



# **Al Akhawayn University in Ifrane** **2017-2019 Catalog**

**UNDERGRADUATE AND GRADUATE  
PROGRAMS**



**Al Akhawayn University in Ifrane**  
**2017 - 2019 Catalog**

[www.aui.ma](http://www.aui.ma)





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





**The late King Fahd Ibn Abdulaziz of Saudi Arabia and the late King Hassan II of Morocco, the University's two founding brothers (Al Akhawayn).**



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**Disclaimer**

Material included in this Catalog is based on information available as of Fall 2017 and is subject to change. Students enrolling in Fall 2017 shall abide by the graduation requirements herein, and students enrolling in Fall 2018 shall abide by the same requirements or any changes or addenda that are published.

## MESSAGE FROM THE PRESIDENT



I am happy to welcome you to Al Akhawayn University, a unique and trend-setting institution in Morocco with national, regional, and international dimensions. AUI strives to make its students leaders in their fields and to foster in them a sense of inquiry and critical thinking. Since its creation in 1995 and for the past twenty years, Al Akhawayn University has graduated 3,993 alumni, who are now working in Morocco and abroad, demonstrating the value of the education they received. A number

of them are also pursuing further education in some of the best universities in the world.

After securing a number of program accreditations such as Computer Science through ABET, Business Administration through EPAS, Language Center through CEA, and after undergoing international program peer reviews for 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 2015-2020 calls for increased internationalization of both faculty and student bodies, as well as growth and development. With over 60% of its class of 2015 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, Sustainable Energy Management, North African and Middle Eastern Studies, Islamic Religious Studies, Human Resource Development, and International Trade.

For the past twenty years, the University has been committed to local development and social responsibility and has encouraged students, faculty, and staff to participate in community service through volunteer work with student associations and in development plans for the Ifrane Province. It has also strived to put the skills of its faculty, students, and staff at the service of its immediate environment through various other projects.

I invite all new members of the University community to take advantage of the opportunities available and the services provided, and to 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 2017

<b>August 22</b>	General faculty convocation
<b>August 24</b>	New and international students registration & speech of the President
<b>August 24 - 28</b>	New students orientation program
<b>August 25 - 26</b>	Continuing student registration & fee payment
<b>August 28</b>	Classes begin. First day of late registration. First day of Add/Drop (schedule revision)
<b>September 1</b>	Holiday: Eid al Adha
<b>September 4</b>	Last day to revise schedule - courses dropped will not reflect on transcript. Last day of late registration
<b>September 21 - 22</b>	First of Muharram (to be confirmed)
<b>October 25</b>	Last day for faculty to return the mid-semester reports
<b>October 27</b>	Last day to drop a course with "W". Beyond this date "WP" or "WF"
<b>November 6</b>	Holiday: Green March
<b>November 7-10/13-17</b>	Last day for graduate students to register for project/thesis defense
<b>November 10</b>	Last day to withdraw from the University
<b>November 24</b>	Last day for graduate students to register for project/thesis defense
<b>November 30 - Dec 1</b>	Holiday: Eid al Mawlid (to be confirmed)
<b>December 5</b>	Last day to withdraw from the University
<b>December 12</b>	Last regular class day
<b>December 13</b>	Review day
<b>December 14 - 21</b>	Final exams (including Common Exams - 3 days -)
<b>December 24</b>	Final day for faculty to submit semester grades

## SPRING SEMESTER 2018

<b>January 8</b>	General faculty convocation
<b>January 11</b>	Independence manifesto
<b>January 12</b>	New and international students registration and speech of the President
<b>January 12-15</b>	New students orientation program
<b>January 13 &amp; 15</b>	Continuing student registration & fee payment
<b>January 16</b>	Classes begin. First day of late registration. First day to Add/Drop (schedule revision).
<b>January 19</b>	Last day to revise schedule- courses dropped will not reflect on transcript- Last day of late registration
<b>March 5-9</b>	Spring Break –students and faculty-
<b>March 15</b>	Last day to return the mid-semester reports
<b>March 19</b>	Last day to drop a course with “W”. Beyond this date “WP” or “WF”
<b>April 2-6 &amp; 9-13</b>	Mandatory pre-registration for Summer and Fall 2018
<b>April 4</b>	Last day to drop a course with a “WP” or “WF”
<b>April 18</b>	Last day for graduate students to register for project/ thesis defense
<b>April 25</b>	Last day to withdraw from the University
<b>May 1</b>	Holiday: Labor Day
<b>May 3</b>	Last regular class day
<b>May 4</b>	Review day
<b>May 5-12</b>	Final exams (including Common Exams -3 days-)
<b>May 16</b>	Final day for faculty to submit semester grades

## SUMMER SESSION 2018

<b>May 28-29</b>	Registration & fee payment
<b>May 30</b>	Classes begin. First day of late registration. First day to Add/Drop (Schedule Revision)
<b>May 31</b>	Last day to revise schedule - courses dropped will not be reflected on transcript. Last day of late registration.
<b>June 9</b>	Commencement (to be confirmed)
<b>June 14-15</b>	Holiday: Eid Al Fitr (to be confirmed)
<b>June 26</b>	Last Day to Drop a Course with "W". Beyond this date "WP" or "WF"
<b>June 29</b>	Last Day to Drop a Course with a "WP" or "WF"
<b>July 6</b>	Last day to withdraw from University
<b>July 12</b>	Last regular class day
<b>July 13</b>	Review day
<b>July 14-15</b>	Final exams
<b>July 18</b>	Final day for faculty to submit semester grades

## FALL SEMESTER 2018

<b>August 27</b>	General faculty convocation
<b>August 29</b>	New and international students' registration and speech of the President
<b>August 29 - Sep 2</b>	New students' orientation program
<b>August 30 - 31</b>	Continuing students' registration & fee payment
<b>September 3</b>	Classes begin. First day of late registration. First day of Add/Drop (schedule revision)
<b>September 6</b>	Last day to revise schedule - courses dropped will not reflect on transcript. Last day of Late Registration.
<b>September 11 or 12</b>	First of Muharram (to be confirmed)
<b>October 25</b>	Last day for faculty to return the mid-semester reports
<b>October 29</b>	Last day to drop a course with "W". Beyond this date "WP" or "WF"
<b>November 5-9 &amp; 12-16</b>	Mandatory pre-Registration for Spring 2019
<b>November 6</b>	Holiday: Green March
<b>November 12</b>	Last day to drop a course with "WP" or "WF"
<b>November 22- 23</b>	Holiday: Eid Al Mawlid (to be confirmed)
<b>November 28</b>	Last day for graduate students to register for project/thesis defense
<b>December 6</b>	Last day to Withdraw from the University
<b>December 12</b>	Last Regular Class Day
<b>December 13</b>	Review day
<b>December 14 -21</b>	Final exams (including Common Exams - 3 days - )
<b>December 24</b>	Final day for faculty to submit semester grades

## SPRING SEMESTER 2019

<b>January 7</b>	General faculty convocation
<b>January 9</b>	New and international students' registration and speech of the President
<b>January 9 -13</b>	New students' orientation program
<b>January 10 -12</b>	Continuing students' registration and fee payment
<b>January 11</b>	Independence Manifesto
<b>January 14</b>	Classes begin. First day of late registration. First day to Add/Drop (schedule revision).
<b>January 17</b>	Last day to revise schedule- courses dropped will not reflect on transcript- Last day of late registration
<b>March 4 - 8</b>	Spring Break - students and faculty -
<b>March 15</b>	Last day to return the mid-semester reports
<b>March 20</b>	Last day to drop a course with "W". Beyond this date "WP" or "WF"
<b>April 1-5 &amp; 8-12</b>	Mandatory pre-registration for Summer and Fall 2019
<b>April 5</b>	Last day to drop a course with a "WP" or "WF"
<b>April 17</b>	Last day for graduate students to register for project/thesis defense
<b>April 23</b>	Last day to withdraw from the University
<b>April 30</b>	Last regular class day
<b>May 1</b>	Holiday: Labor Day
<b>May 2-9</b>	Final exams (including common exams - 3 days - )
<b>May 14</b>	Final day for faculty to submit semester grades

## SUMMER SESSION 2019

<b>May 28-29</b>	Registration & fee payment
<b>May 30</b>	Classes begin. First day of late registration. First day to Add/Drop (schedule revision)
<b>May 31</b>	Last day to revise schedule - courses dropped will not be reflected on transcript. Last day of late registration.
<b>June 4-5</b>	Holiday: Eid Al Fitr (to be confirmed)
<b>June 8</b>	Commencement (to be confirmed)
<b>June 26</b>	Last day to drop a course with "W". Beyond this date "WP" or "WF"
<b>July 1</b>	Last day to drop a course with a "WP" or "WF"
<b>July 9</b>	Last day to withdraw from University
<b>July 12</b>	Last regular class day
<b>July 15-16</b>	Final exams
<b>July 19</b>	Final day for faculty to submit semester grades

## MISSION

Al Akhawayn University in Ifrane is an independent, public, not-for-profit, coeducational, Moroccan university committed to educating future citizen-leaders of Morocco and the world through a globally oriented, English language, liberal arts curriculum based on the American system. The University enhances Morocco and engages the world through leading-edge educational and research programs, including continuing and executive education, upholds the highest academic and ethical standards, and promotes equity and social responsibility.

## CORE VALUES AND PRINCIPLES

Al Akhawayn University has developed into an institution that embraces a variety of influences related to Al Maghreb: the historical and cultural pursuits of the Kingdom of Morocco, its Arab-African status in a privileged geo-strategic position, its ties and devotion to Arab-Islamic civilization, and its openness 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, as well as assisting with the emancipation and prosperity of modern nations. We promote these while maintaining a goal of preserving our assets and consolidating our country's calling as a land of encounter, liberty, and tolerance - a global objective in which our Kingdom takes deep pride.

In 1995, 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. AUI, modeled in its administrative, pedagogical, and academic organization on the American university system, is meant to be a forum for creativity and human progress in all fields of knowledge, as well as a venue for cooperation and understanding among peoples and civilizations.

Since its inception, the University has manifested its 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 addition to a global focus, the University desires that the education imparted grants a special status to the Arabic language and the Arab-Islamic culture at all educational levels and majors. While adopting the

English language as the main medium of instruction, we also 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 research. It strives also to enter into cooperative relations with public and private entities from various sectors of the national economy.

### **Students and Faculty**

Admission of students to academic programs at AUI is competitive, 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 prowess.

In order to ensure openness of the University to the world and to promote a healthy, scientific collaboration and understanding among 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 our bachelor's degree are based upon a GenEd Program designed to consolidate prior learning, broaden intellectual perspectives, and to serve as a basis for subsequent specialization. This considered and balanced GenEd 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 is 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 to socioeconomic conditions. Consistent emphasis is placed on those programs 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 trans-disciplinary scientific approach, the educational environment of AUI is characterized by an interdisciplinary spirit. Special attention is thus 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 cohesive system of education, academic advising, personal counseling, and student support services. In particular, AUI

- Provides all necessary student support through qualified academic advisors;
- Emphasizes extensive faculty-student interaction with small classes aimed at developing each student's 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. University 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, sports and fitness activities;
- Creates opportunities for excellence through its honors program and Leadership Development Institute.

## **Research**

Recognizing that higher education is intimately linked to scientific research, AUI cultivates the complementary relationship between these two activities vital to the national and international goals of the university. AUI has thus established research centers that actively contribute to the production and dissemination of knowledge and of new technologies, while 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, through research contracts, undertake productive applied research. Because of their flexibility and their full integration with the different academic programs, the research centers provide teachers, researchers, and students of diverse backgrounds the opportunity to work together on projects of common interest.

## **Continuing Education**

In order to respond to the rapid evolution of knowledge and technology, as well as to fulfill 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.

### **A Pioneering University**

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

# 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. Abdelouafi Laftit**

Minister of Interior

**Mr. Nasser Bourita**

Minister of Foreign Affairs and Cooperation

**Mr. Mohammed Bousaid**

Minister of Economy and Finance

**Mr. Mohamed Hassad**

Minister of National Education, Executive Training, Higher Education and Scientific Research

**Mr. Ahmed Toufiq**

Minister of Endowments and Islamic Affairs

**Mr. Moulay Hafid Elalamy**

Minister of Industry, Trade, Investment, and the Digital Economy

### **Institutional Representatives**

**Mr. Abdellatif Jouahri**

Governor of Bank Al Maghrib

*Chancellor*

**Mrs. Amina Benkhadra**

General Director of the National Bureau of Petroleum and Mines

*Secretary General*

**Mr. Mohamed Benchaaboun**

CEO of Banque Centrale Populaire

*President of the Finance and Budget Committee*

**Mr. Mohamed El Kettani**

CEO of Attijariwafa Bank

*President of the Development Committee*

**Mrs. Miriem Bensalah Chaqroun**

Administrator of Holmarcom Group

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

*President of the Communication Committee*

**Mr. Abdellatif Zaghoun**

Director General of Caisse de Dépôt et de Gestion (CDG)

**Mr. Tariq Sijilmassi**

President of the Directorate of Crédit Agricole du Maroc (CAM)

**Mr. Mostafa Terrab**

CEO of Office Chérifien des Phosphates (OCP)

**Mr. Abdellatif Guerraoui**

CEO of Auto-Hall Group

**Mr. Ali Fassi Fihri**

Director General of Office National de l'Electricité et de l'Eau Potable (ONEE)

**Mr. Azzedine Guessous**

CEO of MaghreBail

**Mr. Abdessalam Ahizoune**

President of the Directorate of Maroc Telecom

**Mr. Ahmed Rahhou**

CEO of Crédit Immobilier et Hôtelier (CIH)

## **Representatives Intuitu Personae**

**Mr. Mohamed Berrada**

Professor and Former Minister of Finance

**Mr. Larbi Belarbi**

Former Vice-President of Renault Maroc Services

## **International Representatives**

**Mr. Abdellatif Al Hamad**

General Manager, the Arab Fund for Economic and Social Development,

Kuwait

**Mr. Steven Knapp**

President, the George Washington University, United States

**Mr. Larry R. Faulkner**

President Emeritus, the University of Texas at Austin, United States

# UNIVERSITY ADMINISTRATION

## **President's Office**

### **Ouaouicha, Driss**

President

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

## **Academic Affairs**

### **Messari, Nizar**

Interim Vice President for Academic Affairs

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

### **Sendide, Khalid**

Assistant Vice President for Academic Affairs in charge of Graduate Studies and Research

PhD in Molecular Immunology (2004), Sidi Mohamed Ben Abdellah University, Fes, Morocco

### **Hamidi Alaoui, Abdelhamid**

Dean, School of Business Administration

PhD in Mathematics (2007), University of Oklahoma. Norman, Oklahoma, USA

### **Messari, Nizar**

Dean, School of Humanities and Social Sciences

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

### **Smith, Kevin Scott**

Dean, School of Science and Engineering

PhD in Information and Computer Science (1988), Georgia Institute of Technology, USA

### **Driouchi, Ahmed**

Director of the Institute of Economic Analysis and Prospective Studies

PhD in Agricultural and Applied Economics (1988),

University of Minnesota, USA

### **Geffner, Rebecca**

Executive Manager, Executive Education Center

Master of International Affairs (2008),

Columbia University, New York, 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,

**Ouanaim, Latifa**

Director, Enrollment Services

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

**Mojahid, Smail**

Registrar and Assistant Director, Enrollment Services

MBA (1996), Université de Moncton, Canada

**Student Affairs****Jourdini, Mustapha** Dean of Student Affairs

Doctorate, Education Leadership & Policy Studies (2012), Eastern Kentucky University, USA

**Mrabet, Khalid**

Associate Dean for Student Affairs, Interim Director of Housing Services

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

**Bahaji, Yasmine**

Acting Director, Student Activities Office

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

**Fishburn, Amy Lynn**

Director, Office of International Programs

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

**Iguenfer, Malika**

Interim Director of the Azrou Center for Local Community Development

Licence en Littérature Anglaise (1980), Université Mohammed V-Agdal, Rabat, Morocco

**Kamane, Adel**

Director, Athletics

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

**Veysiere, Aure**

Counselor

Doctorat en Psychologie (2006), Paris 8 University, Paris, France

**Finance and Administration****El Amiri, Moulay Brahim**

Vice President of Finance and Administration

MBA (1978), University of Texas at Austin, US

**Nouamani, Said** Director of Human Resources and Administration

Master in Logistics from ISCAE, Casablanca, Morocco

**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

**El Bnaoui, Hicham**

Manager, Purchasing

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

**Hariz, Larbi**

Director, Security Services

**Development and Communication Department****Bel Fekih, Cherif**

Executive Director

EdD (1993), Temple University, USA

**Office of Institutional Research and Effectiveness****Cinali, Gina**

Associate Vice President

M.Phil, Political Science (2009) and Master, International Affairs (1988),

Columbia University, New York, USA

**Information Technology Services****Harroud, Hamid**

Director

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

# ADMISSIONS

Al Akhawayn University encourages all academically qualified senior high school students and bachelor's degree 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 in May (early decision) and July regarding their admission status for the fall semester and in December for the spring semester. Acceptance is contingent upon maintenance of the standard of academic performance upon which admission was based. Candidates offered admission are required to respond to offers by paying a non-refundable confirmation deposit before the set deadline. It is mandatory to submit the original high school diploma or equivalent (undergraduate candidates) or original bachelor's degree diploma (graduate candidates) in order to fulfil the registration requirement.

Candidates for admission who fail to complete the admission process for a valid reason may retain their pre-selection status for the General Admission Test (GAT) or the interview, for up to one semester 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/applynow](http://www.aui.ma/applynow)) and submit all supporting documentation by postal mail to:

**Office of Admissions and Outreach**  
**Al Akhawayn University in Ifrane**  
**P.O. Box 104 Ifrane 53000, Morocco**  
**Telephone: +212-535 86 20 86/78/76/75/58 & 2119**  
**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

	Freshman	Transfer	Visiting	Graduate
Moroccan	May 31	April 30	April 30	May 31
International	April 30	April 30	April 30	May 31

## Spring Semester

	Freshman	Transfer	Visiting	Graduate
Moroccan	October 31	October 1	October 1	October 31
International	October 31	October 1	October 1	October 31

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 criteria

- Evaluation of secondary school grades
- Success in the General Admission Test (GAT) or a SAT score of 1000 pts or better in the new SAT version (1500 pts in old SAT version) with 500 pts or better in the quantitative section is required. The minimum score required for non-native speakers of English is 920 pts in the new SAT version (or 1340 pts in the old SAT version) with 500 pts or better in quantitative section
- Satisfactory interview, when applicable

#### Required documents

- Application fee of 500 MAD (800 MAD for international applicants)
- A completed freshman 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 last three years of high school grade sheets (grades 10 through 12 for U.S.-type and equivalent high school graduates)
- Certified copy of high school diploma immediately upon being conferred (high school diplomas based on distance education, GED, DAEU, and similar tests are not accepted towards admission)
- Enrollment certificate and official transcript from all institutions attended following the receipt of the high school diploma (applicable to candidates pursuing post-secondary studies)
- One certified copy of national identity card or passport (passport for non-Moroccan candidates)

- Two recent color passport-size photographs
- A completed application for admission supplement
- A copy of the page of 'livret de famille' clearly showing the candidate's full name in both Arabic and Latin scripts (for Moroccan candidates)
- 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's Institutional TOEFL
- A completed "Pledge of Academic Integrity"

### ***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.

## **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. They 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 freshmen.

### **Admission Criteria for Transfer Students**

1. Evaluation of university transcripts
2. Successful interview, where applicable

### **Required Documents for Transfer Students**

- Application fee of 800 MAD
- A completed transfer online application

- Official transcripts of all university-level course work—completed and/ or attempted
- 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)
- One certified copy of national identity card or passport (passport for non-Moroccan candidates)
- Two recent color passport-size photographs
- A completed transfer supplement form
- One typed essay written by the applicant him/herself that explains the reasons for seeking transfer to Al Akhawayn University
- A copy of the page of 'livret de famille' clearly showing the candidate's full name in both Arabic and Latin scripts (for Moroccan candidates)
- A completed "Pledge of Academic Integrity"

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+' or below 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 ensure that the student is eligible to enroll in upper-level courses, during the first semester at the University. For example, all of the General Education (GenEd) courses must be completed in addition to all other major/minor courses.

