT 5310	Modern European Literature
PHI 5387	Islamic Philosophy and the West
PHI 5389	Modern European Thought
PSC 5372	Comparative European Politics
INS 5398	Special Topics in European Studies

Concentration in American Studies

This concentration seeks to respond to the growing need within Morocco to understand, analyze, and deal with issues concerning the United States within an international framework. This concentration will focus on providing the graduate student with a high degree of understanding of American political and societal structures and life. The student will become familiar with basic texts and historical events in the American experience and learn about the leading problems and characteristics of the United States. The current concentration focuses on the United States, but it is envisioned that other countries will be added in due time. The concentration is aimed at graduates from both Al Akhawayn and other universities, career professionals interested in further training and overseas students who wish to gain expertise about the United States and other American countries.

Required course: HIS 5316 Survey of United States History **3 SCH**
Table of Optional Courses (Two Courses) **6 SCH**

Course Code	Course Names
INS 5322	The United States and the Middle East
INS 5324	United States Foreign Policy Diplomacy
INS 5326	United States-Maghreb Relations
INS 5348	United States-European Relations
PHI 5387	Islamic Philosophy and the West
PHI 5391	American Philosophy and Thought
SSC 5322	Race, Religion, and Minorities in the United States
INS 5397	Special Topics in American Studies

Total SCH requirement for the MAISD **36-58 or more SCH**

**NOTE: Depending on the required foundation courses*

Procedure for shifting from one Master’s degree to another within SHSS

Students enrolled in one of SHSS graduate programs may transfer to another program in accordance with the following procedures. Students will automatically be allowed to change before the mid-semester point of the first semester. If a change is sought after the first half of the first semester, the student needs to have a GPA in graduate classes (or a CGPA, whatever applies) at least equal or superior to 3.25. The degree change is subject to the approval of the graduate coordinator and the Dean.

Master of Arts in North African and Middle Eastern Studies (NAMES)

The Master of Arts in North African and Middle Eastern Studies (NAMES) offers an intensive study of social sciences and humanities courses focusing on North Africa and the Middle East combined with an equally intensive study of Modern Standard Arabic. The course also includes the opportunity for direct contact with the realities of the field and with social actors and stakeholders. The program takes advantage of the school's faculty expertise in the region, as well as their experience in teaching diverse student bodies, from North Africa, North America, and Western Europe who are interested in this field of study. The program is intended to address the needs of students who want to become specialists in this region by learning about its culture, history, economy, and politics. Students come from different academic backgrounds, including International Studies, International Relations, Political Science, Anthropology, Economics, Sociology, Mediterranean Studies, and Middle Eastern Studies.

Intended Learning Outcomes

Graduates of the NAMES program are expected to (1) demonstrate knowledge of the history and society (including religions) of the NAME region; (2) be able to analyze critically contemporary issues in the region using social science theories and methods; (3) be able to write critically and analytically on issues of the region; (4) be able to critically read materials on the region and assess the theoretical orientation of the author; and (5) be able to read, write, and speak Arabic to the minimum level of completion of Advanced Arabic (third year).

Admission Requirements

All candidates must submit formal applications to the University. Preselected applicants will be invited to take an oral interview (distance interviews can be arranged upon request). Selection criteria include a BA degree with GPA of 3.0 or equivalent.

Non-native speakers of English or those who do not have a degree from an English medium university are required to have a minimum TOEFL score of 550 (or equivalent) for full-time enrollment in the program; applicants with scores between 500 and 549 may enroll in the AUI Language Center on either a full time or part-time basis.

Candidates must also have one year of Arabic language study. Students who do not meet this requirement (based on an AUI's Arabic placement test) may take the intensive Beginning Arabic 1 and 2 during the Arabic and North African Studies (ARANAS: www.aui.ma/arabic) summer program preceding the beginning of the NAMES program, which should bring them to the level required.

Program Requirements

The normal duration of the program is three full-time semesters. A minimum of 36 graduate credit hours are required for graduation. In addition, students have to pass a qualifying exam and submit and defend a Master's thesis.

Foundation Courses

After admission decisions are made, the admissions committee will evaluate each candidate's academic record to determine which, if any, undergraduate foundation courses the student will take. The procedures for seeking exemptions to assigned foundation courses are explained in the SHSS Graduate Student Handbook.

Course Code	Course Names
FAS 2201	Graduate Academic Skills
SSC 2401	Social Statistics
HIS 2302	North Africa and the Middle East in the 20th Century

Other courses may be added to the foundation course list as needed and as determined by the faculty in specific cases.

Language Component 9 SCH

Students are normally expected to start intensive Intermediate Arabic in the first fall semester and intensive Advanced Arabic in the spring semester. The level of proficiency expected by the end of the Arabic language requirement is high advanced as specified by the guidelines of the American Council for the Teaching of Foreign Languages (ACTFL).

Students who have completed these levels sit for written and oral tests. For the degree plan, up to 9 language credits may be transferable. Students who have an intermediate or advanced level of Arabic at the beginning of the program will substitute language credits with non-language credits for up to three courses (9 SCH equivalent).

Required courses

15 SCH

Course Code	Course Names
INS 5360	Thesis Seminar
INS 5361	Political Economy of North Africa and the Middle East
INS 5362	Graduate Seminar
PSC 5370	North African Government and Politics
SSC 5302	Research Methodology

Option Courses**12 SCH**

Course Code	Course Names
HIS 5312	Modern Algeria
HIS 5325	Colonization and Decolonization in North Africa and the Middle East
HIS 5361	History of North Africa
HUM 5312	Popular Culture in North Africa
HUM 5323	Society and Politics in North Africa Literature and Film
HUM 5360	Issues in Contemporary Islam
HUM 5310	Amazigh (Berber) History and Culture
HUM 5412	Moroccan Cultural Heritage
INS 5304	Moroccan Foreign Policy
INS 5317	EU-North Africa Relations
INS 5322	United States Policy in the Middle East
INS 5326	United States-Maghreb Relations
INS 5399	Special Topics in NAME Studies
PHI 5387	Islamic Philosophy and the West
PSC 5350	Middle Eastern Politics
PSC 5362	Islam and Democracy
SSC 5304	North African Migration and Immigrant Communities
SSC 5306	Issues in Contemporary North-Africa
SSC 5321	Economic Development in MENA
SSC 5351	North African Cities
SSC 5361	North African Societies

Qualifying exam

Students must pass a written qualifying exam during the last semester of regular course work. This is a prerequisite for taking the Thesis Seminar and writing the thesis. Students are allowed to take the qualifying exam twice. The Dean may grant a student a third and final attempt.

Thesis

The student writing a thesis must produce an academic level paper on some aspect of North African and Middle Eastern Studies. The thesis must be prepared under the guidance and close supervision of a faculty adviser and the support of a designated committee. In drafting the thesis, students follow the guidelines specified in the SHSS Graduate Student Handbook. The thesis must

be defended before a committee that includes an external examiner.

Total SCH requirement for the MA in NAMES at least

36 SCH

Master of Arts in Islamic Studies (MAIS)

Program Description

The Master of Arts in Islamic Studies (MAIS) is a graduate-level degree designed to provide students with an advanced knowledge of issues related to Islam and the role of religion in society. The program focuses on the study of religion from the perspective of the social sciences and humanities rather than from the perspective of theology or religious doctrine. Students select one of two tracks within the Master's degree: (1) Islamic Studies, which is designed for students whose academic background is outside Islamic studies, or (2) Religious Studies, which is designed for students who already have a strong background in Islamic studies. Graduates of the MAIS program should be able to: (1) understand and analyze the role of religion in the contemporary global context; (2) understand the origins and development of Islam since the seventh century; (3) understand how Islam is situated in the 21st century global community; and (4) engage in sophisticated inter-religious dialogue both within and outside of the Muslim world.

Admission Requirements

All applications to the MAIS program will be evaluated through AUI's official admission process. Candidates should have a bachelor's degree (or equivalent) and express their strong motivation in a personal statement included with their applications. Candidates who pass the initial screening process will be invited to take an oral interview.

Non-native speakers of English must have a minimum TOEFL score of 550 (or equivalent) for full-time enrollment in the program. Candidates who have been admitted to the MAIS program with a lower score must first enroll in the AUI Language Center on a full-time basis.

Non-native speakers of Arabic must have completed at least one year of college-level Arabic language study prior to registration in the MAIS program. Students who have not completed this requirement before arriving at AUI (based on an AUI administered entry-test) should enroll in the intensive Beginning Arabic (ARA 1311, ARA 1312) during the AUI summer program preceding the beginning of the MAIS program, the successful completion of which will bring them to the required level of language proficiency.

Program Requirements

After admission to the program and having attained the requisite levels of proficiency in English or Arabic, MAIS students will enter into a course of study that includes a combination of foundation courses, possible additional lan-

guage courses, graduate-level courses, supplemental instruction by distinguished Muslim scholars, and other requirements for graduation.

Language Requirements

In addition to achieving English-language proficiency, MAIS students who are native speakers of Arabic are required to reach a basic (one-semester) level of proficiency in three classical languages: Latin, Biblical Hebrew, and Koine (New Testament) Greek.

Non-native speakers of Arabic must achieve the “Advanced” level of Arabic proficiency as specified by the guidelines of the American Council for the Teaching of Foreign Languages (ACTFL) prior to graduation. MAIS students who have not achieved intermediate proficiency in Arabic by the time they begin their studies normally will be expected to enroll in intensive Intermediate Arabic in their first semester and intensive Advanced Arabic in the following semester.

Non-native speakers of Arabic should sit for written and oral tests in Arabic. Language credits may be transferable up to 6 credit hours towards the degree.

Islamic Studies track students who have reached the “Advanced” level of Arabic prior to the beginning of the program may substitute language credits with substantive course credits up to 6 credit hours.

Coursework

The MAIS program requires 36 graduate credits beyond the foundation courses and language courses as specified above. In addition, students are required to attend supplemental instruction by distinguished Muslim scholars who are well known in the field of Islamic Studies.

Academic Standing

MAIS students must maintain good academic standing throughout with a combined grade point average of 3.00 or higher (a “B” average). Any student who receives more than two “C’s” (or lower) will be dismissed from the program. A student dismissed for poor academic standing may apply for re-admission to the program (after at least one semester of suspension) by going through a readmission procedure that includes: a letter of appeal, two letters of recommendation from program faculty, and a re-admission interview.

Thesis

All MAIS students must complete a thesis prior to graduation. The thesis must follow the most recent SHSS Graduate Student Handbook. The thesis must be defended before a committee that includes two faculty members and an external examiner (from outside AUI).

Exit Interview

Prior to graduation, all MAIS students must satisfactorily complete an exit interview. The exit interview consists of a reflective discussion and evaluation of the graduating student's experiences at AUI conducted by a School Committee. The purpose of the interview is to review the graduate curriculum and the academic support facilities as part of continual self-examination practiced for the long-term benefit of the program.

Foundation Courses

MAIS students who have already received a traditional Islamic religious education must complete a semester of foundation courses in the humanities and social sciences before enrolling in graduate-level courses. Depending on their level of English, students also may be required to enroll in AUI's Language Center in order to take supplementary language courses with religious studies content.

Students whose academic backgrounds are in fields other than traditional Islamic studies will, to the extent necessary, select their foundation courses (if required) with the assistance of their Advisor and/or the Graduate and Program Coordinators, as required by the Graduate Admissions Committee.

Islamic Studies Track

Islamic Studies track students who lack the academic background in Liberal Arts and religious studies may be required to take up to sixteen (16) semester credit hours (SCH) in the following foundation courses. The decision as to which foundation courses are required, if any, will be determined by the Graduate Admissions Committee and will be based on the student's undergraduate transcripts.

Religious Studies Track

Religious Studies track students (who have already received a traditional Islamic religious education) must complete a semester of foundation courses in the humanities and social sciences before enrolling in graduate-level courses from among those listed below.

Foundation Courses for MAIS Students Up to 16 SCH

Course Code	Course Names
HIS 2301 or HIS 1301	World History or History of the Arab World
HUM 3306	Comparative Religion
PHI 2301 or PHI 2302	Philosophical Thought or History of Ideas
SSC 3303	Research Methods
ENG 2301	Critical Thinking & Written Communication

PSY 1301 or SOC1301 or SSC 1310	Introduction to Psychology <i>OR</i> Introduction to Sociology or Introduction to Anthropology
HUM 5101	Common Colloquia

The procedures for seeking exemptions to assigned foundation courses are explained in the SHSS Graduate Student Handbook. All the foundation courses are graded on a Pass/Fail basis. The failing grade will be recorded as an FR (failed and needs to repeat). A pass will be recorded as a 'P'. Grades earned taking foundation courses will not be computed in the student's grade point average. With the counsel of the student's advisor, the dean may require additional foundation classes to fill gaps in the student's educational background.

Language Courses 6 SCH

Required language courses for Religious Studies Track Students 6 SCH

Course Code	Course Names
GRK 1201	Classical Greek
HEB 1201	Biblical Hebrew
LAT 1201	Classical Latin

Required language courses for Islamic Studies Track Students 6 SCH

Islamic Studies track students must either take the following courses or demonstrate that they have attained "Advanced" proficiency. Islamic Studies track students who have already attained "Advanced" proficiency should take six (6) semester credit hours in non-language courses from program electives.

Course Code	Course Names
ARA 2311/2312	Intensive Intermediate Arabic
ARA 3311/3312	Intensive Advanced Arabic

Core Courses for all MAIS students 21 SCH

Course Code	Course Names
HUM 5301	Advanced Comparative Religion
PSC 5361	Religion and Politics
HIS 5365	History of Religions
PHI 5361	Philosophy of Religion
HUM 5210	Islamic Studies Colloquium*
SSC 5310	Thesis Seminar

**NOTE: Course is to be repeated over at least three semesters for a total of 6 SCH*

Islamic Studies and Religious Studies Track Courses **15 SCH**

MAIS students are required to take five courses in their particular academic track as determined by their previous academic background, with consultation with the Graduate Admissions Committee.

Islamic Studies Track

The aim of the Islamic Studies track is to provide students who have no prior background in traditional Islamic studies with the skills necessary for advanced research or vocational service in religion and Islamic studies.

Required courses for Islamic Studies Track **9 SCH**

Course Code	Course Names
HUM 5361	Introduction to the Basics of Islam
HUM 5362	Introduction to the Qur'an & Biography of the Prophet (Sirah)
HUM 5363	Introduction to Islamic Jurisprudence (Fiqh) & Creed (Aqeeda)

In addition to the 3 required courses, Islamic Studies track students must also take at least 2 of the following courses:

Optional Courses for Islamic Studies Track **6 SCH**

Course Code	Course Names
HIS 5364	Issues in the History of the Muslim World
SSC 5362	Global Islam in the Contemporary World SSC
SSC 5363	Islam and Economics
SSC 5361	Social Science Approaches to Religion
SSC 5366	New Religious Movements
HUM 5365	Mysticism and Sufism
HUM 5321	Islamic Art & Architecture
HUM 5366	Contemporary Issues in Kalam (Theology)
HUM 5367	Contemporary Issues in Fiqh (Jurisprudence)
HUM 5369	Graduate Seminar in Islamic Studies

Religious Studies Track

The aim of Religious Studies track is to provide students who have no prior background in contemporary study of religion with the skills necessary for advanced research in religion, as well as interfaith and intercultural communication.

Required Courses for Religious Studies Track 6 SCH

Course Code	Course Names
HUM 5321	Islamic Art and Architecture
SSC 5361	Social Science Approaches to Religion

In addition to the 2 required courses, Religious Studies students must also take 3 of the following courses:

Optional Courses for Religious Studies Track 9 SCH

Course Code	Course Names
SSC 5365	Interfaith and Intercultural Communication
SSC 5301	Popular Culture
SSC 5363	Islam and Economics
SSC 5362	Global Islam in the Contemporary World
HUM 5365	Mysticism and Sufism
COM 5310	Communication and Media
SSC 5366	New Religious Movements
HUM 5368	Graduate Seminar in Religious Studies
HUM 5367	Contemporary Issues in Fiqh (jurisprudence)
HUM 5369	Graduate Seminar in Islamic Studies

Total SCH requirement for MAIS * 42-58 SCH

**NOTE: Depending on the required foundation courses*

School of Science and Engineering

David Wyrick, Dean

Khalid Sendide, Science and Engineering Academic Coordinator

Kevin Smith, Computer Science Academic Coordinator

Faculty: M.R. Abid, F.M. Abbou, N. Assem, A. Bentamy, F. Berrada, V. Cavalli-Sforza, M. Chraibi, F. Chaatit, Y. Chtouki, H. Darhmaoui, A. El Asli, A. El Boukili, S. El Hajjaji, B. Falah, H. Harroud, S. Haskouri, O. Iraqi Houssaini, D. Kettani, A. Khaldoune, A. Khallaayoun, I. Kissani, L. Laayouni, K. Loudiyi, A. Mourhir, A. Ouardaoui, J.C Peyton Jones, T. Rachidi, Y. Salih-Alj, S. Samadi, K. Sendide, N. N. Sheikh, K. Smith, M.A Seydou Niandou , H. Talei, M. Tarbouchi, V. Van Lierde.



Accreditation

The Bachelor of Science in Computer Science program is accredited by the Computing Accreditation

Commission of ABET, www.abet.org.

Mission

The School's mission is to foster the growth of engineering and scientific knowledge and its application through education and research, with special emphasis on the development needs of Morocco. In its activities, the School seeks to:

- Attract top students and students with great potential, and prepare them for careers in different engineering and science related fields according to current market needs;
- Produce graduates with a strong core understanding in basic science, engineering, and mathematics and who have the ability to continue learning how to apply this expertise to a wide range of engineering problems;
- Prepare students to succeed as leaders, professionals, life-long learners, and responsible citizens;
- Produce graduates with communication skills that will enable them to communicate effectively with people from many disciplines;
- Promote research, scholarship, and creative endeavors with an emphasis on R&D and entrepreneurship activities;
- Interact and cooperate with other academic institutions, professional

bodies, and the community;

- Play a leadership role in the economic and social development of Morocco.

Undergraduate and Combined BS/MS Programs

Degree Programs

The School of Science and Engineering prepares well-rounded graduates with a solid practical and theoretical background to succeed in professional work and in further studies. Three Bachelor of Science (B.S.) programs are offered at the undergraduate level: General Engineering (BSGE), Computer Science (BSCSC), and Engineering and Management Science (BSEMS); the BSCSC is accredited by the Computing Accreditation Commission of ABET (www.abet.org). For students who meet certain requirements, the bachelor's degree programs may be taken as a part of a combined BS/MS program with a Master of Science in Computer Science, Computer Networks, Information System Security, Software Engineering, or Sustainable Energy Management.

First and foremost, our programs are designed to produce engineers and computing professionals who can analyze and synthesize situations, who can find solutions to problems, who have a high degree of initiative, creativity and rigor, and who favor working as part of a team. A unique feature of AUI SSE graduates is the ability to function effectively in multilingual, international settings.

These programs provide students with specialized, advanced skills that enable them to be highly effective in their area of concentration, yet also give them sufficient breadth to learn new technologies quickly. This combination equips students with great potential for career advancement and professional development.

Students in the BSCSC program must elect a minor as part of the degree requirements. Students in the BSGE and BSEMS programs can tailor a thematic elective area and technical electives to match their interests. The software engineering thematic area leverages the traditional strength of SSE, and the international engineering thematic area allows students to explore engineering disciplines as part of a study abroad experience.

In addition to the academic training offered in class at Al Akhawayn, our students have the opportunity to take part in exchange programs with numerous partner universities abroad and to work on joint research and development projects with industry.

University Core Curriculum for SSE Programs

41-43 SCH

Disciplines	Course Codes	SCH
Foundations for Academic Success	FAS 0210 and 1220	2
Arabic/French	ARB 1310 and 1320 or FRN 2310 and 3310	6
Communication	COM 1301	3
Computer Science	CSC 1401	4
English	ENG 1301 and ENG 2303	6
History or Political Science	HIS 1301 or HIS 1302, HIS 2301, PSC 2301	3
Humanities I	HUM 2301, or HUM 2302, HUM2303, HUM 2304, LIT 2301, LIT 2304, or LIT 2305	3
Humanities II	HUM 2305 or HUM 2306, PHI 2301, PHI 2302	3
Mathematics	MTH 1403 or MTH 1311 and MTH 1312	4-6
Physical Sciences	CHE 1401	4
Social Sciences	ECO 1300, GEO 1301, PSY 1301, SOC 1301, SSC 1310	3

**FAS 0210 counts for 2 non-degree credits.*

School of Science and Engineering Core Curriculum 24 SCH

Course Code	Course Name
CSC 2302	Data Structures
EGR 2302	Engineering Economics
EGR 4300	Internship
EGR 4402*	Capstone Design
MTH 2301	Multivariable Calculus
PHY 1401	Physics I
PHY 1402	Physics II

Bachelor of Science in General Engineering (BSGE)

The mission of the BSGE program at AUI is to produce engineers with a strong foundation so they can succeed in a variety of professional settings and industries. They will be able to work effectively across disciplines and national boundaries.

- The program's educational objectives are to produce graduates who will
- Be practicing professionals or pursue graduate studies in a variety of fields.
 - Be able to work in multi-lingual settings.

- Be able to work in countries around the world.
- Be able to effectively manage projects.
- Be able to work as entrepreneurs, employees or managers, or educators

Graduates of the BSGE program will have attained the following student outcomes:

- (a) an ability to apply knowledge of mathematics, science, and engineering
- (b) an ability to design and conduct experiments, as well as to analyze and interpret data
- (c) an ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability
- (d) an ability to function on multidisciplinary teams
- (e) an ability to identify, formulate, and solve engineering problems
- (f) an understanding of professional and ethical responsibility
- (g) an ability to communicate effectively
- (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context
- (i) a recognition of the need for, and an ability to engage in life-long learning
- (j) a knowledge of contemporary issues
- (k) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice
- (l) an ability to communicate effectively in a multilingual world.

The 135 credit hour BSGE consists of four areas: mathematics and basic sciences (32 SCH), engineering sciences and required engineering topics (59 SCH), a thematic elective area (15 SCH), and general education (29 SCH).

Area 1. Mathematics and Basic Sciences (32 SCH)

The entry level math course for AUI SSE majors is MTH 1403 Differential and Integral Calculus. To meet the requirements to enter this course, students must have acceptable scores in the appropriate calculus course in lyc  e, a transcript with credit for a university level course in differential calculus (or higher) IB Mathematics HL or SL Examinations score of 4 or higher, AP Calculus AB or BC Calculus Test score of 3 or higher, SAT math score of at least 600, or ACT math score of at least 26. Students who do not automatically place into MTH 1403, or who desire additional foundational support, should enroll in MTH 1311 Calculus I Differential Calculus and MTH 1312 Calculus II Integral Calculus.

Elective courses allow students to design a curriculum that will help them achieve their career goals, and should be selected with assistance of their advisor.

Mathematics Requirements (13-15 SCH):

MTH 1403 (4 SCH) Intensive Differential and Integral Calculus

Or MTH 1311 (3 SCH) Calculus I: Differential Calculus

And MTH 1312 (3 SCH) Calculus II: Integral Calculus

MTH 2301 (3 SCH) Multivariable Calculus

MTH 2303 (3 SCH) Linear Algebra and Matrix Theory

MTH 2304 (3 SCH) Differential Equations

Mathematics Requirements (13-15 SCH):

MTH 1403 (4 SCH) Intensive Differential and Integral Calculus

Or MTH 1311 (3 SCH) Calculus I: Differential Calculus

And MTH 1312 (3 SCH) Calculus II: Integral Calculus

MTH 2301 (3 SCH) Multivariable Calculus

MTH 2303 (3 SCH) Linear Algebra and Matrix Theory

MTH 2304 (3 SCH) Differential Equations

Mathematics and Basic Sciences Electives (7 SCH minimum):

BIO 1401 (4 SCH) Principles of Biology

BIO 1402 (4 SCH) Environmental Biology II

CHE 1402 (4 SCH) Chemistry II

MTH 1304 (3 SCH) Discrete Mathematics for Engineers

MTH 3302 (3 SCH) Complex Variables and Transforms

Area 2. Engineering Sciences and Required Engineering Topics (59 SCH)

Engineering sciences provide the basis of engineers to apply physical laws to design solutions. Engineering topics help provide the context to help engineers design products and services that will meet societal, technical, economic, environmental, political, legal, and ethical needs.

Engineering Sciences (26 SCH):

EGR 1201 (2 SCH) Introduction to Engineering and Design

EGR 1210 (2 SCH) Computer Aided Engineering

EGR 2301 (3 SCH) Statics

EGR 2311 (3 SCH) Dynamics

EGR 2312 (3 SCH) Mechanics of Materials

EGR 2402 (4 SCH) Electric Circuits

EGR 3301 (3 SCH) Fluid Mechanics

EGR 3302 (3 SCH) Thermodynamics

EGR 3304 (3 SCH) Materials Science

Required Engineering Topics (33 SCH):

CSC 1401 (4 SCH) Computer Programming

CSC 2302 (3 SCH) Data Structures

EGR 2302 (3 SCH) Engineering Economics
EGR 3306 (3 SCH) Engineering Instrumentation
EGR 3331 (3 SCH) Digital Design
EGR 3401 (4 SCH) Statistics for Engineers
EGR 4300 (3 SCH) Internship
EGR 4402 (4 SCH) Capstone Design
EGR Approved Elective I (3 SCH)
EGR Approved Elective II (3 SCH)

Area 3. Thematic Elective Area (15 SCH)

General Engineering students can design an area of study to reflect their interests, in conjunction with their advisor. These areas include Computer Science and international engineering. Computer Science has been the historical emphasis of the BSGE. International Engineering allows students to explore engineering at partner universities that provide valuable experience with engineering in a global economy; these courses may include fields not available at AUJ, such as renewable energy, aerospace, arctic, automotive, chemical, civil, electrical, environmental, industrial, manufacturing, mechanical, ocean, petroleum, and systems engineering.

For Computer Science, students need to take a minimum of 15 SCH from the following:

CSC 3324 Software Engineering I (Required)
CSC 2303 Advanced Programming/Object-Oriented Programming
CSC 2304 Computer Architecture
CSC 3325 Software Engineering II
CSC 3326 Database Systems
CSC 3351 Operating Systems
CSC 3352 Computer Communications
CSC 3309 Artificial Intelligence
CSC 3327 Internet Technologies
CSC 3328 Embedded Systems
CSC 3341 Computer Graphics
CSC 3353 Computer Networks
CSC 3356 Communication Systems
CSC 3361 Programming Challenges
Free Elective 1*
Free Elective 2*

For Logistics and Supply Chain Management, students need to take a minimum of 15 SCH from the following:

MGT 3304 Introduction to Management Science (Required)
MGT 4309 Logistics and Supply Chain Management (Required)
GBU 3302 Legal Environment
MGT 4311 Quality Management
MGT 4312 Project Management
MGT 4313 Production and Inventory Management
Free Elective 1*
Free Elective 2*

For International Engineering, students need to take a minimum of 15 SCH from the following:

EGR 3351 International Engineering and 6 SCH of pre-approved engineering courses on a study abroad**

Or 9 SCH of pre-approved engineering courses on a study abroad**

Free Elective 1*

Free Elective 2*

*Free electives can be selected in collaboration with and approval from the Academic advisor and Academic Coordinator to reflect the student's personal and career interests. Graduate courses in SSE may be taken as electives with special permission from the Dean. The following courses are not allowed as free electives: CHE 1400, CSC 1400, GBU 3301, MTH 1301, MTH 1305, MTH 1388, MTH 3351, and PHY 1400

**Engineering courses taken on a study abroad may include substitutes for required EGR courses. In this case, an additional engineering course will need to be taken to meet the credit hour requirements of Areas 2 and 3.

Courses used to meet other degree requirements cannot be used to meet the thematic elective area.

Area 4. General Education (29 SCH)

The general education component is a critical element in a liberal education. General education helps form a global perspective and understanding of the interaction and codependencies of individuals and technology with society and the planet. General education is met by the satisfactory completion of the topical areas included in the University Common Core. Several of the topics within the UCC are met by required courses in Areas 1, 2, and 3 of the BS programs in SSE (mathematics, computer science, basic science).

The remaining topical areas of the University Common Core that satisfy the general education requirement include the following.

Disciplines	Course Codes	
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic or French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	6
Communication	COM 1301	3
English	ENG 1301, ENG 2303	6
History or Political Science	HIS 1301, HIS 1302, HIS 2301, PLS 2301	3
Humanities I	HUM 2301, HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	3
Humanities II	HUM 2305, HUM 2306, PHI 2301, PHI 2302	3
Social Sciences	ECO 1300, GEO 1301, PSY 1301, SOC 1301,	3

Bachelor of Science in Computer Science (BSCSC)

The BS in Computer Science (BSCSC) is designed to provide the student with a strong core understanding of the concepts of computation and information management using modern software and hardware. The program educational objectives are to product graduates who will:

- be able to carry out advanced work in specific areas of computer science;
- be able to perform hands-on work in computer science;
- be able to learn and apply new techniques and technologies in computer science; and
- be able to move into graduate programs in computer science or related fields.

Graduates of the BSCSC program will have obtained the following student outcomes:

- (a) An ability to apply knowledge of computing and mathematics appropriate to the discipline.
- (b) An ability to analyze a problem, and identify and define the computing requirements appropriate to its solution.
- (c) An ability to design, implement and evaluate a computer-based system, process, component, or program to meet desired needs.
- (d) An ability to function effectively on teams to accomplish a common goal.
- (e) An understanding of professional, ethical, legal, security, and social issues and responsibilities.
- (f) An ability to communicate effectively with a range of audiences.
- (g) An ability to analyze the local and global impact of computing on individu-

als, organizations and society.

(h) Recognition of the need for, and an ability to engage in, continuing professional development.

(i) An ability to use current techniques, skills, and tools necessary for computing practices.

(j) An ability to apply mathematical foundations, algorithmic principles, and computer science theory in the modeling and design of computer-based systems in a way that demonstrates comprehension of the tradeoffs involved in design choices.

(k) An ability to apply design and development principles in the construction of software systems of varying complexity

The 135 SCH BSCSC consists of four areas: mathematics and basic sciences (30 SCH), computer science major (59 SCH), minor (15 SCH), and general education (31 SCH).

Area 1. Mathematics and Basic Sciences (30 SCH)

The entry level math courses for AUI CSC majors are MTH 1304 Discrete Mathematics for Engineers and MTH 1403 Differential and Integral Calculus. To meet the requirements to enter MTH 1403, students must have acceptable scores in the appropriate calculus course in lyc  e, a transcript with credit for a university level course in differential calculus (or higher) IB Mathematics HL or SL Examinations score of 4 or higher, AP Calculus AB or BC Calculus Test score of 3 or higher, SAT math score of at least 600, or ACT math score of at least 26. Students who do not automatically place into MTH 1403, or who desire additional foundational support, should enroll in MTH 1311 Calculus I Differential Calculus and MTH 1312 Calculus II Integral Calculus.

Elective courses allow students to design a curriculum that will help them achieve their career goals, and should be selected with assistance of their advisor.

Mathematics Requirements (13 SCH):

MTH 1304 (3 SCH) Discrete Mathematics for Engineers

MTH 1403 (4 SCH) Intensive Differential and Integral Calculus

Or MTH 1311 (3 SCH) Calculus I: Differential Calculus

And MTH 1312 (3 SCH) Calculus II: Integral Calculus

MTH 2301 (3 SCH) Multivariable Calculus

MTH 3301 (3 SCH) Statistics for Engineers

Basic Sciences Requirements (8 SCH):

PHY 1401 (4 SCH) Physics I

PHY 1402 (4 SCH) Physics II

Mathematics and Basic Sciences Electives (9 SCH minimum):

BIO 1401 (4 SCH) Principles of Biology
BIO 1402 (4 SCH) Environmental Biology II
CHE 1401 (4 SCH) Chemistry I
CHE 1402 (4 SCH) Chemistry II
MTH 2303 (3 SCH) Linear Algebra and Matrix Theory
MTH 2304 (3 SCH) Differential Equations
MTH 3302 (3 SCH) Complex Variables and Transforms

Area 2: Computer Science Major (61 SCH):

The Computer Science major includes 15 required courses and 3 advanced computer science elective courses.

Required courses for all engineering students (22 SCH):

EGR 2301 (2 SCH) Introduction to Engineering
CSC 1401 (4 SCH) Introduction to Computer Science
CSC 2302 (3 SCH) Data Structures
EGR 2302 (3 SCH) Engineering Economics
EGR 3331 (3 SCH) Digital Design
EGR 4300 (3 SCH) Internship
EGR 4402 (4 SCH) Capstone Design

Computer Science major required courses (24 SCH):

CSC 2303 (3 SCH) Advanced Programming/Object-Oriented Programming
CSC 2304 (3 SCH) Computer Architecture
CSC 3315 (3 SCH) Languages and Compilers
CSC 3323 (3 SCH) Algorithm Analysis
CSC 3324 (3 SCH) Software Engineering I
CSC 3326 (3 SCH) Database Systems
CSC 3351 (3 SCH) Operating Systems
CSC 3352 (3 SCH) Computer Communications

Advanced Computer Science courses (9 SCH):

In addition to the required CSC courses, a CSC major must complete 3 CSC advanced courses numbered 3000 or above.

Electives (6 SCH):

A CSC major must complete 6 SCH of free electives.

Area 3: Minor (15 SCH)

A CSC major must select a minor area outside of computer science and complete at least 15 SCH in this minor.

Area 4. General Education (29 SCH)

The general education component is a critical element in a liberal education. General education helps form a global perspective and understanding of the interaction and co-dependencies of individuals and technology with society and the planet. General education is met by the satisfactory completion of the topical areas included in the University Common Core. Several of the topics within the UCC are met by required courses in Areas 1, 2, and 3 of the BS programs in SSE (introduction to engineering, mathematics, computer science, basic science).

The remaining topical areas of the **University Common Core** that satisfy the general education requirement include the following.

Disciplines	Course Codes	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic or French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	6
Communication	COM 1301	3
English	ENG 1301, ENG 2303	6
History or Political Science	HIS 1301, HIS 1302, HIS 2301, PLS 2301	3
Humanities I	HUM 2301, HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	3
Humanities II	HUM 2305, HUM 2306, PHI 2301, PHI 2302	3
Social Sciences	ECO 1300, GEO 1301, PSY 1301, SOC 1301, SSC 1310	3

Total SCH requirement for BSCSC Major 135 SCH

Bachelor of Science in Engineering and Management Science (BSEMS)

The mission of the BSEMS program at AUI is to produce engineers with a strong technical foundation and deep understanding of the challenges of leading technological organizations. BSEMS graduates will be able to lead innovation and change in a variety of professional settings and industries. They will be able to work effectively across disciplines, cultures, and boundaries.

The program educational objectives are to produce graduates who will:

- Be practicing professionals or pursue graduate studies in a variety of fields.
- Be able to work in multi-lingual settings.
- Be able to work in countries around the world.
- Be able to lead organizational change, innovation, and projects.
- Be able to work as entrepreneurs, employees or managers, or educators.

Graduates of the BSEMS program will have attained the following student outcomes:

- (a) an ability to apply knowledge of mathematics, science, and engineering
- (b) an ability to design and conduct experiments, as well as to analyze and interpret data
- (c) an ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability
- (d) an ability to function on multidisciplinary teams
- (e) an ability to identify, formulate, and solve engineering problems
- (f) an understanding of professional and ethical responsibility
- (g) an ability to communicate effectively
- (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context
- (i) a recognition of the need for, and an ability to engage in life-long learning
- (j) a knowledge of contemporary issues
- (k) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice
- (l) an ability to communicate effectively in a multilingual world
- (m) an ability to integrate management systems into different technical environments.

The 135 credit hour BSEMS consists of four areas: mathematics and basic sciences (32 SCH), engineering sciences and required engineering management topics (59 SCH), a thematic elective area (15 SCH), and general education (29 SCH).

Area 1. Mathematics and Basic Sciences (32 SCH)

The entry level math course for AUI SSE majors is MTH 1403 Differential and Integral Calculus. To meet the requirements to enter this course, students must have acceptable scores in the appropriate calculus course in lyc ee, a transcript with credit for a university level course in differential calculus (or higher) IB Mathematics HL or SL Examinations score of 4 or higher, AP Calculus AB or BC Calculus Test score of 3 or higher, SAT math score of at least 600, or ACT math score of at least 26. Students who do not automatically place into MTH 1403, or who desire additional foundational support, should enroll in MTH 1311 Calculus I Differential Calculus and MTH 1312 Calculus II Integral Calculus.

Elective courses allow students to design a curriculum that will help them achieve their career goals, and should be selected with assistance of their advisor.

Mathematics Requirements (13 SCH):

MTH 1403 (4 SCH) Intensive Differential and Integral Calculus

Or MTH 1311 (3 SCH) Calculus I: Differential Calculus

And MTH 1312 (3 SCH) Calculus II: Integral Calculus

MTH 2301 (3 SCH) Multivariable Calculus

MTH 2303 (3 SCH) Linear Algebra and Matrix Theory

MTH 2304 (3 SCH) Differential Equations

Basic Sciences Requirements (12 SCH):

CHE 1401 (4 SCH) Chemistry I

PHY 1401 (4 SCH) Physics I

PHY 1402 (4 SCH) Physics II

Mathematics and Basic Sciences Electives (7 SCH minimum):

BIO 1401 (4 SCH) Principles of Biology

BIO 1402 (4 SCH) Environmental Biology II

CHE 1402 (4 SCH) Chemistry II

MTH 1304 (3 SCH) Discrete Mathematics for Engineers

MTH 3302 (3 SCH) Complex Variables and Transforms

Area 2. Engineering Sciences and Required Engineering Management Topics

(59 SCH) Engineering sciences provide the basis of engineers to apply physical laws to design solutions. Engineering topics help provide the context to help engineers design products and services that will meet societal, technical, economic, environmental, political, legal, and ethical needs.

The BSEMS requires a minimum of 48 SCH of EGR coursework (to meet areas 2 and 3 requirements).

Engineering Sciences (26 SCH):

EGR 1201 (2 SCH) Introduction to Engineering

EGR 1210 (2 SCH) Computer Aided Engineering

EGR 2301 (3 SCH) Statics

EGR 2311 (3 SCH) Dynamics

EGR 2312 (3 SCH) Mechanics of Materials

EGR 2402 (4 SCH) Electric Circuits

EGR 3301 (3 SCH) Fluid Mechanics

EGR 3302 (3 SCH) Thermodynamics

EGR 3304 (3 SCH) Materials Science

Required Engineering Management Topics (33 SCH):

4CSC 1401 (4 SCH) Computer Programming

CSC 2302 (3 SCH) Data Structures

EGR 2302 (3 SCH) Engineering Economics

EGR 2391 (3 SCH) Accounting for Engineering Management

EGR 3391 (3 SCH) Principles of Management

EGR 3401 (4 SCH) Statistics for Engineers

EGR 4300 (3 SCH) Internship

EGR4391 (3 SCH) Advanced Quantitative Methods for Engineering Management

EGR 4393 (3 SCH) Production and Operations Management

EGR 4402 (4 SCH) Capstone Design

Area 3. thematic Elective Area (15 SCH)

Engineering and Management Science students can design an area of study to reflect their interests, in conjunction with their advisor. These areas include Computer Science and international engineering. Computer Science has been the historical emphasis of the BSEMS. International Engineering allows students to explore engineering at partner universities that provided valuable experience with engineering in a global economy; these courses may include fields not available at AU, such as renewable energy, aerospace, arctic, automotive, chemical, civil, electrical, environmental, industrial, manufacturing, mechanical, ocean, petroleum, and systems engineering.

For Computer Science, students need to take a minimum of 15 SCH from the following:

CSC 3324 Software Engineering I (Required)

CSC 2303 Advanced Programming/Object-Oriented Programming

CSC 2304 Computer Architecture

CSC 3325 Software Engineering II

CSC 3326 Database Systems

CSC 3351 Operating Systems

CSC 3352 Computer Communications

CSC 3309 Artificial Intelligence

CSC 3327 Internet Technologies

CSC 3328 Embedded Systems

CSC 3341 Computer Graphics

CSC 3353 Computer Networks

CSC 3356 Communication Systems

CSC 3361 Programming Challenges

Free Elective 1*
Free Elective 2*

For Logistics and Supply Chain Management, students need to take a minimum of 15 SCH from the following:

MGT 3304 Introduction to Management Science (Required)
MGT 4309 Logistics and Supply Chain Management (Required)
GBU 3302 Legal Environment
MGT 4311 Quality Management
MGT 4312 Project Management
MGT 4313 Production and Inventory Management
Free Elective 1*
Free Elective 2*

For Finance, EMS students need to take a minimum of 15 SCH from the following:

FIN 3301 Introduction to finance (Required)
FIN 3302 Money and Banking
FIN 3303 Corporate Financial Management
FIN 3304/4304 International Finance
FIN 3XXX/4XXX Approved course in Finance
GBU 3302 Legal Environment
Free Elective 1*
Free Elective 2*

For International Engineering, students need to take a minimum of 15 SCH from the following:

EGR 3351 International Engineering and 6 SCH of pre-approved engineering courses on a study abroad**
Or 9 SCH of pre-approved engineering courses on a study abroad**
Free Elective 1*
Free Elective 2*

*Free electives can be selected in collaboration with and approval from the Academic advisor and Academic Coordinator to reflect the student's personal and career interests. Graduate courses in SSE may be taken as electives with special permission from the Dean. The following courses are not allowed as free electives: CHE 1400, CSC 1400, GBU 3301, MTH 1301, MTH 1305, MTH 1388, MTH 3351, and PHY 1400.

**Engineering courses taken on a study abroad may include substitutes for required EGR courses. In this case, an additional engineering course will need to be taken to meet the credit hour requirements of Areas 2 and 3.

Courses used to meet other degree requirements cannot be used to meet the thematic elective area requirement.

Area 4. General Education (29 SCH)

The general education component is a critical element in a liberal education. General education helps form a global perspective and understanding of the interaction and codependencies of individuals and technology with society and the planet. General education is met by the satisfactory completion of the topical areas included in the University Common Core. Several of the topics within the UCC are met by required courses in Areas 1, 2, and 3 of the BS programs in SSE (introduction to engineering, mathematics, computer science, basic science). The remaining topical areas of the UCC that satisfy the general education requirement include the following.

Disciplines	Course Codes	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic or French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	6
Communication	COM 1301	3
English	ENG 1301, ENG 2303	6
History or Political Science	HIS 1301, HIS 1302, HIS 2301, PLS 2301	3
Humanities I	HUM 2301, HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	3
Humanities II	HUM 2305, HUM 2306, PHI 2301, PHI 2302	3
Social Sciences	ECO 1300, GEO 1301, PSY 1301, SOC 1301, SSC 1310	3

Minors in the School of Science and Engineering

The School of Science and Engineering offers minors in the fields of computer science, general engineering, and mathematics. Each minor is nominally 15 SCH. Students may need to take additional prerequisite courses to enroll in the courses for the minor.