All transcripts submitted with the transfer application must be issued by the originating institution within the previous twelve months. Transcripts must bear the original or facsimile signature of the registrar and the seal of the issuing institution. Transcripts that 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 two semester credits.

### **In Progress (IP) Courses at the Sending Institution**

Courses that are incomplete at the time of issuance of the official transcript by the sending institution are designated on the Transfer of Credit Evaluation form as IP (in progress). IP courses that 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 that are transferable to AUI must be completed with the grade of A, B, C, or Pass (plusses and minuses inclusive). Graduate courses that are transferable to AUI must be completed with the grade of A or B (plusses and minuses inclusive). However, other grades may only be transferred if they meet the university grading system criteria. 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, BSEMS, and BSGE programs in the School of Science and Engineering who have attended “classes préparatoires” may request credit for courses as for transfer students. Each application will be considered individually. Appropriate initial courses at AUJ 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 AUJ will be required to complete all the General Education requirements pertaining to their academic programs. Former AUJ 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 Criteria for Visiting Students**

- Evaluation of University transcripts
- Successful interview, when applicable

### **Required Documents for Visiting Students**

- Application Fee of 800 MAD
- Completed transient online application
- Certified copy of high school diploma (high school diplomas based on distance education, GED and similar tests are not accepted towards admission)
- Official transcripts of all university level course work—completed and/or attempted
- One copy of identity card, “CIN” (passport for internationals)
- One typed essay written by the applicant that explains the reasons for seeking admission as visiting student.
- Completed “Transient Supplement Form” (Registrar’s Authorization)
- Completed “Pledge of Academic Integrity “

## **International Applicants**

AUI welcomes applications from international candidates from other countries who have completed secondary school and possibly university-level course work in their own country or in Morocco. For admission purposes, 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 a permanent resident abroad where s/he has studied for at least the last two years of high school.”

International applicants should arrange to have test scores and academic records received by the Office of Admissions and Outreach before the set deadline. 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 when applicable.

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

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 previously studied by candidates. 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 be conducted primarily in Arabic, French, or English, as preferred by the applicant.

## Standardized Tests

### TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL)

All applicants for part-time graduate programs are required to have a minimum TOEFL score of 480 (equivalent to 54 in IBT) in order to be admitted to the AUI Language Program for additional English-language study.

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 (IBT)

To learn more about the International TOEFL and register for a test, students may access the TOEFL website at [www.toefl.org](http://www.toefl.org). Applicants who intend to take the International TOEFL should arrange 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 30 for the fall semester and November 30 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 is 0125).

### INTERNATIONAL ENGLISH LANGUAGE TESTING SYSTEM (IELTS)

Al Akhawayn University accepts a valid IETLS as an international English Language Testing System. This score can replace the TOEFL to measure candidates' proficiency of English language.

IELTS Overall Band Score	Equivalent TOEFL Total Score	Equivalent TOEFL IBT Score
3.5	or below 417	or below 35
4.0	447 - 420	36 - 44
4.5	477 - 450	45 - 53
5.0	527 - 480	54 - 70
+5.5	+530	+71

Candidates with IELTS scores who do not have 5.5 in the writing section are required to take a writing placement test in English (WPT) to measure their writing skills.

### AUI INSTITUTIONAL TOEFL

Applicants who are unable to take the International TOEFL should arrange 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 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 freshmen applicants. Test scores must be mailed directly from the testing agency to AUI, or a certified copy of the original report 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 considered.

The minimum SAT score is 1000 pts in the new SAT version (or 1500 pts in the old SAT version) with 500 pts or better in the quantitative section. A 80-point allowance for the new SAT version (160-point allowance for the old SAT version) is made in the total score for non-native speakers of English (920 pts instead of 1000 pts for the new SAT version and 1340 pts instead of 1500 pts for the old SAT version).

The minimum score for ACT is 25. Scores must not be more than five (5) years old at the time of application.

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

*The University code for SAT mailing is 6596.*

## Graduate Admissions

### General Requirements

Graduates with a bachelor's degree (or the equivalent, i.e. license) from a recognized college or university may apply for admission to a graduate study program at AUI. Admission is very competitive. Candidates for admission must provide evidence of superior academic performance. Each school has a graduate admissions committee to evaluate applications for acceptance into 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 license) from an accredited university or institution of higher education
- A strong academic GPA in course work leading to the Bachelor's degree ("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 the SHSS, SSE, and SBA are expected to demonstrate proficiency in the English language. For placement purposes, students for whom English is not the mother tongue must achieve a TOEFL score of 550 pts (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 pts (iBT 45) for SBA and SSE
- 500 pts (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 480 (iBT: 54) 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:

1. First, complete the graduate online application.
2. Second, the following documents must be submitted to AUI:
  - a. Official/certified transcript(s) of all university-level coursework

attempted and/or completed

- b. Certified copy of the bachelor's degree (or equivalent such as "licence") for all applicants who attended Moroccan universities
- c. Two letters of recommendation including at least one from a university-level instructor, using (whenever possible) the standard recommendation form available on the AUI website
- d. 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)
- e. Detailed résumé (i.e., curriculum vitae or CV)
- f. Two recent color passport-size photographs
- g. 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
- h. Copy of the candidate page of 'livret de famille' showing the candidate's full name in both Arabic and Latin scripts (For Moroccan candidates)
- i. Certified copy of the high school diploma (high school diplomas based on distance education, GED, DAEU and similar tests are not accepted towards admission)
- j. One copy of the National Identity Card for Moroccans and one copy of passport cover pages (or driver's license or other basic form of identification) for non-Moroccan applicants.
- k. Copy of the application fee payment receipt (800 DH for internationals)
- l. Complete the "Pledge of Academic Integrity"
- m. Certificate of Completion if the bachelor's degree is not yet obtained

These documents should be sent to:

**Al Akhawayn University in Ifrane**  
**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 professional 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 new documents.

## **Graduate Application**

Applicants must complete all questions on the online form. This certifies that all information is complete and correct to the best of their 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 transcripts (or grade certificates or mark sheets) of all completed university-level coursework. Evidence 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 home 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. Transcripts must bear the signature of the registrar and the seal or official stamp of the issuing institution.

## **Instructor Recommendations for Graduate Admission**

Recommendations should be requested from two instructors 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. Recommendation letters should include the standard recommendation form available on the AUI website. The completed forms must be mailed directly to:

**Al Akhawayn University in Ifrane  
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 500 MAD. International applicants must pay 800 MAD. This payment must be made online.

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, graduate 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 has achieved 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 semesters. 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 programs. Former AUI students do not automatically qualify for visiting or non-degree status. Visiting graduate students must enroll for a minimum of 9 credits and a maximum of 12 credits (plus corresponding lab sessions, if applicable) 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 pts (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 pts (iBT: 45) in order to be admitted to the AUI Language Center for further preparation before starting the graduate program.

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

### INTERNATIONAL TOEFL (IBT)

To learn more about the International TOEFL and to register for a test, applicants may access the TOEFL website at [www.toefl.org](http://www.toefl.org). Applicants who intend to take the International TOEFL should arrange ahead of time and take into account AUI application deadlines. International TOEFL score reports should be received at the Office of Admissions before June 30 for the fall semester and before November 30 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. (AUI TOEFL institutional code number: 0125).

### AUI INSTITUTIONAL TOEFL

Applicants who are unable to take the International TOEFL should arrange 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 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 and may not be valid for other purposes. In case of multiple valid TOEFL scores, the office of Admissions will consider the highest score.

### INTERNATIONAL ENGLISH LANGUAGE TESTING SYSTEM (IELTS)

Al Akhawayn University accepts a valid IETLS as an international English Language Testing System. It can replace the TOEFL to measure candidates' proficiency in the English language.

IELTS Overall Band Score	Equivalent TOEFL Total Score
3.5	or below 447
4.5 – 4.0	477 - 450

6.0 – 5.5 – 5.0	547 - 480
+6.5	+550

Candidates with IELTS scores who do not have 6.5 in the writing section are required to take a writing placement test in English (WPT) to measure their writing skills.

**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 expense. GMAT scores over five years old are not accepted by the University. For additional information about the GMAT and an application form, write to the Educational Testing Service, PO Box 6000, Princeton, New Jersey, 80541-6000, USA.

**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, applicants may write the Educational Testing Service, PO Box 6000, Princeton, New Jersey, 80541-6000, USA. [www.ets.org/gre](http://www.ets.org/gre)

**Deferred Enrollment / Enrollment Postponement**

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 submit a written request to postpone enrollment to the Office of Admissions. The University may grant or refuse the deferred enrollment request. In case it is granted, candidates must meet the following requirements:

- Produce a minimum TOEFL score of 530 for undergraduate (420 pts for admission to the Language Center) and 550 pts for graduate (450 pts for admission to the Language Center, except for Humanities, which requires 500 pts)
- 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 may 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 a one academic year absence and who did not inform the University of their plans for a semester off or apply for Planned Educational Leave must apply for readmission.

They must complete the Readmission Application, submit a non-refundable application fee of 800 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 institutions to be considered for readmission. Students currently on academic probation or suspension at another institution will not be readmitted to AUI. Students who have withdrawn from the University reenter AUI based on the requirements, policies, and procedures of the University catalog in force at the time of reentry. Candidates for readmission do not need to complete a new online application, but do need the following required documents:

- Readmission form
- Readmission fee of 800 MAD
- Short essay explaining activities since last enrollment at AUI
- Official transcript(s) if studies were pursued or work certificate(s) if applicable

# FINANCIAL INFORMATION

## **Tuition, Fees, Deposits and Refunds**

*Applicable as of Fall 2017. Fees are reviewed each Academic Year and are subject to change.*

### **Fees and Expenses**

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 250 MAD, if a student is qualified for AUI sponsored Financial Aid or 500 MAD otherwise.

### **Late or Failed Payments**

Failure to make the full payment of a debit balance by the due date (after the add/drop period) will automatically fall under the "Deferred Payment Agreement" category, 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 per installment.

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 unpaid amounts in accordance with the Deferred Payment Agreement. In addition, if 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 preregistration for the following semester. Furthermore, no document will be provided, be it a certificate, an 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. They are subject to changes each academic year at the discretion of the Board of Trustees.

### **Registration Fees: 5,100 MAD**

All registered students must pay registration fees regardless of status. Students who defend their theses, capstones, or internships 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<sup>6</sup>

Semester tuition is calculated on the basis of total credits taken, except for students enrolled in the Language Center, they are charged a flat amount.

<b>Undergraduate Tuition<sup>1</sup></b>	<i>(as of Fall 2017)</i>
Moroccan students	1995 MAD per credit
International students <sup>3</sup>	3045 MAD per credit
Internship for Moroccan students <sup>5</sup>	1260 MAD per credit
Internship for International students <sup>5</sup>	1785 MAD per credit

<b>Graduate Tuition<sup>2</sup></b>	
Moroccan students	2520 MAD per credit
International students <sup>3</sup>	3780 MAD per credit
Internship for Moroccan students <sup>5</sup>	1785 MAD per credit
Internship for International students <sup>5</sup>	2520 MAD per credit

<b>Language Center Tuition</b> (Flat fee per semester)	
Visiting students <sup>4</sup>	45675 MAD per semester
Moroccan students	29925 MAD per semester

<b>Undergraduate Tuition<sup>1</sup></b>	<i>(as of Fall 2018)</i>
Moroccan students	2100 MAD per credit
International students <sup>3</sup>	3200 MAD per credit
Internship for Moroccan students <sup>5</sup>	1350 MAD per credit
Internship for International students <sup>5</sup>	1900 MAD per credit

<b>Graduate Tuition<sup>2</sup></b>	
Moroccan students	2650 MAD per credit
International students <sup>3</sup>	4000 MAD per credit
Internship for Moroccan students <sup>5</sup>	1900 MAD per credit
Internship for International students <sup>5</sup>	2650 MAD per credit

<b>Language Center Tuition</b> (Flat fee per semester)	
Visiting students <sup>4</sup>	48000 MAD per semester
Moroccan students	31450 MAD per semester

1. Undergraduate students allowed to register for graduate courses 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.

2. Graduate students enrolled in Foundation Courses are charged graduate tuition for these courses.
3. 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 (IR) here for more than five years.
4. Except for Language Center tuition and testing charges, visiting students pay the same fees as AUI students.
5. Students doing an internship as the last degree requirement and who will graduate immediately following the internship should register and pay the common fees. Students doing an internship who will not graduate immediately following the internship should not register or pay common fees. Instead, the internship will be charged and registered to the subsequent semester (fall).
6. Alumni Tuition Discount: Reflective of the value AUI places on its graduates and alumni, as well as the importance AUI gives to lifelong learning, starting August 2016, the University will offer a 25% tuition discount on all part-time graduate degrees to its alumni (who have completed an undergraduate degree at AUI).

### **Combined Programs Tuition (BS/MS)**

Students 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 into 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 (Restaurant & AUI store). 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 on campus offers students the possibility of opening savings accounts that provide them with flexibility in managing their money.

Any additional money can be loaded either through:

- [https://my.aui.ma/ICS/Students/My\\_Cash\\_Wallet\\_Transactions.jnz](https://my.aui.ma/ICS/Students/My_Cash_Wallet_Transactions.jnz) (online transaction)
- Cash
- Credit card at the cash desk (Business Office)

## 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's coverage, beginning in January. Students who enroll 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. Continuing students not enrolled during spring semester, and who enroll in summer or fall sessions pay 660 MAD for the period leading up to the start of the calendar year.

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

Double occupancy A6/44	4,850 MAD per semester
Double occupancy-Standard	5,600 MAD per semester
Double occupancy-Large A4	5,250 MAD per semester
Double occupancy-Large A6	5,000 MAD per semester
Single occupancy (when available)	12,200 MAD per semester

Single occupancy A4 (when available)	11,050 MAD per semester
Triple occupancy (when available)	3,400 MAD per semester
Studio single (when available)	18,800 MAD per semester
Studio double (when available)	10,000 MAD per semester
Studio triple (when available)	7,200 MAD per semester
DT Studio double	6,650 MAD per semester
DT Studio double	13,300 MAD per semester

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

### Other Fees

Estimated books charges (Fall/Spring) <sup>1</sup>	3,000 MAD
Estimated books charges (Summer)	1,500 MAD
Print Fee	100 MAD
Test-out fee for courses	1000 MAD
Fee to place test-out results on transcripts	500 MAD
Graduation (in last semester)	1550 MAD
Preregistration deposit (Fall/Spring)	2000 MAD
Preregistration deposit (Summer)	1000 MAD
Late registration for newly admitted students	1,500 MAD + late fees
Late registration for continuing students	1,500 MAD + late fees
CIP requirement - Late registration	1900 MAD
AUI Deposit for newly admitted students	3,000 MAD
Testing charges for newly admitted students	1,000 MAD
AUI ID Card	200 MAD
Orientation fee for newly admitted students "First Year Experience"	2,500 MAD
Orientation fee for newly admitted students - GR	160 MAD
Residency Services fee for exchange students	160 MAD
Double Room Deposit fee for exchange students	1000 MAD
Unpaid Payment Penalty (non-received wire)	1000 MAD+ Late fees
Cash wallet for newly admitted students	8,500 MAD

<sup>1</sup> The deposit is deducted from the student's account in cases when the student preregisters 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 per installment.

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 online a non-refundable deposit of 5,000 MAD before the published deadline. They also attend a mandatory preregistration program wherein original documents are submitted (high school diploma for bachelor's degree and bachelor's diploma or equivalent for master's degree) with an additional payment of 26,500 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. Deferred enrollment can be granted for up to two semesters, after which the candidate must re-apply for admission.

All new students pay a sum of 3,000 MAD at the beginning of their first semester as deposit for any possible damage caused during their stay at AUI. 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 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.

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.

Tuition refunds are calculated according to the following schedule:

### Refund Table for Fall/Spring Semester

Prior to the first class day - for new students	Deduction of non-refundable 10000dhs following preregistration
Prior to the first class day - for continuing students	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.

### **PART TIME JOB /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 fees and tuition costs.

Student employment wages for tutoring or other jobs not covered by financial aid are paid by wire transfer directly to the student or parent(s)' bank account, provided that the student is financially cleared.

### **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 financing university tuition and other fees. 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 making satisfactory

academic progress who submit all required documents by the set 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 AUI students. 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 the following supporting documentation (originals or certified copies):

- Completed and duly certified financial aid or bank loan application file;
- Certified copies of the parent(s)' 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;
- Parent(s)' three most recent detailed pay slips showing both gross and net pay with all deductions made;
- Parent(s)' 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;
- Parent(s)' 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 parent(s);
- For farmers, an attestation of ownership of farming land delivered by the local authorities (The Caid);

- Parent(s)' attestations(s) of ownership delivered by the Land Registry.

All the requested financial information provided by the candidate and his or her family must be disclosed to the University Financial Aid Office. The candidate should include any relevant details that will enable the AUI Financial Aid Committee to have a clear idea about his/her parent(s)' assets and monthly or annual income. By submitting these documents well in advance of the deadline, the candidates allow time for any corrections or unforeseen problems that might delay the receipt of their financial aid.

## **Application Deadlines**

The deadline for submitting financial aid applications is May 31 for students enrolling in the fall semester and October 31 for students enrolling in the spring semester. Applications submitted after the appropriate deadline will not be considered. The same deadlines apply 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, AUI Approved Bank Loans, and Campus Employment.

### **1. AUI Need-Based Grants**

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 that goes exclusively towards tuition to prospective students with demonstrated financial need and commendable academic records. The amount granted to students should not exceed the amount paid for tuition.

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 charities, and socio-cultural associations. Contributions from individual benefactors are included in this group. Special nominal scholarships are also available. Such information may be obtained from the Financial Aid Office.

### **2. AUI-Approved Bank Loans**

Al Akhawayn University has convened agreements with a national bank for a loan program that will serve the interests of students and at the same time enable them to contribute substantially toward the financing of their own studies.

Student loans are offered for the purpose of meeting the costs of studies at Al Akhawayn University. They are available to all interested students for any semester. The bank bases the final decision 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 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:

1. The release phase of 4.5 years, corresponding to the duration of studies,
2. 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:

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

The annual interest rate for both undergraduate and graduate students is currently 7.5% + VAT, applicable during the loan release and repayment period.

## **LOAN CONDITIONS**

Each semester, loan advances are made at the time of registration and fee payment only for those students whose loan applications have already been approved by the bank loan committee. New students' loans are released to the order of Al Akhawayn University only after all the guarantee procedures have been completed and the student loan contracts have been duly certified by 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 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 from the university) will be returned to the bank, not disbursed to the student or the individual responsible for making the loan payments.

## **LOAN PROCEDURES**

The bank loan committee works in cooperation with the Financial Aid Office to satisfy all student and parent needs. It is the ultimate responsibility of the bank to communicate the final decision (approved or rejected) to the loan applicant. Applicants 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 must notify these students to go immediately to the bank agency to open a bank account, pay the loan insurance amount, and pick up their loan contracts for theirs and their parent(s)' certified signatures. If the parent(s)' assets 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 parent(s)' 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;
- Parent(s)' three most recent detailed pay slips showing both gross and net pay with all deductions made;

- Parent(s)' 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;
- Parent(s)' 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 parent(s);
- For farmers, an attestation of ownership of farming land delivered by the local authorities (The Caïd);
- Parent(s)' attestations(s) of ownership delivered by the Land Registry.

## **State Guaranteed Loans ("Enseignement Plus")**

### **LOAN TERM AND AMOUNT**

A state guaranteed loan is a form of financial aid that must be repaid. It is offered only to students admitted to the School of Science and Engineering and/or the School of Business Administration.

The loan recipient can benefit from a maximum of 25,000 MAD per semester during 10 enrolled semesters. This loan program provides students, even those with no financial need, with long-term loans payable over a reasonably long period and with an interest rate of approximately 6.95 percent plus TVA (to be negotiated with the respective bank). This interest rate is the same rate applied to the in-school and repayment periods. Repayment is made in the form of equal monthly installments. It starts just after the last bank receipt released to the order of Al Akhawayn or after a student's withdrawal from the university.

A student can apply for the state guaranteed loan at any semester; however, the final decision is subject to the bank approval based on adequate supporting documentation.

### **APPLYING FOR A STATE GUARANTEED LOAN**

To apply for a state guaranteed loan, the student should follow the same procedure as that of the above bank loan. However, the applicant has the option to submit his/her state guaranteed loan application file with the required documents at any bank he/she chooses throughout Morocco.

### **3. Campus Employment**

Student employment is an opportunity for any enrolled student to work on-campus and earn a specified amount of money per semester. Before the end of the semester, any enrolled student may apply for a part-time job for the subsequent semester by completing the Student Employment Application Form and submitting it to the Financial Aid Office. Student employment is offered primarily, but not exclusively, to students in good academic standing. Undergraduate students with CGPA above 3.00 who have completed at least 30 credits at AUI, and graduate students who have completed at least 12 credits are eligible to apply for a part-time job. However, the Financial Aid Office may hire some applicants for part-time jobs who have 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 that the University is in session. The student should recognize that s/he assumes an obligation to perform a necessary task to serve 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 without 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 remitted to the student’s balance to cover fees and tuition costs.

Students should not work during hours they are scheduled to be in class. Most jobs require from 8 to 10 hours of work per week (160 hours per semester should be managed by the students depending on their time availability).

The total hours required to work per week may be exceeded in order to make up for missing hours caused by absence, vacation, late assignments, and/or exam periods. This exception also applies to scholarship holders who are required to work a minimum of 5 hours/week. However, any student’s absence from the assigned post or other new arrangement must be approved by the supervisor.

Campus employment is very limited. Paid part-time jobs are not available during summer sessions. Students offered a paid part-time job late or even into the second half of the semester might be automatically 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 student 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 or to change their assignment area the following semester must notify the Financial Aid Office in advance.

At the end of the semester, part-time job students who are left with a part-time job balance of more than 80 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 should 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 will be suspended from his/her 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 available vacancies.

## **AREAS AVAILABLE FOR PART-TIME JOBS**

Most seniors and graduate students who qualify for part-time jobs are assigned to their respective 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
- Athletics
- Campus Store
- Financial Aid Office
- Housing Office
- Institute of Economic Analysis and Prospective Studies
- Information Technology Services
- Language Center
- Library
- Office of Development and Communication
- Office of International Programs
- Office of the Vice President for Academic Affairs
- School of Business Administration
- School of Humanities and Social Sciences
- School of Science and Engineering
- Student Activities Office
- Writing Center (SHSS)

### *EMPLOYMENT AT THE CLE (CENTER FOR LEARNING EXCELLENCE)*

The Center for Learning Excellence offers tutoring and mentoring services to provide academic support for students to achieve their full potential. This support assists students in adapting to the American system of education, to learn how to study for different courses, to get on the track to success and excellence, and also helps students in preparing degree plans. The CLE team is responsible for hiring highly skilled students who are then trained and certified as tutors and mentors according to the requirements set by the College Reading & Learning Association (CRLA). The CLE regularly hires tutors and mentors and a call for applications is sent via Student News.

Tutoring positions: Eligibility criteria are as follows: 3CGPA, A or B in the course in question, instructor's recommendation, and the student's personal high sense of responsibility and commitment.

Mentoring positions: To be considered for these positions, the student's involvement in campus activities and recommendations from AUI staff/faculty are required.

CLE tutors and mentors are paid 50 DHs per hour, they are continuously supervised and trained, and they are eventually certified by the CRLA upon the completion of the training requirements.

For more information, please visit: [aui.ma/cle](http://aui.ma/cle) or contact [CLE@aui.ma](mailto:CLE@aui.ma)

## *EMPLOYMENT AT THE UNIVERSITY WRITING CENTER (SHSS)*

Undergraduate and Graduate students may apply for tutoring positions at the Writing Center of the School of Humanities and Social Sciences. Writing Center tutors assist students with writing assignments and tasks in all stages of the writing process. Applicants must demonstrate advanced written and verbal language proficiency as well as knowledge of and familiarity with standard essay structure and formatting. In addition, they must have the ability to convey this information in a supportive way to students seeking assistance. For more information, contact the Writing Center coordinator.

### **Sibling Discount**

The University offers a 5,000 MAD discount on regular semester fees (fall and spring) for each 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.

### **Eligibility for Renewal**

The eligibility for renewal of the sibling discount is similar to that of the financial aid. The sibling discount is renewed only after careful reexamination of the recipients' academic performance at the end of each semester. The sibling discount is used for a maximum of 8 semesters for undergraduate students and 4 semesters for graduate students. The sibling discount amount should not exceed the cost of any credit left for both undergraduate and graduate students during their last semester(s) at AUI (such as one credit left for continuous registration or three credits left for an internship). In case of one credit for continuous registration, this discount is applicable only once. 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, benefits from a full scholarship, an additional child is not eligible to benefit from this discount. In addition, scholarship and financial aid students are not eligible to benefit from this discount unless they are placed on scholarship or financial aid suspension. Moreover, this discount is not effective on a retroactive basis.

### **Eligibility for Financial Aid**

For financial aid eligibility, students must enroll on a full-time basis in

undergraduate or graduate programs and must make satisfactory progress in their declared programs 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 AUJ with a good academic standing.

### **Eligibility for Grant Revision**

Continuing students who have been offered a grant may also apply for a grant revision. Eligibility decisions are e on a case-by-case basis. Evidence of special circumstances that differentiate the requesting student from other students and that affect the student’s estimated family contribution may motivate the financial aid committee to make changes. These circumstances may include, but are not limited to:

- Bankruptcy,
- Child care expenses,
- Death of spouse or parent,
- Debts incurred by unemployment,
- Divorce/separation,
- Educational loans,
- Exceptional medical expenses,
- Failed business,
- Loss of assets,
- Loss of benefits,
- Loss of extended family support,
- Loss of income,

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 recipient’s financial needs and academic performance. Thus, grant

extension requests for the 9th semester (for undergraduate students who have completed 8 semesters with grant assistance), and for the 5th semester (for graduate students who have completed 4 semesters with grant assistance) are not guaranteed. Such extension requests are subject to a determination of satisfactory academic standing during previous semesters. However, students on financial aid admitted to the combined program (BSMS or BA/MA) should apply for a new grant for their graduate studies.

### **Eligibility for Renewal**

Satisfactory academic progress is required for continued aid eligibility and renewal. 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 at the end of the fall or spring semesters are placed on financial aid probation for the following semester. Undergraduate students unable to regain satisfactory academic standing (by taking at least 12 credits or 4 courses) at the conclusion of the probationary semester will be placed on financial aid suspension until 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.

Moreover, if the undergraduate or the graduate student obtains W or WP or WF in all courses at the end of any semester, s/he will be automatically placed on financial aid suspension 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 will not regain satisfactory academic standing by attending summer session. Neither will they be granted eligibility for financial aid for the following semester, regardless of their summer results. 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**

<b>Semester GPA</b>	<b>Financial Aid for the following semester</b>
≥ 2.00/4.00	Good standing: grant is maintained
1.50/4.00 – 1.99/4.00	Probation: grant is conditionally maintained; SGPA of 2.00/4.00 or better must be obtained in the following semester
≤ 1.49/4.00	Grant suspension until SGPA is 2.00/4.00 or higher

1.50/4.00 – 1.99/4.00 after two consecutive semesters	Grant suspension until SGPA is 2.00/4.00 or higher
At the end of any semester: SGPA with W or WP or WF in all courses.	Grant suspension for the following semester

## FINANCIAL AID RENEWAL POLICY FOR GRADUATE STUDENTS

Semester GPA	Financial Aid for the following semester
≥ 3.00/4.00	Good standing: grant is maintained
2.50/4.00 – 2.99/4.00	Probation: grant is conditionally maintained; SGPA of 3.00/4.00 or better must be obtained in the following semester
≤ 2.49/4.00	Grant suspension until SGPA is 3.00/4.00 or higher
2.50/4.00 – 2.99/4.00 after two consecutive semesters	Grant suspension until SGPA is 3.00/4.00 or higher
At the end of any semester: SGPA with W or WP or WF in all courses.	Grant suspension for the following semester

## Financial Aid Renewal Policy for Language Center Students

A separate financial aid system is available for AUI grant students enrolled in Language Center courses in their first or second semester at AUI.

### UNDERGRADUATES

At the end of the semester, students who are left with a maximum of 4 language center courses ( 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 an undergraduate student obtains a failing grade (D, F, or WF) in a Language Center course at either level 1 or 2, or in the FAS course, the virtual SGPA is seriously considered in the case of grant probation or suspension. The minimum SGPA to maintain the grant in the subsequent semester for undergraduate language center students is also 2.00/4.00 as stated in the table above.

### GRADUATES

At the end of the semester, students left with a maximum of 4 language center courses (e.g. those passing from level 1 to level 2 and obtaining a minimum of B grade in their Foundation Courses and/or in regular courses)

are eligible to maintain their grant for the following semester. However, if a graduate student obtains a failing grade (C, D, F, or WF) in a Language Center course, in either level 1 or 2 or in a Foundation Course, the virtual SGPA is seriously considered in case of grant probation or suspension. The minimum SGPA to maintain the grant for the subsequent semester for graduate language center students is also 3.00/4.00, as stated in the table above.

## **AUI Scholarships for New Students**

### **Scholarship Eligibility Criteria for Undergraduate and Graduate Students**

Scholarships are offered to students with excellent academic profiles based on the following:

#### **Undergraduates**

- A superior achievement in the General Admission Test score (GAT) or an SAT score of 1700 or better with 500 points in mathematics (if obtained before March 2016) or an SAT score of 1100 or better with 500 points in mathematics (if obtained after March 2016),
- A superior rating at the scholarship interview, when applicable.
- Undergraduate high school records with a distinction of “Bien” or better (14/20) in the Moroccan “Baccalauréat” or equivalent, an “Assez Bien” with 13/20 for the French “Baccalauréat,” an American Baccalaureate with a SGPA of at least 3.2500/4.00, a Middle Eastern Baccalaureate with 90% or better, or a Spanish Baccalaureate with 8/10 or better.

NOTE: High School Diploma must be recently obtained. Only the first year and first time applicants are eligible to apply for a scholarship.

#### **Graduates**

- Good post-baccalaureate academic results and recommendation of the school's graduate committee with a distinction of at least “Assez Bien” in the “Licence,” an equivalent for the French system, or a CGPA of 3.25/4.00 for applicants with an American type degree;
- Superior rating at the scholarship and admission interview.

A combination of these elements is used to rank scholarship applicants and determine the type of scholarships to be offered. Scholarships vary from 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 summer sessions), 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 for fall semesters only to undergraduate students and for fall and spring semesters to graduates.

Scholarships cover courses required for graduation only. It is highly recommended that the scholarship beneficiary should take six courses per semester and enroll in at least two summer sessions. In addition, any course dropped by the student must be validated by the Financial Aid Office.

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, 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. However, newly admitted candidates enrolled with a scholarship and in their first semester at AUI are allowed to change their chosen program before the first day of classes. After that first day, they lose their scholarship. 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 EXTERNAL SCHOLARSHIP

All sponsorship beneficiaries have to abide by the AUI regulations in terms of their scholarship renewal criteria ( $\geq 3.00/4.00$  or better for undergraduates,  $\geq 3.50/4.00$  or better for graduates) as well as unpaid campus employment that is part of their scholarship packages.

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

#### **Part-time Employment for Scholarship Students**

All scholarship holders must take an active part in AUI student activities, particularly in the area of community service. Undergraduate full coverage scholarship holders must provide services to AUI by holding unpaid part-time jobs of 5 hours per week (50 hours per semester) starting their second semester at AUI while graduate students on scholarship have to perform a contractual part time job of up to 20 hours per week starting their first semester at AUI. Failing to complete at least 50% of the total hours of work required per semester may jeopardize the continuation of a scholarship. If a student is selected to work for an externally funded project, s/he may receive compensation for the work if authorized by the VPAA. This applies to undergraduate full coverage scholarship holders, graduate scholarship recipients, and other financial aid beneficiaries.

Graduate students under a second scholarship probation or suspension are not required to perform their unpaid job until they regain their full scholarship package for the subsequent semester. In addition, SBA graduate scholarship students who attend foundation courses (not covered by the scholarship) may not be required to perform their unpaid job until they start benefiting from the whole scholarship package.

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

Scholarship students who are not able to complete 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 unearned hours at the rate of 25 MAD per hour at the end of their last semester at AUI.

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

### **Language Center for Scholarship Students**

During their first semester at the Language Center, students are allowed to benefit from their full AUI scholarship package only if their TOEFL score exceeds 450. However, they must pay for every remaining Language Center course in the following semester(s). The cost of one Language Center course corresponds to that of a 3-credit course: 5986 MAD for undergraduates and 7560 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 (such as French and FAS courses for undergraduate students, and 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, if seating is available.

Admitted students with a scholarship are not allowed to postpone their enrollment for the subsequent semester if they meet the admission and TOEFL requirements. Students who desire to do so should be aware that their scholarships would not be guaranteed for the following semester. However, they have the possibility to submit a written appeal to the scholarship committee. The appeal decision is subject to the scholarship budget availability.

## **Summer Session for Scholarship Students**

Students are allowed to use their scholarship during summer sessions as long as they are in good academic standing, they respect their scholarship period and they do not exceed the total budget committed for the 4 semesters. Students should be aware that the summer session GPA would not be taken into account for probation, suspension, or reinstatement.

## **Combined Programs for Students with Scholarships**

After completing the number of credits specified by their school graduate committee, scholarship holders have the right to combine bachelor's and master's degrees, but they must apply for a new scholarship which may be granted based upon their CGPA, dean's recommendation and on their involvement and respect for their commitments. AUI students admitted to combined SSE or SHSS programs may apply for a graduate scholarship when they complete a minimum of 100 credits, contingent upon passing all major courses. If they are granted the scholarship, the beneficiaries are allowed to use it once they complete the required credits. 125 credits are required for students majoring in all SSE majors and 114-117 for IS majors. This scholarship for the combined program covers three semesters for BSMS and four semesters for BAMAISD. In their last semester at AUI, graduate students who are left with one credit for their continuous registration cannot use the total amount of their scholarship package. They can only benefit from a tuition waiver to cover that one credit (2520 MAD), even if their scholarship type exceeds full tuition. Moreover, this kind of scholarship coverage is applicable only once.

## **Scholarship Renewal Policy**

Continuation of a scholarship depends upon the student demonstrating excellence and successful progress in his/her 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. If the student obtains a SGPA between 2.50/4.00 and 2.99/4.00 for undergraduates 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 for either scholarship probation, reduction, suspension or reinstatement. Students on scholarship suspension can have their scholarship package reinstated for the following semester only if they have taken a full load of at least 12 credits or 4 courses credits with a SGPA of 3.00 or better than the previous semester. Failure to return to the required standing, reduction, or suspension of the scholarship will apply as listed in the tables below:

## SCHOLARSHIP RENEWAL POLICY FOR UNDERGRADUATE STUDENTS

<b>Semester GPA</b>	<b>Scholarship status for the following semester</b>
≥ 3.00/4.00	Good standing: scholarship is maintained
1st semester: between 2.50/4.00 and 2.99/4.00	1st scholarship probation with conditional scholarship
2nd semester: 2.50-2.99	2nd scholarship probation: either consecutive or cumulative with 50% scholarship reduction
3rd semester: below 3.00/4.00	3rd scholarship probation: either consecutive or cumulative with scholarship suspension
1st semester: < 2.50/4.00	1st unsatisfactory scholarship standing with 50% scholarship reduction
2nd semester: < 3.00/4.00	2nd unsatisfactory scholarship standing; either consecutive or cumulative with scholarship suspension
At the end of any semester: SGPA with W or WP or WF in all courses.	Scholarship suspension for the following semester

## SCHOLARSHIP RENEWAL POLICY FOR GRADUATE STUDENTS

<b>Semester GPA</b>	<b>Scholarship status for the following semester</b>
≥ 3.50/4.00	Good standing: scholarship is maintained
1st semester: between 3.00/4.00 and 3.49/4.00	1 <sup>st</sup> scholarship probation with conditional scholarship
2 <sup>nd</sup> semester: below 3.50/4.00	2 <sup>nd</sup> scholarship probation: either consecutive or cumulative with 50% scholarship reduction
3 <sup>rd</sup> semester: below 3.50/4.00	3 <sup>rd</sup> scholarship probation: either consecutive or cumulative with scholarship suspension
1 <sup>st</sup> semester: < 3.00/4.00	1 <sup>st</sup> unsatisfactory scholarship standing with 50% scholarship reduction
2 <sup>nd</sup> semester: < 3.50/4.00	2 <sup>nd</sup> unsatisfactory scholarship standing; either consecutive or cumulative with scholarship suspension
At the end of any semester: SGPA with W or WP or WF in all courses.	Scholarship suspension for the following semester

Graduate scholarships do not cover foundation courses at SBA, but they cover a maximum of 5 foundation courses while at SSE and SHSS.

A graduate scholarship beneficiary who obtains one "F" in a Foundation course in fall or spring 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 the scholarship renewal requirements are satisfied. Failure to return to the required academic standing will result in suspension of the scholarship. On the other hand, should a graduate scholarship beneficiary receive two "F's" during one semester of foundation courses, s/he will be placed on scholarship suspension.

Scholarship graduate students who are not allowed to benefit from their scholarship while they are taking Foundation courses or have four Language Center 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.

### **Scholarship Appeals**

Undergraduate students who obtain, for the first time, SGPA between 2.90 and 2.99 (between 13.50 and 13.99 for students on exchange program in Science Politics) and graduate students with an SGPA between 3.40 and 3.49 may appeal to the scholarship committee to remove the probationary status. If the appeal is rejected, the probationary status will apply. If the appeal is accepted, the student is required to regain a good standing (SGPA  $\geq 3.00/4.00$  for undergraduates and  $\geq 3.50/4.00$  for graduates) by the following semester; otherwise, s/he will be placed on scholarship probation without the possibility of appeal.

This scholarship appeal is offered only once. To make a determination regarding an appeal, the school's recommendation, parent(s)' financial situation, and student's involvement in social work or other university activities are taken into consideration.

# AUI Scholarships for Continuing Students

## 1. Purpose

Within the framework of its policy of the encouragement of sustainable excellence, the University sets a scholarship award for continuing students in order to recognize their academic excellence. They also receive a recognition certificate. Each semester, the University decides on a number of awards to be offered to deserving students.

## 2. Procedure

At the end of each semester, students need to apply by completing the Excellence Award Application Form and submitting it to the Financial Aid Office. Selected candidates are offered competitive scholarship covering **partial** or **full tuition** for the following semester. Students who may benefit from the excellence award are those who are not benefiting from a scholarship covering full tuition or more.

## 3. Eligibility Criteria

Students are eligible to apply for an academic excellence award if they meet the following criteria:

- Are undergraduate degree-seeking;
- Have completed at least 30 credits at AUI;
- Have a cumulative GPA of at least 3.80;
- Have never been placed on academic or disciplinary probation;
- Must have earned at least 15 credits (or completed 5 courses) at AUI during the last semester prior to the time of their application.

## 4. Selection Criteria

The award will be given to top students based on their CGPA (Cumulative Grade Point Average). The number of awards is determined every semester according to available funds. The award covers payment for a partial or full tuition and for one semester only. However, the award does not cover any course the beneficiary may drop during the award semester.

## 5. Excellence Award Renewal

The academic excellence award is semester-based and renewable every semester if the above criteria are met.

\* Eligible students on a partial tuition scholarship or financial aid may apply for adjustment.

## Student Services

At AUI, there is more to education than attending classes and taking exams.

The Division of Student Affairs focuses on helping students make the most of their stay at AUI and plays a significant role in the overall development of students. The Division provides a suitable environment in which students may engage in varied and rich co-curricular activities and program.

Campus life at AUI offers intramural and intercollegiate sports and fitness programs to keep active participants in the best shape, physically and mentally. The Student Health Center provides first-aid medical services to help students strengthen and maintain their health and overall well-being.