Minor in Computer Science

Students who wish to complete a minor in computer science must complete 15 SCH in computer science beyond what is required for their major degree program. (This minor is not available to students in the BSCSC program.) Course requirements for the minor in computer science include two required courses:

CSC 2302 (1, 2) Data Structures
CSC 2303 Advanced Programming
And 9 credits from the following:
CSC 3324 Software Engineering I
CSC 3326 Database Systems
CSC 2304 Computer Architecture
CSC 33xx One advanced CSC course

Notes:

- (1) CSC 1401 is a prerequisite to CSC 2302 and needs to be taken before beginning the minor.
- (2) For BSEMS and BSGE students, CSC 2302 is required as part of their major degree programs. An advanced course in computer science should be taken in place of CSC 2302 for the minor.

Minor in General Engineering

Students who wish to complete a minor in general engineering must complete a minimum of 15 SCH in engineering beyond what is required for their major degree program. (This minor is not available to students in the BSEMS and BSGE programs.)

Course requirements for the minor in general engineering include two required courses:

EGR 2301 Statics
EGR 2402 Electric Circuits

And 3 courses from the following:
EGR 1210 Computer Aided Engineering
EGR 2302 Engineering Economics
EGR 2311 Dynamics
EGR 2312 Mechanics of Materials
EGR 3301 Fluid Mechanics
EGR 3302 Thermodynamics
EGR 3304 Materials Science

EGR 3306 Engineering Instrumentation

Note:

Prerequisites must be met before enrolling in these courses.

Minor in Mathematics

Students who wish to complete a minor in mathematics must complete a minimum of 15 SCH in mathematics beyond what is required for their major degree program. (This minor is not available to students in the BSCSC, BSEMS, and BSGE programs). C course requirements for the minor in mathematics include two required courses:

MTH 1312(1) Integral Calculus

MTH 2301 Multivariable Calculus

And 9 credits from the following(2):

MTH 1304 Discrete Math for Engineers

MTH 2303 Linear Algebra

MTH 2304 Differential Equations

MTH 3301 Engineering Probability and Statistics

or EGR 3401 Statistics for Engineers

MTH 3302 Complex Variables and Transforms

Notes:

Prerequisites must be met before enrolling in these courses.

(1) Math 1403 Intensive Differential and Integral Calculus may be used to fulfill this course if it is not used to meet other degree requirements.

(2) With prior approval of the SSE coordinator and dean, a student may request that another math-intensive course in SSE at the 2000 level or higher be allowed to satisfy this requirement.

Combined Bachelor of Science & Master of Science (BS/MS) Programs

The combined BS/MS programs allow qualified AUI students in the SSE to earn both Bachelor of Science and Master of Science degrees in a minimum of five years. This option permits a student to take graduate courses while completing undergraduate requirements. In addition, it waives the requirement for the undergraduate Capstone Design Project in favor of the graduate Master

Project. The combined BS/MS program is designed to provide the student, through a broad base of study and specific concentration courses, with a solid foundation in core areas and an in-depth expertise in one advanced area.

Combined BS/MS Program Admission Requirements

Application to this program is open to SSE undergraduate students who have completed a minimum of 48 SCH, including at least 9 SCH in major area(s) of the graduate program (and in the case of more than one major, at least 6 SCH in each graduate major area), and who have not accumulated more than 126 SCH.

Admission will be decided based on overall GPA, GPA in the concentration, and faculty recommendations. Applicants must have at least a 2.5 CGPA and a 3.00 GPA in each area required by the master program selected. Admission is subject to space availability.

Requirements to Remain in the BS/MS Program

In order to remain in the combined BS/MS program, admitted students must maintain an overall cumulative GPA of 2.5 or higher and obtain at least a B in all courses in the major area(s) (undergraduate and graduate). Otherwise, they will be dropped from the BS/MS program, although they will be able to pursue the regular BS program in their chosen major area. Students who drop out of the BS/MS program will be granted the BS degree upon completion of all requirements for the BS degree, including the Capstone Design Project.

Combined BS/MS Course Requirements

In order to earn combined a BS/MS degree, a student must:

1. Select an approved combination of Bachelor and Master Programs. The following combinations have been approved:

- Bachelor of Science in General Engineering and Master of Science in Computer Science/ Computer Networks/Information System Security/ Software Engineering/ Sustainable Energy Management.

- Bachelor of Science in Computer Science and Master of Science in Computer Science/ Computer Networks/Information System Security/ Software Engineering.

- Bachelor of Science in Engineering and Management Science and Master of Science in Software Engineering and Management Science/ Sustainable Energy Management.

2. Complete all course requirements of the BS degree program, except for the Capstone Design course and up to 6 SCH of free elective undergraduate courses.

3. Complete all course requirements of the MS degree program as specified in the Graduate Studies portion of the catalog. Students are responsible to take all required foundation and prerequisite courses.

4. Earn an overall undergraduate GPA of at least 2.5, and a GPA of at least 3.00 in undergraduate courses that are in the area of the graduate major.

Graduate Programs

Degree Programs

The School of Science & Engineering (SSE) at AUJ offers seven Master of Science (MS) programs: Master of Science in Computer Science (MSCSC), Master of Science in Software Engineering (MSSE), Master of Science in Computer Networks (MSCN), Master of Science in Information Systems Security (MSISS), Master of Science in Software Engineering and Management Science (MSSEMS) (offered only in the combined BS/MS option), Master of Science in Biotechnology (MSB), and Master of Science in Sustainable Energy Management (MSSEM). It also offers a joint BS/MS program, allowing a student to jointly pursue both a BS degree and one of these MS degrees, which is described in the Undergraduate Studies section. It offers dual degree graduate programs with Supélec in France and with Technische Universität München (TUM) in Germany.

Students enrolled in one of the MS programs have access to specific financial resources offered by the School, including merit scholarships and research or teaching assistantships, described in the graduate financial aid section.

Application and Admission Requirements

Applicants for graduate study must meet the University's general requirements for admission and enrollment.

In order to be admitted to the MSCSC, MSSE, MSCN, MSISS, MSB, or MSSEM program, candidates with a Bachelor of Science from Al Akhawayn University must submit an application file including the undergraduate transcript and two letters of recommendation from faculty. Candidates may be invited to an interview before acceptance. Admission will be decided based on overall GPA, GPA in courses in the major area, and recommendations of faculty. As a general rule, applicants should have earned at least a 2.50 CGPA and a 3.00 major area GPA.

Other candidates must submit an application file showing their bachelor's degree, Licence, or equivalent, in computer science, engineering, mathematics, or a scientific discipline. Based on the application file, candidates may be invited to an oral interview and asked to take a placement exam. As a general rule, applicants should have a 3.00 GPA or at least two mentions of "Assez Bien" (or equivalent) in their undergraduate studies.

Foundation Requirements and Courses

Entering students must satisfy a Breadth Requirement in the core area. The AUI BSCSC degree will satisfy this Breadth Requirement for MSCSC, MSSE, MSCN and MSISS. Other AUI graduates may be required to take additional background courses to satisfy the Breadth Requirement. Students will also be required to satisfy prerequisite requirements for each graduate course taken.

For non-AUI students, the Breadth Requirement will be satisfied either by passing an Entrance Placement Exam or by taking remedial foundation courses. The Entrance Placement Exam for information technology related programs will cover eight areas of computer science: Computer Programming Skills, Object Oriented Programming, Data Structures, Analysis of Algorithms, Operating Systems, Artificial Intelligence, Computer Communications, and Database Systems. Students must pass the exam in at least six of the eight areas to avoid remedial foundation courses. Students who do not pass the Entrance Placement Exam in at least six areas must take up to two semesters of foundation courses, corresponding to the areas of the exam that they have not passed.

The following sequence of remedial foundation courses would satisfy requirements for applicants to the MSCSC, MSCN, or MSSE who do not pass any areas of the Entrance Placement Exam:

1st Semester 13 SCH

Course Code	Course Name
CSC 1401	Computer Programming I (C Language)
CSC 2303	Advanced Programming/Object Oriented Programming
CSC 3323	Analysis of Algorithms
CSC 3326	Database Systems

2nd Semester 12 SCH

Course Code	Course Name
CSC 2302	Data Structures
CSC 3351	Operating Systems
CSC 3352	Computer Communications
CSC 3309	Artificial Intelligence

General Requirements for MS Program

The MS programs require 30 SCH of coursework and a culminating experience of either an MS Project (3 SCH) or an MS Thesis (6 SCH). The MS Project option is designed for students who expect to enter (or re-enter) the job market

immediately after completing their MS degree. The MS Project will normally be completed in one academic semester. The MS Thesis option is designed for candidates who may wish to continue their studies at the Ph.D. level. The MS Thesis will normally be completed in two academic semesters. The MS Project or MS Thesis should be undertaken after finishing the concentration courses for the specific program. Students can register for the MS Project or MS Thesis only after finishing at least two courses in their major.

Master of Science in Computer Science (MSCSC)

The MSCSC program is designed for students who wish to perfect their knowledge and expertise in Computer Science. It provides the student, through a set of core courses, with a thorough background and an in-depth coverage of new developments in the different fundamental areas of Computer Science. In addition, it offers advanced specialization through two majors: Programming and Information Systems and Intelligent Systems.

MSCSC Degree Requirements

In order to earn an MSCSC degree, a student must:

1. Fulfill the core (12 SCH) and major (12 SCH) course requirements for the MSCSC, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the MS Thesis (CSC 5333: 6 SCH) or MS Final Project (CSC 5343: 3 SCH) successfully. Students who select the project option also need to pass an additional approved elective for 3 SCH.
3. Have an overall GPA of at least 3.00.
4. Earn a grade of B or better in all courses counting towards the MSCSC. The eight-course requirement is divided into four core courses and four courses in a chosen (major) area of specialization. The four core courses will be taken from a list of six core Computer Science courses:

Core Courses (4 of the following)

12 SCH

Course Code	Course Name
CSC 5301	Advanced Database Systems and Data Warehousing
CSC 5304	Advanced Operating Systems
CSC 5305	Programming Languages and Compilers
CSC 5309	Artificial Intelligence

School of Science and Engineering

CSC 5316	Design and Analysis of Algorithms
CSC 5365	Advanced Computer Networks

Two areas of specialization are offered: Programming and Information Systems and Intelligent Systems. The student will choose to major in one of these two areas and will take four courses from the chosen area. The following tables list course offerings in each area.

Programming and Information Systems Courses **12 SCH**

Course Code	Course Name
CSC 5301	Advanced Database Systems and Data Warehousing
CSC 5302	Software Engineering
CSC 5303	Advanced Computer Graphics
CSC 5305	Programming Languages and Compilers
CSC 5306	Object-Oriented Modeling and Design
CSC 5332	Multimedia Systems
CSC 5338	Human-Computer Interaction
CSC 5339	Real-Time Systems
CSC 5340	Information Retrieval Systems
CSC 5345	Data Mining
CSC 5346	Software Agents
CSC 5361	Software Architecture and Design
CSC 5364	Project and Quality Management
CSC 5365	Advanced Computer Networks
CSC 5366	IP Networks

Intelligent Systems Courses 1 **2 SCH**

Course Code	Course Name
CSC 5309	Artificial Intelligence
CSC 5310	Knowledge-Based Systems
CSC 5311	Computer Vision
CSC 5312	Robotics
CSC 5345	Data Mining
CSC 5346	Software Agents

CSC 5350	Digital Image Processing
CSC 5351	Computational Neural Networks
CSC 5352	Fuzzy Sets and Systems
CSC 5353	Pattern Recognition

Master of Science in Software Engineering (MSSE)

The Master of Science in Software Engineering (MSSE) program is designed to provide the student, through concentration courses, with solid, specialized skills needed to produce high-quality software. In addition, it gives the student sufficient breadth, through selected advanced elective courses, to quickly learn new technological developments. The requirements of the 3 SCH MSSE program consist of courses and either an MS project (3 SCH) or an MS Thesis (6 SCH). The courses are divided into four concentration courses and the balance is elective courses. The prerequisites required for the MSSE are the equivalent of CSC 3324 and CSC 3325 (Software Engineering I and II) OR CSC 5302 (graduate-level Software Engineering).

MSSE Degree Requirements

In order to earn an MSSE degree, a student must:

1. Fulfill the concentration (12 SCH) and elective (12 SCH) course requirements for the MSSE, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the MS Thesis (CSC 5333: 6 SCH) or MS Final Project (CSC 5343: 3 SCH) successfully. Students who select the project option also need to pass an additional approved elective for 3 SCH.
3. Have a CGPA of at least 3.00.
4. Earn a grade of B or better in all courses counting towards the MSSE.

MSSE Concentration Courses

12 SCH

Course Code	Course Name
CSC 5306	Object Oriented Modeling and Design
CSC 5361	Software Architecture and Design
CSC 5364	Project and Quality Management
CSC 5370	Advanced Topics in Software Engineering

MSSE Elective Courses

12 SCH

Course Code	Course Name
CSC 5301	Advanced Database Systems and Data Warehousing
CSC 5304	Advanced Operating Systems
CSC 5305	Programming Languages and Compilers
CSC 5309	Artificial Intelligence
CSC 5310	Knowledge-Based Systems
CSC 5332	Multimedia Communications
CSC 5338	Human-Computer Interaction
CSC 5339	Real-Time Systems
CSC 5345	Data Mining
CSC 5346	Software Agents
CSC 5353	Pattern Recognition
CSC 5365	Advanced Computer Networks
CSC 5366	IP Networks

Different courses from the Elective Courses list will be offered during different semesters. Course offerings are made to allow students to finish the MSSE program in one calendar year. Other courses may be added to the Electives course list upon approval.

Master of Science in Computer Networks (MSCN)

The Master of Science in Computer Networks (MSCN) program is designed to provide the student, through concentration courses, with expertise in designing, administering, and securing computer networks. In addition, it gives the student sufficient breadth through selected advanced elective courses, to learn new technological developments quickly. The requirements of the 30 SCH MSCN program consist of courses and either an MS Project (3 SCH) or an MS Thesis (6 SCH). The courses are divided into four concentration courses and the balance is elective courses. The prerequisites required for the MSCN are the equivalent of CSC 3351 (Operating Systems), CSC 3352 (Computer Communications), and CSC 3353 (Computer Networks).

MSCN Degree Requirements

In order to earn an MSCN degree, a student must:

1. Fulfill the concentration (12 SCH) and elective (12 SCH) course requirements for the MSCN, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the MS Thesis (CSC 5333: 6 SCH) or MS Final Project

(CSC 5343: 3 SCH) successfully. Students who select the project option also need to pass an additional approved elective for 3 SCH.

3. Have a CGPA of at least 3.00

4. Earn a grade of B or better in all courses counting towards the MSCN.

MSCN Concentration Courses

12 SCH

Course Code	Course Name
CSC 5365	Advanced Computer Networks
CSC 5366	IP Networks
CSC 5385	Communications and Operations Security
CSC 5368 or CSC 5375	Wireless Digital Communications and Networks or Broadband Networks

MSCN Elective Courses

12 SCH

Course Code	Course Name
CSC 5301	Advanced Database Systems and Data Warehousing
CSC 5304	Advanced Operating Systems
CSC 5305	Programming Languages and Their Compilers
CSC 5309	Artificial Intelligence
CSC 5310	Knowledge-Based Systems
CSC 5332	Multimedia Communications
CSC 5338	Human-Computer Interaction
CSC 5339	Real-Time Systems
CSC 5345	Data Mining
CSC 5346	Software Agents
CSC 5361	Software Architecture and Design
CSC 5364	Computer Project Management

Different courses from the Elective Courses list will be offered during different semesters. Course offerings are made to allow students to finish the MSCN program in one calendar year. Other courses may be added to the Electives course list upon approval.

Master of Science in Biotechnology (MSB)

The objective of this program is to equip students and professionals with a background in biological sciences, with an emphasis on the most recent meth-

odologies and techniques in biotechnology and related sciences. The requisite practical training in functional genomics, microbial biotechnology and recombinant protein synthesis will prepare them to work in different biotechnology sectors including pharmaceuticals development, biomedical processing, crop and livestock improvements, and food industries in the context of entrepreneurship and commercialization.

This professional master's program is designed to provide students with an appreciation of the breadth of biotechnology's commercial potential. The different courses students take, the considerable hands-on experience they gain during their training, the team work spirit they develop, and their close interactions with professors, researchers, and experts from the biotech industry enable them to become autonomous and capable of leading production, development, and research projects.

The main goals of the program are:

- To provide graduate education to qualified students in order to prepare them for a career in biotechnology and related fields.
- To offer a firm grounding in the science of biotechnology.
- To provide an introduction to the management of biotechnological corporate elements.

MSB Degree Requirements

In order to earn an MSB degree, a student must:

1. Fulfill the core and minor courses, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the Master Project (BTC 5343 3 SCH).
3. Have an overall GPA of at least 3.00.
4. Earn a grade of B or better in all courses counting toward the MSB.

Foundation Courses

Students whose background does not include the specific requirements for the graduate program may need to take undergraduate foundation courses prior to accessing regular graduate courses. These may be offered in the form of independent study during the Summer. These may include BIO 3301 Bio-Organic Chemistry and BIO 4301 Bioscience for Regulatory Affairs.

MSB Course Requirements

Al Akhawayn University's interdisciplinary Master's in Biotechnology draws

on the health sciences and engineering. Students have the option of following one of two tracks: Production and Development in Biotechnology and Biomedical Biotechnology. Production and Development in Biotechnology focuses on genomics, proteomics, drug discovery pathways, and agricultural biotechnology. Biomedical Biotechnology is concerned with the basic and clinical sciences relevant to the advancement of human health.

Students are required to complete 31-32 SCH in graduate level courses over a two-year period; 27 SCH, including 18 core credits and 10-11 credits for a minor, and 3 SCH of project.

Core Courses **18 SCH**

Course Code	Course Name
BTC 5501	Biotechnology and Recombinant DNA Techniques
BTC 5302	Biochemistry
BTC 5403	Applied Cellular and Molecular Biology
BTC 5304	Industrial Microbiology, Biomedical Microbiology, Environmental Hygiene and Techniques
BTC 5305	Product Development: From Research to Manufacturing

Minor **10-11 SCH**

Two areas of specialization (minors) are offered: Production and Development in Biotechnology and Biomedical Biotechnology. Students choose one of these two areas and take three courses in the chosen minor. The following tables list course offerings in each area.

Production and Development in Biotechnology **10 SCH**

Course Code	Course Name
BTC 5311	Molecular Immunology
BTC 5307	Agricultural Biotechnology
BTC 5412	Pharmacology

Biomedical Biotechnology **11 SCH**

Course Code	Course Name
BTC 5311	Molecular Immunology
BTC 5412	Pharmacology
BTC 5413	Genetics and Human Pathology

Master Project: Industrial Experience

3 SCH

Formal Internship with a biotechnology company, followed by a thesis based on an interdisciplinary research project and an oral defense.

Master of Science in Software Engineering and Management Science (MSSEMS)

This Master program is only offered as part of the combined BS/MS with the Bachelor of Science in Engineering and Management Science. The Master of Science in Software Engineering and Management Science is designed to provide the student, through concentration courses, with a solid foundation and in-depth expertise in both software engineering and management science. The student is expected to acquire specialized skills and be able to produce high-quality software, make better informed business decisions, and improve corporate efficiency.

MSSEMS Admissions Requirements

In order to earn an MSSEMS degree, a student must:

1. Fulfill the Software Engineering and Management Science concentration courses, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the Master Project (CSC 5343 | 3 SCH). Students also need to pass an additional approved elective for 3 SCH.
3. Have an overall GPA of at least 3.00.
4. Earn a grade of B or better in all courses counting toward the MSSEMS.

MSSEMS Course Requirements

MSSEMS students must complete a graduate concentration in Software Engineering and a graduate concentration in Management Science.

Concentration in Software Engineering

12 SCH

Course Code	Course Name
CSC 5306	Object-Oriented Design and Analysis
CSC 5361	Software Architecture and Design
CSC 5364	Project and Quality Management
CSC 5370	Advanced Topics in Software Engineering

Concentration in Management Science

12 SCH

Course Code	Course Name
ACC 5302	Advanced Financial and Managerial Accounting
GBU 5306	Business Decision Making and Management Science
MGT 5309	Logistics and Supply Chain Management
MGT 5305	Advanced Organization Theory and Behavior

Master of Science in Information Systems Security (MSISS)

The Master of Science in Information Systems Security (MSISS) program is designed to provide the student with expertise in the management of information systems security for the real world. They will be ready to apply best practices for implementing new technologies, dealing with current and evolving threats, incorporating new security tools and strategies, and managing all security aspects that will serve them well into their career. Graduates will also be well prepared for the CISSP certification, the first information security credential accredited by ANSI ISO/IEC Standard 17024:2003. This 27 SCH program is designed to be completed in one and a half years.

The requirements of the MSISS program consist of eight courses and a one semester MS Project (3 SCH) or a two semester MS Thesis (6 SCH). The eight courses are divided into 4 major courses and four elective courses. All the courses include hands-on labs and projects.

The prerequisites required for the MSISS are the equivalent of CSC 3352-Computer Communications, CSC 3353-Computer Networks, and CSC 3355-Cryptography.

MSISS Degree Requirements

In order to earn an MSISS degree, a student must:

1. Fulfill the major (12 SCH) and elective (12 SCH) course requirements for the MSISS, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the Thesis (CSC 5333 6 SCH) or MS Final Project (CSC 5343 3 SCH) successfully. Students who select the project option also need to pass an additional approved elective for 3 SCH.
3. Have a CGPA of at least 3.00.
4. Earn a grade of B or better in all courses counting towards the MSISS.

MSISS Courses

12 SCH

Course Code	Course Name
CSC 5381	Information Security and Risk Management

CSC 5385	Communications and Operations Security
CSC 5387	Security Topics
CSC 5383	Security Architecture and Models and Application Security

Elective Courses

12 SCH

It is strongly recommended that students choose CSC 5366 IP networks as one of their electives. The remaining electives can be selected from among the following:

Course Code	Course Name
CSC 5364	Computer Project and Quality Management
CSC 5368	Wireless Communications
CSC 5375	Broadband Communications
CSC 5309	Artificial Intelligence
CSC 6365	Advanced Computer Networks
MGT*	Management Electives

***NOTE: Management electives must be graduate level courses.**

Master of Science in Sustainable Energy Management (MSSEM)

The Master of Science in Sustainable Energy Management program (MSSEM) focuses on renewable energy production, transformation, distribution and management. It is designed to provide students with a well-balanced education in the areas of renewable energy science, engineering and management. The core courses of this program provide the skills and expertise required for comprehensive understanding of the most recent technological, institutional, and economical issues related to renewable energy planning and development.

This professional master's program also addresses the leadership gap in renewable energy and related companies. It provides students with managerial skills that will allow them to monitor complex social-technical systems related to energy and environment.

MSSEM Application and Admissions Requirements

The MSSEM program is designed for university graduates who hold a Bachelor of Science degree or equivalent in engineering, physics, chemistry, com-

puter science, and mathematics.

Candidates whose academic background lacks specific requirements for the graduate MSSEM program may need to take mandatory undergraduate foundation courses prior to admission in the graduate program.

MSSEM Degree Requirements

In order to earn an MSSEM degree, a student must:

1. Fulfill the major (24 SCH) course requirements for the MSSEM, in addition to any undergraduate prerequisite courses that may be needed.
2. Complete and defend the Thesis (SEM 5633 6 SCH) or MS Final Project (SEM 5333 3 SCH) successfully. Students who select the project option also need to pass an additional approved elective for 3 SCH.
3. Have an overall GPA of at least 3.00.
4. Earn a grade of B or better in all courses counting towards the MSSEM.

MSSEM Courses

24 SCH

Course Code	Course Name
SEM 5311	Introduction to Physics for Energy
SEM 5313	Energy and Environment
SEM 5315	Energy Management
SEM 5317	Energy Economics
SEM 5321	Conventional Energy Technologies
SEM 5323	Energy Distribution Systems
SEM 5325	Renewable Energy Technologies
SEM 5327	Managerial Issues in Energy Companies



Academic Centers and Institutes

Institute of Economic Analysis and Prospective Studies (IEAPS)

Ahmed Driouchi, Dean

Established on September 14, 2001, the Institute of Economic Analysis and Prospective Studies (IEAPS) is a center at Al Akhawayn University emphasizing action research in the area of development economics. Its establishment is consistent with the University's mission and strategic objectives. The Institute started under an agreement between the Government of Morocco, the World Bank, and Al Akhawayn University with a grant that was devoted to the launching of the first generation of research activities.

Currently, the IEAPS is part of larger research networks devoted to providing views and research on economics, development, and policy issues. Conferences, debates, workshops, and publications constitute the major means of communication with various decision-makers and with the general public. During the period 2008-2012, the IEAPS produced at least 10 papers covering topics such as "The New Economics of Brain Drain", "Linkages between Health, Education, and Economic Development", "Labor Mobility and its Economic Implications", and "Intellectual Property Rights and Economic Development." These publications were related to Morocco and to other southern Mediterranean countries. The relationships between the northern and southern regions of the Mediterranean were clearly present in these IEAPS projects.

Currently, research is planned in the areas of knowledge for development, human development, and local development initiatives. Economic and social policies as related to the northern and southern regions of the Mediterranean are also part of the research agenda. Further involvement of students and faculty from different AUI schools is pursued with engagement of more students.

For the long-term objectives, larger sets of studies, research, and advisory actions are planned. These are related to local, sector, and global economic, development and policy issues.

For the period 2012-2014 the IEAPS with its developed network (at AUI, in Morocco and internationally), is focusing on the following research and development directions:

- Issues related to northern/southern Mediterranean development with emphasis on migration (brain drain, remittances, and others), economic and social reforms with emphasis on the social roles of education and research (Within Go-Euromed network that includes University of Berlin, LEO CNRS (University of Orléans, France), University of Madrid, Sabance University (Istanbul, Turkey) and research centers in Jordan, Lebanon, and Egypt. Similar issues are pursued within the Forum of Mediterranean Institutes of Eco-

nomics (FEMISE) network where questions related to social inclusion and to economic integration are debated. Interdependencies of health, education and poverty have been also supported under the FEMISE network.

- The economics of intellectual property is investigated in relation to the development of Morocco and the region. This research is conducted with the Hassan II Academy of Sciences & Technology.
- Issues related to local development with a special focus on the role of technological platforms (partnering with ISUFI-Lecce University and Moroccan public organizations).
- Issues related to contributions to enhance the understanding of new and particular matters related to human development,
- Economics of risks, with focus on local and global decision-making (With CNRS HEC, Paris, France), is being explored. The on-going work, with the financial support of the National Observatory of Human Development (ONDH), focusing on the use of Behavioral Economics for poverty alleviation is likely to be continued during the coming years. Work relevant to the diffusion of research within these programs is achieved through the teaching of special courses at universities (AUI School of Business, EEC, and other schools and programs in Morocco, Tunisia, and France). In addition, the IEAPS continues to expect the participation of AUI students (8 to 10 per semester) as part-time assistants but also on full time basis during Summer sessions. Participation and the organization of workshops and seminars, as well as other tools, are important venues for the dissemination of research findings and publications developed through the IEAPS.

Hillary Rodham Clinton Women's Empowerment Center

The Hillary Rodham Clinton Women's Empowerment Center (Center) at Al Akhawayn University in Ifrane, Morocco, is an interdisciplinary research center for scholars, students, and faculty who study gender issues and women's lives in Morocco and the Maghreb.

The Center's broad mission is to enrich the world's understanding of Moroccan women and their lives in the past, the present, and the future. By doing so in a professional and scholarly way, the Center will enhance the prominence of AUI in research relevant to women and, concurrently, develop the research capacity of AUI scholars who explore issues related to women. The Center's objectives are to strengthen the research at AUI that specifically relates to the lives of women, to support competence, and to stimulate gender related research within different disciplines at the university

The Center accomplishes its goals by:

- Encouraging excellence in scholarship, research, and creativity among AUI faculty and students in endeavors related to women.
- Building interdisciplinary collaborations throughout the university by pro-

moting inclusive and diverse research.

- Developing research partnerships with other universities in Morocco and the Maghreb.
- Contributing to the development of Women's Studies both nationally and internationally.

HRCWEC provides resources for scholars to conduct research on women in Morocco. It encourages further scholarship concerning women in Morocco and the Maghreb.

HRCWEC promotes social justice issues, particularly those that affect women at AUJ and in academic networks in Morocco, as well as provides a voice in national and transnational organizations focusing on research about women. We aim to become a recognized center for the study of women.

HRCWEC's pursues its missions through the organization of conferences, programs, workshops and events, production and distribution of print and electronic publications, as well as collaboration with local, national, and international academic networks.

The Azrou Center for Community Development

The Azrou Center for Community Development is committed to being the University's instrument for providing the local and regional community with social, economic, and educational support services in the areas of poverty alleviation, health care, and literacy programs. The establishment of this Center falls within the mission of the University and is the result of a generous donation by His Royal Highness Prince Abdulaziz Bin Fahd Ibn Abdelaziz. A trilateral cooperative agreement signed between Al Akhawayn University in Ifrane, the King Fahd Middle East Studies Program at the University of Arkansas, Fayetteville, AR, USA, and the Society of the Friends of Al Akhawayn University in Saudi Arabia, provides the institutional and organizational support for the Center. The activities of the Center focus on two major domains: educational and medical services.

Educational Services

Educational services at the Center primarily consist of providing training programs for target groups in the areas of languages and computer/information technology with the aim of increasing their preparedness for the job market and helping them set up their own small businesses.

Medical Services

The main objectives of medical service at the center are women-oriented reproductive health and child care.

Al Akhawayn Social Science Research Institute (ASSRI)

Al Akhawayn Social Science Research Institute's (ASSRI) main mission is to coordinate, support, conduct, and disseminate research in the Social Sciences at Al Akhawayn University in Ifrane (AUI). ASSRI, which is part of the School of Humanities and Social Sciences (SHSS), works in close partnership with the different AUI schools, research centers, and the larger AUI community.

ASSRI aims to assist in a wide range of research areas, covering topics from election results analysis, urban planning, national human resource development, and the impact of advertising to desertification, adult women's literacy, migration, and more recently, the debates on popular mobilizations in the Arab world. Special attention is given to the MENA region and to Sub-Saharan Africa.

ASSRI has a strong focus in Development and development issues and contributes to current national and international initiatives for human development. Social Sciences play a major role in better understanding the social and cultural factors in development and continue to contribute to the improvement of development programs and policies. In recent years, the focus has shifted to the human dimension which requires more qualitative methods and data than the statistical aggregates previously favored. This change of approach has largely come about as a result of research by social scientists.

ASSRI distinguishes itself from other social science research institutions in Morocco and in North Africa by building on the AUI Mission as an English-medium, not-for-profit, state institution of higher education and research that enjoys academic, administrative and financial autonomy. In addition to consultancies within Morocco, ASSRI aims to serve as a major research institute in Morocco with the resources and expertise to respond to bids and calls for proposals from international institutions, in particular when they use English as a medium.

Currently ASSRI is engaged in a three-year large scale local development planning project for the Province of Ifrane. In past years, SHSS faculty and students have conducted research on a number of development-related issues. These include: A public opinion survey preceding the legislative elections of 2007; a consultancy in preparation of a parliamentary bill dealing with the problem of mendicancy as requested by the Ministry of Social Development, Family and Solidarity; a project with The International Development Research Centre (IDRC) on "poverty alleviation and forest resources management"; two projects on the urban planning of the city of Ifrane and the city of Guercif; a project on the assessment of tourism in Essaouira; a study of the impact of the Hassan al-Dakhil Dam on the Tafilalt region; a political assessment of the INDH; a study of prenatal and infant health care in rural areas; an analysis of Morocco's agricultural and irrigation policies; a study of land cover change in both the

Azrou forest and the Tafilalt Oasis and of prospects for fish farming in Merja Zerga (Moulay Bouselham's Lagoon). The last three studies involved analysis of satellite imagery.

Individual SHSS faculty have established good relationships with a number of internationally recognized researchers and major universities mainly in North America, but also in France, Britain, Algeria, Mauritania, Senegal, Egypt, Bahrain, Brazil, Colombia, Turkey, India, South Africa, Portugal, the Netherlands, and Spain. ASSRI aims to raise the level of these relationships from a one-to-one individual basis to the institutional level.

Beyond proposals which come from the exterior, the researchers at ASSRI decide on research priorities. Given the specificities of AUI's mandate, and both the national and international contexts, these priorities relate to:

- human development at the local and regional scales (Ifrane, the Middle Atlas, the Fes-Boulemane-Meknès-Tafilalt Region)
- gender issues, literacy, income generation
- tourism development (solidarity tourism, cultural tourism, and eco-tourism)
- environmental issues, forestry, land management, water management
- urban studies
- governance, political participation
- international and regional affairs,
- international security issues
- migration and refugees
- Arab uprisings and their consequence
- colonialism and post colonialism
- contemporary theoretical debates relative to social sciences
- communication and media
- education, language, and development

Course Descriptions

Course Numbers and Disciplines

Abbreviations

Standard Course Numbers

AUI uses a three-letter discipline abbreviation and four-digit numbering system for all courses in which each number provides specific information about the course it identifies.

Example: **BIO 1401**

The abbreviation **BIO** indicates the course is in the discipline of Biology (see below for all discipline abbreviations).

The first digit (**1** in the example above) denotes the level of the course:

- 1 Freshman course
- 2 Sophomore course
- 3 Junior course
- 4 Senior course
- 5 Graduate course
- 6 Executive MBA or continuing education course

The second digit (**4**) denotes the number of semester credit hours (SCH) awarded for the course.

The third and fourth digits (**01**) distinguish the individual course.

Discipline Abbreviations

Each discipline or area of study is assigned a three-letter abbreviation which is used as an identifying prefix to the course number. The abbreviations are:

Academic Reading	ARD
Accounting	ACC
Academic Listening, Speaking and Note-taking	ALS
Academic Writing	AWT
Arabic Studies	ARA/ARB
Berber	BRB
Biology	BIO
Biotechnology	BTC

Course Descriptions

Chemistry	CHE
Communication	COM
Computer Science	CSC
Economics	ECO
English	ENG
Engineering	EGR
Foundations of Academic Success	FAS
Finance	FIN
French	FRE/FRN
General Business	GBU
Geography	GEO
Greek	GRK
Grammar in Academic Context	GAC
Hebrew	HEB
History	HIS
Human Resources Development	HRD
Humanities	HUM
International Studies	INS
Internship	INT
Latin	LAT
Law	LAW
Literature	LIT
Management	MGT
Management Information Systems	MIS
Marketing	MKT
Mathematics	MTH
Philosophy	PHI
Physics	PHY
Political Science	PSC
Psychology	PSY
Social Science	SSC
Sociology	SOC
Spanish	SPN
Sustainable Energy Management	SEM

Course Listings

Accounting (ACC)

ACC 2301 Accounting Principles I

3 SCH

Prerequisite: MTH 1305, or MTH 1311, or MTH 1304

3 lecture hours

This course is an introduction to the fundamental concepts of accounting, do

ble entry accounting theory, recording procedures, worksheet techniques, and financial statements preparation and analysis.

ACC 2302 Accounting Principles II **3 SCH**

Prerequisite: ACC 2301

3 lecture hours

This course covers basic cost relationships, product costs, financial accounting, financial statement analysis including ratio analysis, horizontal and vertical analysis, cost of products for managerial decision-making, forecasting, budgeting and tactical decisions such as capital budgeting, service department allocations, and responsibility accounting.

ACC 3201 Moroccan Accounting and Taxation **3 SCH**

Prerequisite: Junior Standing, ACC 2301, and ACC 2302

3 lecture hours

This course introduces students to main topics in Moroccan accounting system and taxation. The objective is two-fold: (i) preparing students to operate more effectively in the Moroccan business environment and (ii) developing sensitivity to differences between the American and the Moroccan systems with respect to the form, content, and meaning of financial statements. At a minimum, the following subjects will be discussed: history of the accounting practice in Morocco, financial statements, fixed assets, income taxes, value added tax, and financial statement analysis.

ACC 3399 Special Topics in Accounting **3 SCH**

Prerequisite: Junior Standing, ACC 2301, and ACC 2302

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of accounting and/or taxation.

ACC 4305 International Accounting **3 SCH**

Prerequisite: Junior Standing and FIN 3301

3 lecture hours

This course provides students the opportunity to learn about the diverse financial reporting practices from around the world and the reasons behind that diversity across countries. The course also provides a framework for examining the major issues in international financial reporting and also a study of International Financial Reporting Standards (IFRS).

ACC 5302 Managerial Accounting **3 SCH**

Prerequisite: ACC 2301

3 lecture hours

This course focuses on the use of accounting information for internal plan-

ning and control purposes. It explores the analysis and design of systems that provide cost information that is useful in making strategic and operating decisions. At a minimum, the following subjects are discussed: cost system design, financial responsibility centers, planning and budgeting systems, advantages and limitations of activity-based costing methods, and performance measures and evaluation.

ACC 5305 Intermediate Financial Accounting

3 SCH

Prerequisite: ACC 2301

3 lecture hours

This course focuses on the sources of capital and its information requirements by providing tools to analyze and exploit information in corporate financial statements. At a minimum, the following subjects are discussed: financial and decision-making analysis, major asset and liability accounts, and shareholders' equity.

ACC 5307 Auditing Theory and Practice

3 SCH

Prerequisite: ACC 2301

3 lecture hours

This course provides an in-depth study of the auditing framework and overviews the audit profession, process, and procedures. At a minimum, the following subjects are discussed: the role of the auditor, auditor litigation, compliance with laws and regulations, the framework of audit planning, audit evidence and internal controls, analytical procedures, and professional ethics.

ACC 5308 International Accounting

3 SCH

Prerequisites: ACC 2301

3 lecture hours

This course focuses on accounting and financial reporting in the global marketplace. Since generally accepted accounting and reporting principles vary throughout the world, this course is designed to attempt to explain the reasons for these variations and analyze how these differences impact financial statements and business decisions as well as the benefits and drawbacks of harmonization of accounting standards. At a minimum, the following subjects are discussed: International Financial Reporting Standards (IFRS) and an analysis of financial and managerial issues faced by the multinational corporation including foreign exchange gains or losses, translation of foreign currency financial statements, group accounting, segment reporting, and international transfer pricing.

ACC 5399 Special Topics in Accounting:

3 SCH

Prerequisite: ACC 5302 or special permission

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of accounting.

Academic Listening and Speaking (ALS)

ALS 1001 Academic Listening and Speaking I

0 SCH

5 lecture hours

ALS 1001 is a 75-hour intensive listening and speaking course. Working up from a low to high intermediate level, it first introduces students at a low level to the major components of oral and aural academic discourse. At this level, students grow to comprehend academic lectures and analyze their components. In addition, students use effective and various note-taking methods, participate in discussions and in-class dialogues, and give relevant and informative presentations. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and writing).

ALS 1002 Academic Listening and Speaking II

0 SCH

5 lecture hours

ALS 1002 is a 75-hour intensive listening and speaking course which moves from the high-intermediate to the advanced level in this skill. Students develop their academic listening, speaking, and note-taking skills, and handle long, fast-paced technical lectures after a single listening. In preparation for their degree programs, students practice the principles of effective note-taking as a means to create more focused, complete, and organized notes, as they also build spoken fluency and accuracy through discussions, debates, and individual persuasive presentations. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and writing).

ALS 1003 Academic Listening and Speaking III

0 SCH

7.5 lecture hours

ALS 1003 is a 112.5 hour intensive listening and speaking course at an intermediate to advanced level. ALS 1003 expands students' understanding of the organizational elements of an academic lecture by focusing on 'pre-', 'while-', and 'post-' listening comprehension tasks. These variations help them understand the principles of effective note-taking in order to create more focused, complete, and organized notes. The process focuses on building fluency, accuracy, and improved pronunciation. In ALS 1003, students cultivate skills in leading discussions and speaking persuasively through individual presentations. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and writing).

ALS 1004 Academic Listening and Speaking IV

0 SCH

7.5 lecture hours

ALS-SSIEP is a summer intensive listening and speaking course at the high-

intermediate to advanced level. This course exposes students to the organizational elements of an academic lecture by focusing on 'pre-', 'while-', and 'post-' listening comprehension tasks. These variations help students understand the principles of effective note-taking in order to create more focused, complete, and organized notes. The course focuses on building fluency, accuracy, and improved pronunciation. In ALS-SSIIEP, students cultivate skills in leading discussions and speaking persuasively through group presentations. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates other language skills (reading, grammar, and writing).

Arabic (ARA/ARB)

Courses Designed for Non-Native Speakers of Arabic (ARA)

ARA 1300 Moroccan Arabic 1

3 SCH

Prerequisite: This course is opened to students who have studied Arabic for at least one semester; only students who are placed in Beginning 2 and Intermediate 1 in Modern Standard Arabic courses are allowed to enroll in this course (other students need to have a special permission from the course instructor)

3 lecture hours

This course is designed to enable students to communicate effectively using Moroccan Arabic. Its effectiveness lies in enhancing learners' speaking and listening skills so that they can be used in everyday situations. Upon completing this course, students should be able to greet people, introduce themselves, ask and reply to simple questions, use days and numbers in context, order food, shop, and make appointments and reservations. Students are assigned conversation practice with native speakers in real situations.

ARA 1301 Moroccan Arabic 2

3 SCH

Prerequisite: Intermediate 2 or upper levels of Modern Standard Arabic

3 lecture hours

This course is designed to enable students to communicate effectively using Moroccan Arabic. Upon completing this course, students should be able to give directions, talk about future plans, use common idiomatic expressions, and engage in conversations in Moroccan Arabic with native speakers about a wide range of topics, both academic and non-academic. Students are assigned data gathering and conversation practice with native speakers in real situations.

ARA 1311/1511 Beginning Arabic I

3 SCH

3 lecture hours

Designed for beginners, this course focuses on the speaking and writing skills, teaching the mechanics of writing in the Arabic script. Students practice and learn Arabic sounds, paying particular attention to the differences between al-

Fusha and other Arabic varieties (Moroccan Arabic in particular). By the end of this course, students are able to communicate effectively in writing and in speech on personal topics and topics of everyday life.

ARA 1312/1512 Beginning Arabic II **3 SCH**

3 lecture hours

This course builds upon the foundation set by ARA 1311/ 1511. The course enhances students' writing ability in Arabic and enriches their accuracy through spelling, vocabulary, and grammar drills and exercises.