Counseling Services is ready to help students overcome personal difficulties. Our spiritual leaders serve our community by leading regular religious services and interfaith discussions to promote tolerance and diversity. Housing Services guarantees housing on campus for undergraduates for at least six semesters in a safe, comfortable environment that fosters community living, mutual respect, and civility through the Resident Assistants' Program and other activities

We also endeavor to instill a sense of civic responsibility in our students through our community service program component wherein 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 crucial help to the local Ifrane and surrounding communities. AUI has over 20 sports clubs, over 40 active student organizations, 3 student publications, and 1 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. For students ready to expand their experience and enhance their skills and CVs, internships are great ways to learn firsthand what challenges field professionals face and how to incorporate student experiences and skills. Finally, through the Leadership Development Institute, we offer high-achieving, highly motivated students the opportunity to sharpen their skills and earn a co-curricular certificate.

## Student Life

### Student Activities Office

The AUI Student Activities Office (SAO) creates co-curricular educational activities and recreational opportunities for the AUI student body. The

office strives to develop different programs for the benefit of the whole community and encourages students to showcase 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 the Student Government Association, student organizations, and student publications.

With the help and guidance of SAO, clubs and organizations organize events such as art exhibits, concerts, conferences, cultural days, panel discussions, film screenings, contests, service to the community and much more. The activities aim to support and complement academic programs.

## **Student Organizations**

Student organizations are created by students based on their own interests. Every student organization has a faculty or staff member adviser who helps its members achieve the objectives of the organization. Currently, there are over forty active student organizations falling in four categories: recreational, educational, social and cultural.

## **Student Government Association**

The Student Government Association acts as a liaison between the administration and the student body in addressing student needs and concerns. 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 Dean of 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 produced exclusively by AUI students. The newspapers are published in three languages: Arabic, French, and English. These 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 a faculty or staff advisor.

## **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 come with 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 athletic facilities include a heated Olympic size swimming pool, a gym, two soccer fields, and three tennis courts. There is also a fitness center complete with a cardiovascular room, a weight room, and aerobics room. More details can be found online and in the Student Handbook.

## **Student Housing**

University Housing Services provides high quality living to all residents. Housing is guaranteed for at least six semesters. A variety of living options and support structures provide opportunities for student growth as they pursue their educational goals.

To meet the needs for the maximum number of applicants, nineteen campus residence halls are equipped to offer high standard accommodations to over 1,700 students. Living in residence halls 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. A less obvious, but very meaningful, advantage of living on-campus is the sense of connection established by becoming part of the community.

AUI housing is a home away from home where lifelong friendships are shaped, and the transition from family life to independence begins. A dedicated team of Resident Assistants and housing staff endeavor to create a rich residential experience for all residents.

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

## **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 are expected to be familiar with the common conventions of adult society that govern behavior. In addition, it is the responsibility of the student to become familiar with the University's overall policies, rules, and regulations covering student conduct. These rules and regulations consist of official policy statements on important issues that concern students. Student Conduct is published online and in the Student Handbook.

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

## **Center for Learning Excellence (CLE)**

The Center for Learning Excellence (CLE) has been created to assist students achieve their full potential. University life is full of surprises! Therefore, the CLE aims to assist students to adapt to the American system of education, learn how to study for different courses, and get on the right track to success and excellence. Various tutoring services are provided by the CLE to all level students. Group and individual tutoring sessions are offered to assist students to reach independent learning and develop critical thinking. In addition, the CLE offers Mentoring. Peer mentors assist first semester students on how to adapt quickly to Al Akhawayn University, how to select courses, how to work with teammates, and how to prepare for exams.

Our tutors and mentors (sophomore and junior standing) are trained to provide students with the assistance they need to avoid possible pitfalls. The CLE has received the College Reading and Learning Association's (CRLA) certification for both its tutoring and mentoring training programs assuring international standards when it comes to higher education assistance. The CLE mentors and tutors are trained and certified. Finally, the Center for Learning Excellence offers a comfortable space with cozy sofas where students can enjoy studying while sipping coffee or tea.

## **Bookstore & Campus Store**

Textbooks and academic supplies may be purchased on campus at the University Bookstore. The cost of textbooks depends 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.

## **Counseling**

Many students encounter stress during their educational experience. Most of them deal with it successfully, but for some, difficulties can become unmanageable. Al Akhawayn University offers confidential counseling services to all students. AUI counselors provide personal, social, academic, and career and crisis counseling. Additionally, a psychiatrist comes to AUI on a part-time basis to meet with students in need of further help. Additional information can be obtained online and in the Student Handbook.

## **Health Center**

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

## **Dining Services**

The University offers food services operated by two contracted caterers. Dining facilities include a main restaurant, grill, pizzeria, coffee shop, and a club house restaurant. Usually, meals are available throughout the day. However, reduced services are available on Sundays and during vacation periods. Detailed information about operating hours is available online and in the Student Handbook.

## **Computer and Email Support**

### **Information Technology Services (ITS)**

The ITS Department's mission is to provide the Information Technology required for the fulfillment of the University's vision and to support its academic programs, research and development centers in an efficient and effective manner through:

- Providing campus-wide IT infrastructure and services,
- Supporting overall AUI operations through technology,
- Promoting the use of technology for students, faculty, and staff.

### **Service Desk (SD)**

The SD is the single point of contact between ITS and all other users (Students, Faculty, and Staff). It has two focuses: User request management, and communication.

This division is responsible for providing the following services:

- Issue resolution, respecting emergency level,
- Request orchestration, dispatching and monitoring till resolution,
- Troubleshooting,
- Labs management,
- Internal communication.

What students need to know about Service Desk:

- All IT related requests must be directed to the Service Desk through the ITS Ticketing System at <http://aui.kayako.com>
- For urgent requests or for reporting major system outages, students can reach SD through dialing 666
- The Service Desk regular working hours are from 8:30 AM to 5:30 PM on all working days. However, for better service, the Service Desk extends its support hours daily from 5:30 PM to 11:00 PM, and during the weekends through dialing 666.

- All major incidents, system wide outages, and service changes are communicated in a timely manner through the ITS Ticketing System

## **Maintenance Service**

ITS provides a special, free service to all AUI students for the maintenance and troubleshooting of their personal computers' problems, namely those that are non-hardware. All students are welcome to open tickets and request maintenance for their personal computers through the ITS Ticketing System.

## **Computer Labs and Related Services**

The University strives to create a computer lab environment that helps students carry out the educational and research mission of the University. Because computers are an essential tool for quality education, ITS operates and maintains a number of open, purpose-specific computer Labs. All computers operate under both Windows 7 and Linux environments, are kept up to date and are equipped with a number of academic and entertainment software programs.

## **Student digital Accounts**

ITS provides users with digital accounts to be able to use the University IT Resources:

- Network Account: each student owns a digital account in the AUI's digital domain. This account allows access to all computers in labs, and provides each student with a personal, secure, and confidential storage space of 2 GB on a safe, backed-up server: the N-Drive. The same credentials are also used to access the Self-Printing Account user interface, and the SD Account;
- Jenzabar Account to be used for the Academic ERP System;
- Webmail Account to be used for the Email Messaging System.

## **Communication and Collaboration Services**

The University owns its own **e-mail messaging system** hosted and managed by ITS. Every student has an AUI e-mail account with a 4 GB storage quota. All data on this account are confidential and periodically backed up. Through this account, students have access to University announcements and news, can search for any other AUI member's e-mail by name, and address all members of the community via the "News" and "Events" e-channels. A number of mobile devices can be used to access e-mail messaging system through **GoMail!**

## Academic ERP System

The University owns and uses an Academic ERP (Enterprise Resource Planning) System, named **Jenzabar**, for the management of students' academic and campus related affairs. The system is a portal from which students may access all their academic and residential services. The main services offered by Jenzabar are:

- Enroll in classes,
- Manage current courses,
- View the course content and materials provided by professors,
- Submit assignments,
- View/reserve rooms,
- View account information,
- View semester and general grade reports,

Jenzabar system, accessible through <http://my.aui.ma/ics>, is also available on mobile devices.

## Internet Access

The University owns a connection link of **650 Mbps**. All dormitory rooms, classes, labs, library, and offices are equipped with wired and Wi-Fi connection. Wi-Fi connection is also available at all University indoor and outdoor areas making Internet accessible at all University locations.

## Phone Services

All University buildings, facilities, and all dormitory rooms are equipped with phone sets connected to the University's internal phone network. Every phone line corresponds to a 4-digit number and can communicate, free of charge, with any other phone line in the network. All phone lines can accept external incoming calls.

## Printing Services

The University provides a printing service based on the Pay4Print System for all its students. Each student has a printing account that can be paid for at the Business Office with the amount he/she needs. Printers compatible with this service are put in the following locations:

- Lab 11 (Black/White),
- Lab 7 (Black/White and Color printers),
- Library (Black/White printer),
- Building 4 (Color printer),

- Building 6 (Black/White printer),
- Building 8 (Black/White printer),
- Building 10 (Black/White printer),
- Building 11 (Black/White),
- Building 9 (Color printer).

## **Copy Center**

The Copy Center, in Building 9, is a copying and printing service. As a customer-friendly service provider, the Copy Center meets the diverse needs of students, faculty, and departmental staff, with a cost and time efficient facility.

## **ITS Student Part-Time Job Opportunities**

ITS offers students part-time jobs. Students are mainly employed as Service Desk officers providing first level support. All accepted part-timers benefit from training sessions on basic networking concepts and first level ITS support techniques.

**Contact Information:** [www.aui.ma/its](http://www.aui.ma/its)  
**Service Desk e-Mail:** [ITS-servicedesk@aui.ma](mailto:ITS-servicedesk@aui.ma)  
**e-Ticket:** <http://aui.kayako.com>  
**Phone:** 666

## 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 both 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 and teaching. 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. The mission of this unit 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 96,000 volumes, 129 current print subscriptions, and 2,636 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 38 bibliographic and full-text databases, over 41,500 e-Journals and over 120,000 eBooks.

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 founding member of AMICAL, a consortium

of international libraries and a founding member of the Catalogue des bibliothèques du Maroc, and the Réseau de Centres de documentation virtuels sur le développement humain (RCDV-DH).

## **Academic Advising for Freshmen**

Upon joining Al Akhawayn University, each freshman student is assigned a faculty advisor from his or her respective school. The main objective of academic advising is to ensure that students take the right courses in the appropriate sequence. The role of the advisor is to discuss with the student his/her choice of major, study plan, and concerns regarding courses and workload. The advisor answers questions, and provides guidance and 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 office staff also provides advice and assistance to AUI graduating students so that they may 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 an opportunity to practice their interview skills, access information about job openings in their fields of study, and to display their talents and skills with potential recruiters.

## **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 members. During hour-long conferences, students and tutors work together on various aspects of writing: thesis development, organization, outlining, paragraphing, sentence structure, word choice, diction, punctuation, and mechanics. These tutorials can help students with any phase of the writing process from brainstorming to revising a draft already critiqued by their instructors.

Whether a student needs help with a paper, a 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 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, it is highly recommended 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 members are welcome to suggest or request workshops as needed for their students.

## **Tutoring Services**

Tutoring Services are managed by the CLE and 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 to 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 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 agreements. 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 that a student obtains at

the host university can be transferred to AUI, provided that 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 limited form, for graduate students.

## REGISTRATION REGULATIONS

A student is officially enrolled and eligible to attend classes upon registering for courses and paying tuition and fees. Below are some of the major events and terms that students need to understand.

### **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, given an e-mail account, and provided instructions for course registration procedures.

### **First-Year Experience Program**

The First-Year Experience Program (FYE) at AUI is developed by the Division of Student Affairs to help students make a successful transition to college life and learning while engaging in the mission of the university. The FYE consists of selected readings of relevant literature during the summer, a series of courses and academic experiences, residential experiences, and a series of events and programs throughout the first year. FYE starts with a mandatory comprehensive orientation, which primary objective is to introduce incoming students to the AUI community through educational and recreational programs.

During fall and spring semesters, all incoming students will register in a pass/fail, one-institutional-credit Seminar (FYE 1001, FYE 1002). The FYE Seminar consists of a series of informative forums developed by the Division of Student Affairs in collaboration with Academic Affairs. Incoming students will pay 2,500 MAD to cover orientation and program fees. They will also pay 1995 MAD each semester to cover the cost of the one-institutional-credit Seminar.

### **Academic Advising**

A faculty advisor will assist in curriculum 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.

### **Preregistration**

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

### **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). Students must confirm registration during the online period before registration closes. If a student fails to confirm registration according to the schedule, a 1,500 MAD late registration fee will be assessed for late registration. Students must be officially enrolled at AUI during the semester in which they graduate. Students enrolling late in a course should not expect special make-up assistance from the instructor.

### **Late Registration**

For the purpose of the fee assessment, late registration is defined as the period between the first day of classes and the last day of add/drop. Students may not register for classes after the last day of late registration.

### **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 (Ftor). Classes scheduled during this period are moved to a later time.

### **Semester Credit Hour**

The Semester Credit Hour (SCH) is a unit of measure representing an hour (50 minutes) of instruction over a 15-week period in a Fall/Spring Semester or a 6-week period in Summer Semester. Most classes are for 3 SCH, which means that students have 3 contact hours with an instructor each week. Students can expect that each credit hour will include two or more hours of assigned outside work for every hour of in-class contact.

### **Prerequisites**

A prerequisite is a condition (either a course or classification) which must be satisfied prior to enrolling for the course in question. Pre-requisites

are listed below the course title in the catalog course descriptions.

### **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).

### **Enrollment Certificates**

Enrollment certificates are official documents attesting that a student is officially enrolled at AUI. Enrollment certificate requests are processed by Enrollment Services following the last day of late registration. 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. Neither will it certify a student's enrollment if the student has "preregistered."

Enrollment certificates are available online in English and French to enrolled students after the last day of add-drop. There will be an added 5 MAD charge for FAX or mailing requests within Morocco.

### **Student Transcripts**

Signed AUI transcripts are the official records accepted by other educational institutions. Transcripts are available from Enrollment Services and. 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 by a few additional days.

Transcript requests are delivered only to students in good financial standing with the University. 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.

Transcripts are sent only at the written request of the student. A flat 40 MAD fee is charged for each transcript.

### **Certificate 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.

# 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

### Attendance Policy

Regular attendance and participation in all class meetings in which a student is registered are expected. Beyond merely attending each class, students are expected to participate actively and not remain passive learners. It is the instructor's responsibility to set, and to communicate to students, the participation requirements for each course. Except for excused 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. In addition, **specific attendance requirements and absence policies apply in the different language courses offered by the Language Center. Please check with the administration of the center, and with your instructors, for details.**

Studies have shown that attendance is 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 be aware of the consequences of poor attendance, recognize the advantages of class attendance and punctuality, and consider it a personal responsibility.

### Policy

Attendance is controlled by faculty members.

### 1. Excused Absences

Students may be authorized by instructors to be absent from class for institutional reasons as specified in 1.1 and 1.2 below. However, the instructor may deny the student permission to be absent if the student's academic performance is not judged to be adequate. Once approved, these absences should not count in the student's absence record. Instructors should be informed before the absence to agree with the student on a suitable time and manner for a makeup should it be necessary. A maximum of three of these absences per semester may be authorized.

#### 1.1 External Events:

The student must submit a completed and signed form from the Student Activities Office, the Athletic Department or the Vice President for Student Affairs to the instructor. Examples of these absences include participation

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

### **1.2 Field Trips**

Participation in a field trip as part of a class requirement or as authorized by a Dean: The Deans' assistant of the school offering or authorizing the trip should sign the absence request form.

### **1.3 Death in the Family**

In the event of death in the family, students are allowed three days to mourn the death of a member of their immediate family such as spouse, father, mother, brother, sister, son or daughter. For a grandparent, the period is two days. As for other relatives such as an uncle, aunt, cousin or other close family member, the student is allowed one day only. However, consideration is given to those students who must travel long distances. All students must provide justification such as a copy of the death certificate to the Office of the Vice President for Student Affairs who in turn informs the concerned faculty members.

### **1.4 Illness**

In case of protracted illness or emergency hospitalization, students must fax supporting documents to the VPSA's Office within 48 hours. If necessary, the VPSA's Office will then inform faculty members of the situation.

As for short illnesses, students must produce a medical certificate from the AUJ health center to be signed at the VPSA's office. The certificate is then presented to the concerned professors.

No other exceptions will be authorized. Students should be prepared for absences due to personal or family reasons.

N.B. Outdated certificates shall not be accepted by the Health Center.

All absences are recorded by faculty until the student returns. Students must submit all medical documents to the University Health Center for validation. Please note that extended illness may invalidate the semester.

Please note that visa appointments, Driver Licence exams, or any other similar events shall be deduced from the authorized number of absences allowed during the semester/session.

## **2. Ceilings before a WF is assigned**

When a student exceeds the ceiling given below, the instructor may sign an administrative withdrawal form for the following classes:

**2.1** Classes that meet twice a week, the ceiling is set at 5 absences per semester

**2.2** Classes that meet three times a week, the maximum number is 7 per semester

**2.3** Classes that meet five times a week, the absence ceiling is 7 per semester

**2.4** For summer classes, the ceiling is set at 5 absences for the session.

### **3. Pre-authorized absences**

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

**3.1** Faculty members are responsible for recording absences in the system. Faculty should configure the system so that a warning e-mail will be automatically generated and sent to students when a certain number of absences is reached.

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

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

#### **Administrative Withdrawal :**

When a student has exceeded the maximum number of absences according to the mentioned ceiling (except as stated in points 1.1 and 1.2); the instructor has the right to drop a student from a course with a "WF" grade.

Once WF is assigned for excessive absences, a student will not be allowed to drop the course with W during the period indicated in the academic calendar.

Special hardship cases as stated in 1.3 and 1.4 may be referred to the Vice President for Student Affairs or to the Dean/Directors for consideration.

The Administrative Withdrawal Form must reach the Registrar's Office at least five days before the start of final exams.

## **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 in good academic standing with no holds on their account should proceed to online add/drop. However, students with academic or other holds must go to the registrar's office and complete an Add/Drop Form before they can begin

the process. All students must have the permission of their advisors and their school coordinators 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 are not official until all applicable tuition and fees have been paid to the University.

Neither faculty, nor friends or relatives, may drop or add courses for a student. 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 attend a class without dropping will result in a failing grade of WF on the academic record.

Although no refund will be given up to the 40th class day of the regular semester and up to 18 class 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 (at the time of withdrawing), or WF (if failing). This 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 or the permission of the Language Center director, if they are enrolled in the Language Center modules only. For refund dates, see the Refund Policy in the Tuition, Fees, and Deposits section catalog.

## **Withdrawing from the University**

Withdrawing from the University should not be confused with dropping one or more courses 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 at the time of withdrawal) 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.

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 will receive an 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 procedure that permits a student to drop all of the courses that she/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 that

1. Had a serious and negative impact on the student's academic performance.
2. Had been reasonably unforeseeable and unavoidable before 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 Form. This petition must be accompanied by adequate documentation and bear all required signatures (the physician's confirmation of the student's health conditions, school dean, DSA, and VPAA). If the retroactive withdrawal request is approved, the student will be withdrawn from all courses taken that semester with W. The W will indicate a late withdrawal, but will 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. However, s/he must 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, she/he will lose standing as a continuing student and will have to go through the readmission process. In case of one academic year, the student must complete the readmission application. Should the student remain out for more than one academic year, re-application for admission will be required.

### **Planned Educational Leave**

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 preregistration deposit. The preregistration deposit will be credited against the student's fees for the semester of planned return. If the student does not return as planned, the preregistration 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 a 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 a semester or session are effective 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 preregistration and before add/drop periods. 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. Changes initiated during either preregistration or registration periods are not processed until the conclusion of such periods.

## **Credit for Online Courses**

AUI students may transfer a maximum of 12 credits from online, hybrid, e-learning, blended, or comparable courses taken at partner accredited institutions.

AUI students who wish to enroll for credits in online, hybrid, e-learning, blended, or comparable courses must have their choices pre-approved by their respective school (using the pre-approval process of OIP). Only courses in which a minimum grade of "C-" or higher is earned will be considered for transfer, and course work must be completed at an accredited institution where it is being offered for credits to its own students. Transfer of online graduate level courses and/or undergraduate concentration and major core courses is not permitted.