ARA 2311 Intermediate Arabic I **3 SCH**

3 lecture hours

In Intermediate Arabic I, students consolidate their writing and speaking abilities in terms of vocabulary, grammar, and style. The course enables students to express themselves with some degree of sophistication.

ARA 2312 Intermediate Arabic II **3 SCH**

3 lecture hours

This course develops the four language skills: listening, reading, speaking, and writing. The course also provides students with the necessary vocabulary to be able to communicate effectively in most situations.

ARA 2320 Media Arabic **3 SCH**

Pre-/Co-requisite: Intermediate Arabic II or equivalent

3 lecture hours

The course is designed to provide students with the basic skills and vocabulary necessary to understand the language of the media. It exposes students to authentic material used in print and electronic media in the Arab world. Students read news articles published in Arabic newspapers, and watch/listen to newscasts aired on well-known Arab and foreign satellite TVs such as Al-oula, 2M, Medi1 TV, Al-Jazeera, BBC Arabic and al-Arabiyya. This course aims to consolidate students' writing and speaking abilities in the field of the media in terms of vocabulary, grammar, and style. By the end of the course, students are expected to (1) master core vocabulary in the field of the media, (2) understand the main points in TV newscasts and reports, (3) summarize and comment on texts from the media, and (4) write articles for the media.

ARA 2321 Media Arabic II **3 SCH**

Pre-/Co-requisite: Advanced Arabic I or equivalent

3 lecture hours

The course is designed to provide students with the basic skills and vocabulary necessary to understand the language of the media. It exposes students to authentic material used in print and electronic media in the Arab world. Students read news articles published in Arabic newspapers, and watch/listen to ne

casts aired on well-known Arab and foreign satellite TVs such as Al-oula, 2M, Medi1 TV, Al-Jazeera, BBC Arabic and al-Arabiyya. This course provides students with the necessary language tools to communicate and report in writing and orally about current events. It also introduces them to the variety of Arab mass-media (papers, radio, TV, websites). By the end of the course, students are expected to (1) analyze and make comments on elements of the news, (2) report in writing and orally about current events, and (3) recognize the importance and role of major titles in Arab mass-media

ARA 3311 Advanced Arabic I **3 SCH**

3 lecture hours

This course develops further students' listening and speaking skills. It also introduces them to the study of Arabic and Islamic culture. The course is designed to provide students with the necessary tools to be able to interact with native speakers without difficulty.

ARA 3312 Advanced Arabic II **3 SCH**

3 lecture hours

The course covers all aspects of language use. It trains students in all skills at a level that would allow them to interact with native speakers fluently. In this course, students obtain an understanding of Arabic culture in order to be able to function effectively and appropriately in the Arab and Muslim world.

ARA 4311/ARA 4611 Journalistic and Literary Arabic **3 SCH**

3 lecture hours

This course is designed for students who have studied at an advanced level for at least two semesters. It emphasizes development of skills in reading, writing, and listening and speaking through the use of authentic journalistic literary materials and guest lectures.

ARA 4312 Arabic for Business **3 SCH**

3 lecture hours

This course is designed for students who studied Arabic for at least three years. It aims to increase their vocabulary in business Arabic and make them interact and understand the world of business through texts and situations.

ARA 4313: Readings in Arab Culture **3 SCH**

3 lecture hours

This course is designed for advanced students of Arabic. Its objective is to strengthen students' language skills, and develop their cultural background by understanding and discussing authentic texts. The course provides students with the stylistic and persuasive tools necessary to enhance their oral and written communication skills and enable them to discuss abstract subjects.

ARA 4399 Special Topics in Arabic

3 SCH

3 lecture hours

Specially scheduled courses on significant topics relevant to the study of Arabic.

Courses Designed for Native Speakers of Arabic (ARB)

ARB 1303 Basic Standard Arabic Skills I

3 SCH

3 lecture hours

This course is for Arab students who speak one of the Arabic dialects, but have never studied Modern Standard Arabic. This course focuses on teaching the basic skills of reading, writing, and listening and speaking in Arabic.

ARB 1304 Basic Standard Arabic Skills II

3 SCH

3 lecture hours

This course is for Arab students who have successfully finished the course ARB 1303 or the ones whose results in the placement test allows them to take ARB 1304. This course focuses on developing the students' skills in reading, writing, and listening and speaking in Modern Standard Arabic. At the end of this course the students are able to read and understand short texts from newspapers, to write compositions in Arabic, and to comment on ideas in accurate Arabic.

ARB 1309 Arabic for General Purposes

3 SCH

3 lecture hours

In this course, students are trained to use words, structures, and expressions effectively. Special emphasis is placed on the characteristics of Arabic sentence structure. This enables students to distinguish grammatical from ungrammatical usage both in writing and speaking. The main objective is to bring the student up to the level where they may be able to fully appreciate the subtleties of the Arabic language.

ARB 1310 Arabic for Academic Purposes

3 SCH

3 lecture hours

This course reviews the grammar, structures and expressions learned by students in high school. The course aims to train students to use this knowledge effectively and correctly in listening, reading, speaking, and writing in different communicative contexts.

ARB 1320 Arabic for Communication Purposes

3 SCH

3 lecture hours

This advanced course focuses on all aspects of oral and written communication. It has three components: a) review of the basic rules of mechanics and grammar; b) use of selected texts to practice reading aloud, remedy speech er-

rors, and to develop comprehension and appreciation; c) practice writing in response to topic assignments. The course also provides students with the skills for interpersonal, group and public communication and debate, and develops awareness of the importance of linguistic variations between the colloquial and the formal in various Arabic countries.

ARB 2301 Arabic Translation **3 SCH**

3 lecture hours

Students' ability to translate from English and French (depending on the instructor) into Arabic is developed. The translated texts cover different fields of discourse, but emphasis is placed on scientific and technical terminology.

ARB 2302 Arabic through the Mass Media **3 SCH**

3 lecture hours

Students' oral and written Arabic is improved through the study of journalistic models of reporting. Written texts and audio and video materials are used as basis for discussion and exercises. Professionals may be invited to talk to students about what it takes to use Arabic in the mass media.

ARB 2303 Scientific and Professional Arabic **3 SCH**

3 lecture hours

It prepares students for the use of Arabic in scientific and business careers and the enrichment of their scientific lexicon in Arabic. Emphasis is placed on comprehension, vocabulary building and technical texts.

ARB 2304 Introduction to Arabic Literature **3 SCH**
(Same as LIT 2304)

3 lecture hours

The aim of this course, taught in Arabic, is to promote the knowledge of different literary genres and to enable students to differentiate between them and to appreciate beauty in a literary work of art. Literary concepts are introduced to students and followed by reading, analysis, and discussion of works drawn from various genres.

ARB 2305 Introduction to World Literature in Arabic **3 SCH**
(Same as LIT 2035, equivalent to LIT 2301)

3 lecture hours

This course, taught in Arabic, gives students a broad introduction to world literature. It introduces them to different trends in various parts of the world. The texts are either written in Arabic or translated into Arabic from other languages. In addition to their literary and aesthetic value, this collection of texts belongs to a variety of literary genres and is written by authors of diverse nationalities.

ARB 3301 Writing for the Professions in Arabic

3 SCH

Prerequisite: Junior Standing

3 lecture hours

Advanced writing for industry, administration, and the corporate world. It emphasizes proposals, technical reports and position papers and includes the usual protocols for inter-office memos and letters. The course also examines conventions of politeness using electronic media.

Academic Reading (ARD)

ARD 1001 Academic Reading I

0 SCH

5 lecture hours

ARD 1001 is a 75-hour intensive reading course which acquaints students with culturally diverse and authentic readings, texts, and books, and covers the following academic competencies: developing basic dictionary and vocabulary skills, effective reading strategies, and reading speed combined with comprehension. The course adopts a communicative and learner-centered approach. In addition, the course reinforces and integrates other language skills (listening and speaking, grammar, and writing).

ARD 1002 Academic Reading II

0 SCH

5 lecture hours

ARD 1002 is a 75-hour intensive reading course which consists of expanding the students' low frequency vocabulary, developing their critical reading strategies, academically responding to reading material both orally and in writing. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (listening and speaking, grammar, and writing).

ARD 1003 Academic Reading III

0 SCH

7.5 lecture hours

ARD 1003 is a 112.5 hour intensive reading course which introduces students to basic and academic reading strategies. Gradually, through the use of multiple textual resources and practice, student proficiency reaches an advanced level and they gain the critical reading skills necessary to master challenging academic texts. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (listening and speaking, grammar, and writing).

ARD 1004 Academic Reading IV

0 SCH

7.5 lecture hours

ARD-SSIEP is a summer intensive course that introduces students to the basic reading strategies of surveying, skimming, and scanning. Over time, using best

practices and a variety of materials, students gradually gain an advanced level of proficiency in reading as well as the critical reading skills necessary to cope with challenging academic texts. The course, which exposes students to culturally diverse and authentic reading material, works to extend students' academic vocabulary and enable them to apply low frequency words in academic writing. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (listening and speaking, grammar, and writing).

Academic Writing (AWT)

AWT 1001 Academic Writing I

0 SCH

5 lecture hours

Academic Writing I is a 75 contact-hour course that focuses on the building blocks of writing: clauses and sentences. The course also introduces the students to paragraph writing by acquainting them with three rhetorical patterns: narrative, process, and definition or description. AWT 1001 approaches writing as a process that primes students to develop their writing gradually based on succinct feedback from their instructors. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and listening and speaking).

AWT 1002 Academic Writing II

0 SCH

5 lecture hours

This course is a 75 contact-hour course. It reviews the fundamentals of paragraph writing and then focuses on the essay through introducing students to four rhetorical patterns: classification or process, comparison/contrast, cause/effect, and argumentation. AWT 1002 approaches writing as a manageable process, one that focuses on improving students' writing gradually based on revision and concise feedback from the instructor. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and listening and speaking).

AWT 1003 Academic Writing III

0 SCH

7.5 lecture hours

Academic Writing III is a 112.5 contact intensive course that focuses on writing as a manageable process, starting at the level of clauses and sentences, moving on to the paragraph, and completing the semester with a concentrated focus on essays. AWT 1003 acquaints students with a variety of rhetorical patterns, both at the paragraph level (narrative, process, and definition or description) and at the essay level (classification or process, comparison/contrast, cause/effect, and argumentation). AWT 1003 approaches writing as a manageable process that primes students to develop their writing gradually based on revision and relevant feedback from the instructor. The course adopts a communicative

and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and listening and speaking).

AWT 1004 Academic Writing IV

0 SCH

7.5 lecture hours

Academic Writing (AWT-SSIEP) is an intensive summer course that provides students with writing fundamentals as well as competence with complex forms of writing. These aims are attained through a carefully planned syllabus that starts at the level of the clause and the sentence, moves to the paragraph, and ends with the essay. The course introduces students to a variety of rhetorical patterns, both at the paragraph level and at the essay level. It teaches and reinforces accurate and appropriate use of language mechanics and style. It actively engages students in process writing through which students are required to develop their writings through a series of portfolios. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, grammar, and listening and speaking).

Biology (BIO)

BIO 1400 Environmental Biology

4 SCH

3 lecture hours, 2 lab hours

This course is designed for non-science majors. Its primary goal is to provide students with a basic understanding and principles underlying important biological concepts and processes as well as applications related to biotechnology and environment. The course will strengthen students' understanding of the relevance of biology to contemporary issues related to lifestyle issues and critical analysis of natural resources, land use, agriculture, biodiversity, industrialization, and pollution.

BIO 1401 Principles of Biology

4 SCH

3 lecture hours, 2 lab hours

This course is designed to serve students from all majors. An introduction to the basic concepts of living organisms: the cell, metabolic activities, reproduction and genetics, DNA, and an introduction to molecular biology. All living organisms are a collection of the same types of molecules. A two-hour laboratory supports the lecture material.

BIO 1402 Environmental Biology II

4 SCH

3 lecture hours, 2 lab hours

This course is designed to serve students from all majors. It requires no prerequisite. A study of molecular genetics and the diversity of structure and function in living forms. Special attention is paid to the ecological, behavioral, and en-

vironmental relationships of living creatures in the modern world. A two-hour laboratory supports the lecture material.

BIO 3301 Bio-Organic Chemistry

3 SCH

Prerequisite: Two semesters of college chemistry

3 lecture hours

This course provides a foundation in structural organic chemistry, acid base chemistry, chemical thermodynamics, and reaction mechanisms. Subjects include Lewis structures, atomic and hybridized orbitals, stereochemistry, inter- and intra-molecular forces of attraction, nucleophilic reaction mechanisms, functional groups, and the organic chemistry of biological molecules. Please note that this course does not count toward requirements for the master's degree in biotechnology.

BIO 3355 Introduction to Biotechnology

3SCH

Prerequisite: BIO1400, or BIO 1401, or Instructor's approval

This course introduces the field of biotechnology with a broad view. Students will learn the processes and methods used to manipulate living organisms and products from these organisms for medical, agricultural, and industrial purposes. Through interactive discussions, this course will go around biotechnology and how it is applied, including discussions on the implications in gene therapy, medicine, agriculture, marine biology, and forensics, amongst others. Students who opt for this course will also explore the science behind the different aspects of biotechnology through individual or collaboration projects.

BIO 4301 Bioscience for Regulatory Affairs

3 SCH

3 lecture hours

This course examines the fundamental underlying scientific concepts utilized in the creation and development of biomedical products. Topics to be covered include the structure and function of bio-molecules such as proteins, enzymes, carbohydrates, lipids, and DNA, as well as the structure and function of cellular components such as membranes, vesicles, organelles, and the cytoskeleton. In addition, students will examine the complexities of metabolism, DNA replication, transcription, translation, signal transduction mechanisms, apoptosis, the cell cycle, and cancer.

Biotechnology (BTC)

BTC 5501 Biotechnology and Recombinant DNA Techniques

5 SCH

3 lecture hours, 6 lab hours

This course deals with the theory and practice of various biotechnology and recombinant DNA techniques applicable to research and development, drug

discovery, clinical therapies, preventive medicine, agriculture, fermentation the criminal justice system and a variety of other fields. Modern techniques in comparative and functional genomics are also introduced.

BTC 5302 Biochemistry

3 SCH

3 lecture hours

This will be an integrated course of biochemistry, covering many aspects of biology, including: metabolism, pharmacology, enzymology, bimolecular synthesis and signal transduction, and connecting biochemical information to other disciplines such as cell biology, molecular biology, organic chemistry, medicine, etc. This course represents an overview of basic biochemistry and covers most of the aspects of the structures and functions of biologically important molecules with the goal being the development of an integrated understanding of how biomolecules act and interact. A technical aspect will also be covered, including standard and advanced techniques of biomolecules analysis, extraction and purification, with a special focus on proteins purification. A series of students' animated seminars will accompany the course to provide students with a more critical view and allow them to relate biochemistry with cutting edge research in biotechnology and medicine. This course is designed to provide graduate students (in medicine, biotechnology and health professions) with strong foundation in fundamental biochemistry of normal and abnormal body processes. Therefore, we will often approach material from a medical perspective, though without ceding the chemical nature of the discipline.

BTC 5403 Applied Cellular and Molecular Biology

4 SCH

3 lecture hours, 2 lab hours

This course will examine molecular and mechanistic aspects of cell biology. Topics include: cell biochemistry and biosynthesis, cell signaling, regulation of the cell cycle, and membrane trafficking. This course will also cover applied concepts and research techniques in molecular biology. It is designed for students with a good basic knowledge of molecular biology who want to study more advanced concepts and how they may be applied in biotechnology. Topics for discussion include; Introduction to Microbiology, DNA and Molecular Biology, Basic Cloning Requirements, Gene Cloning Techniques, Molecular Hybridisation (Northern, Southern and Western), Construction and Screening of Genomic and cDNA Libraries, Restriction Fragment Mapping, Design and use of Oligonucleotide Primers, DNA Sequencing, Polymerase Chain Reaction and RT-PCR, Site-directed Mutagenesis, Cloning Vectors and their Applications, Gene Expression Systems, Bioinformatics and Database Searching, Microarrays Technology.

BTC 5304 Industrial Microbiology, Biomedical Microbiology and Environmental Hygiene and Techniques **3 SCH**

3 lecture hours

This course covers the principles of various processes associated with the production and recovery of different bioproducts derived from prokaryotes and eukaryotes. Topics include the classification of microorganisms, media development, instrumentation, fermentation principles, mammalian and insect cell propagation, product recovery, protein purification, and the principles of current good manufacturing practices (cGMP). Emphasis is on large-scale production methods and production of recombinant proteins for diagnostic and clinical applications. Basics on biomedical microbiology and environmental hygiene and techniques are introduced.

BTC 5305 Product Development: From Research to Manufacturing **3 SCH**

3 lecture hours

These seminars cover a wide range of topics related to biotechnology. Students are introduced to an extensive overview of a process for the development of a biotechnology company, bioinformatics, research methodology, intellectual property. They learn to appreciate the importance of quality control and assurance, good manufacturing practices, preclinical and clinical testing, and the lengthy regulatory processes which govern the development, manufacture, and eventual sale of biotechnological products. Hands-on solving of practical problems and guest lecturers who are experts in the field will familiarize students with the intricacies of the process.

BTC 5307 Agricultural Biotechnology **3 SCH**

3 lecture hours

In this course, students are introduced to the application of recombinant DNA Technology to agriculture. This course will also cover the methods for the introduction of foreign DNA into plant and animal cells and generation of stably transformed plants and animals. Students consider specific examples of the use of transgenic plants and animals in biotechnology, which can provide protection against insects, diseases, and tolerance to specific herbicides. They also investigate how recombinant growth hormones can result in leaner meat, greater milk yield, better feed utilization, and how transgenic plants and animals can serve as bioreactors for the production of medicinals or protein pharmaceuticals. Because recombinant agricultural products are released into the environment or consumed as foods, students also need to become aware and familiar with environmental safety issues.

BTC 5311 Molecular Immunology **3 SCH**

3 lecture hours

This course covers molecular and cellular immunology, including antigen and

antibody structure and function, effector mechanisms, complement, major histocompatibility complexes, B- and T-cell receptors, antibody formation and immunity, cytotoxic responses, and regulation of the immune response. Students are also introduced to the applied aspects of immunology, which include immunoassay design and flow cytometry. Special topics include immunomodulation, immunosuppression, immunotherapy, autoimmunity, and vaccination.

BTC 5333 Final Project

3 SCH

Prerequisite: Approval of Graduate Advisor

3 lecture hours

Students pursuing the professional program in Biotechnology must register for the final project and complete it within one full semester.

BTC 5412 Pharmacology

3 SCH

3 lecture hours, 2 lab hours

This course will focus on the molecular and cellular aspects of receptor mechanisms, signaling pathways, effectors systems, and chemotherapeutic approaches. Topics that will be covered include drug-receptor interactions; ligand- and voltage-gated ion channels; G protein pathways; growth factor signaling; lipid signaling; calcium signaling; nutrient and nitric oxide signaling; mechanisms of receptor-mediated effects on neural excitability, electrical pacemakers, muscle contraction and gene expression; chemotherapy, including antimicrobial agents and cancer chemotherapy. Students will therefore study the pharmacology of cell surface receptors and intracellular receptors.

BTC 5413 Genetics and Human Pathology

3 SCH

Prerequisite: Biochemistry

3 lecture hours

Students are introduced to material in basic genetic principles, with emphasis on biochemical and molecular approaches to the study of human health and metabolic disease will be provided. Primary genetic defects underlying a diversity of disorders will be discussed. Clinical applications of metabolic and molecular studies will be discussed. Normal cells and tissues; pathologic principles of cellular adaptation and injury, inflammation, circulatory disorders, immunologic injury, infection, genetic disorders, and neoplasia in humans are initiated. Laboratories with examination of microscopic and gross specimens, and autopsy case studies emphasizing modern pathology practice are established.

Berber (BRB)

BRB 1301 Beginning Berber 1

3 SCH

1 lecture hour, 2 lab hours

The course is intended for beginners and introduces students to the basic formal elements (phonology, morphology, and syntax) of Middle Atlas Tamazight, as well as the socio-cultural components needed to function in basic interactions with native speakers of the language. To reach this goal, the course emphasizes communication. Students will also be trained in the use of Tifinagh (one among other scripts used to write the language).

BRB 1302 Beginning Berber 2

3 SCH

Prerequisite: BRB 1301 or instructor's consent

1 hour lecture, lab 2 hours

The course is offered to students who have completed BRB 1301 or who are able to demonstrate a competence in the language equal to that of students who have completed the previous course. The course reinforces formal aspects of Tamazight (phonology, morphology, and syntax) introduced in BRB 1301, and acquaints students with other features of Tamazight culture with specific reference to values and norms, history, and contemporary issues. Through these activities, the course contributes to the students' ability to communicate effectively in Tamazight.

Chemistry (CHE)

CHE 1400 Chemistry and the Environment

4 SCH

3 lecture hours, 2 lab hours

This is an introduction to the basic principles of chemistry, with emphasis on applications in contemporary societies, particularly those applications involving the environment (energy, water, polymers, pollution, etc.) and health (food, food reduction, drugs, etc.). A two-hour laboratory supports the lecture material.

CHE 1401 General Chemistry I

4 SCH

Prerequisite: One year of secondary/high school chemistry

3 lecture hours, 2 lab hours

Fundamentals of atomic structure, chemical bonding, the periodic table, nomenclature, kinetic theory, gas laws, chemical equations and solutions. A two-hour laboratory supports the lecture material.

CHE 1402 General Chemistry II

4 SCH

Prerequisite: CHE 1401

3 lecture hours, 2 lab hours

Substances (states of matter and changes among them, physical properties of

solutions and colloids) and the factors that determine the outcome of chemical reactions (thermodynamics, equilibria, electrochemistry, and kinetics). A two-hour laboratory supports the lecture material.

Community Involvement

CIP 1001 Human Development in Morocco

0 SCH

(ONE seminar lasting 1 1/2 hours - No pre-registration is required – The Registrar's Office registers students when they earn between 30 - 60 credits)

CIP 1001 discusses the difference between economic and human development and how Morocco fits into the United Nation's Human Development Index based upon three key indices: access to education, resources and a long and healthy life. Reference will be made to Morocco's 50th Anniversary Development Report.

CIP 1002 The Role of Civil Society in Human Development

0 SCH

(CIP 1002 - ONE seminar lasting 1 1/2 hours - No pre-registration required - The Registrar's Office registers students when they earn between 30 - 60 credits) CIP 1002 equips students with practical service skills and ideas to apply out in the field with guest speakers active in civil society sharing their knowledge and expertise. Prerequisites: CIP 1001, CIP 1002 and clearance from the CIP office that the student has submitted an acceptable proposal for where he or she will conduct the fieldwork .

CIP 2000 Community Involvement Fieldwork

0 SCH

(CIP 2000 - 60 hours of fieldwork, a fieldwork report and ONE reflective roundtable lasting one hour - PRE-REGISTRATION is REQUIRED)

Prerequisites: CIP 1001, CIP 1002 and clearance from the CIP office that the student has submitted an acceptable proposal for where he or she will conduct the fieldwork

CIP 2000 consists of a minimum 60 hour service placement for and under the auspices of a nonprofit, nongovernmental organization or association accredited by the university or one of the university departments conducting research in a social field. Alternatively, students can propose independent community service projects either in line with the mission of a student organization they are members of or as an unaffiliated group. All placements must be approved by the CIP office before commencing. CIP 2000 can be spread out as a weekly activity throughout a semester within the local Ifrane region or as an intensive placement during a mid or between semester break in sites all over Morocco and even abroad. Within this course, students will register for a roundtable after having completed their field work where in small groups they will reflect, share and question their assumptions, impressions, achievements and unforgettable moments of their community service placement. A final report is then

submitted by each student that summarizes their individual placements with an orientation towards demonstrating an understanding of human development concepts.

Communication (COM)

COM 1301 Communication through Speaking

3 SCH

Prerequisite: ENG 1301 and FAS 1220

3 lecture hours

The focus of the course is to develop public speaking and group discussion skills. Students engage in a number of public speaking activities designed to promote competency in the delivery of speeches, organization of ideas, methods of argumentation, utilization of supporting materials, selection of language, and use of narratives. Students work in small groups and teams to do research, presentations, interviews, and interactive role plays.

COM 1302 Introduction to Mass Communication

3 SCH

Prerequisite: ENG 1301 and FAS 1220

3 lecture hours

The course surveys the history, structure, and influence of different mass media, including newspapers, magazines, radio, television, motion pictures, book publishing, the Internet, and satellite communication as mass media industries and producers of culture. Topics include persuasion and influence in news, media ethics, the public relations industry, advertising, the effects of heavy exposure to media, the use of media to control social groups, and the future of media. The course also promotes media literacy by developing students' skills in analysis and critical thinking about the mass media. Students are required to carry out research projects on media analysis.

COM 2301 Professional Communication

3SCH

Prerequisite: COM 1301

3 lecture hours

The course presents basic theories and strategies of communication as they relate to professional work contexts such as: interpersonal communication, professional presentations, organization of groups and meetings, and conducting interviews. Students practice these skills through presentations and role plays. They also learn to compose basic written forms of communication essential for the professional environment (emails, memos, cover letters, and résumés).

COM 2304 Introduction to Video and Film Production **3SCH**

Prerequisite: COM 1302

3 lecture hours

This hands-on course introduces basic techniques of video and film production. In addition to learning about video and film and its applications as a medium of communication, students learn basic video camera operation and develop skills in lighting, editing, and sound acquisition. Students create their own final non-sync projects.

COM 2320 Communication Theories **3 SCH**

Prerequisite: COM 1302 (same as COM 3320 in former catalogs)

3 lecture hours

This course focuses on the major approaches to theory development and the leading theories in the discipline of communication, with an attempt to connect these theories to the students' experiences. The course draws upon various perspectives: psychological (cognitive and behaviorist), philosophical, linguistic, and sociological. The course also focuses on genres of theories and on the theory/research connection to see how theories are applied.

COM 2326 Visual Communication **3 SCH**

Prerequisite: COM 1302 (same as COM 3326 in former catalogs)

3 lecture hours

This course about the aesthetics and production aspects of visual communication is designed to help students develop competence in reading and interpreting visual images. The course examines technical and stylistic aspects of the media through which we experience the world and analyzes ways of understanding visual images in a variety of contexts including print, motion pictures, still photography, graphic design, television and video, computers and the World Wide Web. The focus is on media stylistic conventions, the functions of visual images and the intercultural and cross-cultural implications of visual communication, and the contribution of visual images to the promotion of culture.

COM 2425 Print and Online Production Skills **4SCH**

Prerequisite: COM 1302 (same as COM 3425 in former catalogs)

4 lecture hours, 2 lab hours

This course is designed to teach the basic principles of print, online production and production management within a creative or advertising agency. The course introduces students to the visual communication creative process from the brief, through ideation, to turning a creative idea into communication material. Collaborative and individual work is geared towards the creation of various communication products such as a poster, magazine or newspaper ad, brochure, or website. Visual information design is emphasized through use of methodologies, techniques, and topics including: graphic design, document

design, creating for specific audiences, usability studies, and issues in digital communication. Support for production is enabled by a weekly 2-hour lab where students learn relevant Adobe Design applications such as Illustrator, Photoshop, and InDesign.

COM 3301 Public Relations Communication 3 SCH

Prerequisites: COM 1302, Junior Standing, COM 2301

3 lecture hours

The course covers the principles, history, theory and practice of public relations in business, organizations, and agencies. The course uses case-method and campaign-planning approaches to analyze public relations programs. The course also examines the responsibility of the public relations practitioner to management and to relevant publics, ethics of public relations practice, and the future of the field and career opportunities.

COM 3303 International Communication 3 SCH

Prerequisite: COM 1302 and Junior standing

3 lecture hours

The course examines the major issues in international communication through analyses of international news and information flows, media imports/exports, privatization and globalization within communications industries, the various models of global media systems, and communication as a human right. Students evaluate the social and economic impacts of technological developments, the shifting relationships between developed and developing countries, and the socio-economic trends associated with transnationalization of media. This course explores concepts such as nationalism, regionalism, globalization, and cultural identity.

COM 3310 Promotional Communication

3 SCH

Prerequisites: COM 1302, Junior Standing, COM 2326

3 lecture hours

This course introduces students to the practical aspects of material production for commercial and non-commercial uses in advertising, marketing communication, public relations, and social marketing. Students are exposed to the principles of the advertising plan, the design and implementation of sales promotion strategies, direct-mail advertising, and out-door advertising. Special emphasis is put on the design of print and audio visual promotional messages. Students are required to participate in a variety of communication activities and to perform a number of research tasks and practical assignments.

COM 3321 Media and Society

3 SCH

Prerequisites: COM 1302, Junior Standing

3 lecture hours

The course examines the role and function of the media within society. It an-

alyzes the economic and social organization of media, the content of media messages, the relationship between media and the public, and the media policy, laws, and regulations.

COM 3322 Writing for the Media in English **3 SCH**

Prerequisites: Junior Standing, ENG 1301, COM 1302

3 lecture hours

The following types of writing may be covered in this course: hard news, features, script writing; writing for television, video and the web; and writing for advertising and promotional purposes.

COM 3323 Writing for the Media in French **3 SCH**

Prerequisites: Junior Standing, COM 1302, FRN 3310 or equivalent

3 lecture hours

The following types of writing may be covered in this course: hard news, features, script writing; writing for television, video and the web; and writing for advertising and promotional purposes.

COM 3324 Writing for the Media in Arabic **3 SCH**

Prerequisites: Junior Standing COM 1302, ARB 1320 or equivalent

3 lecture hours

The following types of writing may be covered in this course: hard news, features, script writing; writing for television, video and the web; and writing for advertising and promotional purposes.

COM 3327 Persuasion **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course analyzes the use of language, image, and sound in persuasion. Included are the study of classical rhetoric as it is used in modern times as well as a survey of modern and post-modern approaches to persuasion. Students are expected to produce at least one example of original persuasion and are asked to present analyses of others' attempts at persuasion.

COM 3328 Media Text Analysis **3 SCH**

Prerequisite: Junior Standing, COM 2320

3 lecture hours

This course focuses on the textual, social and cultural analysis of mass, print, and new media. Theoretical frameworks and methods include content analysis, genres study, ideological criticism, and various psychological approaches. This course may be offered with a particular theme, e.g. gender and representation, religion, or politics.

COM 3329 Screen Studies

3 SCH

Prerequisites: Junior Standing, COM 1302

3 lecture hours

This course introduces current issues in film and television with emphasis on critical thought and analysis. The course begins with attention to aspects of image-making activities - such as cinematography, editing, and sound - then explores more contextual screen areas such as film and television traditions, genres, gender and representation, etc. The development of cinematic language in relation to both production and interpretation are covered from the perspective of recent theories of visual culture. The course includes screenings and analysis of a range of works.

COM 3330 Organizational Communication

3 SCH

Prerequisites: Junior Standing, COM 2301

3 lecture hours

Students explore the range of communication required in successful organizations including the writing of feasibility studies, policy and position papers, project plan proposals, and annual reports. The course examines the role of communication in organizations as well as the major theories of organizational communication, identifying and defining primary concepts, and applying them to discussions of real-world situations. The role of technology, corporate culture, leadership, teamwork, ethics, and diversity in communication is examined. Effective communication in global organizations and critiques of organization communication systems and structures are also presented.

COM 3398 Special Topics in Media Production

3 SCH

Prerequisite: Junior Standing

3 Lecture hours

This course is offered occasionally and topics vary. Course may be taken for degree credit only once.

COM 3399 Special Topics in Communication

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course is offered occasionally and topics vary. Course may be taken for degree credit only once.

COM 4301 Political Communication

3 SCH

Prerequisite: Junior Standing and PSC 2301

3 lecture hours

This course examines communication processes around contemporary politics. It assesses the role of media communications in politics and how the media shape political opinions and agendas. Themes covered in this course include

theories of media and democracy, agenda setting and priming, the public sphere, public relations and media spin, news production, elections and political marketing, public opinion and the crisis of political disengagement, new media and e-democracy, and censorship and propaganda. Students learn to identify and analyze media framing and agenda setting during election campaigns, and how contemporary political campaigns are designed and implemented.

COM 4302 Electronic Media Production

3 SCH

Prerequisites: Junior Standing and COM 2304

3 lecture hours

This advanced, hands-on class builds on the skills learned in COM 2304 Introduction to Video and Film Production. It introduces script-writing, screen direction, advanced video techniques, and editing with an emphasis on producing a sync film. Students are required to complete a longer final project.

COM 4303 Media Economics

3 SCH

Prerequisite: Senior Standing

3 lecture hours

Basic key economic concepts such as scarcity, choice, opportunity cost, incentives, and economic growth are studied. Students examine the unique qualities of cultural industries, media corporations and markets through case studies and issues in traditional and in new and emerging media, including radio, television, cinema, mobile communications, and the Internet. Attention is given to the interaction of economics, media practices, and technologies. Students learn how to conduct independent analysis of changes in media markets

COM 4304 Communication and Development

3 SCH

Prerequisite: Senior Standing

3 lecture hours

This course examines the role media play in the promotion of social change in areas such as the environment, health, population, education, and traffic safety. This course explores the expansion of new media technologies and their implications on development issues. The course addresses ways in which groups have used new media technologies to further their social or political agendas or short-circuit local market constraints. Students learn the conceptual and methodological skills required for the design and implementation of communication programs for social change.

COM 5301 International Communication

3 SCH

3 lecture hours

This course is a survey of global communication and telecommunication channels. It examines international mass communication, with special emphasis on

problems of the free flow of information, the role of states and international organizations in fostering global communications, and the role of private corporations in decision making.

COM 5310 Communication and Media

3 SCH

3 lecture hours

The course first provides an overview of the basic concepts of communication and the skills necessary to communicate in various contexts. It provides a survey of communication principles, processes, and techniques as they relate to interpersonal communication, small group communication, culture and communication, persuasion, communication in organizations, and mass mediated communication. The course also examines the role, function, and impact of the mass media industries in Moroccan society. It explores the history and structure of the mass media industries, the production of our culture by the mass media, and its reception by the public. The course analyzes the economic and social organization of mass media, the content of media messages, the relationship between media and the public, and the media policy and laws. Topics explored include persuasion and influence in news, the effects of heavy exposure to media, and the use of media to control social groups. This course utilizes critical and cultural theory to help students understand the complex role of communication and media in society.

Computer Science (CSC)

CSC 1400 Introduction to Computers

4 SCH

3 lecture hours, 2 lab hours

A thorough and non-technical guide for the practical use of computers that is vital to the students' personal and professional lives. It includes an overview of the computer's history, microcomputer hardware and software including the Operating System, the most commonly used application software: word processors, electronic spreadsheets and management systems, and an introduction to programming using Python as a structural procedural language.

CSC 1401 Computer Programming

4 SCH

Prerequisite: Working knowledge of algebra and trigonometry

3 lecture hours, 2 lab hours.

Prohibits credit from EGR 3396

This course will cover algorithms and problem solving, basic algorithmic analysis, fundamental programming constructs and data structures, and basic algorithmic strategies. Students will learn the basic skill of constructing a problem solution, and will illustrate this in labs with a high level language, Professional, ethical, legal, security, and societal issues and responsibilities of software development and use.

**CSC 2199, 2299, 2399, 2499, 2599 Special Topics in Computer Science:
(Title to be assigned when offered) 1, 2, 3, 4, 5 SCH**

Prerequisites: SSE Approval

Variable lecture and/or laboratory hours

Special topics in computer science. Courses may be taught by visiting or AUI faculty. This course is intended primarily for freshman and sophomores. Cannot be repeated.

CSC 2302 Data Structures 3 SCH

Prerequisites: CSC 1401. Pre or co-requisite: MTH 1304 (required for BSCSC program and recommended for the other programs)

3 lecture hours

This course will build on the knowledge and skills acquired in the introductory course. It will cover basic data structures and computing algorithms, algorithmic strategies, and recursion. Students will also develop advanced competence in algorithmic statement and complete the basic tools needed for computer oriented problem solving in a high level language (currently C).

CSC 2303 Advanced Programming/Object-Oriented Programming 3 SCH

Prerequisite: CSC 2302

3 lecture hours

This course will build on the broad ability and understanding acquired in the previous course to give students a strong mastery of programming in a specific object-oriented programming language, currently Java. It will cover programming language concepts, event-driven programming and object-oriented programming in depth, as well as virtual machines and language translation issues including declarations and types and control abstraction mechanisms.

CSC 2304 Computer Architecture 3 SCH

Prerequisites: CSC 2302 and EGR 3331

3 lecture hours

This course will build on the strong base of problem solving and programming language skills reached in the preceding courses to give students the basics of the physical structure of a modern computer. It will cover digital logic and digital systems, machine level representation of data, assembly level machine organization, memory system organization and architecture, interfacing and communication, illustrated with projects implemented in assembly language and C.

CSC 3309 Artificial Intelligence 3 SCH

Prerequisites: CSC 2303 and Junior Classification

3 lecture hours

This course provides an introduction to techniques for the programming of intelligent systems and problem-solving techniques. Topics covered include knowledge representation, propositional and predicate logic, expert systems,

searching and machine learning.

CSC 3315 Languages and Compilers

3 SCH

Prerequisite: CSC 2303

3 lecture hours

An introduction to the analysis of computer languages and the tools used to translate them. Includes an overview of programming languages, virtual machines, introduction to language translation and language translation systems, basic computability and automata theory.

CSC 3323 Analysis of Algorithms

3 SCH

Prerequisite: CSC 2303

3 lecture hours

Prohibits credit from EGR 3393

Study of algorithm design, including introductory concepts; sorting and searching algorithms; string, graph, and set algorithms; complexity classes; branch and bound algorithms; dynamic programming and advanced topics.

CSC 3324 Software Engineering I

3 SCH

Prerequisite: CSC 2302

3 lecture hours

Prohibits credit from EGR 3394

Course covers computer software design and development, including feasibility study, requirements analysis and design, using formal methods such as Merise. Concrete case studies are used to illustrate concepts.

CSC 3325 Software Engineering II

3 SCH

Prerequisite: CSC 3324

3 lecture hours

Prohibits credit from EGR 3395

Continuation of the study of software engineering begun in CSC 3324. Students will review and assimilate the basic concepts and applications of software engineering, learn core aspects of software engineering (such as user interface, software quality, software re-use, etc.) that a computer scientist must master and take into account while building a piece of software. Students will develop skills for working in a large group on a software project, explore the literature related to the subjects addressed in this course, and acquire the basic oratory skills needed to present software engineering concepts and applications. The course applies concepts used in business and industry to develop computer-based solutions to practical problems.

CSC 3326 Database Systems

3 SCH

Prerequisite: CSC 3324

3 lecture hours

Prohibits credit from EGR 3396

The course covers the design and use of modern relational databases. Topics

include file structures, hierarchical and network data models in addition to the relational model and relational algebra. SQL is also introduced. Models for database design are presented and compared. Also addressed are current trends in database including object-oriented and functional models as well as distributed databases and database security issues.

CSC 3327 Internet Technologies

3 SCH

Prerequisite: CSC 3326

3 lecture hours

Provides a global view of web-based enterprise information services and covers the basic components of such a system, including web servers, client side components, server side components, http protocols, html and scripting languages, as well as e-commerce and intranet application structures, including security issues. It includes specific projects in programming servers and clients. Students will look at multiple technologies used today, including Microsoft/.NET, Java J2EE technology, Oracle tools, XML/SOAP, and others. Course will give a broad look at current technologies, as well as an in-depth study of a specific technology.

CSC 3328 Embedded Systems

3 SCH

Prerequisite: CSC 3351

3 lecture hours

The course surveys application of computing systems in a range of devices ranging from nomadic devices to embedded real-time computers. Emphasis will be on developing applications for these platforms with stringent constraints such as low memory, limited power, limited processing power, no persistent storage capability, etc. An integral part of this course is the implementation of a system on one of these platforms, such as VxWorks/ EPOC/ PalmOS/ Pocket PC, with a real time and mobility flavor.

CSC 3341 Computer Graphics

3 SCH

Prerequisite: CSC 2302

3 lecture hours

Fundamentals of raster graphics, including 2D and 3D viewing systems, viewing transformations, line and polygon models, rendering, clipping and hidden surface removal, projections, shading and illumination, interfaces, and graphics systems components.

CSC 3351 Operating Systems

3 SCH

Prerequisites: CSC 2303 and CSC 2304

3 lecture hours

This course introduces students to fundamental concepts of operating systems. It emphasizes structures, key design issues, as well as the fundamental principles behind modern operating systems. It is structured following the ACM/

IEEE Operating System Body of Knowledge ("BOK") as defined in Computing Curriculum 2001 project by the Joint IEEE and ACM Task Force "CC2001." Specifically it covers units OS1, OS2, OS3, OS4, OS5, OS6, OS8 and OS12 from the BOK, including concurrency, scheduling, memory and device management, file systems, and scripting. The course uses implementations of Unix-like and Windows systems to illustrate some concepts.

CSC 3352 Computer Communications **3 SCH**

Prerequisites: CSC 2303 and CSC 2304

3 lecture hours

This course introduces the student to the subject of data communication in the context of the OSI model USING as case studies TCP/ IP and Novell models. It includes the basic communication theory of the physical and datalink layers. Topics include: channel capacity, error handling, transmission techniques, and flow control. Case studies: Ethernet, token ring, token bus, and others.

CSC 3353 Computer Networks **3 SCH**

Prerequisite: CSC 3352

3 lecture hours

This course covers relevant topics including network architecture and protocols. The OSI model is reviewed focusing on the network layer, the transport layer and the application layer. Examples of contemporary networks such as TCP/ IP are studied in detail with emphasis on design and analysis issues.

CSC 3355 Cryptography **3 SCH**

Prerequisites: CSC 2303 and Senior Classification

3 lecture hours

This course aims to introduce students to principles of modern cryptography as a major tool in Computer Security. Topics will include block and stream ciphers, secret key encryption (DES, AES, RC-n), public key encryption (RSA, Diffie-Hellman, Elliptic curve cryptography), key management, hash and message authentication functions (MD5, SHA-1, CMAC, HMAC), digital signatures, certificates and authentication protocols. The necessary number theory such as primes, random numbers, factoring, discrete logarithms and finite fields mathematics will be also covered in class. When appropriate, cryptanalysis of the various techniques, such as known/chosen plaintext, linear and differential cryptanalysis will also be discussed.

CSC 3356 Communication Systems **3 SCH**

Prerequisites: PHY 1402, MTH 2301, CSC 2302

3 lecture hours

This is a foundation course in telecommunications that builds on mathematical, scientific, and computer science background to give students the funda-

mentals needed to understand and develop communication systems. The intended outcomes of the course are that students will be able to analyze information signals using the concepts of signals and vectors, orthogonal function, Fourier analysis, convolution, and correlation, to further develop the fundamental knowledge of communication systems and their applications, and to understand the basics of fiber optic communications and antenna and wave propagation.

CSC 3361 Programming Challenges

3 SCH

Prerequisite: CSC 2303

3 lecture hours

Offered in Spring semester only. This course is designed to prepare advanced students for successful competition in programming contests. Students are encouraged to register as a team of 3 students, and must commit, if they are selected to being registered at AUI and participating in the ACM contest in the next Fall term. The course will consist of intense work on the strategies and techniques of solving a wide range of programming problems quickly and with complete accuracy. At least some of the members of the team should have completed CSC 3323, or be prepared to take it in the summer.

**CSC 4199, 4299, 4399, 4499, 4599 Special Topics in Computer Science:
(Title to be assigned when offered)**

1, 2, 3, 4, 5 SCH

Prerequisites: Junior Standing; SSE Approval

Variable lecture and/or laboratory hours

Special topics in computer science. Courses may be taught by visiting or AUI faculty. This course is intended primarily for juniors and seniors. Can be repeated (not to exceed 6 SCH).

**CSC 5301 Advanced Database Systems and
Data Warehousing**

3 SCH

Prerequisite: CSC 3326

3 lecture hours

This course covers advanced issues in database design, including distributed and object-oriented databases, database optimization, etc. Significant focus will be placed on data warehousing, including case study analysis and project design.

CSC 5302 Software Engineering

3 SCH

3 lecture hours

Using class projects, this course introduces the student to techniques used in the software development life-cycle.

CSC 5303 Advanced Computer Graphics **3 SCH**

3 lecture hours

In this course, the information provides an introduction to 3D viewing and projections, image synthesis and representation of 3D shapes.

CSC 5304 Advanced Operating Systems **3 SCH**

Prerequisite: CSC 3351

3 lecture hours

Advanced study of the basic functions of an operating system, its internal design and policies for resource management in parallel and distributed environments, including the topics of synchronization, resource allocation, selection communication, deadlock detection and termination.

CSC 5305 Programming Languages and their Compilers **3 SCH**

3 lecture hours

This is an introduction to techniques for implementing a language compiler along with the requisite internal structure and functionality.

CSC 5306 Object-Oriented Design and Analysis **3 SCH**

3 lecture hours

This course is an exploration of the object-oriented analysis and design concepts. Object-Oriented Analysis and Design Using the Unified Modeling Language (UML) presents the concepts and techniques necessary to effectively use system requirements captured using use cases to drive the development of a robust design model. In this course, students learn to apply the UML to fundamental object-oriented analysis and design concepts including objects, classes components, relationships, and all supporting diagrams: use case diagrams, interaction diagrams, class diagrams, component diagrams, etc. Students learn a process such as Rational Unified Process and gain hands-on experience with a case tool such as Rational Rose.

CSC 5309 Artificial Intelligence **3 SCH**

3 lecture hours

This course will provide an introduction to advanced techniques for the programming of intelligent systems and problem-solving techniques. Topics covered include: knowledge representation, propositional and predicate logic, expert systems, search, and machine learning.

CSC 5310 Knowledge-Based Systems **3 SCH**

3 lecture hours

Students are introduced to rule-based programming, control and inference strategies, knowledge representation and acquisition techniques of knowledge-based systems.

CSC 5316 Design and Analysis of Algorithms **3 SCH**

3 lecture hours

Students study concrete algorithm design and analysis, abstract models to analyze the complexity of problems, approximation and probabilistic algorithms.

CSC 5332 Multimedia Communications **3 SCH**

Prerequisite: CSC5366 or instructor approval

3 lecture hours

This course covers media data types, packet-based multimedia communication systems, the so-called real-time support, multicast routing support for interactive multimedia, audio/ video coding, and compression. It also covers middleware: transport protocols (RTP), the important concept of application layer framing, multimedia session creation (SIP), advertisement, invitation, reservation protocols (RSVP), and so on. Finally, the course covers applications, and application support (audio, video, shared authoring/viewing of documents, and so on). Various standards such as H.323 and MPEG will be presented.

CSC 5333 Masters Thesis **3 SCH**

Prerequisite: Approval of Graduate Advisor

3 lecture hours

Students selecting the Thesis option for MSCSC, MSCN, MSSE or MSISS are expected to register for CSC 5333 in two (generally consecutive) terms. The thesis is a research production in an area of information technology related to the program.

CSC 5336 Parallel Processing Concepts **3 SCH**

3 lecture hours

This course covers classification of computers, the Von Neumann architecture, parallel architectures: multiprocessors, vector processors, array processors; and interconnection networks. In addition, students are introduced to routing strategies, switching methodologies, partitioning, embedding, load balancing, and a survey of current parallel machines.

CSC 5338 Human-Computer Interaction **3 SCH**

3 lecture hours

The course addresses software development for state-of-the-art interactive computing systems and covers tools, techniques, and sources of information about HCI. Specific approaches include visual design (color, shape, and space) and psychological aspects (perception, cognition, and problem-solving). Relies on use of prototyping tools to construct usable interfaces and usability testing of interactive prototypes.

CSC 5339 Real-Time Systems

3 SCH

Prerequisite: CSC 3351

3 lecture hours

The course covers specifics of systems driven by or dependent on direct human interaction: embedded systems, control systems, Virtual Reality systems, etc. In addition, it addresses issues of reliability, safety, and fault tolerance, real-time scheduling theory, and software architectures. Also looks at operating system support for real-time applications such as multimedia.

CSC 5340 Information Retrieval Systems

3 SCH

3 lecture hours

The course deals with information organization and retrieval of natural language data by digital computer systems, in addition to searching strategies, current indexing and retrieval practices, retrieval evaluation, query processing, file structure, and file clustering.

CSC 5343 Final Project

3 SCH

Prerequisite: Approval of Graduate Advisor

3 lecture hours

Students pursuing the professional program must register for and complete this course. The project for MSCSC, MSCN, MSE or MSISS is expected to span a minimum of four calendar months of full time-work. It is designed to be completed in one full semester. The master project could be in the form of an applied industrial or research project that combines the application of materials of various Information Technology related issues studied during the preceding semesters.

CSC 5345 Data Mining

3 SCH

3 lecture hours

The course covers the most popular machine learning techniques used for "mining" knowledge that may lie buried in an information system, including neural networks, decision trees, genetic algorithms and fuzzy logic. Information and studies show how these tools can be applied for better decision-making. Discusses case studies that provide good models for such applications.

CSC 5346 Software Agents

3 SCH

3 lecture hours

Students will analyze the design issues confronting software engineers as they define and develop software that will be housed in computer networks of the future. The course introduces the concept of a program whose multiple copies provide one or more services to a user and may perform the same tasks differently, depending upon the specific needs of the master it is serving. It covers state-of-the-art issues in agent technology with example applications.

CSC 5350 Digital Image Processing

3 SCH

3 lecture hours

Digital Image Processing deals with perception, representation, transforms enhancement, restoration, and coding. Subject matters covered include image perception and formation in the eye, image acquisition and display devices, image sampling and quantization, image transforms histogram manipulation, smoothing, feature enhancing, degradation models, inverse filtering, selective filtering, segmentation, edge detection, image data compression, motion compensation, vector quantization, and coding standards. The course will introduce the subject from the familiar bases of conventional television and the human visual system. The necessary mathematical tools are also covered.

CSC 5351 Computational Neural Networks

3 SCH

3 lecture hours

Computational neural networks (CNN's), in the context of parallel distributed processing, will define biological, physical, and different mathematical models for CNN's, compare these models, and investigate the relationship between neural network learning and symbolic learning methods. Consideration is given to the relevance of these different issues when CNN's are applied to problem-solving.

CSC 5352 Fuzzy Sets and Systems

3 SCH

3 lecture hours

The course introduces the basic concept of fuzziness and the underlying theory. Fuzzy sets, fuzzy logic and fuzzy numbers, fuzzy operations, fuzzy relationships, and extension principle are covered. The application of these concepts to engineering and technology is emphasized, including fuzzy rule-based systems, fuzzy decision-making, fuzzy pattern recognition, and fuzzy control.

CSC 5353 Pattern Recognition

3 SCH

3 lecture hours

Introduction to machine recognition of meaningful regularities and structure in noisy or complex environments. Bayes decision theory, parametric and non-parametric techniques for supervised learning, discriminant functions, feature extraction, cluster analysis and performance estimation are also covered. Students will explore applications of Fuzzy Sets and Neural Networks to pattern recognition.

CSC 5354 Natural Language Processing

3 SCH

3 lecture hours

This course focuses on basic computational techniques (both symbolic and

statistical) for processing different aspects of natural (human) language: words and morphological processing, syntax and parsing, semantics of words, and complex structures. It also covers selected areas of application of natural language processing such as information extraction, question answering and summarization, machine translation, and dialogue/discourse. There are no prerequisites for the course other than good programming skills. CSC3309/5309 Artificial Intelligence and CSC3315/5305 are helpful.

CSC 5361 Software Architecture and Design **3 SCH**

Prerequisite: CSC 3324

3 lecture hours

The course will build on the knowledge and experience the student has acquired in introductory Software Engineering. It will focus on the complexity in the process of software design, of choosing and applying a particular approach. Secondly, it will address decisions about software architecture and the choices to be made, with modern market architectures emphasized as examples. An integral part of the course is the achievement of a class project using one or more of these architectures. There will also be a strong emphasis on n-tiered architectures, service-oriented architectures, application servers, and web application design.

CSC 5364 Project and Quality Management **3 SCH**

Prerequisite: CSC 3324

3 lecture hours

This course requires students to encounter issues related to managing the successful development and realization of real, quality, software projects. A successful project is "one that delivers to the customer everything specified, to the quality agreed, on time and within cost." Herein, quality may be defined as fitness for a purpose, or conformance to specifications.

CSC 5365 Advanced Computer Networks **3 SCH**

Prerequisites: CSC 3352 and CSC 3353

3 lecture hours

The course includes a thorough coverage of wired LANs (CSMA/CD, Token Ring, Token Bus, Switched Ethernet, Fast Ethernet, FDDI, Gigabit Ethernet and ATM), wireless LANs, packet-switched WANs (X25, Frame Relay, ATM), circuit-switched WANs (ISDN), internetworking, and design issues. The course also covers wireless communications.

CSC 5366 IP Networks **3 SCH**

Prerequisite: CSC 3353

3 lecture hours

This course aims to introduce students to the architecture of IP networks, in-

cluding encapsulation, routing, multicasting, and QoS provisioning. It also covers congestion handling in TCP and extends understanding to cover the transport of media over the Internet, mobile IP, IPv6, and some key application layer protocols and standard IP services.

CSC 5367 Network Security

3 SCH

Prerequisites: CSC 3355 and CSC 5366

3 lecture hours

This course aims to teach students principles and mechanisms in securing computer networks and the Internet. It builds extensively on cryptography and network concepts to show flaws and solutions for them. Emphasis is on standard algorithms and protocols used to secure networks and the Internet. The course also covers the important issue of access control and remote authentication. A major part of the ILOs will be achieved through learning by doing in mini-projects and extensive reading.

CSC 5368 Wireless Digital Communication and Networks

3 SCH

3 lecture hours

In the first half, this course introduces the students to the principles of wireless cellular communications systems, radio propagation issues, channel coding, spread spectrum, and multiple access techniques. Standards such as IS-54, AMPS, GSM, IS-95, GPRS, and UMTS are presented. In its second half, this course addresses computing issues related to data services offered by wireless access networks such as Protocol Stacks, Mobility, Routing, Seamless Communications, Resource Reservation Protocols, Connection Admission Control, QoS management, and Wireless Application Protocols.

CSC 5370 Advanced Topics in Software Engineering

3 SCH

3 lecture hours

This course will include specific advanced topics in Software Engineering that reflect current issues of market or research interest. It will focus on applications of a specific technology or a set of techniques, and will require implementation and demonstration of mastery of the subject area and its context.

CSC 5371 Geographical Information System Concepts, Techniques and Tools

3 SCH

Prerequisites: CSC 3325, CSC 3326

3 lecture hours

Students will learn where GIS fits into the world of Information Systems, and how it is unique and important. They will explore the issues involved in choosing a GIS package, obtaining and evaluating data, and implementing a small GIS project with GeoConcept, a powerful and popular desktop GIS pack software.

CSC 5375 Broadband Networks

3 SCH

Prerequisites: CSC 3353, and recommended CSC 5365 and CSC 5366

3 lecture hours

Broadband networks employ a wide variety of technologies to support integrated multimedia applications (data, voice, audio, image, video) at multi-megabit/second access rates. Broadband networks comprise LAN, MAN, WAN, and access networks. In particular, the evolution of the Internet to a broadband network with a wired/wireless access is most important. This course, after a review of the two broadband WAN technologies (FR, ATM), consists of three parts: Part 1 covers the emerging broadband and QoS aspects of the Internet,

Part 2 focuses on broadband access/transmission solutions, and Part 3 deals with voice/video/image encoding for broadband applications.

CSC 5381 Information Security and Risk Management

3 SCH

3 lecture hours

Security management entails the identification of an organization's information assets, development of documentation, and implementation of policies with supporting standards, procedures, and guidelines. Topics include: information security objectives; information security management governance (policies, guidelines, standards, and procedures, audit frameworks for compliance - COBIT, COSO,); organizational behavior; security awareness, training and education; data classification; operations security; physical security; risk management (emphasis on OCTAVE as a standard for risk-based information security strategic assessment and planning).

CSC 5383 Security Architecture, Models and Application Security

3 SCH

3 lecture hours

The Security Architecture and Models domain contains the concepts, principles, structures, and standards used to design, monitor, and secure operating systems, equipment, networks, applications and those controls used to enforce various levels of availability, integrity, and confidentiality. Application Security identifies application software development flaws and threats, and addresses the related security concepts and countermeasures.

CSC 5385 Communications and Operations Security

3 SCH

Prerequisite: CSC 5366

3 lecture hours

The telecommunications, network, and Internet security domain is a very large technical area. Network security concepts and risks will be covered in detail. AUI network will be presented as a case study. Topics include: security threats to networks. Overview of security controls, mechanisms & services for networks. Case study: AUI network; network attacks on IP protocol stacks (spoof-

ing, poisoning, sniffing, scanning, etc.); PKI, PKCS, PKCS10/11; IP layer security mechanisms, standards and technologies (IPSec, VPN); transport layer security mechanisms and standards (SSL,TLS); TLS-PSK, SRP; firewalls; intrusion and Intrusion detection/avoidance systems; network access controls and 802.1X; malicious software, viruses; security in wireless networks.

CSC 5387 Security Topics

3 SCH

3 lecture hours

This course will cover specific advanced topics in Security that reflect current issues of market research interest. It will focus on application of a specific technology or a set of techniques, and will require implementation and demonstration of mastery of the subject area and its context.

CSC 5390 Advanced Topics in Computer Science

3 SCH

3 lecture hours

This course will cover specific advanced topics in Computer Science that reflect current issues of market research interest. It will focus on application of a specific technology or a set of techniques, and will require implementation and demonstration of mastery of the subject area and its context and issues within individual countries and the ability to compare issues thematically across the three states.

Economics (ECO)

ECO 1300 Introduction to Economics

3 SCH

Prerequisite: FAS 0210

This course covers some of the fundamental economic ideas and introduces students to the essentials of both microeconomics and macroeconomics. Topics in microeconomics include supply and demand, price elasticity, producer and consumer choices and market structures. The macroeconomic section of the course will tackle gross domestic product, inflation, labor market, monetary and fiscal policy and international trade.

ECO 2301 Microeconomics

3 SCH

Prerequisite: MTH 1305, or MTH 1311, or MTH 1304

3 lecture hours

This course introduces students to the theoretical and practical knowledge of consumer and producer behavior, markets, prices, and business decision-making. The behavior of individual firms is analyzed through price and output determination in various market structures. Other topics include resource markets and issues involving the public sector and the market economy.

ECO 2302 Macroeconomics

3 SCH

Prerequisite: ECO 2301

3 lecture hours

This course uses the standard tools of Macroeconomics to understand the key macroeconomic variables that affect the business environment and assist business decision making. Specially, we will analyze the implications of the macroeconomic policy on aggregates such as national income, money and inflation, interest rate, unemployment, and exchange rates.

ECO 2303 Economic Analysis

3 SCH

Prerequisite: ECO 2302

3 lecture hours

This course introduces the political economy. It covers the development and application of fundamental concepts to current societal problems.

ECO 2310 Introduction to International Economics

3 SCH

3 lecture hours, No Lab

This class is only open to non-Business Administration students. Students minoring in International Studies who have taken ECO 3301 International Trade and FIN 4304 International Finance are exempted from taking this course. This course consists of three different sections. The first section examines the basis of trade, the gains from trade, and the impact of trade on growth, employment, and income. Topics include the theory of comparative advantage, the determination of terms of trade, and protection in theory and practice. The second section of the course examines the impact of the international monetary system on international trade, inter-national capital management, employment, and growth. The course concludes by providing an introduction to the economics of international development. The primary objective is to give the students a basis for thinking about the international processes driving economic development.

ECO 3301 International Trade

3 SCH

Prerequisite: ECO 2302 and GBU 3301

3 lecture hours

This course introduces students to the theoretical foundations of modern international trade among nations, the effects of resources, factor productivity, social and cultural factors, factor movement on trade. The course focuses on the economic inter-dependency of nations, economic and welfare analysis of government intervention and income distribution of the different participants. The course also highlights the importance of trade in the development of economies and examines different issues in international capital flows.

ECO 3302 Economic Growth and Development

3 SCH

Prerequisite: ECO 2302; ECO 2310 for International Studies Major

3 lecture hours

This course introduces theories of growth and planning, and provides for for-

ulating policies to foster and regulate growth. Emphasis is on application of analytical concepts to improve economic welfare patterns, considering problems of capital formation and human and material resource utilization. Social indicators to differentiate between growth and development (e.g., education, health, women's status) are addressed.

ECO 3303 Monetary Economics

3 SCH

Prerequisite: ECO 2302

3 lecture hours

A study of Moroccan and international financial systems, institutions, investments, and instruments including alternative monetary systems, exchange rate determination, and the balance of payments. Emphasis is on Moroccan monetary and fiscal policies for achieving domestic and international objectives.

ECO 3304 Intermediate Microeconomics

3 SCH

Prerequisite: ECO 2301

3 lecture hours

This course intends to extend students knowledge of microeconomics. It provides students with further insight into how economic models can help understanding and interpreting real world phenomena. The course focuses on the following topics: demand and supply, utility maximization, profit maximization, general equilibrium analysis, welfare market structures, the efficiency of free markets, consequences of externalities, monopolies and public goods.

ECO 3305 Intermediate Macroeconomics

3 SCH

Prerequisite: ECO 2302 3 lecture hours

This course provides an analysis of the measurement, determination, and control of aggregate economic activity; the monetary system in relation to income, prices and employment; short-term income fluctuations; long-term growth.

ECO 3399 Special Topics in Economics

3 SCH

Prerequisite: Junior Standing and ECO 2302

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of economics.

ECO 4306 Economic Development

3 SCH

Prerequisite: Junior Standing and ECO 2302

3 lecture hours

This course addresses the most important economic issues faced by developing economies. A special focus is placed on Morocco and the North African and

Middle Eastern Economies. Students are expected to use economic models to analyze economic questions and to assess economic impacts of development projects. They are also expected to analyze and suggest sound economic policies. Special research projects are assigned and discussed by the students.

ECO 5305 Managerial Economics **3 SCH**

Prerequisites: ECO 2302 and GBU 3301

3 lecture hours

This course aims to equip students with a compilation of economic models and statistical methods to make rational managerial decisions. The course places a strong emphasis on students understanding of how the external economic environment impacts the viability of a firm as well as the decision making process of different economic agents. Among the topics this course addresses are consumer demand, production process and costs, market structure, game theory, and risk management.

ECO 5399 Special Topics in Economics **3 SCH**

Prerequisite: ECO 5305 or special permission

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of economics

Engineering (EGR)

EGR 1201 Introduction to Engineering **2 SCH**

2 lecture hours

Introduction to the profession and practice of engineering. Problem solving, critical thinking, design, ethics, effective learning and study techniques. Learning styles, working in teams. Engineering fields and career planning. Engineering challenges facing Morocco and the world in the 21st century.

EGR 1210 Computer Aided Engineering **2 SCH**

Prerequisite: EGR 1201

1 lecture hour, 2 lab hours

Introduction to engineering design. Sketching, design drawing, modeling, analysis, and international standards. Dimensioning and tolerancing. Use of software for engineering design, drawing, modeling, and analysis.

**EGR 2199, 2299, 2399, 2499, 2599 Special Topics in Engineering:
(Title to be assigned when offered)** **1, 2, 3, 4, 5 SCH**

Prerequisites: SSE Approval

Variable lecture and/or laboratory hours

Special topics in engineering. Courses may be taught by visiting or AUI faculty. This course is primarily intended for freshmen and sophomores. Cannot be repeated.

EGR 2301 Statics

3 SCH

Prerequisites: EGR 1201; MTH 1403 or MTH 1311; Co-requisite PHY 1401

3 lecture hours

Mechanics of bodies at rest. Free body analysis and vector analysis of particles and rigid bodies, including equilibrium in two and three dimensions, center of gravity, centroids, distributed loads, truss analysis, simple structures and machines, friction, and internal actions in static equilibrium with applied forces and couples.

EGR 2302 Engineering Economics

3 SCH

Prerequisite: MTH 1303 or 1312 or 1403; EGR 1201

3 lecture hours

The time value of economic resources, engineering project investments analysis and the effect of taxes on engineering project decisions. Societal, technical, economic, environmental, political, legal, and ethical analysis of project alternatives.

EGR 2311 Dynamics

3 SCH

Prerequisites: EGR 2301; Co-requisite MTH 2301

3 lecture hours

Mechanics of bodies in motion. Mass, acceleration, kinematics and kinetics of particles and rigid bodies, including impulse-momentum and work-energy.

EGR 2312 Mechanics of Materials

3 SCH

Prerequisite: EGR 2301; Co-requisite MTH 2301

3 lecture hours

Analysis of stresses, strains, and deformations that occur inside a material or structure. Mechanics of deformable bodies, including energy methods.

EGR 2353 Environmental Engineering

Prerequisite: CHE 1401

this course is designed for engineering students and quantitatively-oriented scientists, this Introduction to Environmental Engineering and Science course covers a broad range of environmental topics including issues related to air and water pollution, hazardous waste and risk assessment, waste treatment technologies and global climate change. Topical issues also covered include hazardous substances, risk analysis, groundwater flow and contamination, global warming, stratospheric ozone depletion, and outdoor and indoor air pollution including radon in homes and acid rain. This course is highly recommended for undergraduate students who wish to Pursue a Master of Science Degree in Energy Management.

EGR 2391 Accounting for Engineering Management

3 SCH

Prerequisites: MTH 1403 or MTH 1311

3 lecture hours

Prohibits credits from ACC 2301

Fundamental concepts of accounting. Double entry accounting theory, recording procedures, worksheet techniques, financial statements.

EGR 2402 Electric Circuits

4 SCH

Prerequisites: EGR 1201; PHY 1402

3 lecture hours, 2 lab hours

Basic principles of R-L-C circuit concepts; Kirchoff's laws, power flow, resistive networks analysis, loop and node equations, wye-delta conversions, topology, basic network theorems, magnetic circuits, computer-assisted solutions of large-scale problems, elementary transient analysis, and steady state A-C phasor analysis, including element laws and phasor diagrams.

EGR 3301 Fluid Mechanics

3 SCH

Prerequisites: EGR 2311; Co-requisite MTH 2303, PHY 1402

3 lecture hours

Basic principles of fluid statics, fluid dynamics, ideal and viscous flows. Mass and energy balances, Bernoulli's Equation, momentum balance, laminar and turbulent flow, boundary layer theory, flow through porous media, dimensional analysis. Applications to turbo-machinery and wind energy.

EGR 3302 Thermodynamics

3 SCH

Prerequisites: MTH 2304, EGR 3301, PHY 1402

Fundamentals of converting energy. Thermodynamic properties of liquids and gases, 1st and 2nd laws, energy, mass and entropy balances, irreversibility, entropy. Power cycles, refrigeration cycles, psychrometrics. Macroscopic systems involving energy and its various forms. Applications to conventional and emerging energy systems.

EGR 3304 Materials Science

3 SCH

Prerequisites: CHE 1401 and PHY 1402

3 lecture hours

An introduction to the properties and the selection of common engineering materials used in engineering applications. Engineering materials in physical systems are subject to thermal, mechanical, electrical and chemical stress. The use of appropriate engineering materials for a specific application is critical to the reliability of the engineering system. The course provides basic knowledge of material parameters, including atomic structure; basic mechanical, thermal and electrical properties; composite material structures; metal and ceramic materials; corrosion; semiconductor materials; reliability and material failure; and material testing.

EGR 3306 Engineering Instrumentation

3 SCH

Prerequisite: EGR 2402 & MTH 2304

3 lecture hours

The course deals with appropriate measurement techniques and proper instrumentation to acquire data. Topics covered include: measurement standards; systems of units; accuracy, precision, calibration and measurement errors; time and frequency measurements; measurements using analog techniques and equipment; measurements using digital equipment; methods of conditioning data signals; sensors for physical variables such as piezoelectric and photoelectric devices, electronic amplifiers, operational amplifiers; various specialized measuring devices such as stroboscopes, oscilloscopes and electronic data recorders.

EGR 3308 Thermal Engineering

3 SCH

Prerequisite: PHY 1402

3 lecture hours

Introduces the engineering student to the thermal sciences: thermodynamics, fluid dynamics, and heat transfer. Topics covered include the first and second laws of thermodynamics; volumetric properties of pure fluids; heat effects; applications to flow processes, power cycles, and refrigeration.

EGR 3331 Digital Design

3 SCH

Co-requisite: PHY 1402

3 lecture hours

Introductory concepts needed to design digital systems. Classical methods, including Boolean algebra, combinational and sequential logic, and modern register transfer languages illustrate the design methods. The course is organized to provide a generic approach to the design of digital systems that does not require selecting a particular integrated circuit technology. Basic computing elements, efficient logic design methods, and appropriate digital system diagrams are used in the design procedure. Topics covered include: logic functions, arithmetic circuitry, memory, error correcting principles, digital code conversions, timing sequences, principles of integrated circuits, principles of machine language, and micro processor design, all of which are needed to design complex digital systems.

EGR 3351 International Engineering

3 SCH

Prerequisites: Junior Standing; EGR 2301, EGR 2302

3 lecture hours

Opportunities and challenges of engineering in a global workplace. Influence of national and cultural norms on engineering design; working in a multicultural and international team; international and local standards. May be offered as a Maymester faculty-led course in Morocco and abroad.

EGR 3355 Introduction to Biotechnology Engineering **3 SCH**

Prerequisite: BIO1400, or BIO 1401, or Instructor's approval

This course introduces the field of biotechnology with a broad view. Students will learn the processes and methods used to manipulate living organisms and products from these organisms for medical, agricultural, and industrial purposes. Through interactive discussions, this course will go around biotechnology and how it is applied, including discussions on the implications in gene therapy, medicine, agriculture, marine biology, and forensics, amongst others. Students who opt for this course will also explore the engineering orientation of biotechnology through a variety of collaboration projects.

EGR 3390 Management of Information Resources **3 SCH**

Prerequisite: MIS 3301

3 lecture hours

Prohibits credits from MIS 3302

Managerial and organizational issues involved in operating a firm. Role of automated information processing, automated support processes, and information systems. Planning the development, direction, and control of computer information systems.

EGR 3391 Principles of Management **3 SCH**

Prerequisite: EGR2391, EGR 2302

3 lecture hours

Prohibits credit from MGT 3301

Fundamental principles and concepts of management, with applications to technical organizations and professionals. Planning, organization, leadership, control. National culture, globalization, and personal management techniques.

EGR 3392 Entrepreneurship **3 SCH**

Prerequisite: MGT 3301 or EGR 3391, MKT 3301, FIN 3301

3 lecture hours

§ MGT 3302

The role of the entrepreneur in the economic system. How to start, finance, and operate a successful business. Developing a business plan, sources of capital, recruiting, forecasting, and financial planning.

EGR 3393 Analysis of Algorithms **3 SCH**

Prerequisite: CSC 2303

Prohibits credits from CSC 3323

3 lecture hours

Study of algorithm design, including introductory concepts; sorting and searching algorithms; string, graph, and set algorithms; complexity classes; branch and bound algorithms; dynamic programming and advanced topics.

EGR 3394 Software Engineering I

3 SCH

Prerequisite: CSC 2302

3 lecture hours

Prohibits credits from CSC 3324

Course covers computer software design and development, including feasibility study, requirements analysis and design, using formal methods such as Merise. Concrete case studies are used to illustrate concepts.

EGR 3395 Software Engineering II

3 SCH

Prerequisite: CSC 3324 or EGR 3394

3 lecture hours

Prohibits credits from CSC 3325

Continuation of the study of software engineering begun in EGR 3394. Students will review and assimilate the basic concepts and applications of software engineering, learn core aspects of software engineering (such as user interface, software quality, software re-use, etc.) that an engineer must master and take into account while building a piece of software. Students will develop skills for working in a large group on a software project, explore the literature related to the subjects addressed in this course, and acquire the basic oratory skills needed to present software engineering concepts and applications. The course applies concepts used in business and industry to develop computer-based solutions to practical problems.

EGR 3396 Database Systems

3 SCH

Prerequisite: CSC 3324 or EGR 3394

3 lecture hours

Prohibits credit from CSC 3326

The course covers the design and use of modern relational databases. Topics include file structures, hierarchical and network data models in addition to the relational model and relational algebra. SQL is also introduced. Models for database design are presented and compared. Also addressed are current trends in database including object-oriented and functional models as well as distributed databases and database security issues.

EGR 3401 Engineering Statistics

4 SCH

Prerequisites: MTH 2301

4 lecture hours

Prohibits credit from MTH 3301

Statistical considerations in data collection and experimentation. Descriptive statistics, least squares, elementary probability distributions, confidence intervals, significance tests, and analysis of variance as applied to analysis of engineering data. Introduction to design of experiments.

EGR 3402 Statics and Dynamics

4 SCH

Prerequisites: MTH 2301; PHY 1401

4 lecture hours

In-depth coverage of engineering applications to the basic principles of mechanics introduced in PHY 1401, including topics in forces, couples, structures, beams, moments, friction, kinetics and kinematics of a particle, mass and acceleration, kinetics and kinematics of plane rigid bodies - vector algebra and calculus used.

EGR 4199, 4299, 4399, 4499, 4599 Special Topics in Engineering:

(Title to be assigned when offered)

1,2,3,4,5 SCH

Prerequisites: Junior Standing; SSE Approval

Variable lecture and/or laboratory hours

Special topics in engineering. Courses may be taught by visiting or AUI faculty. This course is primarily intended for juniors and seniors. Can be repeated (not to exceed 6 SCH).

EGR 4300 Internship

3 SCH

3 lecture hours

Prerequisites: ENG 2303

3 lecture hours

On-the-job education and training in a public or private sector agency or business related to the student's major. Students must consult with the internship director to arrange for a three-party contract to be drawn up that details the amount and nature of the work to be done. The contract (Contrat de Stage) must be signed by the student, the internship director, and the agency or business person supervising the work before work begins. Completion of the UCC Arabic/French language requirement is strongly recommended before this experience. May be combined with EGR 4402 for 7 SCH with approval.

EGR 4303 Applied research

3 SCH

Prerequisite: Junior Standing

3 lecture hours

In this course, the student will participate in a formal research project, usually as part of a group of students with a single faculty supervisor. The emphasis of the course is on application of standard research methodology to a defined problem, including formulating a clear research statement, developing and following a clear and appropriate methodology, documenting work done and reporting a meaningful analysis of results obtained.

EGR 4340 Honors Independent Study

3 SCH

3 lecture hours

Open to Honors Program students who need to pursue individual work under

the supervision of a designated faculty member.

EGR 4391 Advanced Quantitative Methods for Engineering Management **3 SCH**

Prerequisites: EGR 3401

3 lecture hours

Prohibits credits from GBU 3301

Statistical methods for managerial decision making. Extensive coverage of inferential statistics; one or two population hypothesis testing; ANOVA chisquared tests; regression analysis; time-series forecasting.

EGR 4392 Project Management **3 SCH**

Prerequisite: Junior Standing, MTH 3301 or EGR 3401

3 lecture hours

Prohibits credits from MGT 4312

The planning, scheduling, execution, and evaluation of projects. Concurrent with planning techniques, students learn how to use Project Management Software for managing a project.

EGR 4393 Production and Operations Management **3 SCH**

Prerequisites: EGR 3401

3 lecture hours

Prohibits credits from Mgt 4303

Management of production and operations in manufacturing and service organizations. Basic principles of design, analysis, and control of production systems; allocation and use of resources to produce goods and services.

EGR 4397 Quality Management **3 SCH**

Prerequisite: Junior Standing, EGR 3401 or MTH 3301

3 lecture hours

Prohibits credits from MGT 4311

This course introduces the quality management principles and the role of total quality in all key economic sectors. It also gives an overview of the philosophical perspectives supporting total quality. Finally, it provides basic technical tools and techniques relevant to quality assurance, control and improvement, including management models such as the Deming Cycle, Six Sigma programs, and the seven Quality Control tools.

EGR 4398 Logistics and Supply Chain Management **3 SCH**

Prerequisite: Junior Standing and MGT 3304

3 lecture hours

Prohibits credits from MGT 4309

Introduction to logistics and supply chain concepts, structures, design, and

control. Supply chain management is the integration of all activities associated with the flow and transformation of goods from raw materials to end users in order to achieve a sustainable advantage. Logistics is part of the supply chain process that plans, implements, and controls the efficient flow and storage of goods in order to meet customers' requirements.

EGR 4402 Capstone Design

4 SCH

Prerequisites: ENG 2303; Completion of the UCC Arabic/French language requirement

2 lecture hours 4 lab hours

To be taken during the last regular semester of enrollment. A project-design course to consolidate the information gathered in all previous courses, identify appropriate standards, and incorporate realistic constraints. The content will vary and will take into account the technical electives and optional engineering courses selected.

EGR 5199, 5299, 5399, 5499, 5599 Special Topics in Engineering: (Title to be assigned when offered)

1, 2, 3, 4, 5 SCH

Prerequisites: Graduate Standing; SSE Approval

Variable lecture and/or laboratory hours

Special topics in engineering. Courses may be taught by visiting or AUI faculty. Can be repeated (not to exceed 6 SCH).

English (ENG)

ENG 1301 English Composition I

3 SCH

Prerequisite: Student should pass all Language Center modules

Possible Co-requisite: FAS 1220

3 lecture hours

This course introduces students to the essay genres of reflecting, reporting, explaining, and arguing. This involves writing several genres of academic essay following the process approach to construction, including four out-of-class essays. The expository and argumentative essays are sourced from a course reader. At least two additional essays are written in class on topics not announced in advance. Additional exercises deemed important for learning fluent and accurate writing are assigned from a course rhetoric/grammar text and other supplementary material. A semester-long project of keeping a writer's journal may be part of the instruction.

ENG 2301 Critical Thinking and Written Communication

3 SCH

Prerequisites: Successful completion of all FAS courses, ENG 1301, and COM 1301

3 lecture hours

This course is designed to perfect writing skills necessary to advanced undergraduate writing in the humanities and social sciences and especially to im-

prove students' abilities to write cogent argumentative prose in academic settings. It builds on the skills of clarity, coherence, and attention to audience and purpose established in ENG 1301 and COM 1301, and emphasizes the refinement of writers' abilities to incorporate research appropriately and fluidly into texts. The course provides instruction and practice in the identification and analysis of the written and spoken argumentation of others. It includes exposure to and practice in a variety of approaches to argumentation, including those of Aristotle, Toulmin, Habermas, and Rogers. It includes instruction in identifying and framing issues, recognizing argument styles, reading argumentation, and identifying and avoiding logical fallacies in one's arguing.

ENG 2302 Writing for Business

3 SCH

Prerequisites: Successful completion of all FAS courses, ENG 1301, and COM 1301
3 lecture hours

This course is designed to perfect writing skills necessary to advanced undergraduate writing in SBA courses and future writing tasks in professional contexts. Building on skills learned in ENG 1301 and FAS courses, it emphasizes writers' abilities to analyze and synthesize information and to incorporate data and opinions compellingly into texts. The two initial weeks of the course are devoted to the curriculum vitae, memos, and email communication. The five following weeks are devoted to writing case studies, and short research reports. The last half of the semester is dedicated to carrying out a research project on a subject within the business major and writing a research report; this includes writing a research proposal to precede the research project itself.

ENG 2303 Technical Writing

3 SCH

Prerequisites: Successful completion of all FAS courses, ENG 1301, and COM 1301
3 lecture hours

This course is designed to perfect writing skills necessary to advanced undergraduate writing in SSE courses and to future writing tasks in professional contexts. Building on skills learned in ENG 1301 and FAS courses, it emphasizes writers' abilities to analyze and synthesize information and to incorporate it into concise and clear texts. The first week of the course is devoted to writing résumés. Further instruction in the first half of the semester includes writing instructions, producing effective summaries, product reviews, and comparing/contrasting documents. The last half of the semester requires the writing of a research document on a subject within the student's concentration, beginning with the submission of a research proposal at the start of the research process.

ENG 2304 Special Topics in Writing

3 SCH

3 lecture hours

This course provides the opportunity to explore new topics in writing, rhetoric, and professional communication. It will vary in content according to faculty expertise and relevancy of current issues in composition. Each time the course

is offered, the specific content will be announced. Depending on the subject matter, students may be required to have completed prerequisite courses.

ENG 2320 Creative Writing

3 SCH

Prerequisite: ENG 1301

3 lecture hours

In this course, students will immerse themselves into the work of reading and writing, and to create their own community of writers. Students will read a novel and a wide variety of short stories and poems and discuss them. As the course progresses, students will examine how craft transforms the source material for writing, how working at the craft of writing brings raw instinct and critical understanding into some sort of equilibrium. Students will learn how to workshop their peers' poems and stories in informal group discussion. We will study certain forms and genres of writing and acquire some philosophical concepts about reading and writing and life itself.

ENG 3301 Writing for the Professions in English

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course treats the technical writing needs of corporate and government HRD professions and focuses on refining the skills developed in ENG 2301 in the following genres: advanced writing for industry, administration, and the corporate world while emphasizing proposals, technical reports, and position papers that include the usual protocols for interoffice memos and letters. The course also examines conventions of politeness using electronic media.

Foundations of Academic Success (FAS)

FAS 0210 Strategic Academic Skills

2 SCH

Prerequisite: Successful completion of at least three Language Center level II courses

Possible Co-requisite: ENG 1301

This course offers basic study skills and information literacy skills preparing students for academic success at AU. Students are trained to take responsibility for their own learning through tasks that require them to reflect on, as well as evaluate, their current study habits, and to implement new strategies that improve their learning. Students are also introduced to the Information Literacy Skills necessary to communicate effectively in online, classroom, academic and group contexts. These skills include being able to locate, evaluate, synthesize, and present information efficiently and effectively. They learn and practice the principles of effective academic research, and demonstrate their mastery in a final project.

FAS 1220 Introduction to Critical Thinking

2 SCH

Prerequisite: FAS 0210

This course is designed to develop students' understanding of the critical think-

ing process, with a view to improving their own reasoning and analysis skills. In the first part of the course, students will be introduced to the principles of argumentation, analysis and reasoning. They will learn how to examine and analyze evidence and evaluate the quality of different sources of information. Students will engage with a variety of academic and mass media sources and will be asked to critically respond in writing and class discussion to the issues raised in class readings. In the second part, students will work in small groups on a team-selected topic and will employ the concepts of critical thinking and analysis skills as they write a collaborative research paper using APA style. Throughout this process, students will be expected to evaluate their own work, as well as the work of their peers.

FAS 2210 Graduate Academic Skills

This course develops the practical skills and abilities needed for academic success at the graduate level. These include the fundamental skills of critical thinking; critical reading; note-taking; problem solving; time management; seminar presentation; research; prevention of plagiarism and test-taking skills. The course takes a content based approach to the development of these skills through the process of library searches for academic material, using the Mohammed VI Library search systems and databases. Students learn to develop annotated bibliographies and use of the Chicago Manual and APA styles of referencing. Content retrieved from the library searches is incorporated into a graduate-level research paper (10-15 pages) that requires multiple drafts. The paper requires proper in-text citation, and must comply with the conventions of academic writing. Progress is assessed at midterm and end of semester.

Finance (FIN)

FIN 3301 Principles of Finance

3 SCH

Prerequisite: ACC 2302 and ECO 2302; or ACC 2301 and EGR 2302 (SSE); or ACC 2301 and ECO 2302 (SHSS)

3 lecture hours

Financial management for business and the corporation emphasizes the conceptual framework and principles of financial management for business organizations. The topics of the course are designed to integrate the knowledge from the introductory courses in accounting and economics, with special focus on financial decision making.

FIN 3302 Money and Banking

3 SCH

Prerequisite: FIN 3301

3 lecture hours

This is an overview of general monetary and banking policies. It deals with the supply of money for a nation and commercial banking's relationship with the supply and demand for money. This course also analyses monetary concepts,

central banking functions and techniques of monetary stabilization.

FIN 3303 Corporate Financial Management **3 SCH**

Prerequisite: FIN 3301

3 lecture hours

This course continues the study of financial decision-making in corporations. The main topics covered are advanced ratios analysis, capital budgeting, capital structure, dividend policy, and an introduction to portfolio management. The course also provides an in-depth analysis of financial problems with the organization, operation, merger, and dissolution of corporations.

FIN 3305 Introduction to Islamic Banking and Finance **3 SCH**

Prerequisite: FIN 3301

3 lecture hours

Islamic finance rests on the application of Islamic law, or Shariah, whose primary sources are the Qur'an and the sayings of Prophet Muhammad. Shariah in the context of Islamic finance emphasizes justice and partnership. This course discusses the basic differences between Islamic banks and conventional banks, financial instruments of Islamic banks, profit/loss sharing, Takaful, capital markets, and unique risks faced by Islamic financial institutions.

FIN 3399 Special Topics in Finance **3 SCH**

Prerequisite: Junior Standing and FIN 3301

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of finance.

FIN 4304 International Finance **3 SCH**

Prerequisite: Junior Standing and FIN 3301, GBU 3301

3 lecture hours

This course introduces the world of international finance, investment, and business. Standard financial management and the multidimensional world of decision making within a global context are addressed.

FIN 4305 Financial Intermediation **3 SCH**

Prerequisite: FIN 3302 and FIN 3303

3 lecture hours

This course reviews the theory and practice of financial intermediations, and focuses on intermediaries as economic institutions that facilitate and provide the social role of transferring financial resources from savers to investors (borrowers). Methods of structuring assets and liabilities are presented. The course also analyzes the goals and frameworks of various intermediaries, such as commercial banks, insurance companies, pension funds, investment companies

and government agencies.