## Intersession Courses

Intersession courses are a new initiative at AUI which allow students to take, between semesters, one class in a shorter, accelerated period of time. Courses are offered on campus and on average, run for two weeks. These courses are open to both AUI students and international students. To enroll, AUI students must be in good academic standing and must apply directly via enrolment services. Cross-institutional students must meet prerequisites and English language requirements, or any special entry requirements for their chosen course, they should apply through the office of international programs (OIP) by providing a motivational letter and transcript.

## 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 against dishonesty or plagiarism that occurs in class. In cases of convincing evidence of 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 phase 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 from the examination paper or 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 another person's words, content or ideas as their own is regarded by the faculty and administration as a most serious offense. Offenders are subject 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. Failure to disclose this distinction to readers/viewers of one's creative work, via citations, footnotes, and proper attributions (no matter how small or large, 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 their academic or support unit's main office. Faculty members are expected to make their practices clear to their students, and unit heads to their staffs. In addition, it is the general 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 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 this 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 for which the student applies or holds.

Information may be released in legitimate emergencies involving student health and safety, provided that due consideration is given to 1) the seriousness of the threat, 2) the necessity of accessing records in dealing with the emergency, 3) the ability of the person to whom the release is made to deal with the emergency, and 4) the extent to which time may be

a factor in the emergency. Responsibility for the release of such personal information is carried by President of the University, who may delegate such authority to the Vice President for Academic Affairs.

## Final Examinations

Final examinations are scheduled at the end of each semester/session. All courses offered for credit require a final examination. In some courses, a common final examination is given to students enrolled in different sections of the course. Final examinations are given only at the times announced in the final exam 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. During this week, there shall be no scheduled activities such as field trips, plays, or athletic contests, and no instructor shall assign any new 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 x 3 = 9
Chemistry	4	C+	2.33	4 x 2.33 = 9.32
Accounting	3	A	4	3 x 4 = 12
Management	3	B-	2.67	3 x 2.67 = 8.01
Calculus	3	B	3	3 x 3 = 9
Totals	16			47.33

\*The stated formula applies **unless** a student has been awarded a W or WF (see pg. 100)

$$\frac{\text{Total Quality Points}}{\text{Credits Attempted}} = \text{GPA } 2.95$$

$$\frac{47.33}{16} = \text{GPA } 2.95$$

### 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 AUJ rather than those of a single semester. The CGPA used for most records is based on the total grade points earned in attendance at AUJ.

## 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, this 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 change requests will be considered 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. Only one D may be accepted in an elective 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) An F is 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 and 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 and should have completed a minimum of 30 SCH.
- No courses may be taken Pass/Fail from the General Education Requirements, school, major concentration, or minor.
- Only electives may be taken under the Pass/Fail system;
- No more than one course per semester may be taken on Pass/Fail basis.
- 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.

## **Other Grade Marks**

### **Pass/Fail Grades**

**CR** Indicates that the credits are earned to meet the language requirements and/or courses approved for credit from Advanced Placement (AP) exams.

AUI will consider awarding transfer credit for AP exams. The student should submit a transfer request with the AP grade report. Specific exams that have already been approved for transfer credit include:

Calculus AB (or AB subscore of BC), minimum score 4, gives credit for MTH 1311.

Calculus BC, minimum score 4, gives credit for MTH 1311 and MTH 1312.

### **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 foundation courses and undergraduate students wishing to satisfy FAS courses and some General Education requirements courses\* by passing 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).

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.

\* e.g. MTH 1305, MTH 1311 and CSC 1400

### **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 and subsequently 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 40th class day of a semester, or up to the 18th 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) Starting Fall 2016, a ‘WF’ can be assigned up to and including the last day of class.

**WP** Indicates official withdrawal after the specified period for a W grade while having a passing grade, at the time of withdrawal from the course. (grade points are 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 to submit a 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)  
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 Incomplete Work Report form must be submitted by the instructor to the school coordinator. This completed form should be submitted with the grade roster to the registrar.

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/Incomplete.

### **Removing the I/Incomplete 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 to be justified. When reporting a grade of "I," the instructor must complete an Incomplete Work Report specifying:

- The deficiency or the additional work to be done.
- The length of time allowed completing 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 respective Dean 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 when there is a clerical error, the instructor re-evaluates the original course assignments of a student and discovers an error in the original evaluation, or 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 the Registrar. Forms are not to be handled by the student.

The completed change of grade form must be returned to the Office of the Registrar within 60 calendar (class) days of the first day of classes of the regular semester that follows the award of the original 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 that is available in the Dean's office. The appeal must be submitted as soon as possible and no later than the end of the second week of classes of the following regular semester; otherwise, the student forfeits the right to appeal. The dean can either reject the appeal or allow it to be analyzed by a committee made of the school coordinator, the instructor of record and the student's advisor. This committee might request the student to present further explanation, either in writing or orally. The committee makes its recommendation to the dean who communicates the final decision to the students and to the Registrar's office in case of change of grade. In exceptional cases, and based on solid evidence, a student can appeal the decision of this committee to the dean, in which case the dean can again reject the student's request or agree to pursue it further. In case the dean finds convincing arguments to pursue the case, he/she appoints an ad hoc committee made of two faculty and two students and chaired by one of the faculty members. This committee can choose to request further clarifications either from the instructor of record or from the students or from both, either orally or in writing, and it makes its recommendation to the dean. The recommendation of the ad hoc committee is final and binding to all, and will be communicated to the dean. The dean communicates the final decision to the student. If the grade needs to be changed as a result of this process, the dean communicates the grade change to the Registrar's office.

# AL AKHAWAYN UNDERGRADUATE STUDIES

Undergraduate Academic Regulations

General Education Requirements

Requirements for all Bachelor's Degrees

Bachelor Degree Programs

School of Business Administration

School of Humanities and Social Sciences

School of Science and Engineering

Course Descriptions

# Undergraduate Academic Regulations

## Student Classifications

Students are classified in accordance with the number of semester credit hours earned. "Hours earned" is interpreted as course hours 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 degree plans, approving the course schedules for each enrollment period, and facilitating solutions when academic problems arise. Although students are expected to avail themselves of academic advising whenever needed, each student 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. Regular consultations with advisors are recommended for all students and are 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 for undergraduate students means that they must maintain at least twelve (12) SCH during the fall or spring semesters unless otherwise instructed or authorized by the school.

Students 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 List, Dean's List, Probation, or an Unsatisfactory standing.

To help ensure that undergraduate students at AUI 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 to prepare 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 Cumulative GPA 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; MTH1388/1300/1303/1304; 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 are two courses (up to 7 SCH), including FAS and Language Center courses.

Students are not allowed to register for regular courses if they still have one or more Language Center courses to complete the LC requirements. If students are left with two LC courses, they can be allowed to register for one LC course and one regular course and take the remaining LC course in the fall. AWT 1002 should be left as the last required course in the LC courses sequence.

## **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 4 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 at AUI must meet all General Education requirements, 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 members assess student progress for the first half of the semester, and a mid-semester evaluation report is 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, not counting Pass/Fail courses, with no grade lower than an A is included on the President's List. A student who completes a semester of at least 12 SCH, not counting Pass/Fail courses, 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 degrees and have received final clearance from the Office of Business Services will receive their diplomas from Enrollment Services soon after the graduation ceremony.

Diplomas delivered to undergraduate students bear the official date of grade submission 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 that 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 Committee is set up to identify freshman students with academic problems and to take the necessary remedial steps to improve their performance.

Undergraduate students who have earned less than 30 credits are subject to the Freshman Committee regulations. A student is added to the "At Risk List" when his/her semester grade point average (SGPA) is less than 2.0 in the fall or spring semester.

Once a student earns 30 credits, he/she will be subjected to the probation regulations published in the catalog (cf. "Undergraduate Academic Regulations").

## **Freshman Committee Regulations**

Students on the "At Risk List" are evaluated on the basis of their academic performance. In the event of an appeal, the committee will also look at whether the student has met the requirements set by the committee at the beginning of the semester.

The following are the Freshman Committee Regulations that apply to students who are placed on the "At Risk List":

- **Warning** means that the student is just below satisfactory academic performance (SGPA < 2.0 and or failing one to two courses)
- **Strong Warning** means that the student is performing well below acceptable performance (SGPA < 2.0 and failing three or more courses)
- **Last Chance** means that the student was previously given a warning but his/her SGPA is still below 2.0
- **Under Watch** means the student has shown improvement for one semester. However, if the student's SGPA, at the end of following semester, falls below 2.0, the previous status of the student (Warning, Strong Warning, or Last Chance) will be considered to issue a decision
- **Dismissed** means the student has been given ample opportunity to improve but failed to do so.

A student's history on the "At Risk List" is cleared after earning 30 credits.

Students dismissed by the Freshman Committee may reapply for readmission after one semester (see "Readmission Process"). Their file shall be forwarded to the Vice President for Student Affairs.

### **Important Note:**

- All Pass/Fail courses shall be converted to letter grades (A+, A, A-, B+, B, B-, C+, C, C-, D, F, or WF instead of P/F) to compute a virtual SGPA.
- 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.

<b>Semester of Unsatisfactory performance</b>	<b>Student Performance</b>	<b>Freshman Committee Decision</b>	<b>Enrollment for Summer</b>
<b>First Semester on At-Risk List</b>	SGPA < 2.0 SGPA < 2.0 and failing 1-2 courses.	Warning	Allowed
	SGPA < 2.0 and failing 3 or more courses.	Strong Warning	Not Allowed
<b>If decision was Warning, and...</b>	SGPA ≥ 2.0	Under Watch	Allowed
	SGPA < 2.0	Last Chance	Not Allowed
<b>If decision was Strong Warning, and...</b>	SGPA ≥ 2.0	Under Watch	Allowed
	SGPA < 2.0	Dismissal (may appeal)	Not Allowed
<b>If decision was Last Chance, and ...</b>	SGPA ≥ 2.0	Under Watch	Allowed
	SGPA < 2.0 and no failing grade	Under Watch	Allowed
	SGPA < 2.0 and CGPA ≥ 2.0 (at least 12 career earned credits)	Semester off	N/A
	SGPA < 2.0 and CGPA < 2.0	Dismissal	N/A

## **Probation Regulations and Procedures**

These regulations and procedures are published to assist students by providing information essential to meeting University standards and to 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.

An undergraduate course in which a grade of C or higher has been earned may not be repeated for credit. A student may repeat any course in which a C- or lower has been 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 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. Students not allowed to take a full load may refer to the Probation Regulations and Procedures table for details. In cases of extenuating circumstances, students may appeal

their suspension or dismissal. Students on probation who fail to achieve a semester GPA of 2.00 in any 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. A suspension period is applicable during Fall/Spring 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 make a determination.

#### READMISSION AFTER SUSPENSION

Readmission 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 meet AUI standards. As indicated above, the student has to present their self-diagnosis and a strategy for success. The

Committee on Academic Standing will then 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	Enrollment for 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: <ol style="list-style-type: none"> <li>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 required.</li> <li>If probationary status occurs in two consecutive semesters, load reduction decided by the committee: 3 courses (up to 10 SCH) and tutoring required.</li> </ol>	<ol style="list-style-type: none"> <li>If permission is granted, student may register.</li> <li>Not allowed to register</li> </ol>
Continuous probation with a GPA < 2.00	<ol style="list-style-type: none"> <li>If CGPA is 2.0 or higher, suspension with possibility to appeal</li> <li>If CGPA is below 2.0, suspension with no possibility to appeal</li> </ol>	Students permitted to enroll in summer courses may have their summer academic progress considered in their appeals for release from fall suspension
Continuous Probation after returning from suspension period	<ol style="list-style-type: none"> <li>If CGPA is 2.0 or higher, suspension with no possibility to appeal</li> <li>If CGPA is below 2.0, dismissal with no possibility to appeal</li> </ol>	Not allowed even if the student considers appealing the dismissal decision.

# UNIVERSITY HONORS PROGRAM

## UHP Mission

The University Honors Program is a unique learning experience, based on interdisciplinary seminars and explorations in research-oriented classes, that strives to build an intellectual community of students who are ethical, creative, independent, and critical thinkers.

## UHP Learning Outcomes

**1. Interdisciplinary: UHP students will be able to integrate knowledge across different disciplines.** UHP students will be able to integrate their interdisciplinary knowledge acquired by using their critical thinking abilities and skills to respond to the conditions and concerns of contemporary challenges.

**2. Independent thinkers: UHP students will be able to independently synthesize information and ideas.** By the end of the UHP, students will be able to independently synthesize information and ideas by exercising their own judgment even against the views of the many or the powerful while considering the consequences of their ideas for others and society.

**3. Ethical: UHP students will demonstrate ethical maturity for different situations and awareness of ethical responsibilities as local, and as global citizens.**

Through AUI's UHP, students will demonstrate ethical maturity and appropriate actions for different situations. They will also become aware of ethical responsibilities as local, and as global citizens. The UHP stresses ethics at different but complementary components of the program, including honors seminars and honors capstone.

**4. Creative: UHP Students will be able to innovate in problem solving and decision-making.**

Innovative ideas and perspectives are fostered throughout AUI's UHP. Students will use learned skills to creatively solve problems and make decisions democratically.

**5. Critical thinking: UHP Students will be able to engage in reflective and rational thinking.**

By the end of the UHP, students will be able to master and utilize sound critical thinking skills that make them engage in reflective and rational thinking and capable of continuously, actively and skillfully assessing, conceptualizing, applying, analyzing, and synthesizing information.

# LEADERSHIP DEVELOPMENT INSTITUTE

The Leadership Development Institute (LDI) is a co-curricular student leadership development program supporting existing courses with leadership skill-building workshops, speaker-discussion events, and student involvement in service to campus and community. In its student development efforts, the LDI adapts best practices in leadership to the needs of AUI students and to the leadership needs of a globalizing Morocco. The LDI also develops and disseminates research on leadership in Morocco and the MENA region, and works to establish other leadership development programs in Morocco and the region.

**Mission** - Develop leaders that serve.

The Leadership Development Institute integrates transformational, servant, social change and other models of leadership with best practices in student development and an active learning process of social engagement with a global perspective. We work primarily in Morocco and the MENA region to change the way leadership is viewed and done. Our principles inform all what we do and strive to develop in our students. Our principles include the following:

**Integrity** - consistency between our values and actions, our word and our deed; doing what we say we will do.

**Ethics** - striving to always follow high ethical standards.

**Be innovative** - developing better ways to build leaders.

**Taking initiative and following through** - seeing what needs to be done and doing it with integrity.

**Bottom up approach to leadership** - leadership does not come with position. Leaders are grown by building their strengths and overcoming their weaknesses.

**Equitable and egalitarian** - the equal value and treatment of every person is not compromised. The wealthy, powerful or privileged are no better (or worse) than anyone else.

**Vision** - Shift consciousness from traditional to a modern, servant, global paradigm of leadership.

To achieve this vision, the LDI will become self-sustainable, expand our impact beyond Ifrane and AUI to the MENA region and the developing world, and become the preeminent leadership program in the MENA region.

## BACHELOR'S 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)

The University's undergraduate programs are administered by the Dean of each School under the direction of the Vice President for Academic Affairs.

# BACHELOR'S DEGREE INFORMATION

## 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 General Education requirements, 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,
- A minimum of 60 SCH must be taken in residence at AUI. 24 of these must be at the advanced level, of which at least 12 are taken in the major;
- A grade 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;
- A passing score on the Exit Test;
- Completion of 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;
- Application for graduation obtained through Enrollment Services by the specified deadline;
- Completion of the Community Service requirement;
- Attendance at the Career Orientation Seminar in addition to a minimum of one more career event (Career talk, workshop, or conference) one semester before graduation.

## General Education Requirements (GenEd)

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 General Education Requirements.

### GenEd Rationale

GenEd is the term for the set of classes that all students must take. Regardless of degree program, the classes of the GenEd 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 that 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.

### **GenEd Objectives**

- To help students 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 majors and to develop lifelong learning attitudes and abilities.
- To help students develop personally, socially, and intellectually.
- To help students develop creative and critical thinking through verbal and quantitative reasoning.
- To help students develop reliable competencies in information technologies along with the ability to evaluate different sources of information.
- To help students develop language and communication abilities in order to perform competently in oral and written English, French, and Arabic languages.

### **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 GenEd courses listed by schools.

## GenEd Requirements Breakdown by Discipline

Disciplines	Course Codes	SCH
Foundations for Academic Success <sub>1</sub>	FAS 0210, FAS 1220	<b>2</b>
Arabic <sub>2</sub> or French <sub>2</sub>	ARB 1310 /ARB 1320 or FRN 2310 /FRN 3310	<b>6</b>
Public Speaking	COM 1301	<b>3</b>
Computer Science	CSC 1400, CSC 1401	<b>4</b>
English	ENG 1301, ENG 2301, ENG 2302, ENG 2303	<b>6</b>
History or Political Science <sub>3</sub>	HIS 1301, HIS 1302, HIS 2301, PSC 2301	<b>3</b>
Humanities I <sub>3</sub>	HUM 2301, HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	<b>3</b>
Humanities II <sub>3</sub>	HUM 2306, PHI 2301, PHI 2302	<b>3</b>
Mathematics	MTH 1305, MTH 1311, MTH 1388	<b>3-4</b>
Physical Sciences	BIO 1400, BIO 1401, BIO 1402, CHE 1400, CHE 1401, PHY 1400, PHY 1401	<b>4</b>
Social Sciences <sub>3</sub>	GEO 1301, PSY 1301, SOC 1301, SSC 1310, ECO 1300 <sub>4</sub>	<b>3</b>

<sup>1</sup> 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 intended for students who have 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

<sup>2</sup> See Language Requirements below.

<sup>3</sup> 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 GenEd. They may not take the equivalent course in English (HIS 1301, HUM 2301, HUM 2302) or Arabic (ARB 2304, ARB 2305) to fulfill another requirement.

<sup>4</sup> 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 may 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 in Arabic 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 General

Educations 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.

<b>Course Code</b>	<b>Course Name</b>
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

\* 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:

<b>Course Code</b>	<b>Course Name</b>
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

<b>Course Code</b>	<b>Course Name</b>
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 GenEd Requirements 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 GenEd (either HIS 1302, HUM 2303, HUM 2304, LIT 2304, or LIT 2305).

Students 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 and any needed prerequisites as an exit requirement. Only 6 SCH count towards the degree if more than one French course is required and any needed prerequisites.

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

1. Two courses of French, if a student's French placement test indicates that he or she needs at least 2 courses (additional courses beyond the 2 courses, may be required to reach the exit level of French 3310, but will not count toward the degree program), as per the table below;
2. 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, as per the table below, or
3. A waiver of 2 courses of French, if the placement test indicates that the student does not need any French courses, as per the table below

### **French language course requirements in relation to TEF scores**

A free TEF session is offered to all new students during their first semester at the University. The scores of this test will be combined with the results of the writing component of the GAT to place students in the French course(s) they will need to take or to exempt them from this requirement altogether. If a student misses this free session or is not satisfied with his/her score, he/she may sit for another session of the test. Two paid TEF sessions will be held each year, in November and April, and will include the writing component. The test dates will be announced at the beginning of the semester. No placement instrument other than TEF will be used.

French courses required for each level of TEF are indicated by crosses (X) in the table.

	Course Code	FRN 2301	FRN 1305	FRN 2308	FRN 2310	FRN 3310
C2						
C1 and Writing GAT ≥ 16, or C1 and B2 in TEF Writing						
C1 and Writing GAT < 16						X
B2 with TEF ≥ 650 and Writing GAT ≥ 16						X
B2 with TEF < 650					X	X
B1				X	X	X
A2			X	X	X	X
A1		X	X	X	X	X

Students need to check with their respective schools about the French requirements in relation to other school specific program requirements

## **Students Holding a Baccalaureate 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 (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 HIS 1302, HUM 2303, LIT 2304, or LIT 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.

Language placement is determined by 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.

## **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. The CLE also helps students in preparing degree plans.

### **Declaration of Concentration and Minor**

Students at AUI must select majors, areas of concentration within the major (if applicable), and minors 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 is grown and 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 set the minimum requirements for the major fields of study including the areas of concentration. These requirements usually allow latitude for tailoring degree programs to students' 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 degree, 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.

### **Individual Minors**

An "Individual Minor" is an approved collection of courses containing at least 15 SCH that have internal coherence, in an area not offered as a minor by AUJ. At least 9 SCH of the minor must be taken outside AUJ and transferred. An arbitrary selection of courses at AUJ will not be accepted.

A student interested in a particular area that complements his/her major

may propose an Individual Minor program, showing specific courses to be taken abroad, as well as support courses outside the student's major to be taken at AUI. No course may count in both a major and a minor.

Each school will appoint a representative who will be responsible for validating proposed minors in the area of the school. This representative will also track Individual Minors that have already been approved, in case other students are interested in the same area.

The minor will appear on the transcript as "Individual Minor in ..."

### **Exit Test**

The Exit Test aims to:

- Evaluate the student's mastery of academic material before they leave the University.
- Implement remedial work for those who need it, so that they can adequately reflect AUI's academic objectives and more easily integrate into the job market.
- Obtain feedback from the student that will assist in evaluating the overall educational system and programs of the University.

The Exit Test is mandatory for all AUI's undergraduate students. The procedure used for the test varies according to the School.

## **Community Involvement Program**

The Community Involvement Program (CIP) helps students understand themselves and their roles in their community; to develop personally, professionally and academically; to apply their skills and knowledge to societal problems; and to build capacity for learning and leadership. CIP aims to create leaders who are change-makers, who realize their own potential and promote capacity building, and who can instill in others a desire to make their lives and communities the best they can be.

The CIP is a core curriculum component for all AUI undergraduate students. It includes the following 3 non-credit 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 should enroll in these two courses after earning at least 15 SCH and above 60 SCH. Failure to register for and complete these seminars within the specified time period may lead to administrative holds (restricted viewing of portal information, preregistration bar, etc.).

CIP 1001 and 1002 are prerequisites to the third and final course, CIP 2000, which involves conducting 60 hours of fieldwork within local, national or international development organizations or public institutions; one post fieldwork experience sharing roundtable; and submission of a reflective report. CIP 2000 and completion of the program must be finished before students earn a total of 105 SCH.

A student enrolling in CIP 2000 will receive a grade of P if s/he attends the round table and validates the report. However, a grade of F is assigned if the student registers for CIP 2000 and does not attend the round table, attends the round table but does not submit the final report, or attends the round table but submits a final report that does not meet the CIP report standards.

A CIP registration fine of 1900 MAD per semester is charged when students have completed 105 SCH and have not yet completed CIP requirements.

# SCHOOL OF BUSINESS ADMINISTRATION

**Abdelhamid Hamidi Alaoui**, Dean

**Abdelhamid Hamidi Alaoui**, Graduate/Undergraduate Programs  
Academic Coordinator

**Sallem Koubida**, Part-time Graduate Programs Academic Coordinator

**Rhizlane Hammoud**, Undergraduate Programs Academic Advisor

**Faculty:** J. Abrache, S. Aguentaou, A. Hamidi Alaoui, H. Amine, A. Baijou, A. Belkhat, A. Benlamhidi, C. Benmoussa, O. Benmoussa, A. Bennani Bouchiba, Y. Benrqya, B. Bouarich, M. Bouhafra, Z. Brown, H. Bouzekri, Y. Chetioui, W. El Garah, F. Elyousfi, A. Fakhar, A. Gamar, A. Geffner, R.B. Geffner, R. Hammoud, A. Hassi, A. Hilali, L. Imenchal, I. Jabbouri, H. Kassal, S. Kharbouche, M. Konou, S. Koubida, A. Lahrech, H. Lebdaoui, M. R. Lehnert, A. Marghich, M.G. Neville, M. Quaisse, G. Reimer, D. Rinehart, H. Satt, A. Tahri.

## Mission

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

## Accreditation



The Bachelor of Business Administration is accredited by the European Program Accreditation System.

## Bachelor of Business Administration

The Bachelor of Business Administration (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: General Education requirements, Business Major Common Core, Concentration, Minor, and Electives.

**The GenEd** is a set of general knowledge courses taken by all university students regardless of their major. These courses help strengthen the students' intellectual skill set and enable the development of broader perspectives.

**The Business Major Common Core** provides a complete coverage of the key functions necessary to run organizations effectively. The courses are carefully selected to 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 in which 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 Gender Studies, African Studies, American 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 the program and the high caliber of the 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 ethical decisions and understand ethical concepts including sustainability and concepts of corporate social responsibility
  - 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 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
  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 a company in the Moroccan environment
  6. Comprehend the global business environment
    - Understand the global business environment and challenges
    - Analyze global case studies

### **BBA Exchange and Study Abroad Programs**

BBA Students are highly encouraged to undertake exchange and study abroad opportunities to experience different cultures and broaden their global perspective. Students interested in these programs must contact the program coordinator or the Office of International Programs (OIP).

### **GenEd for the SBA**

**40 SCH**

<b>Disciplines</b>	<b>Course codes</b>	<b>SCH</b>
Foundations for Academic Success	FAS 0210*, FAS 1220	<b>2</b>
Arabic/French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	<b>6</b>
Public Speaking	COM 1301	<b>3</b>
Computer Science **	CSC 1400	<b>4</b>
English	ENG 1301, ENG 2302	<b>6</b>
History or Political Science	HIS 1301 or HIS 1302, HIS 2301, PSC 2301	<b>3</b>
Humanities I	HUM 2301 or HUM 2302, HUM 2303, HUM 2304, LIT 2301, LIT 2304, LIT 2305	<b>3</b>
Humanities II	HUM 2306, PHI 2301, PHI 2302	<b>3</b>
Mathematics	MTH 1305	<b>3</b>
Physical Sciences	BIO 1400, BIO 1401, CHE 1400, PHY 1400	<b>4</b>

Social Sciences	SOC 1301, SSC 1310, GEO 1301, PSY 1301	<b>3</b>
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\* FAS 0210 counts for 2 non-degree credits

\*\* CSC 1401 may substitute for CSC 1400 Degree Requirements

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

- General Education requirements (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 business discipline as listed above. Alternatively, they may choose a minor in Communication Studies, Human Resource Management, International Studies, Organizational Studies, Gender Studies, African Studies, American Studies, Arabic Language and Culture, Computer Science, or Mathematics.
- Electives (9 SCH): The following courses cannot be taken as electives: ECO 1300, ECO 2310, SSC 2401, MTH 1388, and all French and Arabic language courses.

## 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	Business Law and Ethics
GBU 3203	Enterprises, Markets, and the Moroccan Economy
GBU 3311	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 in Finance**

The Finance concentration is designed to enhance the understanding of finance and the principles for management of 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**

<b>Course Code</b>	<b>Course Name</b>
FIN 3302	Money and Banking
FIN 3303	Corporate Financial Management
FIN 3305	Introduction to Islamic Banking and Finance
FIN 3306	Corporate Governance
FIN 3399	Special Topics in 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

### **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**

<b>Course Code</b>	<b>Course Name</b>
HRD 3401*	Human Capital Management
HRD 4303	Leadership and Management Development
MGT 3305	Organizational Behavior
MGT 3306	Conflict Management

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
MGT 4312	Project Management
MGT 4314	Cross-Cultural Management
MKT 4307	Product Management and Marketing

*\*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 requirement 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
MKT 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 Courses

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	Special Topics in Business
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

**Required course: SCM 3301 Introduction to Management Science**

In addition, students must choose **four** out of the following courses: **12 SCH**

Course Code	Course Name
ECO 3301	International Trade
MGT 4311	Quality Management
MGT 4312	Project Management
SCM 3399	Special Topics in Logistics & Supply Chain Management
SCM 4301	Logistics and Supply Chain Management
SCM 4302	Production and Inventory Management
SCM 4303	Management of Transportation

## Minors

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:

### Minors

15 SCH

- Minor in Computer Science (SSE)
- Minor in Mathematics (SSE)
- Minor in African Studies (SHSS)
- Minor in American 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 Gender Studies (SHSS)
- Individual Minor

## **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, MTH 1388 and all French and Arabic language courses.

**Total SCH requirement for BBA Major**

**129-130 SCH**

## **Minors in the School of Business Administration**

### **Minor in Logistics and SCM for SSE Majors**

**15 SCH**

**Prerequisites:** Non-BBA students should note that GBU 3311 Quantitative Methods in Business and MGT 4303 Operations Management are prerequisites for the Logistics and Supply Chain Management minor.

**Required course:** SCM 3301 Introduction to Management Science. In addition, students must choose four out of the following courses:

<b>Course code</b>	<b>Course Name</b>
ECO 3301	International Trade
MGT 4311	Quality Management
MGT 4312	Project Management
SCM 4301	Logistics and Supply Chain Management
SCM 4302	Production and Inventory Management
SCM 4303	Management of Transportation

### **Minor in Business Administration for Computer Science Majors in SSE**

**15 SCH**

#### **Required Courses**

**9 SCH**

<b>Course code</b>	<b>Course Name</b>
ACC 2301	Accounting Principles I

FIN 3301	Principles of Finance
MGT 3301	Principles of Management

## **Minor in Business Administration for International Studies**

**Majors in the SHSS** **15 SCH**

**Required courses** **9 SCH**

Course code	Course Name
ACC 2301	Accounting Principles I
ECO 2301	Microeconomics
ECO 2302	Macroeconomics

**Two additional courses from the following:** **6 SCH**

Course code	Course Name
FIN 3301	Principles of Finance
GBU 3302	Business Law and Ethics
MIS 3301	Management Information Systems
MGT 3301	Principles of Management
MKT 3301	Principles of Marketing

**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 3311	Quantitative Methods in Business
MGT 3302	Entrepreneurship
MGT 4303	Operations Management
MIS 3302	Managing Information Systems and Technology in the Global Marketplace
MKT 3301	Principles of Marketing
MKT 4304	Marketing Research
MKT 4305	Marketing Management
SCM 4301	Supply Chain Management and Logistics

## **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

**Three additional courses from the following:****9 SCH**

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

**Upcoming Minors**

- Leadership
- Psychology

**Nizar Messari**, Dean

**Karim Moustaghfir**, Undergraduate Academic Coordinator

**Katja Žvan Elliott**, Graduate Program Coordinator

**Faculty:** A. Agnaou, N. Amakhmakh, A. Azeriah, S. Bigliardi, P. Borkowski, R. V. Borkowski, A. Boudihaj, B. Bouhmala, M. Bounajma, B. Boussouab, J. Burnside, L. Casazza, A. Chekayri, A. Ciccarello, G. Cinali, M. Dahbi, V. Dragojlov, Z. El Bernoussi, D. Elliott, L. El Mortaji, S. Ennahid, K. Gonçalves, D. Gray, A. Hajji, M. Hansen, M. Hardy, J. Heffner, N. B. Hottel, N. Houki, Y. Ismaili, A. Kabel, J. Kalpakian, P. Love, A. Louati, M. Loulichki, D. Lounnas, D. Maghraoui, T. Majdounine, A. Malki, H. Marbouh, A. Marzouk, S. D. McDaniel, N. Messari, C. Monette, D. Morey, K. Moustaghfir, K. Mrabet, K. Oumlil, T. Pearson, A. Rhazaoui, E. Ross, E. Roy, M. Sahli, N. Santos, J. Shoup, C. Therrien, M. Venables, A. Veyssière, B. Zaid, K. Žvan Elliott

## **Mission**

The SHSS mission is to contribute to the development of education in the social sciences and the liberal arts in Morocco and the world. SHSS serves the entire University by providing all Al Akhawayn students with the intellectual skills and training that are the essence of a liberal arts education.

Through the rich traditions of the humanities, students gain a new respect for the heritage of creativity that surrounds and enriches their lives and their own place in that ongoing human drama. Exposure to debates, methods, and practices of the social sciences provides students with critical thinking, as well as with perspectives and tools to meet the many challenges they will face in their careers and their communities.

The School of Humanities and Social Sciences provides innovative degree programs in applied social sciences with an emphasis on interdisciplinary, critical and analytical skills, as well as practical learning. The School of Humanities and Social Sciences also has a mandate to encourage dialogue and debates among different cultures and civilizations in an academic atmosphere characterized by pluralism, mutual respect, and academic freedom.

## **Undergraduate 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 in addition to minors in Gender Studies, Arabic Language and Culture, African Studies, American 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.

Upon the course instructor’s approval, students not majoring in any one of the three SHSS programs (IS, CS, and HRD) may request permission to take courses offered by the school as electives regardless of the prerequisites, which may be waived. Prerequisite waiver is not guaranteed. Upon the course instructor’s approval, SHSS undergraduate students can take one graduate course as an elective and SHSS graduate students can take one undergraduate course as an elective. Foundation courses cannot be counted as electives

## GenEd for SHSS Programs

**40 SCH**

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

<sup>1</sup> International Studies majors must take a history course (HIS 1301, HIS 1302, or HIS 2301) as part of the GenEd. PSC 2301 is taken as part of the IS Major Core.

<sup>2</sup> Students majoring in HRD and SHSS students minoring in Business Administration must take MTH 1305 as part of the GenEd. If they take MTH 1388 as a prerequisite to MTH 1305,

the credits of the former will not count towards the degree.

<sup>3</sup> 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 GenEd.

<sup>4</sup> 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 GenEd<

\* FAS 0210 counts for 2 non-degree credits. This course can be waived upon successful completion of a placement test.

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

## School of Humanities and Social Sciences Core Curriculum 19 SCH

Course Code	Course Name
ECO 1300*	Introduction to Economics
COM 2301	Professional Communication
INT 4302**	Internship
SSC 2401***	Social Statistics
SSC 3303	Research Methods
SSC 4000 & SSC 4303	Senior Capstone I & II

\* ECO 1300 should not be taken by SHSS students majoring in HRD or minoring in Business Administration. These students must take HUM 2301, Introduction to Islamic Art & Architecture. ECO 1300 cannot serve as a substitute for ECO 2301 or ECO 2302. However, students can take it as an elective course.

\*\* INT 4302 SHSS students must fulfill all the General Education French requirements, if applicable, before they take their Internship.

\*\*\* SSC 2401 is equivalent to GBU 2301 when switching school. Students should not add any credit in this case.

## Bachelor of Arts in International Studies

The BAIS program offers students the opportunity to acquire factual knowledge as well as theoretical and analytical skills in international affairs. Students choose to specialize in either International Relations or International Cooperation and Development. In addition, International Studies students pursue a 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 international relations or development studies,

3. Both at the theoretical and empirical levels; and
4. Be prepared either to function professionally in one of a broad range of sectors and institutions in an international environment, or to continue studies at the graduate level.

**Course requirements for the BAIS program include:**

General Education requirements	40 SCH
SHSS Core	19 SCH
Major Core	21 SCH
Concentrations	18-20 SCH
Minor	15-16 SCH
Electives	9 SCH
Total SCH for BAIS Major	122-125 SCH

**International Studies Major Core**

**21 SCH**

Course Code	Course Name
ECO 2310*	International Economics
GEO 1301**	Introduction to Geography
HIS 3301	International History: 1914 to the Present
INS 2301	Theories of International Relations
INS 3303	International Law
PSC 2301***	Comparative Political Systems
SSC 2302	Social Theory

\* ECO 2310 should only be taken by students who are not taking ECO 2301 & ECO 2302 as part of other degree requirements (i.e. the Business Administration Minor). Students taking ECO 2301 & ECO 2302 replace ECO 2310 with any other International Studies course: GEO, INS, PSC, or SSC.

\*\* International Studies students take GEO 1301 as part of the IS Major Core. They take PSY 1301, SOC 1301, or SSC 1310 in fulfillment of the GenEd Social Science requirement.

\*\*\* International Studies majors must take a history course (HIS 1301, HIS 1302, or HIS 2301) as part of the General Education requirements. PSC 2301 is taken as part of the IS Major Core.

**Concentrations for International Studies Majors**

**18-20 SCH**

Students must complete one of two concentrations: either the concentration in International Relations or the concentration in International Cooperation and Development.

## Concentration in International Relations

### Required courses

6 SCH

Students in the International Relations Concentration take any two of the following four courses:

Course Code	Course Name
INS 2302	International Organizations
INS 3304	International Security
INS 3305	International Political Economy
INS 3306	Foreign Policy Analysis

### Optional courses

12 SCH

Students in the International Relations Concentration also complete four of the following courses:

Course Code	Course Name
GEO 2302	Political Geography
HIS 3311	Modern Algeria
HIS 3320	History of United States Foreign Policy
INS 2302	International Organizations
INS 2320	Model United Nations
INS 3304	International Security
INS 3305	International Political Economy
INS 3306	Foreign Political Analysis
INS 3307	Conflict Resolution in International Relations
INS 3308	Conflict and its Alternatives
INS 3310	The United States and the Middle East
INS 3315	Religion in International Affairs
INS 3320	Regional Topics in International Relations
INS 3371	Africa in World Affairs
INS 3372	Conflict in Contemporary Africa
INS 3374	European Union Relations with Sub-Saharan Africa
INS 3396	Special Topics in International Relations
INS 4321	Identity in International Relations
PSC 2302	Political Theory
PSC 3310	North African Government and Politics
PSC 3311	Politics in the Global South
PSC 3312	Middle Eastern Politics

PSC 3320	Introduction to the European Union
PSC 4301	European Union Foreign Policy
PSC 4310	The Politics of Empire
SSC 3316	Gender, Politics and Society
SSC 3322	Political Anthropology
SSC 3341	International Migration

## **Concentration in International Cooperation and Development**

### **Required courses**

**6 SCH**

Students in the International Cooperation and Development Concentration take the two following courses:

<b>Course Code</b>	<b>Course Name</b>
SSC 2310	Development Policy
SSC 3405	Field Methods

### **Optional courses**

**12-14 SCH**

Students in the International Cooperation and Development Concentration also complete four of the following courses:

<b>Course Code</b>	<b>Course Name</b>
GEO 2301	Economic Geography
GEO 2402	Geographical Information Systems
GEO 4301	Environmental Management
HIS 3310	Contemporary Moroccan History
HIS 4301	Modern Imperialism and its Culture
HUM 3412	Moroccan Cultural Heritage
INS 2302	International Organizations
PSC 3311	Politics in the Global South
SSC 2342	Anthropology of Development
SSC 3311	Women and Economic Development
SSC 3321	Economic Development in the Middle East & North Africa
SSC 3345	Critical Debates in Development
SSC 3399	Special Topics in International Cooperation & Development

### **Required Minor for BAIS Majors**

**15 SCH**

International Studies majors must complete one of the following minors: Human Resource Development, National HRD, Communication Studies, Organizational Studies, African Studies, American Studies, Arabic

Language and Culture, Gender Studies, 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 choose three courses from any AUJ programs, according to their interests. Electives can also be taken on exchange.

**Total SCH requirement for BAIS Major**

**122-123 SCH**

## **Bachelor of Science in Human Resource Development**

The Human Resource Development (HRD) program aims to develop global leaders capable of solving complex HR problems and improving learning and performance at the individual, organizational, and societal levels. Technological innovation, globalization, organizational restructuring, labor market shifts, pressure for reduced costs, and increased productivity have intensified the demand for HRD professionals. Our program prepares graduates to assume roles as strategic HR managers, performance improvement specialists, and organizational change consultants in businesses and public sector organizations. The program content is based on competences defined by professional organizations in the field of Human Resource Development. Through content courses in Human Resource Development and related topics (organization development and change, performance management, talent development, consulting for HRD, leadership and management development, corporate social responsibility), and through workplace experiences, students acquire the necessary skills to become successful Human Resource Development professionals.

### **Intended Learning Outcomes**

Graduates of the BSHRD program are expected to

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;

5. Be able to perform effectively in the growing globalized market by understanding diversity, ethics, and social responsibility and their impact on management practices.

Course requirements for the BSHRD program include:

General Education requirements	40 SCH
SHSS Core	19 SCH
Major Core	25 SCH
Concentration	15 SCH
Minor	15-16 SCH
Electives	9 SCH
Total SCH for BAIS Major	123-124 SCH

**Human Resource Development Major Core 25 SCH**

Course Code	Course Name
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

\*HRD 3302 students minoring in BA are required to take HRD 3302 instead of HRD 2301.