FIN 4306 Financial Investments and Securities Analysis **3 SCH**

Prerequisite: GBU 3300 and FIN 3303

3 lecture hours

This course deals with financial investments with emphasis on identifying, evaluating, and selecting investments. It also evaluates the trade-off between investment return and its associated risk.

FIN 4307 Modern Investment Theory **3 SCH**

Prerequisite: GBU 3301 and FIN 3303

3 lecture hours

This course provides a more rigorous theoretical framework than FIN 4306, as it focuses on understanding modern investment theory applied to portfolio management.

FIN 4308 Financial Futures, Options, and Other Derivative Securities **3 SCH**

Prerequisite: FIN 4306

3 lecture hours

This course introduces financial futures, options, and other derivative securities as speculative or investment vehicles. Theory and application are equally stressed. A major objective is to establish the relationship between derivative securities and modern portfolio theory.

FIN 5305 Financial Management **3 SCH**

Prerequisite: FIN 3301

3 lecture hours

This course is an application of financial analysis techniques to the managerial problems of financial institutions in the modern market environment. At a minimum, the following subjects are discussed: funds flow analysis, aggregate financial asset analysis, money markets and interest rates, discounted cash flow techniques, corporate capital budgeting and valuation, investing under uncertainty, capital asset pricing, and market efficiency.

FIN 5306 International Finance **3 SCH**

Prerequisite: FIN 5305 or special permission

3 lecture hours

This course provides an overview of the management of international funds movement, including mechanisms of financing imports and exports, cash management, hedging and tax planning. At a minimum, the following subjects are discussed: pricing in a foreign currency, use of forward exchange for hedging, market efficiency in international money markets, foreign currency options, in-

ternational capital asset pricing, pricing of foreign currency bonds, foreign currency financing, cross-border financing decisions, and exposure management.

FIN 5307 Management of Financial Institutions

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course applies the principles of financial management to financial institutions, especially commercial banks. The impact of monetary and fiscal policies and the changing regulatory, legislative, and technological environments are studied. Specific problem-solving techniques and decision-making are emphasized. Issues relating to efficient markets, dividend policy, capital structure, financing decisions, option pricing, leasing, and risk management are among the topics considered. In addition, special topics may include mergers and acquisitions, pension funds, and international financial management.

FIN 5308 Market Security Analysis and Portfolio Management

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course offers accurate and intuitive coverage of investments, with an emphasis on portfolio theory. It includes extensive discussion of capital asset pricing, arbitrage pricing, pricing of derivative securities, interest rates, and bond management. Stock valuation, estimating future earnings and dividends, and fixed income markets are examined closely. Major emphasis is on how global capital markets function and measurement of performance of investment portfolios. At a minimum, the following subjects are discussed: global capital markets, organization of securities markets, investor behavior toward risk, security valuation, analysis and management of common stocks and fixed income securities, behavior of security prices, development of modern portfolio theory, and portfolio management.

FIN 5309 Financial Risk Management

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course introduces students to the current debate concerning the appropriate level of volatility management for firms, before briefly describing the main tools available for financial risk management and the types of risks associated with these instruments. We shall then focus in detail on risk management for financial firms, in particular commercial and investment banks. This unit includes a discussion of the regulatory requirements for capital adequacy and the recent developments in the area of Value at Risk (VAR), in particular the use of J.P. Morgan's Risk Metrics and Credit Metrics, and more generally the trend towards the use of internal models for risk management.

FIN 5310 Derivative Securities Analysis

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course is designed to expand students' understanding of derivative-related financial instruments (such as forwards, futures, options, and swaps) and their use in investment and corporate financial management. By the end of this course, students should have a basic understanding of how options and futures markets function, and how derivative-related financial instruments are priced.

FIN 5311 Money and Capital Markets

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course provides an examination of the current structure, pricing, competition, and financial innovations in money and capital markets. Theory is coupled with contemporary events to study the impact of the secular rise and cyclical variability of interest rates, the proliferation of financial instruments, deregulation and the wider competition in financial markets. Individual segments of the money market such as the commercial paper and acceptances markets are examined, as are capital market segments such as the various bond markets, mortgages, and derivative instruments.

FIN 5312 International Banking Operations

3 SCH

Prerequisite: FIN 5305

3 lecture hours

This course provides a clear understanding of the theory and practice of international banking and finance. It provides a solid grounding in the latest techniques in international lending and borrowing, asset and liability management, and risk appraisal. At a minimum, the following subjects are discussed: foreign exchange - theory and practice, the international money market, the international capital market, risks in international banking, and regulation of international banking.

FIN 5313 Advanced Corporate Finance

3 SCH

Prerequisite: FIN 5305

3 lecture hours

The objective of the course is to enable the student to analyze practical financial situations and problems. The course is decision-oriented and mainly based on case discussion and analysis. Topics include valuation, executive compensation using EVA, initial public offerings, merger and acquisition, innovations in securities markets, dividend distribution policy, and the relationship between financial policy and corporate strategy.

FIN 5314 Capital Budgeting

3 SCH

Prerequisite: FIN 5305

3 lecture hours

The objective of this course is to provide students with an in-depth understanding of the capital budgeting process (generating, evaluating, selecting, and following up on capital expenditures) for making sound project investment decisions. After completing this course, participants are able to: apply capital budgeting decision rules to make sound financial choices and accurately analyze decisions and projects for financial soundness. At a minimum the following topics are discussed: Strategic decision making in determining investments/expenditures, capital budgeting decision criteria, refinancing techniques, and determination of capital structure.

FIN 5399 Special Topics in Finance

3 SCH

Prerequisite: FIN 5305 or special permission

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of finance

French (FRE/FRN)

French as a Foreign Language (FRE)

FRE 1301 Beginning French I

3 SCH

Prerequisite: Registration by placement test only

2 lecture hours, 2 lab hours

Not open for Moroccan students. The course is meant as a communicative introduction to everyday situations for beginners to the language. Special emphasis on understanding and communicating, with attention paid to the production of sounds. Some basic grammar and written work is included.

FRE 1302 Beginning French II

3 SCH

Prerequisite: FRN 1301 or Instructor's consent

2 lecture hours, 2 lab hours

Not open for Moroccan students. Emphasizes speaking and understanding. Grammar is incorporated to allow for more rapid progress. Students work on expanding their vocabulary and reading simple French texts.

FRE 2301 Intermediate French

3 SCH

Prerequisite: FRN 1302 or placement test results

2 lecture hours, 2 lab hours

Not open for Moroccan students. This course consolidates and extends vocab-

ulary, as well as speaking and comprehension abilities. A variety of reading materials are used which include more complex narratives and short poetry. The course offers an insight into the culture and history of the Francophone world within the framework of language work.

French as a Second Language (FRN)

FRN 1305 Consolidating French

3 SCH

Prerequisite: Registration by placement test only

1 lecture hours, 4 lab hours

This lower intermediate level course is both intensive and extensive. It meets three days a week (4.5 hours total) for the entire semester and provides an active and systematic review of basic grammatical structures and problems. All four language skills, listening, speaking, reading, and writing, are equally stressed in this course.

FRN 1308 French for Academic Purposes I

3 SCH

Prerequisite: FRN 1305 or placement test results

1 lecture hours, 2 lab hours

This upper-intermediate level course is designed to develop students' facility in academic French. It offers an in-depth review of the French language structures such as grammar, verb conjugation, and then moves into production with writing methods, practice with summaries, essays, oral explanations of texts, etc.

FRN 2310 French for Academic Purposes II

3SCH

Prerequisite: FRN 1308 or placement test results

1 lecture hours, 2 lab hours

This course is meant as a continuation of FRN 1308 and is open for students who have already acquired basic oral fluency and written accuracy in French. It offers students the opportunity to further polish and refine all four language skills, especially oral presentation and writing which are heavily stressed in the course.

FRN 3310 Advanced French Writing and Speaking Skills

3 SCH

Prerequisite: FRN 2310 or placement test results

1 lecture hours, 2 lab hours

This course is for students completely at ease utilizing all four language skills in French. The course develops and improves students' ability to express themselves in correct standard French, both written and spoken, using authentic materials drawn from the world of business, the press, and other media. A particular emphasis is put on the necessary tools that enable students to give power, coherence, and polish to the numerous presentations they will be asked to give in their professional life. This course can be taken as elective.

FRN 4320 French for the Professions

3 SCH

Prerequisite: FRN 3310 or Instructor's consent

3 lecture hours

This course is designed to give students the necessary linguistic background to improve their performance in the varied business situations they will encounter during their professional life. It involves studying recent business articles on current affairs and articulating the concepts which are central to many business situations. It also analyses in detail themes, like business culture, the importance of managing the information flow in companies, and the decision making process. Students are asked to create a business plan in French, to write a selection of business correspondence texts, and to summarize English articles in French (cross-reduction). A Moroccan dimension is always given to all the points mentioned. This course can be taken as elective.

NOTE: *This course does not meet non-BA French language core program requirements.*

Grammar in Academic Context (GAC)

GAC 1001 Grammar in Academic Context I

0 SCH

5 lecture hours

GAC 1001 is a 75-hour intensive English grammar course. GAC 1001 deals with grammatical structures and language use at the low to high intermediate levels. GAC 1001 reviews and expands students' knowledge of a variety of grammatical features, including but not limited to: tenses, prepositions, nouns and articles, modal verbs, and conditionals. GAC 1001 focuses on learner-centered communicative tasks that consider "use" rather than "form" and aim to develop the learner's ability to use English in appropriate contexts rather than just mastering language forms. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, listening and speaking, and writing).

GAC 1002 Grammar in Academic Context II

0 SCH

5 lecture hours

GAC 1002 is a 75-hour intensive English grammar course. GAC 1002 deals with grammatical structures and use at the high intermediate to advanced levels. GAC 1002 reviews and expands students' knowledge of a variety of grammatical items, including but not limited to: tenses, passive voice, nouns, articles, quantifiers, modification of nouns, modal verbs, gerunds and infinitives, and conditions. GAC 1002 focuses on learner-centered communicative tasks that consider "use" rather than "form" and aim to develop the learner's ability to use English in appropriate contexts rather than just mastering language forms. The

course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, listening and speaking, and writing).

GAC 1003 Grammar in Academic Context III

0 SCH

7.5 lecture hours

GAC 1003 is a 112.5 hour intensive English grammar course. GAC 1003 deals with grammatical structures and use at the low-intermediate to advanced levels. GAC 1003 reviews and expands students' knowledge of a variety of grammatical items, including but not limited to: tenses, passive voice, nouns, articles, quantifiers, modification of nouns, modal verbs, gerunds and infinitives, and conditions. GAC 1003 focuses on learner-centered communicative tasks that consider "use" rather than "form" and aim to develop the learner's ability to use English in appropriate contexts rather than just mastering language forms. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, listening and speaking, and writing).

GAC 1004 Grammar in Academic Context IV

0 SCH

7.5 lecture hours

Grammar in an Academic Contest (GAC-SSIEP) is an intensive summer course that deals with grammatical structures and use at the high intermediate to advanced levels. GAC SSIEP reviews and expands students' knowledge of a variety of grammatical items, including but not limited to: tenses, nouns, articles, quantifiers, modification of nouns, modal verbs, and conditions. GAC SSIEP focuses on learner-centered communicative tasks, which privilege "use" rather than "form" and aims at developing the learner's ability to use English in appropriate contexts rather than just mastering language forms. The course adopts a communicative and learner-centered approach. In addition, it reinforces and integrates the other language skills (reading, listening and speaking, and writing).

General Business (GBU)

GBU 2301 Business Statistics

3 SCH

Prerequisite: MTH 1305

3 lecture hours

This course is an introduction to the analysis of quantitative data with business applications. Topics covered include descriptive statistics, an introduction to probability theory, sampling distribution, confidence interval estimation, and hypothesis testing.

GBU 3203 Enterprises, Markets, and the Moroccan Economy **2 SCH**

Prerequisite: Junior standing; highly recommended before mandatory BA internship. This course cannot be taken on exchange for any other class.

2 lecture hours

This course covers current business, accounting and financial issues faced by enterprises and markets in Morocco. It also addresses the major trends that characterize the Moroccan economy. This course is given partially or totally in the French Language depending on the guest speakers invited every semester.

Note: This course is highly recommended before enrolling in the BA mandatory Internship.

GBU 3301 Quantitative Methods in Business **3 SCH**

Prerequisite: GBU 2301 or MTH 3301

3 lecture hours

This course is designed to provide foundations of statistical methods for managerial decision making. The course has an extensive coverage of inferential statistics: one or two population hypothesis testing, ANOVA, chi-square tests, regression analysis, and time series forecasting.

GBU 3302 Business Law and Ethics **3 SCH**

Prerequisite: Junior standing. This course cannot be taken on exchange.

3 lecture hours

This course introduces procedures of the Moroccan legal system and how law operates in the legal environment of business, including social, political, and ethical considerations.

GBU 3399 Special Topics in Business **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of business administration.

GBU 4100 Professional Career Development **1 SCH**

Prerequisite: Senior standing

1 lecture hour

This course is designed to equip senior students with skills needed to identify the career path that best fits their strengths and launches a successful career. The course is divided into an analysis of the job market in Morocco, an in-depth analysis of individual strengths, and hands-on practice with expert feedback on interviewing, CV preparation and motivation during the career search process.

GBU 4308 Net-Economics and e-Business **3 SCH**

Prerequisite: Junior Standing, MGT 3301 and MIS 3301

3 lecture hours

This course deals with concepts and methods related to the new economy and to electronic businesses. It introduces the data-networks and their uses in the daily transactions of businesses. The characteristics of Economies and e-Businesses are also considered before tackling the implied economic, managerial and financial issues. Applications and case studies are also used to emphasize the practical side of this course.

GBU 5020 Research Methodology Seminar **0 SCH**

1 lecture hours

This is a weekly graduate seminar course that outlines and investigates the research process as applied to the business disciplines with the goal of developing a detailed proposal for the final project. Students taking this seminar are expected to gain both theoretical and practical insights in methodological approaches related to the elaboration of their research proposal. More specifically, this seminar will cover topics related to the research proposal, literature review, quantitative and qualitative research sampling strategies, secondary data, case studies, qualitative interviews and focus groups, measurement and scales, questionnaire design, and the presenting of research outcomes.

GBU 5305 Business Ethics and Corporate Governance **3 SCH**

3 lecture hours

This course explores two different, yet related topics: business ethics and corporate governance. Beginning with business ethic, students are introduced to ethical concepts and constructs, then consider the ethical challenges that arise across the spectrum of business activities, including economic systems, production, marketing, and the environment. The course then examines the business, legal, financial and political issues affecting systems used to direct and control corporations. Topics discussed include the theory of firm, models of corporate governance, board compensation, principal/agent theory and conceptions of social responsibility.

GBU 5306 Business Decision Making and Management Science **3 SCH**

Prerequisite: GBU 3301

3 lecture hours

This course is designed to provide foundations of quantitative methods for managerial decision-making. It examines the use of modern quantitative methods to support the executive decision-making process. Particular models examined include those which assist in describing and analyzing problems and those devoted to suggesting possible managerial actions. At a minimum, the following subjects are discussed: how to formulate business problems, how to

solve them using quantitative analysis, and how to simulate and apply the recommended solution.

GBU 5307 Entrepreneurial Management

3 SCH

Prerequisites: All foundation courses

3 lecture hours

This course is designed for students who wish to start their own business, acquire a business, or join the management of a family or privately owned and operated firm. This is a project course in which the student is required to create a business plan for a proposed entrepreneurial endeavor. At a minimum, the following subjects are discussed: methods for identifying new opportunities, creativity and invention, acquiring seed capital, obtaining venture capital for growth or for purchase of an existing business.

GBU 5310 Special Topics in Business

3 SCH

Prerequisite: Special permission

3 lecture hours

This course covers various topics of interest selected in an identified area of business. This course may be repeated for credit and can be used to support business projects.

GBU 5313 Data Mining

3 SCH

Prerequisite: GBU 3301

This course covers the most popular machine learning techniques used for “mining” knowledge that lies buried in an information system, including neural networks, decision trees, genetic algorithms and fuzzy logic. The course shows how these tools can be applied for making better decisions and discusses case studies that provide good models for such applications.

GBU 5314 Simulation Modeling and Analysis

3 SCH

Prerequisite: GBU 3301

This course is an introduction to the main concepts needed to understand and use computer simulation approaches. The focus will be on discrete event simulation, as well as some coverage of system dynamics. The course will enable the students to understand how simulations based on these two models and to learn how to actually build a simulation model using a simulation package.

GBU 5315 Econometric Tools for Supply Chain Management

3 SCH

Prerequisite: GBU 3301

This course introduces econometric tools for predicting and forecasting to support decision-making in the supply chain. In the first part of the course, causal methods are developed further. This part includes: simple and multiple regression, logistic regression, and neural networks. The second part presents time-series techniques: Exponential smoothing, ARIMA methods, and GARCH

methods.

GBU 5320 MBA Final Project

3 SCH

Prerequisite: GBU 5020

In their final semester, students complete a detailed analysis of a specific business issue and may include applied research or a business problem-solving issue with a case study. Students must first submit a proposal for their final project no later than the semester preceding their last semester of study. As part of the proposal preparation. Students are expected to select a problem, analyze the problem, and provide potential feasible solutions to the problem. The projects are conducted under the supervision of an SBA faculty supervisor. Students must submit a final report in written form, and once the written report is approved by the examining committee, students must pass an oral examination which includes a presentation of their project.

Geography (GEO)

GEO 1301 Introduction to Geography

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This introductory social science course provides a survey of the principles of human geography. Students are initiated in the basic concepts required for the spatial analysis of social phenomena, including notions of scale and cartographic representation. Global systems and patterns are approached with a view to understanding current social issues such as development, migration, and the environment. The relevance of spatial models to the analysis of contemporary issues is discussed. The course involves in-class and take-home exercises as well as field trips.

GEO 2402 Geographic Information Systems

4 SCH

Prerequisites: GEO 1301 and CSC 1400

4 lecture hours

The course introduces Geographic Information Systems and associated techniques in digital image processing, and it stresses fundamental logic and scope of problem-solving using raster and vector systems. The course is designed for practitioners in development, planning, conservation, and environmental management.

GEO 3301 Economic Geography

3 SCH

3 lecture hours

This course studies the spatial organization of economic activity. The global distribution of production and international trade are analyzed with special regard given to the evolution of relations of interdependence through exchange,

cycles, and networks. Major economic development models, including developmentalism, world-systems perspective, Marxist, and liberal theories are discussed. Students are required to conduct bibliographic research and to write a number of essays and papers.

GEO 3302 Political Geography

3 SCH

3 lecture hours

This course studies the spatial deployment of power through analysis of political entities, identities, and interests at different scales. Emphasis is placed on the State, with definitions of national sovereignty, territory, and borders. Domestic governance and civil administration are also discussed. International institutions and agencies are analyzed in relation to contemporary economic activities, trade, resource management, and environmental monitoring, and in relation to conflict and conflict resolution. Students are required to conduct bibliographic research and to write a number of essays and papers.

GEO 4301 Environmental Management

3 SCH

Prerequisite: GEO 1301

3 lecture hours

The course analyses the major causes of environmental deterioration and the strategies to repair and prevent damage to the environment. The impact of economic activities such as agriculture, fishing, forestry, exploitation of mineral and energy resources, manufacturing and transportation on the Earth's air, water, soils, flora and fauna is analyzed. The role and responsibility of major actors: governments and agencies of various levels, international organizations, NGO's, corporations, producers and consumers is discussed with regard to the theory and practice of sustainable development.

History (HIS)

HIS 1301 History of the Arab World

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course covers the history of the Arab world from the rise of Islam to the present by taking into consideration the perspectives of history and related fields of inquiry. It takes a social and cultural approach to understanding the different histories of Arab society. The course attempts to balance political history and its focus on regimes and main events with long term social and cultural transformations that are relevant to the ordinary peoples of the Arab world.

HIS 1302 History of the Arab World

3 SCH

(equivalent to HIS 1301)

3 lecture hours

This course, taught in Arabic, covers the history of the Arab world from the rise

of Islam to the present by taking into consideration the perspectives of history and related fields of inquiry. It takes a social and cultural approach to understanding the different histories of Arab society. The course balances political history and its focus on regimes and main events with long term social and cultural transformations that are relevant to the ordinary peoples of the Arab world.

HIS 2301 Contemporary World History **3 SCH**

Prerequisite: FAS 1220 & ENG 1301

3 lecture hours

This course provides a broad overview of the major developments affecting different parts of the world in the modern era. Although much of the course deals with the political, social, and cultural history of Europe as a historical catalyst in the ways in which modernity has been shaped, special attention is paid to the interactions between Europe and other geographical areas such as Africa, Asia, and Latin America. The course takes an interdisciplinary perspective as a way of understanding these world regions.

HIS 2302 North Africa and the Middle East in the Twentieth Century **3 SCH**

Prerequisite: HIS 1301, HIS 1302 or HIS 2301, and FAS 1220

3 lecture hours

This covers the history of the Middle East and North Africa in the twentieth century. It takes a social and cultural approach to the understanding of the differing histories of both regions. The course balances political history and its focus on regimes and main events with long-term social and cultural transformations that are relevant to ordinary people.

HIS 2310 Survey of United States History **3 SCH**

Prerequisite Sophomore standing

3 lecture hours

The course aims to provide students with an understanding of United States history. From selected topics of political, social, economic and/or cultural history, the students review the broad lines of the formation of the United States, including its internal contradictions. The dominant narratives of political history shall be questioned in light of the underlying internal conflicts of society and ethnicity. America's changing role in the world shall be examined in relation to its domestic politics.

HIS 2371 History and Cultures of Sub-Saharan Africa **3 SCH**

Sophomore standing

3 lecture hours

This course aims to provide students with an understanding of contemporary

Africa by surveying key issues in the history of the continent and by introducing them to the dynamism and diversity of its cultures. Issues explored in the course include: pre-colonial political systems, slavery and its legacies, European colonization, 20th century liberation movements, and post-colonial state and nation building. The course also explores the debates related to African cultural unity and Africa's relations with the diaspora.

HIS 3301 International History: 1914 to the Present **3 SCH**

Prerequisite: HIS 1301 or HIS 1302 or HIS 2301

3 lecture hours

This course aims to survey world history from a specifically international perspective from the origins of World War I to the present by looking at war, diplomacy, and cooperation between states. The origins, courses, and outcomes of the two World Wars are studied as are other conflicts that have helped shape the international scene. The rise of the superpowers and the Cold War is examined together with the various efforts at international co-operation such as the League of Nations, the United Nations, European integration, and NATO.

HIS 3302 Modern European History: 1814-1945 **3 SCH**

Prerequisite: HIS 2301, and FAS 1220

3 lecture hours

This course provides a historical survey of Europe from the Congress of Vienna in 1814-15 through to the Yalta Conference in 1945. Beginning with the Treaty of Vienna, the course studies developments in nineteenth century Europe: the revolutions of 1848, the rise of nationalism, and the unifications of Italy and Germany. In the twentieth century, the course addresses the origins, course, and effects of the two World Wars in Europe as well as the rise of communism, Fascism, and Nazism.

HIS 3310 Contemporary Moroccan History **3 SCH**

Prerequisite: HIS 1301, and FAS 1220

3 lecture hours

This course seeks to trace the history of Morocco during the 19th and 20th centuries and to look at the challenges that face the country in the 21st century. Following an overview of the pre-colonial era, the course concentrates on the colonial and postcolonial periods. Taking into consideration the political and economic history of Moroccan society from the advent of colonialism to the present, this course also deals with the social and cultural history of ordinary people and the way they have been affected by various historical forces. The students are introduced to a variety of themes, such as, the colonial encounter, rural and urban resistance, nationalism, working class history, women's history, democracy, and the challenges of globalization.

HIS 3311 Modern Algeria

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course surveys the political and economic origins and development of modern Algeria. It traces the origins of Algeria from before the Ottoman regency, through the long transforming period of French colonization, and through to the establishment of the modern independent state. The state-building policies of independent Algeria's first two presidents, Ahmed Ben Bella and Houari Boumedienne, are considered as are the growing economic difficulties of the 1980s and their political consequences. The crisis of 1988 and the subsequent period of political liberalization (1989-1992) is examined, along with the drift into the serious social and civil conflict of the 1990s. The course concludes with an analysis of the return to more authoritarian policies and the search to find social and political peace in the new century.

HIS 3320 History of United States Foreign Policy

3 SCH

Prerequisite: Junior standing

3 lecture hours

This course discusses the development of United States foreign policy from the isolationist era to the present day using a historical approach. Alternative interpretations of the history of the United States foreign policy, especially the traditionalist and revisionist schools, are offered.

HIS 4301 Modern Imperialism and its Culture

3 SCH

Prerequisite: Senior Standing

3 lecture hours

This course is a comparative examination of European Imperialism in the nineteenth and twentieth centuries. Students study the historical contexts which led to the emergence of imperialist relations. The course also seeks to explain the political, economic, social, and cultural dimensions of European imperialism. The focus is primarily on British and French colonial experiences overseas. The course takes a world historical approach to the study of imperialism. Through an examination of specific histories, it explores the various reactions of the colonized peoples to the colonial encounter and the behaviors of the metropolitan colonial elite within the same context. Issues of gender, colonial science, orientalism, and culture are dealt with as part of the complex fabric of the modern colonial experience. The course concludes with a discussion of decolonization and nationalism and the effects of the colonial experience on emerging nation states.

HIS 4303 History and Memory in Twentieth Century Europe

3 SCH

Prerequisite: Senior Standing

3 lecture hours

This seminar takes collective memory as the theoretical background for the

study of modern European history. It is conceived as a reflection on how history and memory are either interrelated or opposed to each other in historical thinking, and the way the past is viewed. This seminar is also an attempt to challenge the perspective of the conventional history of modern Europe. It does so by focusing on how specific social groups, such as the working class, woman, soldiers, holocaust survivors, immigrants, and marginalized people remember their past experiences in the context of specific events and periods. The seminar starts with the First World War as a site of conflicting memories, and concludes with the fall of the Berlin Wall, which brought the debate about memory back to the study of history.

HIS 5303 History of the World Economy

3 SCH

3 lecture hours

This seminar provides a broad overview of the history of the world economy and how it has affected different parts of the globe from the “premodern” to the “modern” eras. Special attention is paid to the economic interactions between Europe and other world regions such as Asia, Latin America, North Africa, and sub-Saharan Africa. The course is intended to raise a number of questions and issues about both the historical and the theoretical frameworks that relate to the study of the world economy. The focus also involves the intellectual and scholarly debates that revolve on issues such as capitalism, the division of labor, industrialization, and imperialism.

HIS 5312 Modern Algeria

3 SCH

3 lecture hours

This course surveys the political and economic origins and development of modern Algeria. It traces the origins of Algeria from before the Ottoman regency, through the long transforming period of French colonization, and through to the establishment of the modern independent state. The state-building policies of independent Algeria’s first two presidents, Ahmed Ben Bella and Houari Boumedienne, are considered as is the growing economic struggle of the 1980s and its political consequences. The crisis of 1988 and the subsequent period of political liberalization (1989-1992) are examined, along with the drift into the serious social and civil conflict of the 1990s. The course concludes with an analysis of the return to more authoritarian policies and the search to find social and political peace in the new century.

HIS 5314 Issues in European History since 1789

3 SCH

3 lecture hours

The course aims to provide students with an in-depth insight into the complexities of European history since the rise of the nation-state after the French Revolution. From selected topics of political, social, economic, and cultural history, the students explore how lines of conflict emerged and developed over time both between nations and within national societies. Issues such as suc-

cesses and failures of European civilization as well as the varying pace of political, economic and/or social development in different European regions are treated in the course.

HIS 5316 Survey of United States History

3 SCH

3 lecture hours

The course aims to provide students with an in-depth study of United States history. From selected topics of political, social, economic and/or cultural history, instruction covers the broad lines of the formation of the United States, including its internal contradictions. The dominant narratives of political history are questioned in light of the underlying internal conflicts of society and ethnicity. Students examine America's changing role in the world in relation to its domestic politics.

HIS 5325 Colonization and Decolonization in North Africa and the Middle East

3 SCH

3 lecture hours, no lab

The course examines the various experiences with colonization and decolonization processes in the North Africa and Middle East region from a comparative perspective. Starting with Napoleon Bonaparte's invasion of Egypt in 1798, case studies present the different patterns of direct French rule in North Africa and Britain's "informal Empire" in the Middle East. Also, the role of the Ottoman Empire as a colonizing power is taken into account. Furthermore, the course compares the motivations and strategies of national liberation movements in different parts of the region, contrasting secular and religious ideologies with the pragmatic and charismatic uses of power by military leaders as the dominant agents of decolonization.

HIS 5326 Diplomatic History since the Congress of Vienna

3 SCH

3 lecture hours

This course aims to survey world history in the nineteenth and twentieth centuries from a specifically international perspective: looking at war, diplomacy, and cooperation between states. The course examines the origins and results of all major conflicts that have helped shape the international scene during the nineteenth and twentieth centuries. Emphasis is given to the rise of the great power and later the superpowers and large-scale conflicts like the Franco-Prussian war, the World Wars, and the Cold War. The various efforts at international co-operation such as the Concert of Europe, the League of Nations, the United Nations, the European Union, and NATO are also studied.

HIS 5364 Issues in the History of the Muslim World

3 SCH

3 lecture hours

The course examines a selection of issues that have marked the Muslim World from the seventh century to the present. Using a multi-disciplinary approach,

the course explores 1) the birth and growth of major Islamic urban centers, 2) the place of Muslim societies in World History and their contribution to the movement of people, goods, and ideas, and 3) the impact of modernity and globalization on the Muslim World.

HIS 5365 History of Religions

3 SCH

3 lecture hours

The course examines a selection of issues that are related to the study of religion, from antiquity to the renaissance. The course begins with an overview of the major centers of civilization (e.g. Babylon, Egypt, Persia, Greece) and their mythologies, from which organized religion emerged. The course examines the beginnings of major world religions, and the challenges of the early religious communities, as well as the relationships between them in the medieval period. The course may consider such issues as orthodoxy, authority, formations of sacred text, and relations with (or reactions to) secularism.

Human Resource Development (HRD)

HRD 2300 Introduction to Human Resource Development

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course explores the concepts, theories and strategies of Human Resource Development. It includes examining the roles of individuals responsible for the HRD program in an organization, including qualities, qualifications and scope. Students examine critically the components of HRD and identify the main challenges facing organizations today at national and international levels.

HRD 2301 Business Environment and Ethics for HRD

3 SCH

Prerequisite: FAS 1220

3 lecture hours

An introduction to business issues for HRD specialists. An overview of the global business environment and ethics are foundational. Also students are introduced to broader business domains of entrepreneurship, management, marketing, information technology systems, and financial management.

HRD 3302 Ethics in Professional Contexts

3 SCH

Prerequisite: Junior Standing

3 lecture hours,

What obligations do professionals have towards their corporations, clients, employees, and themselves? What should they do when obligations conflict? To what extent can religious values and traditions help us answer questions about work and the workplace? In examining these questions, we integrate a philosophical approach with case studies from business and the professions, learning to apply ethical theories to situations in the contemporary workplace.

Attention also be given to cross-cultural issues in business and ethics.

HRD 3303 Training and Development

3 SCH

Prerequisite: HRD 2300

3 lecture hours

This course provides students with an understanding of how human resource development professionals prepare individuals and develop their potential and capability within the workplace. The students learn how appropriate preparation and development programs and interventions can increase the productivity of individuals, groups, and organizations. During the course, they are introduced to organizational preparation and development through assessment of preparation needs in the workplace; the clarification of learning objectives; the process of designing and implementing preparation and development programs; the methods of evaluating the effectiveness of these programs; and the use of media and technology in preparation and development.

HRD 3304 Strategic HRD

3 SCH

Prerequisites: HRD 2300 and HRD 3401

3 lecture hours

The course explains how HRD programs contribute to the strategic goals of the organization and how the HRD strategy should be aligned with the corporate strategy. Crucial issues such as staffing strategies, technology implementation, organizational alignment, quality management, and cost containment are addressed in light of strategic organizational success. The aim is to provide students with a comprehensive view about the need for Strategic HRD and help them acquire the necessary skills and the theoretical background for adopting a strategic approach to HRD in different organizational settings.

HRD 3305 Issues in Human/Social Development

3 SCH

Prerequisite: HRD 2300

3 lecture hours

This course focuses on how human and social development occurs and how various institutions and systems within the national context impact development. Particular attention is given to workforce development and the interaction between various actors in the education/training sector and the economic sector.

HRD 3399 Special Topics in HRD

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course may vary in content according to faculty expertise and the relevancy of current issues in HRD.

HRD 3401 Human Capital Management

4 SCH

Prerequisite: HRD 2300 or special permission

SBA students may take HRD 2300 as co-requisite

4 lecture hours, 1 lab hour

This course is a comprehensive view of human resource policy development with emphasis on the interdependence of personnel and operating functions. Students analyze personnel functions of recruitment, compensation, integration into the workforce, and maintenance of human resources for the purpose of contributing to organizational, societal, and individual goals. An in-depth study of these functions is made as to their effects upon the development of the human resources. This course includes a two-hour laboratory which focuses on employment laws and relations and how they can affect the way human resources are managed.

HRD 4301 Program and Project Management

3 SCH

Prerequisite: HRD 2300

3 lecture hours

This course provides students with an understanding of project management concepts and tools in order to prepare them to lead and manage HRD related projects in organizations. Emphasis in the course is on acquisition of particular project management skills, such as stakeholder identification, project definition, workflow analysis, dependency charting, and budgeting.

HRD 4302 Needs Assessment and Organizational Effectiveness

3 SCH

Prerequisites: HRD 2300, HRD 3401 and HRD 3303

Co-requisite: HRD 3303

3 lecture hours

The course emphasizes the Needs Assessment process at organizational, job, and individual levels. It examines specifically the main approaches used and specifies their benefits and drawbacks. It also analyzes the various methods used by HRD professionals to gather and analyze data in preparation for organizational interventions and in evaluating their results.

HRD 4303 Leadership and Management Development

3 SCH

Prerequisite: PSY 3302 or MGT 4304

3 lecture hours

A practicum course that applies leadership and management theory to personal leadership skill development and to the setting up of management development programs for organizations. It includes leadership skills, teamwork and team-building, conflict resolution, negotiation, interpersonal communication, and cross-cultural communication skills.

HRD 4304 Consulting for HRD

3 SCH

Prerequisites: HRD 2300, HRD 3401, and HRD 3304

3 lecture hours

Consulting for HRD explains in detail the consulting process, the roles of both internal and external consultants and emphasizes the skills they should hold to be effective. It also covers the concepts and challenges of the consulting profession with the aim to prepare students to guide organizations in improving human performance and organizational outcomes.

HRD 4305 Human Resource Development in Public Administration

3 SCH

Prerequisites: HRD 2300 and HRD 3401

3 lecture hours

This course provides a comprehensive exploration of the values, conflicts, political processes, and techniques which provide the context for Human Resource Development in the Public Sector. This course aims to develop an understanding of the role of public administration in governance and to develop an understanding of Moroccan Laws and the political environment of public administration. In addition, coursework identifies key challenges facing public administrators in Morocco. It is concerned with the role and impact of politics on the administration of the public's business. The policy roles of administrators and agencies are considered in detail. Particular attention is paid to contemporary efforts of HRD to effect a reform in the politics of administration.

HRD 4306 Organizational Development and Change

3 SCH

Prerequisites: HRD 3401 and PSY 3302

Co-requisite: HRD 3304

3 lecture hours

Organizational Development (OD) is a formal sub-discipline of Human Resource Development. Organizational Development involves planned interventions that are managed from the 'top' and are intended to improve the resources and effectiveness of the entire organization. This course reviews the current theories of Organizational Development and Organizational Change. Students examine various methods of organizational research and analysis in order to plan methods for Organizational Development interventions. The course offers opportunities to investigate OD systems and strategies.

HRD 4307 Career Management and Development

3 SCH

Prerequisites: HRD 2300 and HRD 3401

3 lecture hours

This course describes the current career-related issues of relevance to HRD professionals and sheds more light on what individuals and organizations can do to address some of the changing career forces and develop effective talent management systems. This course gives students an understanding of career

management theory, principles, and practices as well as its vital function to a successful career. The key idea of having a career is having life-long work that leads to continual personal growth and development, with full integration and contribution to family and society. Thus, emphasis is placed on the principles of lifelong learning and experiential learning.

HRD 4308 Global HRD

3 SCH

Prerequisites: HRD 2300 and HRD 3304

3 lecture Hours

This course focuses on how globalization is changing the cultural fabric of organizations and how diversity issues are impacting HRD practices. Major attention is given to the emerging globalization trends and the challenges they create for HRD professionals. Implications and actions are discussed in light of various HRD processes including organizational development, training and development, and career planning and development.

Humanities (HUM)

HUM 1310 History and Culture of the Berbers

3 SCH

Prerequisite: FAS 1220

3 lecture hours

The purpose of this course is to provide students with insight into the specifics of Berber culture and institutions, starting with a background survey covering the origins, distribution, and common history of the Berber peoples of North Africa from ancient history up to medieval times. The focus then shifts to Morocco, covering events from the Almohad period to the present time, with emphasis on Berber resistance during the colonial period, together with an analysis of current problems confronting the Amazigh community in this country, with special reference to the Middle Atlas region. Time is also devoted to the study of the various Berber-speaking areas of Morocco, Berber toponyms, and English translations of oral texts (folk-tales, proverbs, epic and lyrical verse, riddles, etc.).

**HUM 2301 Introduction to Islamic Art and Architecture
(equivalent to HUM 2304)**

3 SCH

Prerequisites: Sophomore Classification and FAS 1220

3 lecture hours

This course, taught in English, is an introduction to Islamic art and architecture with an emphasis on the Maghreb and al-Andalus. The first section of the course deals with the period of formation of Islamic art from the advent of Islam to the end of the Umayyad period. The second section consists of a survey of the art and architecture of the major dynasties of the Islamic West from A.D. 750 to A.D. 1800. The last section of the course links Islamic art, architecture, and urbanism to their social and economic contexts. The course requires students to consider the intellectual and humanist dimensions of artistic production.

HUM 2302 Introduction to the Study of Islamic Civilization **3 SCH**
(Taught in English, equivalent to HUM 2303)

Prerequisites: Sophomore Classification and FAS 1220

3 lecture hours

This course introduces students to the general features of various aspects of Islamic civilization using an interdisciplinary approach that takes into account the basis of this civilization, its sources, and its permanent components. Causes of intellectual production and of past developments of this civilization are related to factors that explain its present-day vitality.

HUM 2303 Introduction to the Study of Islamic Civilization **3 SCH**

(Taught in Arabic, equivalent to HUM 2302)

Prerequisite: Sophomore Classification FAS 1220

3 lecture hours

This course, taught in Arabic, introduces students to the general features of various aspects of Islamic civilization using an interdisciplinary approach that takes into account the basis of this civilization, its sources, and its permanent components. Causes of intellectual production and of past developments of this civilization are related to factors that explain its present-day vitality.

HUM 2304 Introduction to Islamic Art and Architecture **3 SCH**
(Taught in Arabic, equivalent to HUM 2301)

Prerequisite: FAS 1220

3 lecture hours

This course is an introduction to Islamic art and architecture with an emphasis on the Maghreb and al-Andalus. The first section of the course deals with the period of formation of Islamic art from the advent of Islam to the end of the Umayyad period. The second section consists of a survey of the art and architecture of the major dynasties of the Islamic West from A.D. 750 to A.D. 1800. The last section of the course links Islamic art, architecture, and urbanism to their social and economic contexts. The course requires students to consider the intellectual and humanist dimensions of artistic production.

HUM 2305 Science and Society **3 SCH**

Prerequisite: Sophomore Classification, FAS 1220

3 lecture hours

This course serves to provide an understanding both of science as an intellectual endeavor and of the contemporary world, a world increasingly shaped by science. The course directly addresses a number of key questions. What is science? What is the nature of scientific knowledge? What is the relationship between scientific knowledge and other kinds of knowledge or belief, between science and technology, between science and power? Are scientists morally responsible for the applications and effects of their scientific research?

HUM 2306 Comparative Religion

3 SCH

Prerequisite: Sophomore Classification, FAS 1220

3 lecture hours

This course is an introduction to the study of the world's major religions: Islam, Christianity, Judaism, Buddhism, and Hinduism. Other, lesser known, religions and religious movements are also discussed. The course covers the ideas and concepts that have shaped religions, as well as the questions that they have sought to address, with an emphasis on those themes shared by all of them. Students gain a better understanding, through a survey of religion, of how human beings over the ages have perceived their place in the world.

HUM 2307 History of Islamic Technology

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This introductory humanities course is a survey of technological advances in the Middle East and North Africa in the pre-modern era. While some of these advances came about as a response to the requirements of religion (e.g., determination of the qibla direction and of prayer times) many others were practical solutions to harness the forces of nature and lead a better-quality life. Two major themes of the course are 1) to show the intellectual and technological exchanges—through translations, trade, and travel—between Muslims and their neighbors, and 2) to link the technologies under study to current issues by showing how past experiences and technological solutions (e.g., water use, architectural techniques, etc.) can be implemented for a sustainable cultural and economic development in the MENA region and in Morocco in particular. The course consists of a series of lectures, field trips, and video projections. No prior knowledge of Islam and its civilization is required to take the course. The course can be taken as an elective in any undergraduate program.

HUM 2371 Popular Culture in Africa

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course is an introduction to the various aspects of popular culture in sub-Saharan Africa. Popular culture is often the only vehicle for common persons to express social and political discontent or comment. Historically, this has been possible through popular forms of music, art, film, or literature. African popular culture is frequently global in scope with many artists known as much in Europe and the Americas as they are in their home countries. This course begins by looking at the use of popular culture in the colonial period and move up to the present in order to look at what art is and how to appreciate African artistic production; the role of popular culture such as theater, music, film, sculpture, painting, etc. in contemporary Africa.

HUM 3311 Women and Culture

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course examines the complex relationships between women and culture. It introduces students to theories of culture, gender, and representation, analyzes the images of women and sexuality in various cultural discourses such as oral literature, television, popular music, advertising, magazines, as well as high culture arts, and considers women's participation in cultural and aesthetic production, from traditional crafts through music to modern art forms.

HUM 3320 American Culture

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course addresses a variety of questions surrounding culture in the United States, including film, music, and other media. It analyses the multicultural atmosphere of the United States. It also addresses topics related to the rural-urban shift, the movement towards the cities in the North, and the inclusion/exclusion dynamics related to minority cultural artifacts.