**Concentration in Human Resource Development 15 SCH**

The BSHRD program offers one concentration from which students must take the following four courses:

**Concentration in Organizational Human Development 12 SCH**

Course Code	Course Name
HRD 3304	Strategic HRD
HRD 4303	Leadership and Management Development
HRD 4304	Consulting for HRD
HRD 4306	Organizational Development and Change

The BSHRD students must take one course from the list below:

### **Optional Concentration courses in HRD**

**3 SCH**

<b>Course Code</b>	<b>Course Name</b>
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: National HRD, Communication Studies, Gender Studies, International Studies, African Studies, American Studies, Arabic Language and Culture, Computer Science and may also choose an Individual Minor. Students selecting the minor in Computer Science or Business Administration need to ensure that they satisfy any additional prerequisites courses in their minor. Students may consult the minor requirements for appropriate programs.

### **Electives**

**9 SCH**

Students choose three courses from any AUI programs, according to their interests. Electives can also be taken on exchange.

### **Total SCH requirement for BSHRD Major**

**123-124 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 while building active and responsible citizenship. The program trains students in academic as well as professional and applied communication, with an emphasis on development of creative and critical abilities. Students gain theoretical, technical, and applied expertise in fields such as public relations and advertising, organizational, and global communication and media policy, writing, production, and media research.

### **Intended Learning Outcomes**

Graduates of the BACS program are expected to:

1. Gain an understanding of the role of media in shaping contemporary 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, global communication and media policy, organizational communication, print and audio-visual production, and media research;
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:

General Education requirements	40 SCH
SHSS Core	19 SCH
Major Core	19 SCH
Concentrations	21 SCH
Minor	15-16 SCH
Electives	9 SCH
Total SCH for BACS Major	123-124 SCH

**Communication Studies Major Core** **19 SCH**

Course Code	Course Name
COM 1304	New Media Technology
COM 2403	Photography and Visual Story Telling
COM 2427	Art and Design Production
COM 3303	Global Communication and Media Policy
COM 3320	Communication Theories
COM 3321	Moroccan Media and Society

**Concentrations in Communication Studies** **21-24 SCH**

Students are required to choose one concentration of the two listed below. Students take three required concentration courses and three to four optional courses listed below.

**Concentration in Media Production**

**Required courses:** **12 SCH**

Course Code	Course Name
COM 2404	Introduction to Film Making

COM 3402	Advanced Film Production
COM 4405	Media Production Project Seminar

## Concentration in Strategic Communication

### Required Courses:

**9 SCH**

Course Code	Course Name
COM 3301	Public Relations Communication
COM 3311	Marketing Communications
COM 3330	Organizational Communication

### Optional Concentration Courses

**12-16 SCH**

In addition, students must select four courses (for students with concentration in Strategic Communication) and three courses (for students with concentration in Media Production) from the following:

Course Code	Course Name
COM 2404	Introduction to Film Making
COM 3301	Public Relations Communication
COM 3304	Alternative Media
COM 3311	Marketing Communications
COM 3315	Media and Gender
COM 3328	Media Analysis
COM 3330	Organizational Communication
COM 3398	Special Topics in Media
COM 3399	Special Topics in Communication
COM 3402	Advanced Film Production
COM 4401	Digital Advertising Production
COM 4304	Communication and Development
COM 4405	Media Production Project Seminar

### Required Minor for BACS Majors

**15 SCH**

Students majoring in Communication Studies may choose a minor from any of the following: International Studies, Human Resource Development, National HRD, African Studies, American Studies, Arabic Language and Culture, Gender Studies, Computer Science, Business Administration, and may also choose an Individual Minor. 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 choose three courses from any AUI programs, according to their interests. Electives can also be taken on exchange.

## 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 of the Minor in Arabic Language and Culture are expected to

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

Three semesters of Arabic, (i.e. at least 9 SCH) and a written and oral placement test will define students' Arabic level.

### Required language courses <sup>1,2</sup>

9 SCH

Course Code	Course Name
ARA 2312	Intermediate Arabic II
ARA 3311	Advanced Arabic I
ARA 3312	Advanced Arabic II

<sup>1</sup> 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 in the Arab World, taught in Arabic.

<sup>2</sup> Students who begin their study as heritage speakers must seek the advice and written permission of their 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 Name
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 English**

With an eye toward curriculum development appropriate for a liberal arts University, the English Unit of Al Akhawayn University is offering a Minor in English. This minor encompasses both literature and writing courses and is offered to undergraduates as an enhancement to majors in order to leverage further the advantages of an Anglophone education.

The advantages of an English Minor seem clear. Besides a fitting and necessary augmentation to existing majors, this minor provides further emphasis on the international nature of an education at Al Akhawayn University, in addition to leveraging further the benefits of an English-language education.

The Minor in English means to provide precisely the perspective on English writing and literature necessary to an Anglophone institution of learning, and provides students with an access, involvement and experience with their language of instruction heretofore unavailable at AUJ.

## Intended Learning Objectives

After fulfilling the Minor requirements, Students should be:

1. aware of distinct trends in modern Anglophone literature.
2. proficient in the array of analytical tools available for the study of written texts.
3. able to write competently in a variety of genres, both creative and analytical.
4. familiar with and skilled in the use of research tools and strategies appropriate to the study of literature and the development of specific categories of writing.

## Minor Structure

Students are required to take two (2) writing classes and three (3) literature courses from those offered:

### Writing Courses

**12 SCH**

Course Code	Course Name
ENG 2311	Translation
ENG 2312	News Reporting: An Introduction
ENG 2313	Nonfiction Narrative
ENG 2320	Creative Writing

### Literature Courses

Course Code	Course Name
LIT 3370	Aesthetics
LIT 3371	African Literature: Survey(s)
LIT 3310	American Literature: Survey(s)
LIT 3373	British Literature: Survey(s)
LIT 3374	French Literature: Survey(s)
LIT 3375	Moroccan Literature: Survey(s)

Some literature courses are labeled with general titles and include the selection of specific topics currently proposed within these headings.

## Minor in International Studies

**15 SCH**

The Minor in International Studies is offered to undergraduate students not majoring in International Studies.

## Intended Learning Outcomes

Graduates of the International Studies Minor are expected to

1. Demonstrate knowledge of international affairs;
2. Demonstrate an understanding of the critical issues facing the world today; and
3. Be able to write research papers and reports.

### Required courses

**6 SCH**

Students minoring in International studies take the following two courses.

Course Code	Course Name
PSC 2301*	Comparative Political Systems
INS 2301	Theories of International Relations

\* 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 GenEd.

### Optional Courses

**6 SCH**

Students minoring in International studies take two of the following courses.

Course Code	Course Name
ECO 2310*	Introduction to International Economics
GEO 1301	Introduction to Geography
HIS 3301	International History: 1914 to the present
INS 3303	International Law

\* ECO 2310 is only open to students who are not taking ECO 2301 and ECO 2302 in fulfillment of other degree requirements.

### Optional course from International Studies

**3 SCH**

In addition, students minoring in International Studies take one optional course (3 SCH) from within the International Studies concentrations.

## Minor in Gender Studies

**15 SCH**

Students selecting this minor must take four Gender Studies courses and one additional course that may be selected from any Humanities and Social Sciences majors, including SSC 3398 Special Topics in Gender Studies.

## Intended Learning Outcomes

Graduates of the Gender Studies Minor are expected to:

1. Have an understanding 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 Name
SSC 2315*	Sex, Gender and Power
SSC 3311	Women and Economic Development
COM 3315	Media and Gender
SSC 3316	Gender, Politics and Society

\* It is recommended that students choosing this minor take the course SSC 2315 before they take the remaining three courses.

**Optional Courses in the School of Humanities and Social Sciences**

**3 SCH**

In addition, students minoring in Gender Studies take one optional courses from among those offered in the various SHSS majors.

**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 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 give an opportunity to faculty to present topics relevant to their respective disciplines.

**Intended Learning Outcomes**

Graduates of the African Studies Minor are expected to have an understanding of

1. The history, culture and politics of Sub-Saharan Africa;
2. How Africa relates to other world regions both historically and today; and

3. Critical issues and problems that Africa currently faces.

**Required courses**

**9 SCH**

Students minoring in African Studies take the three following courses.

Course Code	Course Name
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.

Course Code	Course Name
HIS 3311	Modern Algeria
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 American Studies**

**15 SCH**

The Minor in American Studies is offered to undergraduate students of all majors at AUI. This minor offers courses that cover US-related topics such as American history, American politics, American government system, American literature, and the like. Special topics courses on US-related affairs are offered occasionally by visiting scholars from the US.

**Required courses**

**6 SCH**

Students minoring in American Studies take the two following obligatory courses:

Course Code	Course Name
HIS 2310	Survey of the United States History
PSC 2310	The American Political System

## Optional courses

**9 SCH**

In addition, students take any three of the following optional American Studies courses:

Course Code	Course Name
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 of the United States

## 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 in HRD 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 affect 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

\* 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 3305 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.

Course Code	Course Name
HRD 3303	Training and Development
HRD 3304	Strategic HRD
HRD 3399	Special Topics in HRD
HRD 4302	Needs Assessment and Organizational Effectiveness
HRD 4303	Leadership and Management Development
HRD 4304	Consulting for HRD
HRD 4306	Organizational Development and Change
HRD 4307	Career Management and Development
HRD 4308	Global HRD

## Minor in National Human Resource Development 16 SCH

Any AUJ undergraduate student can pursue this minor by completing 15 SCH as described below. This minor is highly recommended to BAIS students.

### Intended Learning Outcomes

Undergraduates in NHRD will be expected to:

1. Understand Human Resource Development (HRD) as an agent of societal and national development;
2. Recognize the components of National HRD (NHRD) from a global perspective;
3. Distinguish between different NHRD practices, approaches, and visions at both national and international levels;
4. Identify and use different indices and measures to assess NHRD practices and processes in different countries;
5. Design NHRD actions and initiatives for societal development and growth.

### Required Courses

Students minoring in NHRD take the following five courses:

Course Code	Course Name
HRD 3305	Principles of Human Resource Development

HRD 4301	National Human Resource Development
HRD 4305	Organizational Development and Change for NHRD
HRD 4309	Global NHRD
HRD 4310	Government Policy in NHRD

## 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 15 to 16 credits as described below.

### Intended Learning Outcomes

Graduates with Minors in Organizational Studies will be expected 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 take the following three courses.

Course Code	Course Name
COM 2301 or COM 1304 <sup>1</sup>	Professional Communication or New Media Technology
HRD 2300	Introduction to Human Resource Development
PSY 3302 <sup>2</sup>	Social/Organizational Psychology

<sup>1</sup> SHSS students must take COM 1304

<sup>2</sup> Students who have taken MGT 3305 cannot take PSY 3302. They should take an additional course from the list below.

### Optional Courses (Two Courses)

**6-7 SCH**

In addition, students take two of the following optional courses:

<b>Course Code</b>	<b>Course Name</b>
COM 2427	Art and Design Production
COM 4401	Digital Advertising Production
COM 3311	Marketing Communication
COM 3330	Organizational Communication
HRD 3303	Training and Development
HRD 3304	Strategic HRD
HRD 3305	Principles of Human Resource 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	Organizational Development and Change for NHRD
HRD 4306	Organizational Development and Change
HRD 4307	Career Management and Development

## **Minor in Communication Studies**

**16-18 SCH**

Depending on their majors, non-Communication Studies majors may select one of the two minors in Communication studies below.

Depending on their majors, non-Communication Studies majors may select one of the two minors in Communication studies below.

## **Intended Learning Outcomes**

Graduates of the Communication Studies Minor are expected to

1. Have an understanding of the role and dynamics of media in shaping temporary societies and cultures and in fostering democracy and informed citizenship;
2. Be able to critically evaluate the functions of media and communication in different areas and from a variety of analytical and theoretical perspectives; and
3. Will have acquired proficiency in interpersonal and communication skills necessary for successful integration into professional environments.

## Communication Minor for SHSS Students

10 SCH

### Required Courses

Course Code	Course Name
COM 1304	New Media Technology
COM 3330	Organizational Communication OR
COM 3303	Global Communication and Media Policy
COM 2427	Art & Design Production

## Communication Minor for SBA and SSE Majors

10 SCH

### Required Courses

Course Code	Course Name
COM 1304	New Media Technology
COM 2301	Professional Communication
COM 2427	Art & Design Production

### Optional Concentration Courses

6-8 SCH

In addition, students must select two courses from the following:

Course Code	Course Name
COM 2403	Photography and Visual Story Telling
COM 2404	Introduction to Film Making
COM 3301	Public Relations Communication
COM 3304	Alternative Media
COM 3311	Marketing Communications
COM 3315	Media and Gender
COM 3321	Moroccan Media and Society
COM 3328	Media Analysis
COM 3330	Organizational Communication
COM 3398	Special topics in Media
COM 3399	Special Topics in Communication
COM 3402	Advanced Film Production
COM 4401	Digital Advertising Production
COM 4304	Communication and Development
COM 4405	Media Production Project Seminar

# SCHOOL OF SCIENCE AND ENGINEERING

**Kevin Smith**, Dean

**Fouad Berrada**, Science and Engineering Academic Coordinator

**Violetta Cavalli-Sforza**, Computer Science Academic Coordinator

**Faculty:** M.R. Abid, F.M. Abbou, Y. Salih-Alj, 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, R. Lghoul, K. Loudiyi, A. Mourhir, A. Ouardaoui, T. Rachidi, N. Rhiati, S. Samadi, K. Sendide, N. N. Sheikh, K. Smith, H. Talei, V. Van Lierde

## Accreditation



The Bachelor of Science in Computer Science program is accredited by the Computing Accreditation Commission of ABET, [www.abet.org](http://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 to 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 to learn 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 research and development as well as 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.

## **SSE Undergraduate 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.) degree 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](http://www.abet.org)). SSE is pursuing ABET-EAC accreditation for the BSGE and BSEMS programs.

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. Students who complete a combined program must satisfy the accreditation requirements for both degrees. For further information, see the graduate program section.

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 AUJ 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 areas 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 strengths 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.

## GenEd for SSE Programs

**43 SCH**

AUI defines a common GenEd Program that must be satisfied by all AUI majors. The following chart illustrates courses satisfying the GenEd Requirements for SSE majors.

Disciplines	Course codes	SCH
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic/French	ARB 1310, ARB 1320 or FRN 2310 and 3310	6
Public Speaking	COM 1301	3
Computer Science	CSC 1401	4
English	ENG 1301 and ENG 2303	6
History or Political Science	HIS 1301, HIS 1302, HIS 2301, or PSC 2301	3
Humanities I	HUM 2301, HUM 2302, HUM2303, HUM 2304, LIT 2301, LIT 2304, or LIT 2305	3
Humanities II	HUM 2306, PHI 2301 or PHI 2302	3
Mathematics	MTH 1311 and MTH 1312	6
Physical Sciences	CHE 1401 or BIO 1401	4
Social Sciences	ECO 1300, GEO 1301, PSY 1301, SOC 1301, or SSC 1310	3

\* FAS 0210 counts for 2 non-degree credits

There are a number of courses outside the GenEd also required for all SSE degrees. The following chart demonstrates courses that are part of all SSE degrees.

## School of Science and Engineering Core Curriculum 26 SCH

CSC 2302	Data Structures
EGR 1201	Introduction to Engineering
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 Computer Science

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's educational objectives are to produce 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 succeed in 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 individuals, organizations and society;
- h. An ability to recognize the need for, and 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 degree consists of four areas:

1. Mathematics and Basic Sciences (30 SCH),
2. Computer Science major (61 SCH),
3. Minor (15 SCH), and
4. General Education (29 SCH).

## **Area 1: Mathematics and Basic Sciences 30 SCH**

In addition to the required mathematics and science courses, students must choose 7 SCH of additional electives in mathematics or science. Math and science elective courses must be appropriate for a major in engineering or the physical sciences. These electives allow students to design a curriculum that will help them achieve their career goals, and should be selected with assistance of their advisor. One of the electives must be either biology or chemistry.

### **Mathematics Requirements (15 SCH):**

MTH 1304 (3 SCH)	Discrete Mathematics for Engineers
MTH 1311 (3 SCH)	Calculus I: Differential Calculus
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 (7 SCH):**

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
SCI 2x99 (1-4 SCH)	Special Topics in Science

## Area 2: Computer Science Major

**61 SCH**

The Computer Science major includes 15 required courses, 3 advanced computer science elective courses, and 2 free electives:

### Required Engineering courses (22 SCH):

EGR 1201 (2 SCH)	Introduction to Engineering
CSC 1401 (4 SCH)	Computer Programming
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. EGR 4303 Applied Research can be taken instead of one of the 3 CSC advanced electives.

### 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 Requirement

**29 SCH**

The General Education requirement is a critical element in a liberal arts

education. General education helps form a global perspective and understanding of the interaction and codependency between individuals and technology with society and the planet. Several of the topics within the GenEd 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 that satisfy the General Education requirement include the following:

<b>Disciplines</b>	<b>Course codes</b>	<b>SCH</b>
Foundations for Academic Success	FAS 0210*, FAS 1220	2
Arabic/French	ARB 1310, ARB 1320 or FRN 2310, FRN 3310	6
Public Speaking	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

\* FAS 0210 counts for 2 non-degree credits

**Total SCH requirement for BSCSC Major 135 SCH**

## **Bachelor of Science in Engineering and Management Science**

The mission of the BSEMS program at AUJ 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'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 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:

- An ability to apply knowledge of mathematics, science, and engineering;
- An ability to design and conduct experiments, as well as to analyze and interpret data;
- 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;
- An ability to function on multidisciplinary teams;
- An ability to identify, formulate, and solve engineering problems;
- An understanding of professional and ethical responsibility;
- An ability to communicate effectively;
- The broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context;
- A recognition of the need for, and an ability to engage in life-long learning;
- A knowledge of contemporary issues;
- An ability to use the techniques, skills, and modern engineering tools necessary for engineering practice;
- An ability to communicate effectively in a multilingual world;
- 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**

In addition to the required mathematics and science courses, students must choose 5 SCH of additional electives in mathematics or science. Math and science elective courses must be appropriate for a major in engineering or

the physical sciences. These electives 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**

**15 SCH**

MTH 1311	(3 SCH)	Calculus I: Differential Calculus
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**

**5 SCH**

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
SCI 2x99	(1-4 SCH)	Special Topics in Science

## **Area 2: Engineering Sciences and Required Engineering Management Topics**

**59 SCH**

Engineering sciences provide the basis for 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):**

CSC 1401 (4 SCH)	Computer Programming
CSC 2302 (3 SCH)	Data Structures
CSC 3323 (3 SCH)	Analysis of Algorithms
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
EGR 4391 (3 SCH)	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, finance, logistics and supply chain management, international engineering, and other areas that may be added. Computer Science has been the historical emphasis of the BSEMS. 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 AUI 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 Finance, EMS students need to take a minimum of 15 SCH from the following:**

FIN 3301	Principles of 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 Logistics and Supply Chain Management, students need to take a minimum of 15 SCH from the following:**

SCM 3301	Introduction to Management Science (Required)
SCM 4301	Logistics and Supply Chain Management (Required)
GBU 3302	Business Law and Ethics
MGT 4311	Quality Management
MGT 4312	Project 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 3311, 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 Requirement is a critical element in a liberal arts 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. Several of the topics within the GenEd 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 GenEd that satisfy the general education requirement include the following.

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
Public Speaking	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

## Bachelor of Science in General Engineering

The mission of the BSGE program at AUI is to produce engineers with a strong foundation who 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;
- i. Solutions in a global, economic, environmental, and societal context;
- j. A recognition of the need for, and an ability to engage in life-long learning;
- k. A knowledge of contemporary issues;
- l. An ability to use the techniques, skills, and modern engineering tools necessary for engineering practice;
- m. An ability to communicate effectively in a multilingual world.

**The 135 credit hour BSGE consists of four areas:**

1. Mathematics and basic sciences (32 SCH),
2. Engineering sciences and required engineering topics (59 SCH),
3. A thematic elective area (15 SCH),
4. General Education (29 SCH).