HUM 3399: Special Topics in the Humanities

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course provides the opportunity to explore new topics in the arts, history, philosophy, religion or literature. It varies in content according to faculty expertise and the relevancy of current issues in the humanities.

HUM 3412 Moroccan Cultural Heritage

4 SCH

Prerequisites: HUM 2302; HIS 2302

3 lecture hours

The purpose of this course is to provide students with an in-depth knowledge of Moroccan cultural heritage from both tangible and intangible perspectives. Through the positive intermingling of Berber, Arab, Islamic, Jewish, Roman, Andalusian, French, Saharan, and Sub-Saharan cultures, Morocco has been a place for innovation in the arts of living and building. The course places an emphasis on Moroccan heritage as it continues to thrive in cities, towns, and villages throughout the country. It aims to provide an understanding of how the traditions of Moroccan life can serve as a catalyst for developments in contemporary Morocco. This four (4) SCH course involves a number of local and cross-country field trips.

HUM 5000 Awqaf Orientation Seminar

(non-credit)

3 lecture hours

This seminar is designed to prepare students to participate in graduate programs which include a serious component of humanities and social sciences.

The seminar begins with an overview of the university's administration, services for students and staff, and philosophy of pedagogy according to the Western educational model. Further, students visit the university library and are introduced to staff and resources (books, journals, reference works, electronic databases, etc.) which are available to all students. Thereafter, the seminar consists of presentations on different topics related to graduate studies including citation and research methodology, contemporary world events, religious studies, Western culture, and the humanities and social sciences. In addition, the seminar serves to fortify the students' English, both written and oral. Some sessions of the class is led by guest instructors with expertise relevant to the issues under discussion.

HUM 5010 Critical Concepts in Islamic Studies (non-credit)

3 lecture hours

The seminar is designed to introduce students to key subjects in Islamic Studies according to the Western academic tradition. It begins with an overview of some critical methodologies used by contemporary scholars, then proceeds with an examination of major themes in the discipline (e.g. Quran, Sira, Hadith, Shi'ism, Sufism, Islamic Philosophy, etc.) according to the Western academic system.

HUM 5020 Readings in Religious Traditions (non-credit)

3 lecture hours

This seminar is designed to prepare students to participate in graduate programs with a focus on religious studies. The primary purpose of the seminar is the advanced development of written and spoken English, and to familiarize the learners with the technical language specific to the field of religious studies in the Western model. In each session, students read and discuss texts from various world religious traditions (e.g. Buddhism, Christianity, Hinduism, Islam, Judaism) including both the sacred and secular texts of the religious communities. Each week the course addresses a topic, and examines texts from various traditions that attempt to respond to that theme (e.g. human rights, rule of law, globalism, gender).

HUM 5101 Common Colloquia (non-credit)

3 lecture hours

These short weekly seminars are intended to provide an appropriate forum for the Ministry of Awqaf students to discuss issues or assignments of their program which are especially challenging. They serve to supplement other courses in the program, taking into account the unique background of the program's students. The course occasionally features guest speakers.

HUM 5210 Islamic Studies Colloquium

(non-credit)

3 lecture hours

These weekly seminars are intended to provide students with training in traditional Islamic subjects, and feature distinguished guest instructors and traditional ulema. The Colloquium is intended to be taken repeatedly, and meets for two hours a week on average. Examples of potential subjects include Arabic grammar, rhetoric, logic, jurisprudence, and the sciences of the Quran.

HUM 5301 Advanced Comparative Religion

(non-credit)

3 lecture hours

This seminar approaches the field of comparative religion beginning with an introduction to the discipline of hermeneutics and moving afterwards to an analysis of major thematic issues in sacred texts, using a multi-disciplinary approach. Examples of themes may include such topics as: skepticism and sacred knowledge, representation of the divine, sovereignty, moral universalism, religious pluralism, death, mysticism, the problem of evil, and relationship of law and religion. Students are expected to both do in-depth readings on these topics, to demonstrate a serious consideration of the pertinent issues in essay writing, and to participate in the seminar by leading or facilitating discussion around these issues as pedagogical practice. The seminar also features guest lecturers who have academic interests in the specific topics featured in the syllabus.

HUM 5310 Amazigh (Berber) History and Culture

3 SCH

3 lecture hours

This course examines the history of the Berber/Imazighin peoples from the Neolithic period to the present. The course covers the Imazighin peoples who live from Siwa Oasis in Egypt's Western Desert to the Atlantic and south to Niger and Burkina Faso. Imazighin political movements in the 20th and 21st centuries and French colonial influence in creating a "Berber" identity are examined. While the emphasis in the course is on the history and politics of Imazighin peoples and movements in North Africa, the course also touches on Berber culture and its legacy in such topics as toponyms, linguistics (dialects of Arabic as well as the various dialects of Tamazight, or Berber Language), epic poems (including in the Arabic Abu Zaid Hilali tales), and folk lore in North Africa. The course considers how Imazighin have emerged in recent years from the stereotype of rural, colorful folk used to attract tourists to buy handicraft to a viable cultural forces in contemporary North Africa. Comparison is made between Imazighin movements in the Maghreb with indigenous peoples in other parts of the world (North and South America, Europe, and New Zealand, for example).

HUM 5312 Popular Culture in North Africa

3 SCH

3 lecture hours

Various types of popular expression in North African societies are examined, starting with religious practices such as popular Islam. Other forms of popular expression often ignored in the past, such as pop music, theater, television, and film, are covered. The course moves from a discussion of North Africa itself to the growing influence of such North African pop cultural forms as raised in other regions of the Arab world, Europe, and beyond.

HUM 5322 Critical Writing and Communication

3 SCH

3 lecture hours

This course emphasizes the refinement of critical thinking and analytical skills and their expression in both the written and the oral mode. It is designed to improve students' ability to argue persuasively and appropriately, and to analyze effectively the arguments of others. The course centers on professional, decision-making situations and involve the creation and analysis of the students' own texts, as well as the analysis and interpretation of the texts of others. Attention is given to conventions of research and documentation in the social sciences, including practice in MLA and APA formatting.

HUM 5323 Politics in North African Literature and Films

3 SCH

3 lecture hours

This course examines the handling of political themes and issues through a selection of North African films and works of literature over a varied time period.

HUM 5360 Issues in Contemporary Islam

3 SCH

3 lecture hours

This course is a survey of different issues in contemporary Islamic thinking and practice. While covering the interaction between Islam and politics, and discussing the relationship between Islam and democracy, the course also emphasizes social and cultural issues, such as Islam and Modernity and Islam and women. New challenges to Islamic societies and to Muslims in general are also covered.

HUM 5361 Introduction to the Basics of Islam

3 SCH

3 lecture hours

This is an introductory course for students who have little prior background in Islamic or religious studies. This course is an introduction to the religion of Islam, and briefly addresses the basics of the faith, including the five "pillars", important practices, as well as fundamental themes of its theology, sacred text, and the biography of the Prophet Muhammad. The course also includes a visit to a mosque in order to familiarize students with its role and standard characteristics.

HUM 5362 Introduction to the Quran and Biography of the Prophet (Sirah) 3 SCH

3 lecture hours

This course introduces the student to Islam's primary sacred text: the Quran. Emphasis is placed on the Quran's central role within Islam, as well as the body of tafsir (commentary) literary that has evolved around this sacred text, as well as historical and contemporary approaches to the study of the Quran. Students likewise are introduced to "Sirah" texts, i.e. the biographical accounts of the life of the Prophet Muhammad (most importantly that of Ibn Hisham), and survey contemporary scholarship on Sirah.

HUM 5363 Introduction to Islamic Jurisprudence (Fiqh) & Creed (`aqeeda) 3 SCH

3 lecture hours

This course will provide students with an introduction to the major schools of Islamic jurisprudence, and an overview of their history and origins. Students will also be introduced to the major legal texts associated with the schools, both medieval and contemporary. In addition, the course will provide students with a basic introduction to the formation of religious creed (`aqeeda) within Islam, and the major differences between the Sunni and Shia doctrine.

HUM 5365 Mysticism and Sufism 3 SCH

3 lecture hours

The course examines Sufism (the mystical tradition of Islam), and other esoteric traditions from around the world. First, the communalities and diversity of the mystic traditions of world religions are explored through readings of the foundational works of each. Methods, practices, arts and institutions of Jewish, Christian, Buddhist, and Hindu mysticism are compared. Second, mystic aspects of the non-scriptural religions of Africa, Native America, and Aborigine Australia are studied. The various critiques formulated against mysticism are presented, as the post-modern turns towards mysticism.

HUM 5366 Contemporary Issues in Kalam (theology) 3 SCH

3 lecture hours

This course considers contemporary issues in kalam (theology), with special attention given to the research interests of the instructor. Possible examples include comparative issues in Sunni and Shia works, or the theology of minority communities such as the Ahmadiyya.

HUM 5367 Contemporary Issues in Fiqh (jurisprudence) 3 SCH

3 lecture hours

This course considers contemporary issues in fiqh (jurisprudence), with special consideration given to the research interests of the instructor. Possible exam-

ples include the fiqh of Muslim minority communities (fiqh l-'aqalliya), and the contemporary position on controversial issues such as banking interest (riba) or temporary marriage (zawaj muta'a).

HUM 5368 Graduate Seminar in Religious Studies **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of religion.

HUM 5369 Graduate Seminar in Islamic Studies **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of Islam.

HUM 5388 Mediterranean Societies **3 SCH**

3 lecture hours

The course presents the cultural, political, and environmental specificities that have determined the development of societies around the Mediterranean Sea. Several exemplary cases are approached from comparative anthropological as well as historical perspectives. The course deals with ethnic, political, and religious complexities that have shaped exchange in such fields as settlement patterns, resource use, and social organization. The use of violence to shift dominance in the region is a theme for inquiry, as well as transmission of knowledge and forms of cross border cooperation. In that context, the role of transnational communities is examined as well.

HUM 5412 Moroccan Cultural Heritage **4 SCH**

3 lecture hours

The purpose of this course is to provide students with a deep knowledge of Moroccan cultural heritage from both tangible and intangible perspectives. Through centuries of constructive intermingling of Berber, Arab, Islamic, Jewish, Roman, Andalusian, French, Saharan and sub-Saharan cultures, Morocco has been an innovative place for the arts of living and building. The course places an emphasis on Moroccan heritage as it continues to thrive in cities, towns and villages throughout the country. It aims at providing an understanding of how the traditions of Moroccan life can serve as a catalyst for development in contemporary Morocco. This four SCH course involves a number of local and cross-country field trips.

International Studies (INS)

INS 2320 Model United Nations

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This class examines the structure, history, and functions of the United Nations, and of the major issues that it has faced and is currently facing. The course combines both knowledge of the organization and simulated debates about major political and social issues. It concludes with an in-class simulation. Students learn the rules of procedure, the principles of resolution writing, and the preparation of national position papers. They also study the foreign policy positions of at least one country in order to represent that country in class simulations.

INS 3301 Theories and Models of International Relations

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course is a survey of the main theories and models of international relations. After considering some concepts such as order, power, sovereignty, and international justice, the course examines central themes in international relations such as the balance of power, international law and organizations, diplomacy, and globalization. This theoretical background is then applied to specific issues in international politics such as interventionism, human rights, terrorism, or peace and war.

INS 3301 Theories and Models of International Relations

3 SCH

3 lecture hours

The course is a survey of the main theories and models of international relations. After considering some concepts such as order, power, sovereignty and international justice, the course examines central themes in international relations such as balance of power, international law and organizations, and diplomacy and globalization. This theoretical background is then applied to specific issues in international politics such as interventionism, human rights, terrorism, or peace and war.

INS 3302 International Law and Organizations

3 SCH

Prerequisite: INS 3301

3 lecture hours

This course introduces students to both international law and international organizations. The role and application of international law is examined, particularly in the fields of conflict, trade, maritime issues, and borders. The course surveys the range, role, and function of the main international organizations operating in the contemporary international system, including the United Nations, the International Monetary Fund, and the World Trade Organization.

INS 3310 The United States and the Middle East **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course studies the role of the United States in the Middle East and the way it has defined its interests in that region. Topics examined include the United States' response to shocks generated by the Arab-Israeli conflict, the oil crisis, the Iranian revolution, and coups in North African and Middle Eastern states. United States foreign policy with regard to the Maghreb is also studied.

INS 3311 Economic History of the United States **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Students in this course study the development of the United States economy from independence to the present day. Among other issues, the course addresses the development of the agricultural system, industrialization, the information age, and the transition to a service sector economy. The course also addresses the role of the government in macroeconomic policy and strategic sectors.

INS 3371 Africa in World Affairs **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course explores a selection of vicious and virtuous political events Africa has presented to the world over the last 50 years or so in terms of development, governance and conflict, and conflict resolution. The increasing competition among several big powers for influence and/or natural resources and markets, starting with former colonial powers Great Britain and France, the United States, and more recently China is also discussed.

INS 3372 Conflict in Contemporary Africa **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course introduces students to the history of internal conflicts in contemporary post-independence Africa. Using a case study approach, the course looks at the causes and solutions for conflict in Africa through a variety of perspectives, including traditional and alternative approaches.

INS 3373 US Relations with Sub-Saharan Africa **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course introduces students to United States' policy in Africa including security interests, economic relations, and ideological considerations. The course examines the extent of relations between Africa and the United States as well

as the difficulties facing both sides in terms of establishing a permanent institutionalized relationship.

INS 3374 EU relations with Sub-Saharan Africa **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

The course introduces students to the policies of the various European states towards Africa using a case study approach. It focuses on the asymmetry of the relationship and the problems of establishing closer and friendlier relations in light of history.

INS 3397 Special Topics in American Studies **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of American Studies.

INS 3398 Special Topics in European Studies **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This is a specially scheduled course on significant issues or topics relevant to the study of European Studies.

INS 3399 Special Topics in North African and Middle Eastern Studies **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of North African and Middle Eastern Studies.

INS 5302 World Issues Seminar **3 SCH**

3 lecture hours

This course is intended to give students a solid grounding in both a broad range of contemporary international issues and also issues relating to Morocco and its immediate surroundings. Readings and discussions examine major current international issues as well as look at the developments and events in the world's major sub-regions. The seminar is a forum for a range of guest speakers, from both within and beyond the university, to address topics of international, contemporary, and Moroccan relevance.

INS 5303 Advanced International Relations Theory **3 SCH**

3 lecture hours

This course presents a broad variety of theoretical approaches to analyzing the

international political situation. It covers the different debates that take place in the field of International Relations. The course discusses Realist, Liberal, and Post-Modern approaches to International Relations theory. The course also examines different forms of Constructivism and their critiques.

INS 5304 Moroccan Foreign Policy and Diplomacy **3 SCH**

3 lecture hours

This course looks at the development and formulation of Morocco's foreign policy since independence in 1956. In addition, it provides a historical overview of the major events and developments of the post-independence period. The course also examines the issues and actors involved in the making of policy and the changing nature of the regional and international context in which Morocco has had to adapt itself.

INS 5305 International Law and Organizations **3 SCH**

3 lecture hours

The aim of this course is to provide a framework for understanding the normative dimension of international relations. The emphasis is on the role of norms and rules in international relations through the role of international treaties and their effects on international relations.

INS 5306 Diplomatic Negotiation **3 SCH**

3 lecture hours

This course surveys the theory and practice of diplomatic negotiation features within both bilateral and multilateral negotiations. Models of negotiation, steps of negotiation, and strategies of negotiations are a consistent component of the program. Psychological and sociological influences are emphasized. Case studies complement the theoretical framework of the course.

INS 5307 Diplomatic Theory and Practice **3 SCH**

3 lecture hours

The purpose of this course is to survey the different approaches in analyzing diplomacy and foreign policy. The debate from an American and European perspective is emphasized. The different aspects to be analyzed are the constitutional, the organizational, and the partisan dynamics of the foreign policy process. The evolution of diplomacy and the new role of diplomats in International Politics are examined in the light of current challenges to 'traditional diplomacy'.

INS 5310 Special Topics in International Relations **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of international relations.

INS 5311 Geopolitics

3 SCH

3 lecture hours

The objective of this course is to analyze the twentieth century geopolitical thought as one of the components of contemporary political philosophy. The course surveys Western geopolitical thinkers, including Mackinder, Vidal de La Blache, Haushofer, Kennan, Kissinger, and Huntington. Alternative and opposing geopolitical discourses (Soviet, Third Worldist, Islamist, and Environmentalist) are also studied. The role of geopolitical ideologies in international relations and strategic policymaking is analyzed. The course is based on fundamental readings and involves bibliographic research.

INS 5312 International Security

3 SCH

3 lecture hours

This course deals with issues related to international security. It examines the legacy of both World War II and the Cold War. It surveys different theories of peace and war with an emphasis on the causes of war and the conditions for peace. Emphasis is given to peace research and the positive definition of peace in International Relations.

INS 5313 Conflict Management and Resolution

3 SCH

3 lecture hours

This course explains the theoretical and analytical tools used to understand the causes of violent conflicts and the means to manage and resolve them. It surveys the different forms of political violence, including ethnic, domestic conflict, and terrorism. It examines different forms of conflict management and resolution including preventative diplomacy, humanitarian intervention, peace making, and peace keeping. The course uses case studies.

INS 5314 Diplomatic Negotiation: Theory and Practice

3 SCH

3 lecture hours

This course surveys the theory and practice of diplomatic negotiation and it covers both bilateral and multilateral negotiations. Models, steps, and strategies of negotiations are covered and case studies complement the theoretical aspects of the course.

INS 5315 International Political Economy

3 SCH

3 lecture hours

This course provides a survey of theories of international political economy as well as a short review of the history of the discipline. The course examines the relationship between economics and politics. It covers several issues including the relationship of wealth and power, the role of the nation-state in economic management and control, regional economic and political integration, the role of the multinational cooperation, the North-South economic divide, political

dialogue, and the impact of globalization the world's economies.

INS 5316 Comparative Political Economy of Development **3 SCH**

3 lecture hours

The main theories of economic development are surveyed. A comparison of their effects is applied to different regions of the world. Strategies of economic development among different regions of the world are compared. The similarities, the differences, and the lessons of different strategies of development are emphasized. The role of policies, institutions, and the international environment in constraining the action of policy makers is examined.

INS 5317 European Union - North Africa Relations **3 SCH**

3 lecture hours

This course surveys and examine relations between the Maghreb region and Europe. Bilateral ties between states as well as the policies of individual European states such as France and Spain are explored. The main focus of the course is on relations with the European Union itself. Students study issues such as trade, co-operation, migration, security, and the Euro-Mediterranean Partnership Initiative.

INS 5320 The European Union: An Introduction **3 SCH**

3 lecture hours

This course aims to introduce students to the basic workings and institutions of the European Union. The origins of the EU are examined along with its progressive growth as an institution, its expansion to include new members, and its transformation in search of deeper political integration. Students also study the construction and goals of European policies such as those concerning agriculture, foreign affairs, and economics.

INS 5322 The United States and the Middle East **3 SCH**

3 lecture hours

This pro-seminar examines the interests of the United States in the Middle East from the Truman Doctrine onwards. The formation of the Baghdad Pact, the Suez Crisis, the Arab-Israeli Conflict, Palestine, the Gulf Wars, and the Iranian Revolution are discussed in terms of their effects on United States interests and orientation. The role of oil and the region's reliance on the United States for security along with the rising role of counter-terrorism in shaping United States foreign policy are analyzed within the broader framework of United States foreign policy.

INS 5324 United States Foreign Policy **3 SCH**

3 lecture hours

Various economic, social, and political changes both domestically and abroad have shaped American foreign policy and diplomacy within a historic perspec-

tive. This course attempts to offer a comprehensive understanding of the evolution of doctrines, related interests, tools, goals, and accomplishments of US foreign policy and diplomacy. The class examines key concepts such as “diplomacy”, the “national interest”, “power”, and “policy instruments” in order to comprehend how the US applies these in its dealings with other countries and in addressing complex world problems.

INS 5326 United States-Maghreb Relations **3 SCH**

3 lecture hours

This pro-seminar examines history and the development of United States foreign policy towards the Maghreb from the 18th century onwards. Particular emphasis is placed on political and economic cooperation and conflict during the Cold War and current efforts to enhance economic ties through free trade agreements and economic initiatives. Various aspects of military and security cooperation are also discussed within the framework of the overall relationship.

INS 5340 Independent Study in International Studies **3 SCH**

3 lecture hours

Independent study is for those students who have specific interests or needs that cannot be covered by the courses offered in their program. Students wishing to do an independent study must submit a detailed plan as a written request proposing the study, which must be supported by a member of the faculty and approved by the Dean of the School of Humanities and Social Sciences. Students may undertake only ONE independent study in the course of their MA program and may do so should there be no courses offered that cover the same topics. Independent study should be taken only during the last semesters of students’ degree program. Independent study can only be taken to cover non-core requirements.

INS 5342 The Political Economy of the European Union **3 SCH**

3 lecture hours

The course provides analysis of the economic rationale for the European Union, evidence of the development of trade and growth in the EU, details of the Single Market program, analysis of convergence and disparities within the EU, and prospects for EU enlargement by integration of Central European economies. Focus is on integration theory and measurement and analysis of EU policy-making, illustrated with current issues such as economic and monetary union, and employment and trade policies.

INS 5344 Security Politics in the New Europe **3 SCH**

3 lecture hours

This course deals with the methods and theories of security issues. It analyzes the historical background conditions and the significant changes in Euro-

pean security since the end of the 1980s. The course assesses the strategies and shortcomings of European security institutions (OSCE, EU, and NATO) and evaluates current security challenges.

INS 5346 External Relations of the European Union **3 SCH**

3 lecture hours

The external relations of the EU encompass a wide range of issues, from trade and development to security and the environment. With the expansion of the EU and the deepening of the integration process, the EU has become an increasingly acknowledged actor in the international system. The course examines the decision-making processes regarding the EU external relations and its main areas of action.

INS 5348 United States-European Relations **3 SCH**

3 lecture hours

The course examines the economic, political, and security relations between the United States and Europe before and since the European integration process. It examines the economic relationship in terms of trade, investment, and financial flows, and it examines the security relationship within the rubric of NATO. Major issues for NATO such as the inclusion of West Germany, eastward expansion, relations with Russia, and its search for a role in a post-Cold War world serve as the seminar's signposts. NATO debates over relative burdens and the positions advanced by the United States and some of its allies are also studied in this seminar.

INS 5361 Political Economy of the Middle East **3 SCH**

3 lecture hours

The course studies the connection between the political and economic foundations of the societies of the Middle East and North Africa. Starting from the analysis of the natural resource base, the course covers some of the 'classic' debates that have marked the study of the economies of the region: the challenges posed by rapid demographic growth, or by the imperative of agricultural development in an arid or semi-arid environment, the problem of the ambivalent opportunities offered by oil and other mineral wealth, and the persistent imbalance of the economic structures. In presenting these debates, the course addresses questions concerning the choices and conditions which influenced the evolution of the economy of the states of the region and their impact on the political and social systems that have experienced them. Particular attention is dedicated to the origins and effects on the region of neo-liberal political economy approaches over that last three decades.

INS 5391 Thesis Seminar **3 SCH**

3 lecture hours

Students who have reached the thesis-writing stage meet once a week with other students and a supervising professor to report on their progress and to

be advised on how to proceed with their project. Students failing to defend their theses successfully by the end of the semester are awarded an IP grade. This course can be taken only on a Pass/Fail basis.

INS 5392 Policy Practicum **3 SCH**

The course is designed to provide students with supervision and advice on how to write policy papers and consists of a combination of practically-oriented assignments which culminate with the drafting of the final policy paper. Students failing to defend their policy paper successfully by the end of the semester are awarded an IP grade. This course can be taken only on a Pass/Fail basis.

INS 5397 Special Topics in American Studies **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of the American region.

INS 5398 Special Topics in European Studies **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of the European region.

INS 5399 Special Topics in North African and Euro-Mediterranean Studies **3 SCH**

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of North Africa and Euro-Mediterranean region.

Internship (INT)

INT 4301 Internship **3 SCH**

Prerequisites: GBU 3203, ENG 2302, ACC 3201; must be done in summer semester prior to the student's graduation semester in fall, spring, or summer.

3 lecture hours

INT 4301 allows the School of Business Administration students to gain practical experience in the workplace before receiving their undergraduate degrees. More specifically, it consists of training in a public or private sector agency or business to be completed in the summer semester. The student (with the help of the SBA) identifies an organization interested in hiring her/him as a full time intern for an 8-week period (minimum required). The SBA Internship program supervises the students and awards academic credits upon successful completion of all the required assignments.

INT 4302 Internship (For SHSS Students)

3 SCH

Prerequisite: ENG 2301; INT 4302 must be done in summer semester prior to the student's graduation semester in fall or spring

3 lecture hours

On-the-job education and training in a public or private sector agency or business to be completed, preferably, in the summer. Students must consult with the internship chair to arrange for a three-party contract to be drawn up that details the amount and nature of the work to be done. The contract must be signed by the student, the internship chair, and the agency or business person supervising the work.

INS 5290 Internship

2 SCH

2 lecture hours

Students who do not have at least one year of relevant work experience need to complete an internship. The internship should be a minimum of eight weeks, or 320 hours in a suitable organization. On the completion of the internship, students are required to submit a written report to be defended before an examining committee. Students who conduct an internship are required to take two additional International Relations courses. Students who are exempted from the internship take three additional International Relations courses.

Latin (LAT)

LAT 1201 Classical Languages: Latin

2 SCH

This course prepares students to be able to read Classical Latin texts with a focus on the Vulgate and the works of Christian Fathers. Students initially focus on acquiring the grammar and vocabulary required to read Classical Latin with the aid of a dictionary. Students develop their ability to translate written texts from Latin to English or, by extension, Arabic, French or other languages known by the students. Readings in the class build from Classical Latin authors and move gradually towards the Vulgate and other Christian Fathers. Students also become acquainted with the historical development of Latin, its relationship to Ancient Greek, its influence on other languages, especially English, and its importance for the development of Western law and science. Upon successful completion of the course, students have acquired the background and resources necessary to incorporate and analyze Latin texts in their scholarly research.

Literature (LIT)

LIT 2301 Major Works of World Literature **3 SCH**
(equivalent to ARB 2305/LIT 2305)

Prerequisites: Sophomore Classification, FAS 1220, and ENG 1301

3 lecture hours

This course is designed to give students a generous sampling of the major works of World Literature. Using a multi-disciplinary approach, the course focuses on reading, analyzing, and discussing works drawn from the various historical periods and genres. Works from various geo-cultural regions, aboriginal and immigrant writers, and from male and female writers are included.

LIT 2304 Introduction to Arabic Literature **3 SCH**
(Taught in Arabic, same as ARB 2304)

3 lecture hours

The aim of this course, taught in Arabic, is to promote the knowledge of different literary genres and to enable students to differentiate between them and to appreciate beauty in a literary work of art. Literary concepts are introduced and followed by reading, analysis, and discussion of works drawn from various genres.

LIT 2305 Introduction to World Literature in Arabic **3 SCH**
(Same as ARB 2305, equivalent to LIT 2301)

Prerequisite: Sophomore Classification

3 lecture hours

This course, taught in Arabic, is designed to give students a generous sampling of the major works of World Literature. Using a multi-disciplinary approach, the course focuses on reading, analyzing, and discussing works drawn from the various historical periods and genres. Works from various geo-cultural regions, aboriginal and immigrant writers, and from male and female writers are included.

LIT 3310 Literature of the United States **3 SCH**

Prerequisite: Junior Standing

This course examines the development of American literature from Nathaniel Hawthorne to the present day. Special emphasis is placed on including African American and other minority authors in the course's reading. Students study the development of American literature as a reflection of the realities and aspirations of the country. Students read several novels and critique them.

LIT 3371 African Literature

3 SCH

Prerequisite: Junior Standing

3 lecture hours

The course explores different genres of contemporary African literature, such as short story, poetry, including the oral tradition, drama, fiction, and non-fiction. Topics such as religion, culture, the impact of colonialism, the liberation movements, and negritude are discussed. Some African writings in French can be read directly without any translation.

LIT 5310 Modern European Literature

3 SCH

3 lecture hours

This course allows students to explore European literature written after 1800. Students are expected to analyze critically, discuss, and write about literature and related issues. Specific periods, texts, and themes vary by semester.

Management (MGT)

MGT 3301 Principles of Management

3 SCH

Prerequisite: ACC 2302 and ECO 2302; or ACC 2301 and EGR 2302 (SSE); or ACC 2301 and ECO 2302 (SHSS)

3 lecture hours

This course offers an overview of the art and science of Management. It starts with the foundation of Management and the various models that emerged in the post-depression time of the 1930s. The broad categories covered are: the evolution of management, organizational design, decision making procedures, and foundations of planning and strategic management. The course provides an overview of management of organizations and offers a portrait of modern management practices.

MGT 3302 Entrepreneurship

3 SCH

Prerequisite: MGT 3301 and MKT 3301 and FIN 3301

3 lecture hours

This course introduces students to the role of the entrepreneur in the economic system and covers how to start, finance, and operate a successful business. It also focuses on developing a business plan, sources of capital, recruiting, forecasting, and financial planning.

MGT 3304 Introduction to Management Science

3 SCH

Prerequisite: GBU 2301

3 lecture hours

This course gives an introduction to mathematical modeling and optimization techniques, including linear programming, integer programming, basic net-

work flow problems (including transportation and transshipment problems), queuing models, simulation, and decision making under uncertainty. All these modeling techniques support the decision making process and allow for improving the business performance. The student is trained in identifying optimization problems, formulating and solving them, and implementing the solutions.

MGT 3305 Organizational Behavior **3 SCH**

Prerequisite: MGT 3301

3 lecture hours

This course is designed to offer students pragmatic business skills to management of organizations with emphasis on human behavior needed to provide a more effective organizational environment. The three basic elements of the class will be 1) the behavior of individuals in organizations; 2) group behavior in organizations; and 3) how these behaviors affect the overall performance of organizations. Particular emphasis will be placed on ethics, performance, motivation, job satisfaction, communication, leadership, stress, change, and organizational culture.

MGT 3399 Special Topics in Management **3 SCH**

Prerequisite: Junior Standing and MGT 3301

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of management.

MGT 4301 Business Policy and Corporate Strategy **3 SCH**

Prerequisite: INT 4300; MGT 4301 must be taken during the last regular semester and cannot be taken on exchange.

3 lecture hours

Strategic Management is the capstone, integrative course for graduating business administration students. This course focuses on how firms formulate, implement, and evaluate strategies. Strategic-management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic-management techniques learned, to develop feasible strategies for different organizations. One of the main responsibilities of students in this course is to make objective strategic decisions and to justify them through oral and written communication.

MGT 4303 Operations Management **3 SCH**

Prerequisite: MGT 3301 and either GBU 3301 (SBA) or MTH 3301 (SSE)

3 lecture hours

This course introduces the field of operations management and a state-of-the-art view of the primary activities of the operations function in manufacturing

and service organizations. It provides basic principles of designing, analyzing, and controlling production systems and the allocation and use of resources to produce goods and services.

MGT 4305 Advanced Organizational Behavior **3 SCH**

Prerequisite: Junior Standing and MGT 3305

3 lecture hours

This course is designed to expand the scope and depth of behavior analysis in the organizational workplace. It is designed to teach students the skills necessary to manage employee behavior, conflict, and labor relations. The course is divided into an in-depth analysis of needs, motivation, conflict, interpersonal communications, group dynamics, organizational structure, and successful workforce management.

MGT 4306 Seminar in International Management **3 SCH**

Prerequisite: Junior Standing and MGT 3301

3 lecture hours

This is a capstone course for students declaring international business as an area of concentration or as a minor, and it covers the environmental and functional areas in international business.

MGT 4307 Management of Small Enterprises **3 SCH**

Prerequisite: Junior Standing, FIN 3301 and MGT 3302; or FIN 3301, MGT 3302 and SSC 2401 (SHSS)

3 lecture hours

As a management consulting course, this course involves the application of principles of management to non-profit and profit-oriented enterprises. Students apply knowledge to identify problems, determine alternatives, and present value-added solutions in business organizations.

MGT 4308 Management of Change **3 SCH**

Prerequisite: Junior Standing and MGT 3301

3 lecture hours

This course is designed to give the student a feel for an organization system in a competitive environment. It aims to provide the student with an experiential sense of changes that need to be planned within an organization and why. During the course, students realize that leading such changes is challenging, as the change agent meets with resistance. Designing change interventions for the improvement of organizational performance provides the opportunity for students to wear the hat of a management consultant in this course.

MGT 4309 Logistics and Supply Chain Management

3 SCH

Prerequisite: Junior Standing and MGT 3304

3 lecture hours

Supply chain management is the integration of all activities associated with the flow and transformation of goods from raw materials to end users in order to achieve a sustainable advantage. Logistics is part of the supply chain process that plans, implements, and controls the efficient flow and storage of goods in order to meet customers' requirements. This course provides an introduction to logistics and supply chain concepts, structures, design, and control.

MGT 4310 Tourism and Hospitality Management

3 SCH

Prerequisite: Junior Standing and MGT 3301

3 lecture hours

This course provides coverage of essential practical skills and an understanding of the processes of the tourism and hospitality industry. Topics include: tourism growth over history; tourism organizations and infrastructure; hospitality and related services; tourism and hospitality distribution process; travel behavior and motivations; and, economic, social, and environmental impacts. The course also reflects the changes in international and domestic tourism and hospitality environments caused by the increasing influence of the electronic business environment, the threat of terrorism, and the escalation of tourism demands globally.

MGT 4311 Quality Management

3 SCH

Prerequisite: Junior Standing, GBU 2301

3 lecture hours

This course introduces the quality management principles and the role of total quality in all key economic sectors. It also gives an overview of the philosophical perspectives supporting total quality. Finally, it provides basic technical tools and techniques relevant to quality assurance, control and improvement, including management models such as the Deming Cycle, Six Sigma programs, and the seven Quality Control tools.

MGT 4312 Project Management

3 SCH

Prerequisite: Junior Standing, GBU 2301

3 lecture hours

This course is an introduction to project management intended to equip the students with the technical and managerial skills to be successful project managers. The topics covered include: project scope, project control including scheduling, managing resources, budgets and risk, managing human resources, and taking care of communication and documentation. The course will be a combination of lectures, problem solving sessions, case studies, and practice sessions with MS Project.

MGT 4313 Production and Inventory Management **3 SCH**

Prerequisite: Junior Standing and MGT 3304

3 lecture hours

This course introduces fundamental concepts related to production planning and inventory management. Different planning models, like aggregate planning and materials requirement planning techniques are taught. The course also introduces and discusses inventory control policies, demand forecasting techniques, pull/push systems, and some basic scheduling techniques.

MGT 4314 Cross-Cultural Management **3 SCH**

Prerequisite: MGT 3301

3 lecture hours

This course aims at expanding students' global mindset and providing them with frameworks, knowledge and practical tools that would enable them to understand the effects of national culture on management practices. This course is intended to develop students' motivation, skills and knowledge required to work effectively with people from diverse cultures and to manage effectively in other cultural environments. The course addresses various issues related to culture and management.

MGT 5304 Quality Management **3 SCH**

Prerequisite: GBU 3301 and MGT 5305

3 lecture hours

This course introduces the quality management principles and the role of total quality management in the supply chain. It provides concepts, tools, and techniques relevant to Quality Assurance, control and improvement, including models such as the Deming Cycle, six sigma programs and statistical process control tools.

MGT 5305 Organizational Behavior and Leadership **3 SCH**

Prerequisite: MGT 3301

3 lecture hours

This course covers organizational behavior, theory, research, and applications important to managerial and organizational effectiveness; design of organizational structure; and control systems for enhancing organization effectiveness. It also emphasizes managing and building inter-organizational relationships; authority, influence, and leadership relationships; organizational culture; organization-environment relations; international considerations; inter-group power and conflict; and organizational change and development.

MGT 5306 Strategic Management in Global Markets **3 SCH**

Prerequisite: Final semester of regular course work or special permission and cannot be taken on exchange

3 lecture hours

This course provides an in-depth study of the strategic issues faced by man-

agers in a global environment. Emphasis is on creation of competitive advantage in a global context. At a minimum, the following subjects are discussed: competitive positioning, techniques for analyzing how firms can develop and sustain competitive advantage, dynamic economic policies and conditions, emerging markets, deregulation, and challenges facing multinational corporations.

MGT 5307 Human Resource Management

3 SCH

Prerequisite: MGT 5305

3 lecture hours

This course focuses on managing a firm's primary resources: human, capital, and technical. The HRM portion focuses on attracting, developing, motivating, and retaining the workforce; the CM portion focuses on best practices for managing capital; and the TM portion focuses on how to acquire and best utilize technology. At a minimum, the following subjects are discussed: recruitment and selection, diversity, labor relations, capital investments, technology needs analysis, technology assessment, and technology implementation.

MGT 5308 Management of Operations and Information Systems **3 SCH**

Prerequisites: GBU 3301 and MGT 3301

3 lecture hours

This course focuses on improving performance of the firm through coordination and integration of production, functional areas, and information. Potential managers develop skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. At a minimum, the following subjects are discussed: process analysis, cross-functional integration, product development, aggregate and operational planning, and technology and operations strategy.

MGT 5309 Logistics and Supply Chain Management

3 SCH

Prerequisite: GBU 5306 and MGT 5305

3 lecture hours

This course examines logistics systems that provide the physical supply of raw materials and parts to a firm and the distribution of products to its customers. At a minimum, the following subjects are discussed: facility location and distribution, tactical and strategic uses of freight consolidation, warehousing operations, and inventory management.

MGT 5310 Risk and Crisis Management

3 SCH

Prerequisite: GBU 5306

3 lecture hours

This course examines techniques and policies used by organizations and individuals for managing risk. The emphasis of the course is on pure risks (corre-

sponding to situations where there are only the possibilities of loss or no loss) as contrasted with speculative risks (in which both gain and loss are possible as financial risk). Besides addressing how to identify, evaluate, and manage pure risks, the course also focuses attention upon the analysis of insurance markets and the incentives they convey for managing risk.

MGT 5311 Diversification and Merger Strategies

3 SCH

Prerequisite: MGT 5305

3 lecture hours

This course explores the determinants of successful diversification strategy and a special case, acquisitions, to sustain growth and profitability. The course develops current frameworks of diversification based around the notion of synergy and/or capabilities transfer at the business strategy level. Using the fundamentals of competitive strategy, the course addresses the type of entered markets (related or unrelated) and the mode of entry (direct, joint venture, acquisitions, etc.). The course also develops advanced frameworks of diversification built around the concept of strategic intent, core competencies, leveraging of resources, and dominant logic. Finally, the course develops the concepts that are useful in acquisitions. These concepts address individual acquisitions as well as acquisition programs.

MGT 5312 Power, Politics, and Leadership for Global Managers

3 SCH

Prerequisite: MGT 5305

3 lecture hours

This course provides an in-depth study of the impact of power, politics, and leadership on a multinational corporation. Focus is on political processes affecting decision-making. At a minimum, the following subjects are discussed: power bases, networks, coalitions, power sharing and stakeholder analysis, multicultural environments, strategic alliances, negotiations, and cultural consequences.

MGT 5313 Management of Change

3 SCH

Prerequisite: MGT 5305

3 lecture hours

This course is designed to give the student the feel of an organization system in a competitive environment. It aims to provide the student an experiential feel for changes that need to be planned within an organization and why. During the course, students realize that initiating such changes is challenging as the change agent meets with resistance. Designing change interventions for the improvement of organizational performance provides the opportunity for students to wear the hat of a management consultant.

MGT 5314 International Business Strategy

3 SCH

Prerequisite: MGT 5305

3 lecture hours

This course presents a framework for understanding international business and emphasizes economic analysis of international business strategies. The course considers alternative modes of market entry, including import and export through intermediaries, contracting with suppliers and distributors, foreign direct investment (FDI), and investment in operations in emerging economies. Topics also include strategic alliances, strategic implications of comparative advantage, and organization of an international business. Case studies are used to illustrate the basic principles of international business strategy.

MGT 5315 Project Management

3 SCH

Prerequisite: MGT 5308

3 lecture hours

This course provides an overview of the discipline of project management. It is done from both a technical perspective (students use of CPM, PERT, work breakdown structure, advanced use of Microsoft Project) and from the perspective of the practice with project management (project planning, estimating costs and activities' length, human resource planning and on site management, the practical role of an effective project manager, project management vs. quantity surveying, project knowledge management, etc.). This class also explores the different types of project organizations (IT, for innovation, for change, construction, etc.) and associated concepts such as program management, project finance, etc.

MGT 5316 Logistics of Transportation and Distribution

3 SCH

Prerequisite: MGT 5309

3 lecture hours

This course is designed to be an introduction to the challenges faced by the manager of a physical distribution and supply system. The manager aims to coordinate the channels of distribution, the transportation and storage of products, and the communications and data processing system, in such a way that costs are cut to a minimum while the service requirements are satisfied. The application of quantitative methods to the solution of these problems is emphasized.

MGT 5317 Inventory Management and Production Planning

3 SCH

Prerequisite: MGT 5309

3 lecture hours

This course equips the students with the fundamental tools and techniques needed to control and manage inventory, as well as to plan production operations. The list of topics introduced include: the role of inventory, types of inventory, traditional replenishment systems for single-item inventories, multi-

echelon inventories, aggregate production planning, material requirement planning, and Just-in-Time production planning.

MGT 5318 Information Technology for the Supply Chain **3 SCH**

Prerequisite: MGT 5309

3 lecture hours

This course introduces the students to modern Information Technology practices in support of logistics and supply chain management. It unveils the principles and theory of business data design and integrated information systems support and gives exposure to the most modern implementations of Enterprise Resource Planning software.

MGT 5319 Strategic Supply Chain Management **3 SCH**

Prerequisite: MGT 5309

3 lecture hours

This course explores the knowledge, techniques, and strategies necessary to create value and achieve competitive advantage from supply chains. The students learn how to build SCM around the Supply Chain Operations Reference (SCOR) model for increasing both the internal and external productivity of an organization's supply chain and aligning the supply chain with the overall business goals of the organization.

MGT 5321 e-Business Management and the Net Economy **3 SCH**

Prerequisite: MGT 3301

3 lecture hours

This course deals with concepts and methods related to the new economy and to electronic businesses. It introduces the data-networks and their uses in the daily transactions of businesses. The characteristics of Economies and e-Businesses are also considered before tackling the implied economic, managerial and financial issues. Applications and case studies are also used to emphasize the practical side of this course.

MGT 5399 Special Topics in Management **3 SCH**

Prerequisite: MGT 5305 or special permission

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of management.

Management Information Systems (MIS)

MIS 3301 Management Information Systems **3 SCH**

Prerequisite: CSC 1400 and MGT 3301; or CSC 1400, MGT3301, and SSC 2401(SHSS)
3 lecture hours

This course introduces basic information systems concepts and computer-based technologies. Emphasis is on understanding the role of information in the business organization and how available computer-based technologies enable the manager to exploit and manage information and enhance the success of the firm.

MIS 3302 Managing the Information Resource **3 SCH**

Prerequisite: MIS 3301
3 lecture hours

This course covers managerial and organizational issues involved in operating a firm. The role of automated information processing, automated support processes, and information systems is reviewed. Planning the development, direction, and control of computer information systems is examined.

MIS 3399 Special Topics in Management Information Systems **3 SCH**

Prerequisite: Junior Standing and MIS 3301
3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of management information systems.

MIS 4311 e-Marketing **3 SCH**

Prerequisite: Junior Standing, MIS 3301 and MKT 3302
3 lecture hours

Developments in information and communication technology (ICT), such as broadband, mobile communications and the Internet, have changed the world of business (the norms, forms, processes and boundaries). It is influencing, determining, and reflecting structural changes in the way business organizations conduct their marketing activities. Marketing provides an important interface between customers and organizations which is being radically influenced by electronic media. Increasingly, enhanced communication with customers has become pivotal to the success of business activities. Networks, mobility, innovation, interaction and flexibility have become central to any marketing plan. Marketers have to adapt to reinvent their tools to design, promote, and deliver value packages. This course introduces the students to how the new ICT can be used to develop and improve the activities of marketing (e-Marketing) in ways that cut costs, increase revenue, and reduce the time factor of marketing across the globe. This course attempts to study these issues with an objective to: 1) stimulate thinking on marketing in context of information economies; 2) understand and analyze the implications of the use of the electronic media

for business to consumer and business to business marketing; 3) understand the convergence of marketing functions in the digital environment; 4) identify obstacles to the development and implementation of e-Marketing programs.

Marketing (MKT)

MKT 3301 Principles of Marketing **3 SCH**

Prerequisite: ACC 2302 and ECO 2302; or ACC 2301 and EGR 2302 (SSE); or ACC 2301 and ECO 2302 (SHSS)

3 lecture hours

This course gives an outline of common marketing concepts and models with the purpose of developing responsive marketing strategies that meet customers need. The course also focuses on the use of marketing in organizations and society. Topics include marketing environment, consumer behavior, marketing research, segmentation, international/global marketing with relevance to cultural diversity and ethics.

MKT 3302 Advertising and Promotion Management **3 SCH**

Prerequisite: MKT 3301

3 lecture hours

This course is an overview of the broad fields of advertising and promotion management. Topics include managing promotional operations, advertising, public relations, personal selling, and sales promotion. Emphasis is on how promotional campaigns are planned, created, and budgeted, and how these campaigns can inform buyers, change attitudes, and increase sales.

MKT 3303 Consumer Behavior **3 SCH**

Prerequisite: MKT 3301

3 lecture hours

This course focuses on understanding the consumer decision-making process so as to improve prediction of consumer behavior in the marketplace. Drawing on contributions from psychology, sociology and anthropology, the course provides a conceptual understanding of consumer behavior and application of these behavioral concepts to marketing decision-making.

MKT 3304 Fundamentals of Services Marketing **3 SCH**

Prerequisite: MKT 3301

3 lecture hours

This course focuses on the distinctively different aspects concerned with marketing in services industries. Concepts will be illustrated using cases and examples from service industries such as banking, health care, financial planning,

consulting, the professions and communications. Topics will include the nature of services, how consumer behavior relates to services, development of the service concept (including its value proposition, the product, distribution, pricing, and communications strategies), managing the interface between customers and the service organization, building customer loyalty and service recovery.

MKT 3399 Special Topics in Marketing **3 SCH**

Prerequisite: Junior Standing and MKT 3301

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of marketing.

MKT 4304 Marketing Research **3 SCH**

Prerequisite: Junior Standing, MKT 3301 and one of the following: GBU 3301, SSC 2401, or MTH 3301

3 lecture hours

This course focuses on the use of marketing research as an aid to making marketing decisions. Specifically the course addresses how the information used to make marketing decisions is gathered and analyzed. Topics include the marketing research process, research design, research methodologies, data collection, data analysis and data interpretation.

MKT 4305 Marketing Management **3 SCH**

Prerequisite: Junior Standing, MGT 3301, and one of the following: MKT 3302 or MKT 3303

3 lecture hours

This course is concerned with the development, evaluation, and implementation of marketing management in complex environments. It focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. In order to further disseminate the knowledge and skills in the essential aspects of marketing strategy, and emerging New Economy marketing applications, the course covers the development and execution of programs, audits, and plans.

MKT 4306 International Marketing **3 SCH**

Prerequisite: Junior Standing, MGT 3301, and one of the following: MKT 3302 or MKT 3303

3 lecture hours

This course is a survey of international marketing. It covers the following topics: world markets, political restraints in trade, marketing practices, international logistics and advertising.

MKT 4307 Product Management and Marketing

3 SCH

Prerequisite: Junior Standing, MGT 3301 and MKT 3301

3 lecture hours

This course exposes students to important topics in the marketing management discipline. The list of topics covered includes: 1) product concept and requirements; 2) product innovation cycles and interactions with the organization; 3) product launch management and influence of brand image; and 4) product testing and market research techniques available for that purpose.

MKT 5305 Advanced Marketing Management

3 SCH

Prerequisite: MKT 3301

3 lecture hours

This course examines the creation and distribution of products and services for consumers. It focuses on the key issues in analyzing market opportunities, developing and implementing marketing strategies and programs, and controlling the marketing effort. At a minimum, the following subjects are discussed: marketing product/market selection, product line management, sales force operations, communications management, pricing and profit planning, and management of distribution channels.

MKT 5306 International Marketing

3 SCH

Prerequisite: MKT 5305 or special permission

3 lecture hours

This course provides an in-depth study of the global variations in market and trade patterns. This is a project course, in which students are required to develop a marketing plan for a product or service to be marketed in at least two distinctively different countries. At a minimum, the following subjects are discussed: international product development and adaptation, sales force management, and pricing, promotion, and distribution issues across cultures and national boundaries.

MKT 5307 Marketing Research

3 SCH

Prerequisites: MKT 5305 and GBU 3301

3 lecture hours

This course focuses on marketing research concepts and techniques, and developing the ability to critically evaluate and utilize research information in the decision making process. At a minimum, the following subjects are discussed: research design, questionnaire design, survey sampling, analysis, use and evaluation of quantitative and theoretical models of marketing management, the role of models in decision making, and consumer response.

MKT 5308 Services Marketing

3 SCH

Prerequisite: MKT 5305 or special permission

3 lecture hours

This course focuses on the distinctively different aspects concerned with mar-

keting in services industries. It examines problems facing professional, not-for-profit, and social and financial services marketers. At a minimum, the following subjects are discussed: intangibility of the service, best practices among leading service providers, service function in manufacturing firms, interfacing with other functional areas of the business, and selection, development and management of service dominated products.

MKT 5309 Strategic Market Planning **3 SCH**

Prerequisites: MKT 5305 and MKT 5307

3 lecture hours

This course focuses on the application and further development of concepts learned in marketing management and research. It provides an integrated approach to the use of marketing tools and concepts in the formulation and execution of a marketing plan. At a minimum, the following subjects are discussed: market share, industry growth, overall impact of marketing strategy, competitive appraisals, evaluating the firm's ability to compete, and identifying marketing factors that contribute to the success of a strategy.

MKT 5310 Advertising and Promotion Management **3 SCH**

Prerequisite: MKT 5305 or special permission

3 lecture hours

This course provides an in-depth study of advertising and sales promotion theories and strategies. Special emphasis is placed on consumer behavior. At a minimum, the following subjects are discussed: advertising and promotion analysis and targeting, budgeting, media selection, consumer and trade promotions, publicity, theories and applications in consumer behavior, and evaluating advertising effectiveness.

MKT 5315 Product Management and Marketing **3 SCH**

Prerequisite: MKT 5305 or special permission

3 lecture hours

This is an advanced course in the marketing management discipline. Students are exposed to the following topics: 1) Product concept and requirements and general principles; 2) Product innovation cycle and interactions within an organization; 3) Product launch management and influence of brand image; and 4) Product testing and available market research techniques.

MKT 5316 Advanced Consumer Behavior **3 SCH**

Prerequisite: MKT 5305 or special permission

3 lecture hours

The study of consumer behavior enables marketers to understand and predict consumer behavior in the marketplace. This advanced course gives students the opportunity to critically analyze fundamental principles of consumer behavior and explore some of the complexities inherent in the application of these principles within realistic business contexts.

MKT 5399 Special Topics in Marketing

3 SCH

Prerequisite: MKT 5305 or special permission

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of marketing.

Mathematics (MTH)

MTH 1304 Discrete Mathematics for Engineers

3 SCH

3 lecture hours

The course presents a unified approach to relations, simple treatment of functions as a special case of relations, and groups and subgroups. Introduction to recursive and non-recursive relations, counting, trees and graphs (directed and undirected) and related algorithms, lattices, logic and Boolean algebra, and algebraic structures.

MTH 1305 Mathematics for Business

3 SCH

3 lecture hours

Introduction and review of fundamental mathematical concepts needed for business majors. Applications of algebra, functions and graphs, exponential and logarithmic functions, matrix algebra differentiation, curve sketching, integration methods and applications. Emphasis on problem solving.

MTH 1311 Calculus I: Differential Calculus

3 SCH

Prerequisites: Command of algebra, trigonometry, analytical geometry

3 lecture hours

Introduction to the theory and applications of differential calculus of one variable topics include limits, continuity, differentiation, mean value theorem and applications. Emphasis on problem solving.

MTH 1312 Calculus II: Integral Calculus

3 SCH

Prerequisites: MTH 1311

3 lecture hours

Introduction to the theory and applications of integral calculus of one variable; topics include integration, the fundamental theorem of calculus, transcendental functions, sequences and infinite series. Emphasis on problem solving.

MTH 1403 Intensive Differential and Integral Calculus

4 SCH

Prerequisites: Command of algebra, trigonometry, analytical geometry

4 lecture hours

Elementary topics in the theory of real-valued functions of a real variable: limits, continuity, Mean Value Theorem, Intermediate Value Theorem, derivatives,

maxima and minima, integration, area under a curve, volumes of revolution, trigonometric, logarithmic and exponential functions; techniques of integration; applications of the definite integral. Emphasis on problem solving.

MTH 1388 Introductory Mathematical Thinking **3 SCH**

3 lecture hours

This course is an introduction to topics in mathematics useful for humanities and social science students. Topics covered include: problem solving, logic, algebraic equations and inequalities, graphing and functions, systems of linear equations, linear programming, financial mathematics, counting methods and probability, and voting methods. Emphasis is placed on showing how mathematics can be used to solve real-world problems. Students will be introduced to the use of quantitative thinking in the study of social phenomena.

MTH 2301 Multivariable Calculus **3 SCH**

Prerequisite: MTH 1403 or 1312

3 lecture hours

Multivariable calculus covering vectors and surfaces, partial differentiation, multiple integration, vector calculus including Green's Theorem, Stokes' Theorem, and an introduction to differential equations.

MTH 2303 Linear Algebra and Matrix Theory **3 SCH**

Prerequisite: MTH 2301

3 lecture hours

An introduction to linear algebra and matrix theory, covering vector spaces, linear transformations and matrices, matrix algebra and systems of linear equations, determinants, diagonalization and defective matrices, eigenvalues and eigenvectors, inner product spaces, quadratic forms and canonical forms.

MTH 2304 Differential Equations **3 SCH**

Prerequisite: MTH 2303

3 lecture hours

The course covers differential equations, including basic concepts, first-order differential equations and applications, linear differential equations of higher order, series solutions, solutions using Laplace transforms, and solutions using numerical methods and applications.

MTH 3301 Probability and Statistics for Engineers **3 SCH**

Prerequisites: MTH 2301 and Junior Classification

3 lecture hours

This course is a calculus-based introduction to probability and statistics with emphasis on the techniques and applications that are most useful to engineering. Topics cover usual discrete probability distributions, continuous probability distributions, multivariate probability distributions and an introduction to

statistics and sampling distributions with a strong emphasis on engineering applications.

MTH 3302 Complex Variables and Transforms **3 SCH**

Prerequisite: MTH 2304

3 lecture hours

The course covers functions of a complex variable, Cauchy-Riemann equations, Taylor and Laurent expansions, and residue calculus.

Philosophy (PHI)

PHI 2301 Philosophical Thought **3 SCH**

Prerequisite: FAS 1220 & ENG 1301

3 lecture hours

This course is an introduction to Philosophy. It examines the principal themes of philosophical inquiry (e.g., metaphysics, theory of knowledge, ethics, politics, aesthetics, etc.) from both a historical and multicultural perspective. Insofar as philosophy is central to human life, its history, in different places, records the efforts of many to understand the world and our place in it. The study of philosophy therefore contributes to an understanding of some of the ideas that have shaped and that continue to shape human life even as it teaches one how to think critically about them.

PHI 2302 History of Ideas **3 SCH**

Prerequisite: FAS 1220 and ENG 1301

3 lecture hours

This course examines influential ideas in distinct areas of thought and from diverse intellectual traditions. It analyzes such ideas within a historical context, tracing their origin and development in different places and times. It considers the contributions of specific individuals (e.g. Plato, Siddhartha Gotama, Ibn Rushd, Descartes, Kant, Darwin, Nietzsche, Freud, etc.), the impact of various intellectual movements (e.g. the Enlightenment, Romanticism, Post-modernism, etc.), and how both of these have manifested themselves in different domains of thought (e.g. philosophy, religion, ethics, politics, science, the arts, etc.). The course provides students with a greater understanding of the ideas that have shaped and that continue to shape our reality.

PHI 5361 Philosophy of Religion

The aim of the course is to examine philosophical analyses of the relation between the sacred and the secular. However the sacred is understood, its reality and nature, its relationship to the natural world and human life, its implications for our moral and political existence, have been the subject of profound

and prolonged reflection, in diverse religious and philosophical traditions. The course then seeks to critically examine philosophy's contributions to these issues, with the intention of providing students with a basis to develop their own judgments about these matters.

PHI 5387 Islamic Philosophy and the West

3 SCH

3 lecture hours

The course examines the development of philosophy within Islam and the relationship between Islamic philosophy and other intellectual traditions outside the world of Islam, notably with the traditions of Western thought. This relationship, whether characterized by dialogue or conflict, has been a constant one, such that it is impossible to properly understand either Islamic philosophy or Western philosophy independent of one another. The course thus follows Islamic philosophy through its many individual representatives and schools over time, and through its influence on, its borrowing from, and its criticisms of Western thought.

PHI 5389 Modern European Thought

3 SCH

3 lecture hours

The concepts of "modern" and "modernity" are of European origin and what they refer to has been largely shaped by European or European-inspired thought. Modern European Thought thus both defines the "modern" in its many manifestations and is simultaneously paradigmatic of modern thought. This course, covering a period that begins with the Renaissance and reaches into the present, examines modern European thought in its efforts to understand a novel reality (e.g. politics, society, culture, religion, knowledge) and define new ways of thinking about this new reality (e.g., philosophy, natural science, human, and social sciences). The purpose of the course, therefore, is to understand Europe's unique contribution to the making of our contemporary world.

PHI 5391 American Philosophy and Thought

3 SCH

3 lecture hours

The contribution of American thinkers to political and philosophical thought is the focus of this course. Using original sources and materials such as *The Federalist Papers* and *Common Sense*, this seminar builds a foundation that enables students to study more current contributions to philosophy in America, including the works of William James, C.S. Pierce, V.O. Key, John Dewey, Nathan Glazer, and John Rawls. The appearance of post-modern thought with Herbert Marcuse and the traditionalist response also are discussed within this course.

Physics (PHY)

PHY 1400 Conceptual Physics

4 SCH

3 lecture hours, 2 lab hours

The course deals with basic concepts and principles of classical and modern physics for non-science majors, which lead to a better understanding of the physical universe and the manner in which physics has influenced civilization.

PHY 1401 Physics I

4 SCH

Prerequisite: MTH 1403 or MTH 1311

3 lecture hours, 2 lab hours

Provides engineering students with the necessary background in mechanics and vibrations required for the follow-up course in statics and dynamics, and in the thermodynamics needed for follow-up courses in engineering thermodynamics. The theoretical and experimental concepts covered are: physical quantities, linear motion, rotational motion, Newton's law of motion, work, energy, impulse, momentum, systems in equilibrium, periodic motion, elasticity, fluid mechanics, temperature and expansion, quality of heat, mechanisms of heat transfer, and thermal properties of matter.

PHY 1402 Physics II

4 SCH

Prerequisite: MTH 1312 or 1403, PHY 1401

3 lecture hours, 2 lab hours

Provides fundamental knowledge of electricity, magnetism, sound waves, and optics. Electric fields and forces, electromagnetic induction, AC circuits, wave productions and propagation, wave effects, sound, light, optical systems, interference, and diffraction.

Political Science (PSC)

PSC 2301 Comparative Political Systems

3 SCH

Prerequisite: FAS 1220 & ENG 1301

3 lecture hours

The course aims to provide a solid introduction to the major concepts, theories, and debates relevant to contemporary politics. It includes an analysis of the origins and development of the state, with particular emphasis on the democratic state. It provides an overview of the main systems of government, of different models of organization of local administrations and bureaucracies, and of the roles of political parties, media, pressure groups and social movements. The course also introduces the students to the comparative methodological approach in the study of politics.

PSC 2302 Political Theory

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course serves as an introduction to the subject of political theory and philosophy. The course provides a survey of all the major political theorists, philosophers, and ideas from the classical period through to the twentieth century. The ideas and writings of Plato, Augustine, Hobbes, Locke, and Machiavelli, amongst others, are considered and debated.

PSC 2310 The American Political System

3 SCH

Prerequisites: FAS 1220 and FAS 1220

3 lecture hours

This course serves as an introduction to the structure of government in the United States. The constitution and the various institutions of American government are studied from a historical and political perspective. Other crucial components of the American system such as political parties, federalism, interest groups, voting, social divisions, and the economic system are discussed and analyzed in light of the historical process of change and structural evolution. The course also introduces students to the main principles of public policy, the American public policy-making process, and its relation to key issues such as poverty, equality, immigration, foreign policy, the environment, and criminal justice.

PSC 2371 Introduction to African Politics

3 SCH

Prerequisites: 2301

This course discusses the political evolution of Africa since independence. Some of the main issues relate to the nearly universal universe wave of economic reforms, as well as the issue of failed states and the associated internal conflicts. The course also explores alternative political models that might either suit or come from Africa, including society-based political movements that look beyond states as the primary legitimate units for politics.

PSC 3301 International Politics

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course deals with the relationships between states and blocks of states, especially during the 20th century. The changing role of the United Nations after the end of the Cold War, the relationships between the global 'North' and 'South,' and the revival of nationalisms and other types of identity receive special attention.

PSC 3304 State and Society in Europe

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course examines and compares key features of the social, economic, and

political systems of contemporary Europe, trying to identify and describe a continental model of society. The course focuses, in particular, on the evolution and patterns of European capitalism and its impact on working life; the changing role of families, religion, and ethnocultural identities; the features of European states and systems of governance.

PSC 3305 Introduction to Political Economy

3 SCH

Prerequisite: INS 3301

3 lecture hours

The course introduces students to the basic ideas and debates of political economy; defined as both the politics of economics and the application of economic principles to politics. The course presents the main schools of thinking in political economy as well as current debates. Classical and neo-classical, Marxist and neo-Marxist, liberal and neo-liberal schools of thought are discussed. The role of the state in the economy and democratization is also examined.

PSC 3310 North African Government and Politics

3 SCH

Prerequisite: PSC 2301

3 lecture hours

This course examines the government, politics, and international relations of the states of the central Maghreb: Tunisia, Algeria and Morocco. It covers issues such as the impact of history, post-independence state-building, the role of political parties, progress towards economic and political liberalization, and relations between the states and with the wider world. Students gain an understanding of developments and issues within individual countries and be able to compare issues thematically across the three states.

PSC 3311 Politics in the Developing World

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course examines political development and the forms of government and political interaction in the states of the developing world. The themes addressed include the legacy and impact of colonialism, the roles played by political parties and the military, the issue of development and the pressures for political change and liberalization.

PSC 3312 Middle Eastern Politics

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course provides an introduction to the politics of the Middle East. Students develop the ability to reflect comparatively on a number of political systems of the region (the 'populist-authoritarian republics', the 'family-ruled monarchies' Lebanon, Israel, Turkey, and Iran); they identify patterns and common trends in contemporary Middle Eastern politics and explore a number of thematic issues, including the question of the nature of the state, the role of nationalism and ethnicity, democratization, and political Islam.

PSC 3320 The European Union: An Introduction

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course aims to provide students with an understanding of the European Union. It is divided into sections: the historical origins and developments of the process related to European integration; the main conceptual approaches to European integration; the institutional structure of the European Union; its key policies and processes. Students are also introduced to some of the issues and debates that are reflected in the contemporary academic literature on the European Union.

PSC 3372 Comparative European Politics

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course aims to provide an understanding of the institutional structure and functioning of the main European political systems. Students reflect comparatively on the diversity of the political systems of Europe, identifying patterns and common trends. They identify and analyze a number of issues that characterize contemporary European political debates and agendas and learn to recognize the connections between contemporary European politics and the wider historical, social, and cultural contexts in which they are set.

PSC 3399 Special Topics in Political Science

3 SCH

Prerequisites: Junior Standing

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of Political Science.

PSC 4301 European Union Foreign Policy

3 SCH

Prerequisite: PSC 3320

3 lecture hours

As an analysis of the history, mechanisms, and issues in European foreign policy, the course studies the evolution of external relations issues during the periods of the EEC, the European Community, and the European Union itself. The growth in importance of political and security issues vis-à-vis economic and trade issues are examined as well as the key issues of membership expansion, the Barcelona Accords, and relations with the USA.

PSC 4302 The Politics of Empire: A European Perspective

3 SCH

Prerequisite: Senior standing

3 lecture hours

The course looks at the history and politics of empires and their legacy in the contemporary world. It analyses specific imperial formations, from classical

Rome through to the contemporary era. It explores comparative and theoretical debates concerning the notion of imperialism and power, the ideology, design, function and administration of empires, the nature of forms of their power projection, the way they manage multiple ethnicities, minorities, identities and nationalisms within their borders, as well as the dynamics of their success and decline. Themes covered will include the emergence of the Roman and Byzantine Empires, the European Empires from the 15th to the 19th Centuries, the Soviet and American Empires of the bipolar world as well as the rise of new contemporary empires such as that of China and Russia. A special emphasis will be given to the rise of the European Union Empire, its relationship with its immediate and wider neighborhood, including the region of North Africa, and its relationship with other such imperial entities in the world within the context of modern globalization.

PSC 4310 The Politics of Empire

3 SCH

Prerequisite: PSC 2301

3 lecture hours

The course looks at the history and politics of empires and their legacy in the contemporary world. It analyses specific imperial formations, from classical Rome through to the contemporary era. It explores comparative and theoretical debates concerning the notion of imperialism and power, the ideology, design, function, and administration of empires, the nature and formation of their power projection, the way they manage multiple ethnicities, minorities, identities, and nationalisms within their borders, as well as the dynamics of their success and decline. Themes covered include the emergence of the Roman and Byzantine Empires, the European Empires from the 15th to the 19th Centuries, the Soviet and American Empires of the bipolar world as well as the rise of new contemporary empires such as that of the EU, China and Russia.

PSC 5350 Middle Eastern Politics

3 SCH

3 lecture hours

The course provides an introduction to the politics of the Middle East. Students develop the ability to reflect comparatively on a number of political systems of the region (the 'populist-authoritarian republics', the 'family-ruled monarchies', Lebanon, Israel, Turkey, and Iran); they identify patterns and common trends in contemporary Middle Eastern politics and explore a number of thematic issues, including the question of the nature of the state, the role of nationalism and ethnicity, democratization, and political Islam.

PSC 5361 Religion and Politics

3 SCH

3 lecture hours

Religion and politics have been intertwined since the beginning of recorded history. From the earliest of times, politics has used religion to justify its authority while religion has sought political power to enhance its influence and

prestige. This course examines the relationship between religion and politics in several countries as well as the influence of religion in international politics. Is there a difference between patterns of religion and politics in the Muslim world in comparison to Europe and the United States? Is it appropriate for majority religions to use their power to influence the state generally and against religious minorities in particular? Should international human rights standards be used to reduce the influence of religion? Is "separation of religion and the state" a viable approach? Although the emphasis of the course is on religion and politics in the contemporary world, some historical examples are examined to help better explain the modern world.

PSC 5362 Islam and Democracy

3 SCH

3 lecture hours

The purpose of this course is to explore the relationships between the different forms of Islam Sunni and Shi'i and democracy, with a special emphasis in North Africa. As it examines the concepts of state and of democratic institutions within Islam such as shura, it analyzes the reform movements of the eighteenth and nineteenth centuries looking at jihadist movements in Tunisia, Egypt, and the Ottoman Tanzimat movement. The rise of fundamentalist organizations such as the Muslim Brotherhood and their response to modernist, western inspired political change is also debated. The post World War II era is studied in light of the growing conflict between secular-oriented state ideologies and Islamists. The recent political experiences of North African states in dealing with what is called political Islam and the different dilemmas it entails -about women, social justice, and secularism, for instance, are also examined.

PSC 5370 North African Government and Politics

3 SCH

3 lecture hours

This course examines the government, politics, and international relations of the states of the Maghreb. It covers such issues as the impact of history, post-independence state-building, the role of political parties, progress towards economic and political liberalization, and relations between the states and with the wider world. Students gain an understanding of developments and issues within individual countries and be able to compare issues thematically across the three states.

PSC 5372 Comparative European Politics

3 SCH

3 lecture hours

This course offers a comparative study of party systems, institutions, and policy processes in Europe. The course focuses on specific patterns of political development in Europe, the elements of a common political culture, and common policy responses to key aspects of the European political agenda. The course

also covers the policy processes of European integration such as the linkages between the national and European Union tiers of government and the implications for liberal democracy of the growth of multi-tiered governance.

Psychology (PSY)

PSY 1301 Introduction to Psychology

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course is an introductory survey of the major content areas and theoretical models of psychology emphasizing the scientific approach to critically understand human behavior. Throughout the course, behavior is examined as the product of interaction between our biology, our culture, and our unique individual abilities. Students gain understanding of human development, consciousness, learning, memory, intelligence, emotions, and personality, among other main foci of psychology.

PSY 3302 Social/Organizational Psychology

3 SCH

Prerequisite: PSY 1301 and HRD 2300

3 lecture hours

This course looks at the influences that people have on the attitudes, beliefs, and behavior of others. It applies the theories of Social Psychology to the motivations and behavior of people within work organizations.

PSY 4301 Motivation and Stress in the Workplace

3 SCH

Prerequisite: PSY 1301

3 lecture hours,

In this course, students are introduced to theories of motivation and conflicts. It covers material incentives, achievement motivation, and success in the workplace and practical instruction on how to motivate employees. The course includes a specialized module on stress management: the nature of stress; what causes stress and how stress affects performance in the workplace; what are the moderators of stress and how they can be used to manage stress.

Sustainable Energy Management (SEM)

SEM 5311 Introduction to Physics for Energy

3 SCH

3 lecture hours

Students will be introduced to fundamental physics principles related to renewable energies and their production. Some of the topics covered are: fluid dynamics, heat/energy transfer, wave propagation, semiconductors, energy transformation, and energy conversion and regulation.

SEM 5313 Energy and Environment

3 SCH

3 lecture hours

The main objective of this course is to provide an overall view of energy and environmental issues on local and global scales. Students will learn: how to evaluate the renewable energy sources and their impact on the environment, the fundamentals of combustion principles, pollution formation and control from major combustion pollutants, the environmental impacts of water pollution, current policies related to pollution, a comprehensive knowledge of environmental issues, and risk assessment methods. Typical case studies will include human and environmental issues.

SEM 5315 Energy Management

3 SCH

3 lecture hours

Topics related to incentives and requirements for improving energy efficiency in the residential, commercial, transportation, and industrial sectors will be covered in addition to methods for energy audit of the industrial and civil installations. The potential of using renewable energy technologies as a complement to and as a replacement for conventional technologies, and the possibility of combining renewable and non-renewable energy technologies in hybrid systems are analyzed. An understanding of economic and social factors which influence energy technologies are introduced; in addition, the students will study electric grid operation and the evolution to the Smart Grid, including electric system design and operation, technical and tariff changes ahead, and integration between utilities and regional transmission organizations.

SEM 5317 Energy Economics

3 SCH

3 lecture hours

The aims of the course are to provide an understanding of the role of energy in the economy and key aspects of energy supply and demand. Topics include the interrelationships between energy use, economic growth, and the environment; scarce oil resources and energy supply and demand; natural gas resources; solar and unconventional energy sources; the regulation of gas and electric utilities; and governmental energy policies.

SEM 5321 Conventional Energy Technologies

3 SCH

3 lecture hours

This course will provide an in-depth knowledge of conventional energy domains. Some of the covered topics include: primary energy (oil, gas, coal, and nuclear) technologies; an overview of power system structure and operation; the representation of components, including transmission lines, transformers, generating plants, and loads; power flow analysis, steady state and transient stability, system protection; as well as aspects of energy storage and utilization will be covered.

SEM 5323 Energy Distribution Systems

3 SCH

3 lecture hours

This course covers the following topics: characteristics of modern power systems (organization, needs, and functions), electrotechnical behavior of the generators in the system (generation diagram, power and frequency control, and reactive and voltage control), transmission aspects (handling of power flows and voltage profiles, network calculations, security analyses and optimization), design of the network (structure of the grid and configurations for the substations), reliability concepts, and calculation methods.

SEM 5325 Renewable Energy Technologies

3 SCH

3 lecture hours

This course aims to provide an introduction to engineering principles and designs underpinning key renewable energy technologies. The course discusses the scientific principles behind solar (thermal and photovoltaic), wind, geothermal, as well as, energy from biomass. The students will be able to: describe the fundamentals and main characteristics of renewable energy sources and their differences compared to fossil fuels, describe the main components of different renewable energy systems, compare different renewable energy technologies and choose the most appropriate based on local conditions, and design renewable/hybrid energy systems that meet specific energy demands. The use of fuel-cell and heat pump systems is dealt with. Issues relevant to energy efficiency and energy storage are discussed.

SEM 5327 Managerial Issues in Energy Companies

3 SCH

3 lecture hours

This course deals with the methods and practices necessary to manage an energy project. Economics for managers and essentials in corporate finance will be covered. Students will be introduced to risk management, human capital, corporate strategies, management techniques, project evaluation, and financing. It includes an overview of energy projects and environmental management. Students will also be introduced to energy markets and trading.

SEM 5333 Master Thesis

3 SCH

Prerequisite: Approval of Graduate Advisor

3 lecture hours

Students selecting the Thesis option for MSSEM are expected to register for SEM 5333 in two (generally consecutive) terms. The thesis is a research production in an area of information technology related to the program.

SEM 5343 Masters Project

3 SCH

Prerequisite: Approval of Graduate Advisor

3 lecture hours

Students pursuing the professional program must register for and complete

this course. The project for MSSEM is expected to span a minimum of four calendar months of full time-work. It is designed to be completed in one full semester. The master project could be in the form of an applied industrial or research project that combines the application of materials of various Information Technology related issues studied during the preceding semesters.

Sociology (SOC)

SOC 1301 Principles of Sociology

3 SCH

Prerequisite: FAS 1220

3 lecture hours

This course provides an introduction to sociology by covering a range of objects of sociological investigation, including socialization, deviance, social stratification, family, gender, race, and ethnicity. It also introduces students to the scope, approach, research methods, and ethical concerns of sociological inquiry.

SOC 2301 Demography

3 SCH

Prerequisite: FAS 0210, GEO 1301, SOC 1301, or SSC 1310

3 lecture hours

This course initiates students to the basic concepts in demography and an overview of data sources; an analysis of population in the light of demographic indicators (national, regional, and local comparisons of birth rates, health, mortality, educational level, and gender ratios); migration and urban spatial patterns and the demographic characteristics of populations and their impact on the physical environment.

Spanish (SPN)

SPN 1301 Beginning Spanish I

3 SCH

1 lecture hours, 2 lab hours

This course is intended for students who have no basic knowledge in Spanish. They will apply, develop, and integrate different language skills, such as listening, speaking, reading comprehension, and writing. Upon completion of this course students will be able to express themselves both in spoken and written Spanish.. In addition, they will be able to understand brief speeches, advice and instructions, to introduce themselves, their work and place of residence, say things that please (or displease) them, reply to questions about their immediate needs and everyday topics. Students will have a certain command of related grammatical elements: how to use the present tense, the imperative, and the simple past.

SPN 1302 Beginning Spanish II

3 SCH

Prerequisite SPN 1301 or Instructor's consent

1 lecture hours, 2 lab hours

This course is designed for students who have already taken the SPN 1301 or have some basic knowledge in Spanish. They will apply, develop, and integrate different language skills, such as listening, speaking, reading comprehension, and writing. Upon completion of this course, students will be able to give simple descriptions of people, their lives, conditions of work, and daily activities. In addition, they will be able to tell a simple story, a personal experience, and describe aspects of daily life, or ordinary activities. In the process, relevant emphasis will be devoted to grammar.

SPN 2303 Intermediate Spanish

3 SCH

Prerequisite: SPN 1302 or Instructor's consent

1 lecture hours, 2 lab hours

Upon completion of this course students will demonstrate reasonable fluency in Spanish, such that will enable them to describe various topics of personal interest, to make a detailed account of a personal experience, to describe feelings and reactions, and to give a critical report about a story, a film, or a book. These outcomes are achieved through a balance of the presentation of new material, practice and group work, and frequent opportunities to give oral presentations.

SPN 2310 Advanced Spanish

3 SCH

Prerequisite: Registration by placement test only

1 lecture hours, 2 lab hours

This course strongly emphasizes spoken and written Spanish. Students will be able to make a detailed descriptive presentation or tell a story, highlighting significant elements. Furthermore, they will develop their own ideas and defend them by providing evidence, as well as express views on a variety of general subjects with noticeable fluency, spontaneity, and confidence. In relation to these skills, students will be introduced to selected Spanish and South American literary authors and their works.

Social Sciences (SSC)

SSC 1310 Introduction to Anthropology

3 SCH

Prerequisite: FAS 1220

3 lecture hours,

This course is an introduction to the principles and processes of Cultural Anthropology with an emphasis on Applied Anthropology. The course has a strong theoretical base linking social, economic, and political organizations

to wider considerations of environment and culture. Students are introduced to the main ethnographic methods and are required to use more than one of them in a field exercise. Students are encouraged to make connections between materials presented in class and the realities of life in the MENA region with an emphasis on Morocco's National Human Development Initiative. Students are also introduced to ethical issues of data collection and data analysis in the Social Sciences.

SSC 2301 Arab Society

3 SCH

Prerequisite: SOC 1301 or SSC 1310, FAS 1220

3 lecture hours

This is an introduction to the study of the Arab World, both the Mashriq (Arab East) and the Maghreb (Arab West). It examines Arab Culture, the large number of shared practices and beliefs among all Arabs, as well as the cultural specifics of various regions within the Arab World. The main focus of the course deals with the contemporary issues of this vast region.

SSC 2302 Social Theory

3 SCH

Prerequisite: SOC 1301 or SSC 1310, FAS 1220

3 lecture hours

This course provides an in-depth examination of the major strands of social theory, beginning with the founders and continuing on through structuralism, feminism, and post-modernism, and including other schools that effected 20th century social theory.

SSC 2310 Development Policy

3 SCH

Prerequisite: SOC 1301 or SSC 1310, FAS 1220

3 lecture hours

The course is designed as a general introduction to the various theories that have been used in development from the early 1950s to the present day. The course examines the origins and contexts of these various theories and why there has been a constant need to reassess them. The reasons for the collapse of development schemes and even whole national policies have often been ascribed to 'cultural factors'. The course covers these cultural factors and look at how they have directly affected the new, current thinking in development, whether rural or urban.

SSC 2315 Sex, Gender and Power

3 SCH

Prerequisites: GEO 1301, PSY 1301, SOC 1301 or SSC 1310, and ENG 1301

3 lecture hours

This is an introductory course in Women's Studies. It aims to explore and analyze the concepts and theories, across disciplines, which explain the place and role of women in society. It examines the difference it makes to our understanding of the world when we put women at the center of our reflections. The

course examines how the notions of “women”, “gender”, and “sexuality”, have been constructed and how these notions are related to systems of power. Such an inquiry provides a greater understanding of women’s lives and experiences.

SSC 2330 International Field Seminar **3 SCH**
(to be cross-listed with Special Topics)

Prerequisites: GPA: 2.5, plus completion of 3 credits from either GEO, HIS, HUM, LIT, PHI, PSC, PSY or SSC

3 lecture hours

This course is designed to give students firsthand field experience of major issues in the Humanities and Social Sciences. Each field seminar focuses on a specific foreign city, region, or country. The course begins as a series of lectures and workshops during a regular semester (Fall or Spring) and culminates in a 9-12 day field trip during the subsequent inter-semester break (winter break or May break), during which AUI faculty and/or local experts give presentations on select topics. Topics covered vary according to the destination, but include such issues as: economic and social conditions, political systems and processes, community affairs, environmental issues, development, tourism, international law, culture, and the arts. Students write a number of response papers during the semester, prepare a project or research proposal prior to the trip, and submit a research or project report upon returning from it.

SSC 2371 Ethnography in Africa **3 SCH**

Prerequisite: GEO 1301 or SOC 1301 or SSC 1310 or PSY 1301

lecture hours

Ethnography is one of the most important means of written descriptions of Africans, starting with the colonial period. Colonial authorities in British, Belgian, and French possessions produced a large corpus of ethnographic literature that shapes today’s image of African peoples. This course examines several of the major works from the colonial period, after independence, and finally looks at recent ethnographies by Africans about themselves.

SSC 2401 Social Statistics **4 SCH**

Prerequisite: MTH 1388

3 lecture hours, 2 lab hours

This course aims to equip students with the basic skills in statistics to understand and evaluate data produced in published sources. Topics include organizing data, percentile, measures of central tendency and dispersion, normal curve, probability, correlation, regression analysis, and nonparametric tests. The course also includes a weekly computer laboratory session.

SSC 3303 Research Methods

3 SCH

Prerequisite: SOC 1301, SSC 1310, GEO 1301 or PSY 1301

3 lecture hours

This course introduces students to the stages of scientific research and to the basics of quantitative and qualitative research methodology. It includes instruction in research design, literature reviews, survey methods (observation, interview, and questionnaire); as well as field research and content analysis. Students conduct a number of practical exercises.

SSC 3311 Women and Economic Development

3 SCH

Prerequisite: Junior Standing

3 lecture hours,

The course introduces students to the main debates and concerns of women and development. Students study the various economic activities of women in rural and urban economies, in formal and informal sectors, and they consider crucial issues of women's access to land, property, income, technology and finance, as well as questions of the environment. Emphasis is placed on the evaluation of existing national and international economic and developmental policies and their implications for women in the Arab world especially.

SSC 3312 Women and Society

3 SCH

Prerequisite: Junior Standing

3 lecture hours

This course provides a sociological framework for examining women's diverse experiences in society, with a special focus on women in the Arab world. It looks at how major social institutions such as the family, education, religion, and the labor market socialize women into a distinct set of roles and positions. It also addresses issues of particular relevance to women such as health and education.

SSC 3313 Women and Politics

3 SCH

Prerequisite: PSC 2301

3 lecture hours

This course surveys the involvement of women in political processes in various countries worldwide, with particular emphasis on the role played by women in the Middle East and North Africa. As well as studying issues related to political institutions, the course examines the demands made on the political system by women and the political impact of women's movements.

SSC 3315 Women in Culture and the Media

3 SCH

Prerequisite: Junior Standing

3 lecture hours

The course examines the complex relationship between women, culture and

the media in various societies. It introduces students to theories of communication, gender, and representation. They critically study the current portrayal of women in oral and written literature, advertising, television, popular music, films and cartoons. In addition, students are exposed to women's participation in cultural and media production.

SSC 3316 Women in Society and Politics

3 SCH

Prerequisites: PSC 2301 and Junior Standing

3 lecture hours,

This course provides a framework based on political sociology and political science for examining women's experiences in society and their participation in political institutions and decision making processes. The course develops a special focus on women in the Middle East. It seeks to understand how major social institutions such as the family, education, and religion influence women's participation in formulating and implementing policies in political parties, parliaments, and the bureaucracy. Special emphasis is placed on the political impact of, and reform programs developed by, women's movements in both the 'developing' and the 'developed' world.

SSC 3321 Economic Development in the Middle East and North Africa

3 SCH

Prerequisite: Junior Standing

3 lecture hours

The course examines the issue of development since the 1950s in North Africa and the Middle East. State policies and theories of development are studied in light of actual project implementation. Changes in the theoretical orientation towards development, the increasing role of NGOs, the rise of grass roots organizations, appropriate technology, appropriate development, and gender issues since the 1970s are discussed. The course brings the discussion from a general coverage of the MENA region to the specifics of development implementation in Morocco.

SSC 3322 Political Anthropology

3 SCH

Prerequisite: SOC 1301 or SSC 1310

3 lecture hours

This course examines the variety of sociopolitical systems ranging from bands, tribes and chiefdoms to states. These different political systems are understood in relation to numerous types of social and economic systems. Such concepts as kinship, social status, and income levels, among others, are used to help analyze how these various political systems actually operate. The course also deals with the multiple ranges of political realities in complex, multicultural settings like the Arab world where more than one political system may operate in peoples' lives.

SSC 3330 Immigration to the United States

3 SCH

Prerequisite: Junior Standing
3 lecture hours

This course surveys the immigrant experience in the United States. The causes and effects of the various immigration waves are studied along with the evolution of legal frameworks encapsulating them. Cultural and social policies related to immigration, along with the issues of assimilation, integration, and bilingual education are addressed.

SSC 3331 Race, Religion, and Minorities in the United States

3 SCH

Prerequisite: Junior Standing
3 lecture hours

This course introduces students to the question of race, religion, and ethnicity in the United States. It addresses how the government and society have interacted and continue to interact with minority groups in the United States. The course focuses on the leading minorities of the United States: Native Americans, African-Americans, Hispanics, and Asian-Americans. The experiences and movements of each of various communities are examined in light of 'othering', discrimination, struggle, and hopes for eventual emancipation.

SSC 3332 Crime and Punishment in the United States

3 SCH

Prerequisite: Junior Standing
3 lecture hours

In this course, students study the United States criminal justice system. The constitutional basis of the system is contrasted with the realities that the accused face in court. Among the topics discussed are the incarceration rate, the unequal application of the death penalty, the rights of the accused, and public opinion towards crime and punishment.

SSC 3340 Independent Study

3 SCH

Prerequisites: Junior Standing and approval of the dean
3 lecture hours

Open to students wishing to pursue individual work under the supervision of a designated faculty member.

SSC 3345 Critical Debates in Development

3 SCH

Prerequisite: SSC 2310
3 lecture hours

The notion of development has served as a complex paradigm for the understanding, evaluation, and intervention in societies at least since the end of the Second World War. While its impact has been overwhelming in domains as diverse as economics, politics, social organization, education, urbanization, technology, etc., it has never been without its critics, both from within—in debates about the proper meaning and politics of development—and from intellectual

traditions from outside the paradigm. The aim of this course is to critically examine some of these debates, from such diverse perspectives as Dependency Theory, World Systems Theory, Feminism, Postcolonialism, Post-developmentalism.

SSC 3371 Urbanization in Africa **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

This course explores issues related to the accelerated mass urbanization process currently affecting Africa. The implications of mass urbanization for societies, economies, and politics are explored. The challenges urbanization poses for the planning and management of public services are analyzed. In particular, the role of the informal sector in sustaining urban life is analyzed with special regard to gender issues. The course also explores the role African cities play in connecting the continent to global flows of goods, people, cultures, and ideas.

SSC 3372 The Political Economy of Development in Africa **3 SCH**

Prerequisite: PSC 2301 and ECO 2310

3 lecture hours

The course examines the development experience of sub-Saharan Africa since independence. It reviews the development strategies tried in different settings and the theories that underline these strategies. In particular, the course covers statism and its variants, the liberal and radical approach, and the impact of globalization on Africa's achievements as well as the challenges it continues to face in the political and economic arenas.

SSC 3379 Special Topics in African Studies **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Specially scheduled course on a significant issue or topic relevant to the study of Africa.

SSC 3398 Special Topics in Gender Studies **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Specially scheduled course on a significant issue or topic in women's and gender studies.

SSC 3399 Special Topics in International Cooperation and Development **3 SCH**

Prerequisite: Junior Standing

3 lecture hours

Specially scheduled courses on significant issues or topics relevant to the study of International Cooperation and Development.

SSC 3405 Field Methods

4 SCH

Prerequisite: GEO 1301, SOC 1301 or SSC 1310

4 lecture hours

This course introduces theoretical and practical techniques and methods of fieldwork. The practical portion of this course consists of specific projects to be carried out by students both on and off campus. The course carries four (4) credits due to the number of practical exercises in the field.

SSC 4000 Senior Capstone I

0 SCH

Prerequisite: SSC 2401 & SSC 3303

The course consists of a weekly seminar. The student will choose a research topic and find a faculty member who is willing to supervise it. Students will then develop the topic into research proposal (development of a research question, review of the literature, development of a methodology, choice of cases to be studied, etc.). By the end of the semester students will submit completed proposals and have them approved by their respective supervisors.

SSC 4301 Social Change and Technological Development

3 SCH

Prerequisite: Senior Standing

3 lecture hours

This course examines technology in relation to natural resources, population composition, ideology, and social movements. Technology is understood as a change factor in cultural and social systems. Students study technological adaptation to planned versus uncontrolled changes. The course addresses manifest and latent consequences to technological development as well as cultural systems and attitudes toward technological innovation and change.

SSC 4303 Senior Capstone II

3 SCH

Prerequisites: SSC 4000

3 lecture hours

The Senior Capstone consists of a major, individual, independent research oriented exercise or project each student undertakes during his/her final semester. The aim of the Senior Capstone is to give students the opportunity to use the research tools and analytical skills they have acquired in their undergraduate courses, and to work creatively with the theories and concepts relevant to their field of study. The emphasis in the Senior Capstone is on student initiative. It is up to each student to come up with a research project. Students are encouraged to choose projects of particular interest to themselves. Students enrolled in the Senior Capstone meet in seminar fashion in order to discuss methodology, data collection and analysis, sources, and other issues relevant to their projects, and to exchange ideas with invited speakers.

SSC 4310 Ethnicity and Minorities in Europe

3 SCH

Prerequisite: Junior Standing

3 lecture hours

The course explores the politics of ethno-cultural diversity in contemporary Europe. It examines the conditions of some of the historical territorial minorities of Europe (Scottish, Corsican, Catalan, etc.), emphasizing the recent revival of regional identities which had been declining, or were considered "lost" (Cornish, Breton, etc.). It also surveys the increasing urban ethno-cultural, racial and religious pluralism of urban societies as a result of decolonization and immigration. The course analyses the social and political implications of a new ethno-culturally diverse Europe and explores how European social and political systems have responded to growing demands for collective recognition.

SSC 5301 Popular Culture

3 SCH

5 lecture hours

The course examines popular culture as an important and autonomous sphere of cultural production and human activity where power is negotiated within and across different groups. The course is designed to assess popular culture as a dialogue of local and global texts where popular culture is read as a product of crossing borders, emerging identities and shifting meanings. Some of the themes we cover in this regard include identity, youth, subcultures, fashion and consumption, music, film, dance, sitcom, comedy, new media, power, cultural imperialism, orientalism gender and nationalism.

SSC 5302 Research Methodology

3 SCH

3 lecture hours

This course is designed to initiate students into both the theory and practice of methods in social science research. The course presents how a theoretical framework provides a means/method to approach and analyze any topic. The course requires students to practice a range of data collection and data analysis methods.

SSC 5304 North African Migration and Immigrant Communities

3 SCH

3 lecture hours

This course covers the issues caused by the growing problems of rural migration within North African countries and the establishment of North African immigrant communities in Europe. The course begins by looking into the causes for rural migration, focusing on the post-independence period. The social impact of rural migration on the economic and political well-being of North African states is discussed. The subsequent migration of large numbers of North Africans to Europe and the establishment of immigrant communities with different cultural, religious, and linguistic identities from that of the host societies are examined.

SSC 5310 Thesis Seminar

3 SCH

3 lecture hours

Students who have reached the thesis-writing stage meet once a week with other students and a supervising professor to report on their progress and to be advised on how to proceed with their project. Students failing to defend their theses successfully by the end of the semester are awarded an IP grade. This course can be taken only on a Pass/Fail basis.

SSC 5320 Social Movements in the United States

3 SCH

3 lecture hours

Politics and society in the US have each been shaped by social movements which seek to alter the status quo. This course explores the development and overall impact of various social movements in America, including the civil rights movement, the women's movement, and gay rights movement. Why and how did these movements evolve, how have these movements affected public policy in America, and what conflicts of values and interests provide opportunities or impediments to change? In order to address these questions, the course employs social movement theories and examines specific case studies.

SSC 5322 Race, Religion, and Minorities in the United States

3 SCH

3 lecture hours

The role played by minority groups in developing the culture of the United States and their contributions to its economy is the main theme of this course. The experiences of ethnic and religious groups are examined in light of discrimination, struggle, and influence on modern American life.

SSC 5351 North African Cities

3 SCH

3 lecture hours

This course examines the formation, urban patterns and socio-economic structures of historical and contemporary North African cities using a multi-disciplinary approach. The course will draw upon a body of scholarship from a number of fields including architectural history, anthropology, archaeology, history, urban sociology, Islamic jurisprudence, and literature. The course will 1) review the legal and theoretical foundations of urban Islam 2) examine the architectural and urban legacies of Roman and early Islamic civilizations in North Africa, and 3) provides an in-depth analysis of city and urban life in medieval and colonial North Africa through the study of urban form and socio-economic structures and institutions with a focus on Morocco.

SSC 5361 Social Science Approaches to Religion

3 SCH

3 lecture hours

The course introduces classical and contemporary theoretical and empirical

approaches to the sociological, anthropological, and psychological study of religion. It is concerned with examining the origins and roles of religion in societies and cultures, as well as in the formation of the human personality. The aim of the course is to give students the conceptual tools to critically evaluate the place of religion in different areas of human life.

SSC 5362 Global Islam in the Contemporary World **3 SCH**

3 lecture hours

The course examines the global scope of the 'umma. At a time when Muslims live everywhere around the world, creating the biggest 'umma ever, the "Muslim World" is integrated as never before to global flows from every provenance. The course investigates the transnational scale of Muslim religious movements and identities, and the technological and institutional structures which support them. Students study how Muslim communities beyond the "Muslim World" practice their faith in multi-faith, Christian, Buddhist, or secular societies. The course assesses the place of Islam in cosmopolitan Western countries.

SSC 5363 Islam and Economics **3 SCH**

3 lecture hours

This course examines Islamic principles as applied to economics. The course looks at the "classical Islamic" discourse on economics, banking, and business practice setting out the rules for acceptable, legal practice. In addition, the course looks at how Islamic practice has been molded into the current major economic types; mainly socialism and capitalism and how states have tried to use Islam as a means to promote state economic policies.

SSC 5365 Interfaith and Intercultural Communication **3 SCH**

3 lecture hours

This course sets out to explore the historical, theological, and methodological facets of intercultural and interreligious dialogue. A brief history of intercultural relations demonstrates the changing circumstances and attitudes in which these took place to arrive at the present-day discourse. This forms the backdrop to contemporary religious pluralism, evident in both the global and national arenas and characterized by the opposing forces of cooperation and conflict. Aspects of inter- and intra- religious engagement around such questions as the meaning and scope of religious freedom, conflict resolution, international development, human rights, gender, justice, and bioethics are explored. Students learn how exclusivist religious tenets can be transcended.

SSC 5366 New Religious Movements **3 SCH**

3 lecture hours

With globalization and the rise of the information age, New Religious Movements (NRMs) are becoming an increasingly complex field of study. NRMs are frequently a challenge to students of religion, since these movements often

resemble more mainstream faith systems on a superficial level, yet frequently differ from the parent (or sibling) tradition in significant areas, such as doctrine, ritual, or cosmology. This course introduces the student to several new religious movements of the late 20th and early 21st century. Students are also introduced to several methodologies used in studying NRM, including approaches in the social sciences (e.g. sociology, psychology).

SSC 5401 Social Statistics

4 SCH

3 lecture hours, 2 lab hours

This course aims to equip students with the basic skills in statistics in order to understand and evaluate data produced in published sources. Topics include organizing data, percentile, measures of central tendency and dispersion, normal curve, probability, correlation, regression analysis and non-parametric tests. The course also includes a weekly computer laboratory session.

Executive Courses Listing

ACC 6201 Financial Reporting and Analysis

2 SCH

2 lecture hours

This course is a practical introduction to financial reporting. Emphasis is placed on book-keeping and the accounting cycle, financial statements, generally accepted accounting principles from the perspective of international accounting standards, and financial ratio analysis. By the end of this course, participants should understand what financial accounting is, understand and prepare basic financial statements (income statement, statement of retained earnings, and balance sheet), understand and apply the recording process used in the accounting system, understand and use concepts and standards underlying the accounting practice, and analyze a business financial position and performance using its financial statements.

ACC 6311 Management Control Systems

3 SCH

3 lecture hours

This course is an advanced class in managerial Accounting that emphasizes the integration of cost analysis and strategic analysis. Coverage includes activity based costing, target costing, value chain analysis, performance measurement matrices (e.g., balanced scorecard), strategic positioning, incentives management, and performance management.

ECO 6201 Business Economics

2 SCH

2 lecture hours

This course presents an overview of the microeconomics and macroeconomics principles. By the end of this course, participants will gain an understanding of basic economics concepts. They will acquire the necessary knowledge to be

able to interpret economic indicators and understand the economic environment in order to make informed business decisions.

FIN 6201 Corporate Finance **2 SCH**

2 lecture hours

By the end of this course, participants should gain a thorough understating of financial techniques and tools used in problem solving and decision making at the corporate level. This goal is attained through progressive exposure of participants to different interdependent dimensions: time value of money, investment opportunities, valuation of financial assets, capital budgeting, working capital management, selection of the best capital structure, and ensuring of the viability of the corporate financial system. A large array of applications and case studies is used to support the practical side of the different topics of this course.

FIN 6311 Financial Strategy **3 SCH**

3 lecture hours

This course analyzes the basic problems in corporate financial management. It focuses on the responsibilities, concerns, and methods of analysis employed by corporate financial managers, and the role of financial markets and institutions in the modern economy. Topics of study include capital structure, dividend policy, asset evaluation, capital budgeting, risk analysis, and portfolio theory.

GBU 6201 Management Statistics **2 SCH**

2 lecture hours

This course is designed to provide foundations of quantitative methods for managerial decision making. It examines the use of modern quantitative methods to support the executive decision making process. It includes hypothesis testing, statistical inferences, forecasting and simulations, linear programming and problem optimization. This course is based on knowledge of SPSS, which features a wide range of statistical tools for extracting data and conducting analysis. Such information is vital if one is to achieve competitive advantages in the marketplace.

GBU 6311 Corporate Entrepreneurship & Innovation **3 SCH**

3 lecture hours

At the end of this course participants are expected to gain insights into the development of entrepreneurial and entrepreneurial aptitudes and skills. The course content addresses important issues that include methods for identification of new opportunities, role of creativity, education and invention, seed capital and financing, and business sustainability. Real world cases are used to illustrate the factors that can shape entrepreneurial aptitudes. Class discussion and experience sharing are vital inputs in this course. Knowledge about the methods for management, marketing and financial planning is provided with a

variety of applications. This culminates into the development of business plans by class participants.

GBU 6312 Decision and Risk Analysis

3 SCH

3 lecture hours

By the end of this course, participants are expected to: (1) recognize the major analytical tools that are used in risk analysis, (2) be capable of reading reports and publications dealing with risk and uncertainty, (3) raise and discuss issues involving risk and uncertainty, and (4) Identify the implications of risks on business and economic development in a given context and applications. Topics covered include: deterministic, realistic and decision making under complexity with emphasis on risk and uncertainty; implications of not accounting for risks while making decisions; how to account for technological, production; consumption environmental; health and labor productivity; markets and financial risks; case of multiple risks; market and institutional responses to risks; and, risk reduction strategies.

GBU 6620 Final Project

6 SCH

6 lecture hours

The project is an integral part of the EMBA program and must be completed satisfactorily before you are eligible to graduate. It provides an ideal opportunity to build on what you have already learned. The primary aim is to enhance your own learning in an area of your choice, and you are encouraged to undertake projects within your organizations. Participants will be provided more details about the final project in due time.

MGT 6201 Organizational Behavior

2 SCH

2 lecture hours

This course covers: organizational theory, research and applications important to managerial and organizational effectiveness; design of organizational structure; control systems for enhancing organization effectiveness. It also emphasizes managing and building inter-organizational relationships; authority, influence and leadership relationships; organizational culture; organization environment relations; international considerations; inter-group power and conflict; and organizational change and development.

MGT 6311 Alliance Management

3 SCH

3 lecture hours

This course is an advanced reflection on the use of strategic alliances to boost the profitability and/or efficiency of organizations. Topics covered include the motives for alliances, case studies of alliances, making the distinction between alliances, partnerships, joint ventures, and mergers and acquisitions. Key business issues related to alliance management are discussed: integrating different systems and culture, human resource management, planning and control for

alliances, etc.

MGT 6312 Human Resource Management and Development **3 SCH**

3 lecture hours

This course discusses the management of an organization's human resources, with an emphasis on the strategic issues involved in obtaining and developing employees. The strategic view emphasizes the way human resources are managed in the context of the general management function, and is discussed with regard to human resource planning, the recruitment and selection functions, employee development, managing compensation and reward systems, performance management, and the environment of the human resource function.

MGT 6313 Corporate Governance and Business Ethics **3 SCH**

3 lecture hours

The aim of this course is to enable participants to implement business ethics and corporate governance rules in their own organizations. They should understand the ethical role of the Board and of the Executive Management Team in strategic decision-making processes. They will develop guidelines for business ethics to be applied at all levels of the company and in different countries. The participants will learn how to implement the guidelines and develop strategies to monitor compliance by all employees.

MGT 6314 Effective Negotiations **3 SCH**

3 lecture hours

Behaviors and how those can be adapted for effectiveness in a variety of situations. The course focuses on building the individual skills of the participants based on their willingness to be engaged in the total program experience.

MGT 6315 Leadership **3 SCH**

3 lecture hours

This course is designed to expose participants to the areas of knowledge and kinds of competencies that are fundamental to the study and practice of leadership in a variety of settings. It will help the participants understand their own experiences, aspirations, and qualities of leadership. The content of this course is drawn from several disciplines. Participants will focus on the conceptual aspects of leadership, and will discover the skills and practices of exemplary leaders. At the conclusion of this course, participants will be acquainted with the interpersonal and technical skills needed for effective communication, decision-making, and public policy.

MGT 6316 Operations Management **3 SCH**

3 lecture hours

This course focuses on improving performance of the firm through coordination and integration of production, functional areas, and information. Partici-

Course Description

participants will develop skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. At a minimum, the following subjects will be discussed: quality management, process analysis, cross-functional integration, product development, aggregate and operational planning, technology and operations strategy, and international operations strategy.

MGT 6317 Supply Chain Management

3 SCH

3 lecture hours

In this course participants learn about the effective management of supply chains. The class examines moving materials to a production facility, controlling the transformation of materials into products, distributing the products to customers, maintaining and recycling the products, and the logistics of service operations. Specific topics include supply-chain integration, supply-chain strategies, plant and warehouse locations, modes of transportation, systems for managing material flows, inventory systems, and organizational structures for supply-chain management and global logistics

MGT 6318 Knowledge Management

3 SCH

3 lecture hours

The aim of this course is to provide participants with practical skills needed to formulate the influence of the changing technology environment on the organization's capacity to manage knowledge effectively. This should lead to the identification of the different knowledge work and knowledge assets that organizations must manage. Participants are expected also to create and leverage the needed knowledge assets. They should be continuously aware of the importance of knowledge in determining competitiveness. To reach these goals, best practices are presented and analyzed. Topics include intellectual capital, research and development, property rights and patents, information technology solutions for knowledge management, organizational aspects of knowledge management, and processes for knowledge management.

MGT 6320 Strategic Management and Business Policy (Capstone)

3 SCH

3 lecture hours

By the end of the course, participants are expected to have improved their critical thinking and skills in developing and implementing business strategies. An important goal of this course is to assist the participants in the development and improvement of abilities to diagnose and analyze the impacts of changes. Participants will gain a deeper appreciation of the process through which planned changes can be accomplished. The topics include setting missions and visions, strategy definition, recognizing and nurturing core competencies, diversification, and moving from strategy to execution. The problems, prospects and challenges of leading and managing change will be also considered.

Participants will be provided with an opportunity to consider how organizations can effectively develop and maintain anticipative systems. The course is largely based on cases and applications that support different dimensions of strategic management underlined above. Guest speakers are also important sources for the enrichment of the class discussion and sharing of experiences by participants.

MKT 6201 Principles of Marketing

2 SCH

2 lecture hours

This course is a survey of the marketing process from a manager's perspective. It includes an analysis of marketing activities designed to provide products and services to customers. Topics include the marketing environment, consumer buying habits and motives, regulations and advertising strategy.

MKT 6311 Marketing Management

2 SCH

2 lecture hours

The aim of this course is to provide participants with skills needed for the development of marketing strategies and plans. The driving role of markets, the importance of situation analysis, positioning and relationship strategies are also among the dimensions targeted in enlarging the skills of the participants. The course deals with marketing strategy for better decision-making. It emphasizes the marketing process from the firm's point of view. It also focuses on management and implementation of marketing strategies. Market analysis, product planning, distributional channels, branding, pricing, promotional decision making and developing, and communicating an integrated marketing plan are major elements in this course. Practical cases are largely used for the illustration of each component of this course. Guest speakers are also important sources for the enrichment of class discussion and experience sharing.

University Academic Personnel

Full-Time Faculty

Abbou Fouad Mohammed

PhD in Optical Engineering, (2001), Multimedia University, Malaysia

Abdelghani, Chafik

PhD in Applied Translation Studies (2006), London Metropolitan University, UK

Abid, Mohamed Riduan

PhD in Computer Science (2010), Auburn University, USA

Abrache, Jawad

PhD in Operations Research (2004), University of Montréal, Canada

Abrahams, Gregory Ryan

M.A in TESOL (2012), School for International Training, Brattleboro, Vermont, USA

Achibat, Karim

Master in Language and Literacy (1996), City College of New York, USA

Afsar, Khalid

Master of City and Regional Planning (1998), UC Berkeley, USA

Agnaou, Abderrahim

PhD in Applied Linguistics and Educational Technology (2009), Université Sidi Mohamed Ben Abdellah, Fès, Morocco

Aguentaou, Samir

PhD in Finance (2007), University of Wales Aberystwyth, UK

Alabdulwahab, Sami Zaki

PhD in Economics (2008), Southern Illinois University, USA

Amakhmakh, Naceur

PhD in Linguistics (1997), University of Wisconsin at Madison, USA

Assem, Nasser

PhD in Computer Science (2002), Michigan State University, USA

Azennoud, Abderrahman

Doctorat in Linguistics (2000), Université Sidi Mohamed Ben Abdellah, Fès, Morocco

Azeriah, Ali

PhD in Translation Studies (1994), State University of New York, USA

Bachleda, Catherine Louise

PhD in Business Administration (2003), The University of Western Australia, Australia

Baijou, Ahmad

PhD in Agricultural Economics (1990), Oklahoma State University, USA

Bailey, Jeffrey

M.A. in English (1976), California State University at Long Beach, California

Belkhat, Ahmed

Master of Business Administration (1999), Al Akhawayn University in Ifrane, Morocco

Bendkia, Abdelilah

Master of Education (1983), Manchester University, UK

Benjelloun, Hicham

PhD in Finance (2004), University of North Texas, USA

Benmoussa, Chihab

PhD in Management Information Systems, (2006), Abo Akademi University, Abo, Finland

Bentamy, Anas

PhD in Mechanical Engineering (2004), Ecole Polytechnique de Montréal, Canada

Berrada, Fouad

PhD in Molecular Biology (1995), University of Montréal, Canada

Borkowski, Peter Stefan

PhD in Philosophy of Culture, Policy, Law & Economics (2009), St. Kliment Okhridski University, Sofia, Bulgaria

Boudihaj, Aouatif

EdD (1999), University of Leeds, UK

Bounejma, Mohammed

Doctorat d'Etat in Modern Arabic Literature (2000), Université Sidi Mohamed Ben Abdellah, Fès, Morocco

Boussouab, Brahim

Doctorat d'Etat in Arabic Linguistics (2001), Université Ibn Zohr, Agadir, Morocco

Bouzidi, Mohammed

PhD in International Relations (1972), University of Denver, USA

Brayard, Frédéric

DEA en Science du Langage (1994), Université de Toulouse, France

Carson, Kerstin Damiana

M.A in TESOL (2005), San Francisco State University

Cavalli-Sforza, Violetta Laura

PhD in Intelligent Systems Program (1998), University of Pittsburgh, USA

Chaatit, Fouad

PhD in Mathematics (1993), University of Texas at Austin, USA

Charafi, Abdellatif

PhD in Computational Mathematics (1994), University of Portsmouth, U.K

Chiesi, Loren Lee

M.A in TESOL (2012), School for International Training, Brattleboro, Vermont, USA

Chekayri, Abdellah

Doctorat d'Etat in Arabic Linguistics (1999), Mohamed V University, Rabat, Morocco

Chtouki, Yousra

MS in Computer Science (2005), Oklahoma City University, USA

Chraibi, Mhammed

MS in Software Engineering (2010), Al Akhawayn University, Morocco

Dahbi, Mohammed

PhD in Linguistics (1984), Georgetown University, Washington. USA

Darhmaoui, Hassane

PhD in Physics (1997), University of Alberta, Edmonton, Canada

Dye, Charles Eugene

Master of Fine Arts in Science and Natural History Filmmaking (2008), Montana State University, USA

El Asli, Abdelghani

Doctorat d'Etat in Biology (2003), Université Abdelmalek Essaâdi, Tétouan, Morocco

El Boukili, Abderrazzak

Doctorat in Applied Mathematics, Numerical Analysis, and Scientific Computing (1995), University Paris VI, France

El Garah, Ouafaa

PhD in Management Information Systems (2005), University of Central Florida, USA

El Hajjaji, Samir

PhD in Organic Chemistry (2010), The University of Nottingham, UK.

El Kilani, Jamila

Doctorat de 3ème Cycle in Linguistics (1983), Paris VII University, France

El Mortaji, Latifa

PhD in Applied Linguistics (2001), University of Essex, UK

Ennahid, Said

PhD in Anthropology (2001), Arizona State University, USA

Fakhar, Ahlam

PhD in Economics (2006), Claremont Graduate University, USA

Falah, Bouchaib

PhD in Computer Science (2011), North Dakota State University, USA

Flores Jacques, T. Carlos

PhD in Philosophy (1993), York University, Canada

Gray, Doris Herr

Ph.D in French (2005), The Florida State University, Florida, USA

Gordon Ftouh, Stephanie

MA in Teaching, (2002), Towson University, USA

Gunn, T. Jeremy

PhD in Religion and Society (1991), Harvard University, USA

Hamelin, Bouchra

Master of Business Administration (2001), Ecole Supérieure des Affaires de Grenoble, Pierre Mendès University, France

Hamelin, Nicolas

PhD in Physics (1994), University of Sussex, UK

Hamidi Alaoui, Abdelhamid

PhD in Mathematics (2007), University of Oklahoma, USA

Hammoud, Rhizlane

Master of Business Administration (2006), Michigan State University, USA

Hardy, Myronn Ezra

MA in Creative Writing (2001), Columbia University, USA

Harroud, Hamid

PhD in Computer Science (2005), University of Ottawa, Canada

Hassi, Abderrahman

MA in Organization Management (2005), Quebec University, Canada

Haskouri, Salah

MS in Mathematics (1988), University of North Texas, USA

Hogga, Mustapha

D.SC in Islamology (1987), Sorbonne University, France

Hottel, Nancy Burkhart

PhD in Applied Linguistics (1981), University of Texas at Austin, USA

Hyde, Kathryn Ann Marie

M.A in Teaching (2003), School for International Training, Brattleboro, Vermont, USA

Iraqi Houssaini, Omar

MS in Computer Networks (2002), Al Akhawayn University in Ifrane, Morocco

Jabbouri, Imad

MS in Corporate Finance (2009), Al Akhawayn University in Ifrane, Morocco

Jeffrey John, MIKE

MS in Organizational Development and Strategic Human Resources (2007),
The Johns Hopkins University

Jordan, Kasey Lynn

M.A in TESOL (2012), Monterey Institute of International Studies, California,
USA

Jordan, John Robert

M.A in TESOL (2012), Monterey Institute of International Studies, California,
USA

Kabel, Ahmed

Doctorate in Education (2010), Mohammed V University, Rabat, Morocco

Kalpakistan, Jack Vahram

PhD in International Studies (2000), Old Dominion University, USA

Karimova, Gulnara

PhD in Communication & Media Studies (2011), Eastern Mediterranean Uni-
versity, Turkish Republic of Northern Cyprus (TRNC), Cyprus

Kettani, Driss

PhD in Computer Science (1998), Laval University, Canada

Kemystetter, Lucie

MA in Didactique du Français Langue Etrangère & Seconde (2006), Aix-Mar-
seille 1 University, France

Khaldoun, Asmae

Doctorate in Applied Physics (2002), Abdel Malek Essaadi University,
Tétouan, Morocco

Khallaayoun, Ahmed

PhD in Engineering (2010), Montana State University, USA

Khejjou, Ali

MA in TESOL (1985), San Francisco State University, USA

Kibal, Bouchaib

Master in Arabic-English; English-Arabic Translation (2001), University of
Westminster, UK

Kissani, Ilham

Doctorate, in Industrial Engineering (2008), Laval University, Canada

Koubida, Sallem

PhD in Economics (2007), Southern Illinois University, USA

Lahrech, Abdelmounaim

PhD in Economics (2007), Southern Illinois University, USA

Laayouni, Lahcen

Doctorate in Applied Mathematics (2001), Mohammed V University, Rabat, Morocco

Longhurst, Christopher Evan

Doctorate in Sacred Theology (S.T.D), (2009), University of St. Thomas Aquinas, Rome, Italy

Loudiyi, Khalid

PhD in Physics (1989), Oklahoma State University, USA

Lounnas, Djallil

PhD in Political Science (2010), University of Montréal, Canada

Maderious, Sara Jane

MA in English (2010), San Francisco State University, USA

Maghraoui, Sidi Driss

PhD in History (2000), University of California, Santa Cruz, USA

Marzouk, Abdelkrim

PhD in Geography (2005), Clark University, USA

McDaniel, Stephen Dale

Master of Business Administration (2001), University of Texas at Arlington, USA

Messari, Nizar

PhD in International Relations (1998), University of Miami, USA

Monette, Connell Raymond

PhD in Medieval Studies (2008), University of Toronto, Canada

Mourhir, Asmaa

MS in Computer Science (2000), Al Akhawayn University in Ifrane, Morocco

Moustaghfir, Karim

PhD in e-Business and Knowledge Asset Management (2004), University of Lecce, Italy, and Cranfield School of Management, UK

Ouardaoui, Abdelkrim

PhD in Analytical-Environmental Chemistry (1996), University of Massachusetts at Lowell, USA

Oumlil, Kanza

PhD in Communication (2012), Concordia University, Canada

Painter, Michael Edgar

B.A in Classical Languages (1980), Florida State University

Pearson, Timothy James

MA in Rhetoric & Communication (1992), University of California at Davis, USA

Peters, Lucas Matthew

MA in English Literature (2007), Central Washington University, USA

Postich, Sarah Joelle

Specialist in Education in Professional Counselling (2010), Georgia State University, Atlanta, USA

Psaras, Dean

M.A in TESOL (1991), The University of Texas Pan American, USA

Rachidi, Tajjeeddine

PhD in Computer Science (1999), University of Essex, UK

Rhazaoui, Ahmed

PhD in Economics and Political Science (1976), University of New York, USA

Reimer, Gerald Lee

Master of Business Administration (2001), University of Washburn, Topeka, USA

Rinehart, Milton Duncan

Ph.D in Sociology (1994), University of Colorado

Ross, Eric Stanley

PhD in Islamic Studies (1996), McGill University, Canada

Roy, Emilie

PhD in Religious Studies (2012), McMaster University, Ontario, Canada

Rupert, Avis

PhD in Rhetoric and Writing (1999), Bowling Green State University, USA

Sahli, Meriem

MA in English Language Teaching (2001), University of Lancaster, UK

Salih Alj, Yassine

PhD in Telecommunications, Wireless Communications (2008), Institut National de la Recherche Scientifique, Canada

Samadi, Sedki

PhD in Mathematics (2001), University of Sevilla, Spain

Satt, Harit

MS in Corporate Finance (2009), Al Akhawayn University in Ifrane, Morocco

Sauers, Daniel Alan

PhD in Business Administration (1986), Florida State University USA

Sebti, Ibtissama

MA in Applied Linguistics and ELT (1991), University of York, UK

Seilstad, Brian David

MA in Classical Languages (2003), Bryn Mawr College, USA

Sendide, Khalid

Doctorate in Molecular Immunology (2004), Sidi Mohamed Ben Abdellah University, Fès, Morocco

Sepos, Angelos

PhD in International Relations (2003), University of Cambridge, UK

Seydou Niandou, Mohamed Albachir

Ph.D in Energy and Environmental Studies (2007), North Carolina Agricultural and Technical State University

Sheikh, Naeem Nisar

PhD in Mathematics (2008), University of Illinois, USA

Shoup III, John Austin

PhD in Cultural Anthropology (1990), Washington University in St Louis, USA

Smith, Kevin Scott

PhD in Information and Computer Science (1988), Georgia Institute of Technology, USA

Storti, Giovanna

MA in Applied Linguistics (2005), Carleton University, Canada (On leave of absence 2012-2013)

Tahtah, Jade

Doctorate in Linguistics (2006), Sidi Mohamed Ben Abdellah University, Fès, Morocco

Talei, Hanaa

MS in Computer Networks (2005), Al Akhawayn University in Ifrane, Morocco

Tlemçani-Mekaoui, Hafid

Candidatus Philologiae in English Literature (1991), University of Oslo, Norway

Trevathan, Stephen Davis (ASI Ifrane School)

MA in Values in Education (Philosophical Perspectives) (2005), Institute of Education University of London, UK

Van Lierde, Veronique Mireille Marie

Doctorate in Mathematics (2004), Katholieke Universiteit, Belgium

Yoon, Hyung Joon

PhD in Workforce Education and Development (2011), Pennsylvania State University, USA

Veysiere, Aure, Florence

Doctorat en Psychologie (2006), Paris 8 University, France

Zaid, Bouziane

PhD in Communication (2009), University of South Florida, USA

Zvan-Elliott, Katja

PhD in Oriental Studies (2012), University of Oxford, UK

Part-time/Adjunct Faculty

Azhari, Mohammed

Agrégation de Lettres Modernes (1995), Ecole Normale Supérieure, Morocco

Benlamhidi, Sidi Abdellah

Master of Comparative Law (1978), Penn State University, USA

Berdai, Mohamed

Doctorate in Electronics (1984), Université des Sciences et Techniques de Lille, France

Borowski, Rossitsa Varadinova

Diploma of Higher Education (1988), Sofia "KLIMENT OHRIDSKI" University

Bouhmala, Benaissa

Doctorat d'Etat in Modern Arab Literature (1999), Mohamed V University, Rabat, Morocco

Bounou, Abdelmouneim

Doctorat d'Etat in Spanish and Latin American Literature (1993), Sidi Mohamed Ben Abdellah University, Morocco

Didi Seddik, Ali

Doctorat in Physics (2006), Sidi Mohamed Ben Abdellah University, Fès, Morocco

EL Bernoussi, Zaynab

Master of Public Administration (2011), Columbia University, USA

Elliott, Derek Llewellyn

Master in Global Studies (2010), University of Leipzig, Germany

Ghechi, Lahcen

Diploma of Higher Studies in Linguistics (1991), Sidi Mohamed Ben Abdellah University, Fez, Morocco

Hajji, Abdelmajid

PhD in Etudes Cinématographiques et Média (1993), Kansas University, Lawrence, USA

Infi, Mohammed

Doctorat d'Etat in French Literature (1991), Moulay Ismail University, Meknès, Morocco

Jaafar, Samir

Doctorat d'Etat in Arabic Linguistics (2012), Moulay Ismail University, Meknès, Morocco

Kassal, Hammad

Doctorat en Sciences Economiques (1991), Paris University, France

Louati, Abdelkrim

Diplôme d'ENS, Littérature Arabe (1971), Ecole Nationale Supérieure, Rabat, Morocco

Marghich, Abdellatif

Doctorat en Management (2007), Sidi Mohamed Ben Abdellah University, Fez Morocco

Nachid Idrissi, Amal

University Administrative Personnel

Doctorat en Sciences Juridiques (2001), Hassan II University, Morocco

Ouakrime, Mohamed

PhD in Applied Linguistics & Education (1985), University of London, UK

Peyton Jones, James Casey

Ph.D in Engineering (1991), The University of Sheffield, UK

Sabia, Said

Doctorat d'Etat in Spanish and Latin American Literature (2004), Sidi Mohamed Ben Abdellah University, Fès, Morocco

Tarbouchi, Mohammed

Ph.D in Electrical Engineering (1997), Laval University, Quebec, Canada

Watad, Mahmoud

Ph.D in Public Administration (1993), New York University

University Administrative Personnel

President's Office

Mokaddeme, Sanaa

President's Office Manager

Development and Communication

Benseddik, Ikram

Career Services and Alumni Affairs Officer

Edge, Louise Ann

Web Content Coordinator

El Bouzagaoui, Adel

Design and Layout Technician

Lahbabi, Amina

Assistant Director for Development and Communication

McGinnis, Nathan

Internal Communications Officer

Taoufiq, Abdelouhab

Web Content & Events Coordinator

Academic Affairs

Office of the Vice President for Academic Affairs

Ajrrouh, Layla

Academic Affairs & Quality Assurance Program Manager

Sadik, Fatima

Administrative Assistant

Enrollment Services

Alaoui Mhamedi, Abdellah

Financial Aid Coordinator

Derkaoui, Karima

Registration Officer

Akhabaz, El Houcine

Registration Officer

Ezzaher, Fatima

Registration Officer

Zizoune, Saida

Registration Officer

Mojahid, Smail

Admissions and Outreach Coordinator

Alami Ouali, Houda

Admissions and Outreach Officer

Brioua, Zineb

Admissions and Outreach Officer

Ait Issoumour, Naima

Admissions and Outreach Officer

Kendoussi, Mohammed

Admissions and Outreach Officer

Et-toualy, Mustafa

Financial Aid Officer

Library

Azaou, Mustapha

Technical Processing Assistant

Belaydi, Rajaa

Library Assistant

El Fadil, Mohamed

Library Assistant II

El Fata, Sanaa

Library Assistant I

El Hassani, Aziz

Library Assistant I

El Omari, Amal

Library Assistant I

Es salih, Assia

Assistant to the Library Director

Hadre, Fatima

Library Assistant I

Karkour, Hanane

Library Assistant

Ojutalayo, Folusho

Outreach and Technology Librarian

Zegrane, Rachid

Library Technical Coordinator & System Librarian

Schools and Centers

Azelmad, Rachida

Assistant Project Manager, SBA

Boumahdi, Aziza

Administrative Assistant, Dean of SBA

El Amri, Mohamed

Administrative Assistant, SHSS

El Hamdani Laïla

Program Manager, SHSS

El Mahdi, Asmae

Program Assistant, SSE

Lghoul, Rachid

Physics Lab Technician, SSE

Maazouz, Karima

Administrative Assistant, Director of LC

Mezhar, Mouna

Administrative Assistant, Dean of SHSS

Ou Bakalla, Rachida

Food Control Lab Technician, SSE

Ouddach, Abdellatif

Chemistry and Biology Lab Technician,

Saad, Bouchra

Administrative Assistant, Dean of SSE

Tazi, Farida

Administrative Assistant, Dean of SBA

Student Affairs

Office of the Vice President for Student Affairs

El Ouedghiri, Mohamed

Student Affairs IT Coordinator

Qara, Hassnaa

Administrative Assistant

Housing Services

Achehboune, Fatima Ezahra

Hall Director

Akhoubi, Youssef

Hall Director

Azelmad, Rahma

Hall Director

Aghzaf, Aissam

Hall Director

Berriane, Abdallah

Housing Guest Coordinator

Boulaid, Fouad

Hall Director

Chayabaynou, Dounia

Female Residences Supervisor

Chbihi Hossni, Anass

Hall Director

Dahdah, Aziza

Hall Director

El Akkaoui, Mohammed

Off-Campus Residences Manager

El Asri, Rabha

Residence Supervisor

El Asri, Soumia

Hall Director

El Kachmari, Farida

Hall Director

El Lekhlifi, Kaoutar

Hall Director

El Maktoub, Abderrafie

Hall Director

Hajani, Mohamed

Hall Director

Hatmi, Younes

Hall Director

Iguedaren, Khadija

Hall Director

Lakhal, Mounim

Hall Director

Madane, Hajiba

Hall Director

Mejdoub, Fatima

Administrative Assistant, Housing Director

Naji Amrani, Mohamed Abdelmounir

Hall Director

Nouamani, Hamid

Male Residences Supervisor

Ouamchi, Mounir

Hall Director

Ouchlikh, Aziz

Hall Director

Ouyidir, Abdelmounaim

Hall Director

Ziate, Hamid

Housing

Office of International Programs

Khadija Benmansour

Study Abroad Advisor

Inabi, Meryem

Study Abroad Advisor

Zehimi, Hajar

Administrative Assistant

Health Center

Annasse, Aziz

Physician

Aslaf, Mounia

Physician

Bouchanine, Fatima

Nurse

Boussaid, Houda

Physician

Guennoun, Adnane

Physician

Marjani, Sanae

Insurance Coordinator

Ouakki, Meriem

Nurse

Ouddaf, Halima

Nurse

Samia, Nadira

Nurse

Restaurant

Tazi, Zouhair

Dining Services Assistant

Student Activities

Babnou, Mohamed

Sound Technician

Barnsdale, Alice

Community Services Coordinator

Benbouia, Salma

Student Events Coordinator

Bouia, Mohamed

Hand in Hand Education Project Coordinator

Daoudi, Rachid

Clubs & Organisations Assistant

El Ayachi, Loubna

Administrative Assistant

Qassimi, Said

Audio/Video Technician

Zekri, Salaheddine

Student Organizations Coordinator

Bookstore and Campus Store

Benzidi, Salem

Bookstore Assistant

Messelarh, Noura
Campus Store Cashier

Mosque

El Khaoua, Zakaria

Muezzin

Khanjari, Sliman

Imam

Finance and Administration

Office of the Vice President for Finance and Administration

Bouanani, Amal

Administrative Assistant

Human Resources

Bousellama, Hanane

HR Assistant

Mrabti, Rachid

HR Assistant

Business Office

Aaquil, Mounia

Billing Supervisor Accounting Assistant

Abouelabbes, Assia

Administrative Assistant

Benabdallah, Karima

Accounting Assistant

Belghiti Alaoui, Siham,

Accounting Assistant

Chra, Nada

Accounting Assistant

Chattini, Abdelouahed

Billing Clerk

El Addouli, Ahmed

Accountant

El Kharrak, Zineb

Accountant

Khay, Nadia

Cash and Billing Coordinator

Lazaar, Siham

Accounting Assistant

Mohammadine, Abdelilah

Accountant

Mouhou, Rhizlane

Accounting Assistant

Rhannai, El Makhtar

Payroll & Accounting Manager

Rhioui, Samira

Cashier

Information Technology Services

Ait Moulay Cherif, My Ahmed

Systems Administrator

Aneflous, Najem

Switchboard Operator

Benhammou, Saïd

Systems Security Administrator

Belkadi, Zakarya

Communication and Collaboration

Bouanane, Lamiae

ERP System Administrator

Bouchantouf, Mohamed

Systems Administrator

Bouqdir, Abdenbi

Phone System Administrator

Blal, Lamia

Administrative Assistant

Cherkaoui, Ahmed

Network Administrator

Chraibi, Driss

Systems Infrastructure Manager

Chrifi, Allal

Copy Center Technician

El Mouj, Hassan

Switchboard Operator

Guendouz, Jamal

Network and Telecom Infrastructure Manager

Ktif, Rachid

Communication and Collaboration

Laamarti, Bayssan

Lab Assistant

Lamididi, Hamid

DBA and Systems Reporting Administrator

Excutive Education Center

Ifrane Branch

El Baaj, Khadija

Administrative Assistant

Hadana, Mounia

Project Assistant

Mandine, Jihad

EEC Coordinator

Zeroual El Mehdi

EEC Coordinator

Casablanca Branch

El Hassouni, Majdouline

EEC Coordinator

El Moustaquim, Zakia

EEC Coordinator

Institute for Economic Analysis and Prospective Studies

Achehboune, Amale

Research Assistant