**Area 1: Mathematics and Basic Sciences 32 SCH**

In addition to the required mathematics and science courses, students must choose 5 SCH of additional electives in mathematics or science. Math and science elective courses must be appropriate for a major in engineering or the physical sciences. These electives 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 (15 SCH)**

MTH 1311 (3 SCH)	Calculus I: Differential Calculus
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 (5 SCH)**

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
SCI 2x99 (1-4 SCH)	Special Topics in Science

## **Area 2: Engineering Sciences and Required Engineering Topics 59 SCH**

Engineering sciences provide the basis for 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 collaboration with their advisor. These areas include computer science, international engineering and other areas that may be added. 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 AUI, 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 3323      Analysis of Algorithms
- 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:**

SCM 3301	Introduction to Management Science (Required)
SCM 4301	Logistics and Supply Chain Management (Required)
GBU 3302	Business Law and Ethics
MGT 4311	Quality Management
MGT 4312	Project Management
SCM 4302	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:**

EGR3351 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 3311, 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 Requirement (GenEd) is a critical element in a liberal arts education. General education helps form a global perspective and an understanding of the interaction and co-dependencies of individuals and technologies with society and the planet. Several of the topics within the GenEd 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 that satisfy the GenEd include the following:

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
Public Speaking	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,	3
Humanities II	HUM 2304, LIT 2301, LIT 2304, LIT 2305	3
Social Sciences	HUM 2305, HUM 2306, PHI 2301, PHI 2302	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<sup>1,2</sup> Data Structures

CSC 2303 Advanced Programming

**And 9 SCH from the following:**

CSC 3324 Software Engineering

CSC 3326 Database Systems

CSC 2304 Computer Architecture

CSC 33XX One advanced CSC course

<sup>1</sup> CSC 1401 is a prerequisite to CSC 2302 and needs to be taken before beginning the minor.

<sup>2</sup> 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)

**Course requirements for the minor in mathematics include two required courses:**

MTH 1312      Integral Calculus

MTH 2301      Multivariable Calculus

**And 9 credits from the following: <sup>1</sup>**

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

<sup>1</sup>Prerequisites must be met before enrolling in these courses. 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.

# UNDERGRADUATE COURSE DESCRIPTIONS

## Course Numbers and Discipline 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

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.

### Abbreviations

Each discipline or area of study is assigned a three-letter abbreviation that is used as an identifying prefix to the course number. The abbreviations are:

Accounting	ACC
Academic Listening, Speaking and Note-taking	ALS
Academic Writing	AWT
Arabic Studies	ARA/ARB
Biology	BIO
Biotechnology	BTC
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
Science	SCI
Social Science	SSC
Sociology	SOC
Spanish	SPN
Supply Chain Management	SCM
Sustainable Energy Management	SEM
Tamazight	TMZ

# Undergraduate 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 financial accounting, double entry accounting theory, recording procedures, 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, cost behavior, cash flow statements, financial statement analysis including ratio analysis, horizontal, and vertical analysis cost of products for managerial decision-making, forecasting, budgeting and profitability analysis.

### **ACC 3201 Moroccan Accounting and Taxation**

**2 SCH**

Prerequisites: ACC 2301, ACC 2302, Junior classification

2 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 international and the Moroccan systems with respect to the form, content, and meaning of financial statements. This course is given partially or totally in the *French Language* depending on the guest speakers invited every semester.

### **ACC 3399 Special Topics in Accounting**

**3 SCH**

Prerequisite: ACC 2301, ACC 2302, Junior classification

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: FIN 3301, Junior classification

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 a study of International Financial Reporting Standards (IFRS).

## **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 that 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-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).

## **Arabic (ARA/ARB)**

### **Courses Designed for Non-Native Speakers of Arabic (ARA)**

#### **ARA 1300 Moroccan Arabic I**

**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 II**

**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/Corequisite: 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 Aloula, 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/Corequisite: 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 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 in both 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 errors, 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 its 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 classification

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 that 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 that 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, and ranges from expanding the students' word stock and developing their critical reading strategies to producing and presenting book reports. 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 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).

### **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 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).

## **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 form. Special attention is paid to the ecological, behavioral, and environmental 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**

**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 cover biotechnology and how it is applied, and will include discussions on the implications of 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.

## **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**

Corequisite: CIP 1001

(CIP 1002 - ONE seminar lasting 1 1/2 hours - No pre-registration required – The Registrar’s Office registers students when they earn 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.

### **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 Public Speaking**

**3 SCH**

Prerequisite: ENG 1301

The focus of the course is to develop public speaking and group discussion skills. Students will 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 will work in small groups and teams to do research, presentations, interviews and interactive role-playing.

### **COM 1304 New Media Technology**

**3 SCH**

Prerequisite: COM 1301

The course explores the history of media technology from Guttenberg onward with a focus on recent development in digital media and internet. Developments in media and technology have impacted how we communicate and how we conduct business and politics. The course focuses on a number of critical issues related to emerging media such as surveillance, security, ownership, and control. This course will explore key legal and regulatory issues raised by new media, including free speech, copyright and piracy, net neutrality, and privacy, among others.

### **COM 2301 Professional Communication**

**3 SCH**

Prerequisite: COM 1301

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 will practice these skills through presentations and role-playing. They will also learn to compose basic written forms of communication essential for the professional environment (emails, memos, cover letters, and résumés).

### **COM 2327 Art and Design Production**

**3 SCH**

Prerequisite: COM 2403

This course introduces fundamental art concepts and histories important in all aspects of contemporary design from print, photography, to website interface. Starting from the earliest expressions of culture through visual mediums the course will conclude with practical implementations of digital design concepts. Students will be introduced to the vocabulary and working terms of artists and designers as well as visiting core theories and histories of design, from European to Arabian aesthetics, past and present.

### **COM 2403 Photography and Visual Story Telling**

**4 SCH**

Prerequisite: COM 1304

This introductory digital photography course balances visual theory with practical learning. Students will learn the basic elements of photography, SLR cameras, visual theories, history, and critiques. No prior experience in photography is needed, students are encouraged to bring their own manual-control camera or share lab cameras. The class structure will consist of lectures, demonstrations, readings, discussions, group critiques, and in class working time. Students are expected to work on their projects outside class time.

### **COM 2404 Introduction to Film Making**

**4 SCH**

Prerequisite: COM 1304

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 will learn basic video camera operation and will develop skills in lighting, editing, and sound acquisition. Students will create their own final non-sync projects.

### **COM 3301 Public Relations Communication**

**3 SCH**

Prerequisites: COM 1304, Junior classification

The course will cover the principles, history, theory, and practice of public relations in business, organizations and agencies. The course will use case- method and campaign-planning approaches to analyze public relations programs. The course will also examine 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 Global Communication and Media Policy**

**3 SCH**

Prerequisite: COM 1304, Junior classification

The course examines the major issues in global 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. This course explores concepts such as nationalism, regionalism, globalization, and cultural identity. This course also provides a general introduction to key media policy debates. Students will learn how our media system is governed, ranging from the Internet and telecommunications to mainstream news and entertainment media.

### **COM 3304 Alternative Media**

**3 SCH**

Prerequisite: COM 1304, Junior classification

The area of alternative media studies is an emerging field of inquiry. This course is designed to bring attention to not only the prevalence and influence of mainstream/mass media, but also to other types of media that circulate in the public sphere. Among the plethora of available media content, this course discusses which ones can be defined as alternative media. It offers an exploration of key debates in academic and media establishments concerning the criteria used for conceptualizing alternative media. The course then undertakes an examination of various historical and contemporary manifestations, with a particular focus on Arab alternative media. It also includes an examination of the limits of alternative media in terms of effecting social transformation.

### **COM 3311 Marketing Communications**

**3 SCH**

Prerequisites: COM 2427, SSC 2401, Junior Classification

This course introduces students to the strategic process of marketing communication, from understanding the target audience to evaluating a marketing communication campaign or strategy. Students are exposed to principles of marketing, strategic planning, message creation, communication mix tools and marketing communication measurement. Students will learn to create and evaluate a creative brief for advertisements, sales promotions, and direct and interactive communication tools. Special emphasis is put on the design of a strategic marketing communication plan. Students are required to participate in a variety of communication activities and to perform a number of research tasks and practical assignments.

**COM 3315 Media and Gender****3 SCH**

Prerequisite: Junior classification

The course examines the complex relationship between gender, culture and the media in various societies. It introduces students to theories of communication, gender, and representation. They critically study portrayals of femininity and masculinity 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.

**COM 3320 Communication Theories****3 SCH**

Prerequisite: COM 1304, Junior classification

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 will draw upon various perspectives: psychological (cognitive and behaviorist), philosophical, linguistic, and sociological. The course will also focus on genres of theories and on the theory/research connection to see how theories are applied.

**COM 3321 Moroccan Media and Society****3 SCH**

Prerequisites: COM 1304, Junior classification

The course examines the role and function of the media within Moroccan society. It analyzes the economic, legal, and political environments of media, the content of media messages, the relationship between media and the Moroccan public.

**COM 3328 Media Analysis****3 SCH**

Prerequisite: Junior classification

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 3330 Organizational Communication****3 SCH**

Prerequisites: COM 2301, Junior classification

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, 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** **3 SCH**

Prerequisite: Junior classification

This course will be offered occasionally; topics will vary. Course may be taken for degree credit only once.

**COM 3399 Special Topics in Communication** **3 SCH**

Prerequisite: Junior classification

This course will be offered occasionally; topics will vary. Course may be taken for degree credit only once.

**COM 3402 Advanced Film Production** **4 SCH**

Prerequisite: COM 2304, Junior classification

This advanced hands-on class builds on the skills learned in COM 2304 Introduction to Video and Film Production. It is an intensive hands-on course producing fiction projects and non-fiction documentary projects with additional skills in script-writing, advanced video techniques and digital editing. Students are expected to work on their projects outside lecture times.

**COM 4304 Communication and Development** **3 SCH**

Prerequisite: Senior classification

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 will learn the conceptual and methodological skills required for the design and implementation of communication programs for social change.

**COM 4401 Digital Advertising Production** **4 SCH**

Prerequisites: COM 2427, or Instructor's approval

Through lectures, demonstrations and classroom exercises, students explore the capabilities and uses of a range of digital design tools. Focusing

on production of Web-specific advertising materials, students gain applied and theoretical knowledge of interactive advertising development. Through an exploration of the history and future of the infrastructure of the Web as a medium for interactivity, students learn how to create effective advertising solutions and communication specific to the various online media.

### **COM 4405 Media Production Project Seminar**

**4 SCH**

Prerequisite: COM 3402

This course further develops students' understanding of production processes involved in the execution of creative content. Using digital videos and production/editing software, the students will undertake practical creative tasks. The course examines several different aspects of creative production, from creating powerful visual images, using digital cameras and videos, creating, recording, and manipulating sound for creative purposes, filming and editing video, copywriting, scriptwriting and narrative development. The course is designed to help develop students' skills in producing and understanding creative and persuasive content.

## **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 in a structural procedural language (currently Python). *Offered in fall, spring, summer.*

### **CSC 1401 Computer Programming**

**4 SCH**

Prerequisite: Working knowledge of algebra and trigonometry

3 lecture hours, 2 lab hours.

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 (currently C). Professional, ethical, legal, security, and societal issues and responsibilities of software development and use. *Offered in fall, spring, summer.*

**CSC 2199, 2299, 2399, 2499, 2599 Special Topics in Computer Science** **1, 2, 3, 4, 5 SCH**  
(Title to be assigned when offered)

Prerequisite: 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. *Offered as needed.*

**CSC 2302 Data Structures** **3 SCH**

Prerequisite: CSC 1401. Co-requisite: MTH 1304 (required for BSCSC major and recommended for other majors)

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). *Offered in fall, spring, summer.*

**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. *Offered in fall, spring, summer.*

**CSC 2304 Computer Architecture** **3 SCH**

Prerequisites: CSC 2302, 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. *Offered in fall and spring.*

**CSC 3309 Artificial Intelligence****3 SCH**

Prerequisites: CSC 2303, EGR 1201, 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. *Offered in fall.*

**CSC 3315 Languages and Compilers****3 SCH**

Prerequisite: CSC 2303, EGR 1201

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. *Offered in spring.*

**CSC 3323 Analysis of Algorithms****3 SCH**

Prerequisite: CSC 2302, EGR 1201, Junior Classification

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. *Offered in fall and summer.*

**CSC 3324 Software Engineering I****3 SCH**

Prerequisite: CSC 2302, EGR 1201

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. *Offered in fall and spring.*

**CSC 3325 Software Engineering II****3 SCH**

Prerequisite: CSC 3324, EGR 1201

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. *Offered in fall and spring.*

### **CSC 3326 Database Systems**

**3 SCH**

Prerequisite: CSC 3324, EGR 1201

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. *Offered in fall, spring, and often in summer.*

### **CSC 3327 Internet Technologies**

**3 SCH**

Prerequisite: CSC 3326, EGR 1201

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. *Offered in fall and sometimes in spring.*

### **CSC 3328 Embedded Systems**

**3 SCH**

Prerequisite: CSC 3351, EGR 1201

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. *Offered occasionally.*

### **CSC 3341 Computer Graphics**

**3 SCH**

Prerequisite: CSC 2302, EGR 1201

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. *Offered occasionally.*

### **CSC 3351 Operating Systems**

**3 SCH**

Prerequisites: CSC 2303, CSC 2304, EGR 1201

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 covers concurrency, scheduling, memory and device management, file systems, and scripting. The course uses implementations of Unix-like and Windows systems to illustrate some concepts. *Offered in fall and spring.*

### **CSC 3352 Computer Communications**

**3 SCH**

Prerequisites: CSC 2303, CSC 2304, EGR 1201

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 data link layers. Topics include channel capacity, error handling, transmission techniques, and flow control. Case studies: Ethernet, token ring, token bus, and others. *Offered in fall and spring.*

### **CSC 3353 Computer Networks**

**3 SCH**

Prerequisite: CSC 3352, EGR 1201

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. *Offered in fall and spring.*

**CSC 3354 Distributed Systems****3 SCH**

Prerequisites: CSC 3351, CSC 3352, EGR 1201

3 lecture hours

Classification of distributed systems. Systems architecture: unreliable networks and programs as implementations of perfect abstract processes that communicate through loss-free channels. Standardization of protocols and services. Specification of distributed activities. Proofs of systems properties. Server-based systems. *Offered occasionally.*

**CSC 3355 Cryptography****3 SCH**

Prerequisites: CSC 2303, EGR 1201, 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 field's 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. *Offered in spring.*

**CSC 3361 Programming Challenges****3 SCH**

Prerequisite: CSC 2302, EGR 1201

3 lecture hours

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 AUJ 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. *Offered in spring.*

**CSC 4199, 4299, 4399, 4499, 4599 Special Topics in Computer Science  
(Title to be assigned when offered)****1, 2, 3, 4, 5 SCH**

Prerequisite: Junior classification, 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). *Offered as needed.*

## **Economics (ECO)**

### **ECO 1300 Introduction to Economics**

**3 SCH**

This course 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 1304, or MTH 1305, or MTH 1311

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, it will analyze the implications of the macroeconomic policy on aggregates such as national income, unemployment, money and inflation, interest rate, fiscal and monetary policy, 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

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**

Prerequisites: ECO 2302, GBU 3311

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**

Prerequisites: ECO 2302, ECO 2310 for International Studies Major

3 lecture hours

This course introduces theories of growth and planning, and provides for formulating 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**

Prerequisites: ECO 2302, Junior classification

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**

Prerequisites: ECO 2302, Junior classification

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.

## **Engineering (EGR)**

### **EGR 1201 Introduction to Engineering**

**2 SCH**

Prerequisite: Students should pass all LC modules

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**

Prerequisite: 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 1311, Corequisite 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**

Prerequisites: MTH 1312, 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**

Prerequisite: EGR 2301, Corequisite 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, Corequisite 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****3 SCH**

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**

Prerequisite: 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 1210, 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**

Prerequisite: EGR 3302, Corequisite 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: PHY 1401, EGR 2311, Junior classification, Corequisite MTH 2303

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, and psychrometrics. Macroscopic systems involving energy and its various forms. Applications to conventional and emerging energy systems.

**EGR 3304 Materials Science****3 SCH**

Prerequisite: CHE 1401, Corequisite 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**

Prerequisites: EGR 2402, MTH 2304, EGR 3331

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 3331 Digital Design****3 SCH**

Corequisite: 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, and principles of machine language, and microprocessor design, all of which are needed to design complex digital systems.

**EGR 3351 International Engineering****3 SCH**

Prerequisites: EGR 2301, EGR 2302, Junior classification

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

3 lecture hours

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 cover 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**

Prerequisites: EGR 2302, EGR 2391

3 lecture hours

Prohibits credit from MGT 3301

Fundamental principles and concepts of management, with applications to technical organizations and professions. Planning, organization, leadership, control. National culture, globalization, and personal management techniques.

**EGR 3392 Entrepreneurship**

**3 SCH**

Prerequisites: MGT 3301, or EGR 3391, MKT 3301, FIN 3301

3 lecture hours

Prohibits credit from 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**

Prerequisite: 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 4199, 4299, 4399, 4499, 4599 Special Topics in Engineering (Title to be assigned when offered)**

**1, 2, 3, 4, 5 SCH**

Prerequisites: Junior classification, 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**

**3 SCH**

3 lecture hours

Prerequisites: ENG 2303, FRN 3310, or equivalent

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 businessperson 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 classification

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. *Can be repeated for credit.*

### **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 Quantitative Methods for Engineering Management**

**3 SCH**

Prerequisite: EGR 3401

3 lecture hours

Prohibits credits from GBU 3311

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**

Prerequisites: MTH 3301 or EGR 3401, Junior classification

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**

Prerequisite: 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**

Prerequisites: EGR 3401, or MTH 3301, Junior classification

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**

Prerequisites: SCM 3301, Junior classification

3 lecture hours

Prohibits credits from SCM 4301

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 GER 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 4491 Advanced Quantitative Methods for Engineering Management**

**4 SCH**

Prerequisites: MTH 3301, or EGR 3401, Junior classification

3 lecture hours, 2 lab hours

Prohibits credits from GBU 3311 or GBU 3401

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. Includes a laboratory session.

## **English (ENG)**

### **ENG 1301 English Composition I**

**3 SCH**

Prerequisite: Student should pass all Language Center modules

Possible Corequisite: FAS 0210

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, 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 improve 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 argumentation. This course is not an equivalent of the ENG 2302 or ENG 2303 courses.

### **ENG 2302 Writing for Business**

**3 SCH**

Prerequisites: Successful completion of all FAS courses, ENG 1301, 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: ENG 1301, COM 1301, successful completion of all FAS courses

3 lecture hours

This course is designed to develop 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 them into concise and clear texts. Students will write resumes, cover letters, memorandums, reports, professional emails and a final research paper. In the context of these or in separate assignments, they will practice rhetorical approaches such as process instruction, process analysis, comparison-contrast, classification and definition. The last half of the semester requires the writing of a research paper on an approved academic topic, 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 2311 Translation**

**3 SCH**

Prerequisite: Junior classification

The aim of this Arabic-English Translation course is to help students improve their English composition skills at both the graduate and undergraduate levels, and to reinforce their command and knowledge of the English language and culture. It is also an introduction to the principles of professional translation, methodology, translation software, and cognitive processes involved in translation. Through the translation process, students will develop awareness of the problems in Arabic-English vocabulary, grammar, syntax, various types of sentence structure, phraseology, rhetoric and style. Close attention will be paid to language interference, to formal/informal language, and to British vs. American English in terms of diction spelling norms and grammar. The course will also encourage students to recognize the purpose of different types (narrative, reporting, descriptive, expository, and argumentative) of the texts being translated. It will provide some theory but a lot of practice, with the aim of helping students to expand their international communication skills, no matter their field of study.

### **ENG 2312 News Reporting: An Introduction**

**3 SCH**

Prerequisite: Junior classification

This course will introduce students to the basics of researching, interviewing and writing objective news reports for both print/online and live venues. Students will also learn and practice critical thinking required to make sound reporting decisions. Students will also learn to prepare, record, document and write interview reports from primary sources. Clear and effective writing begins with reading; that is, through thoughtful engagement with prior acts of writing. We will therefore devote considerable attention to developing skills necessary to a critical engagement with texts provided in the course reader. Students will develop a range of skills necessary to the careful scrutiny and close reading of texts, by focusing not only on textual meaning or argument, but also through careful attention to matters of form, style, and design.

### **ENG 2313 Nonfiction Narrative**

**3 SCH**

Prerequisite: Junior classification

The purpose of this course is to provide students with an introduction to university-level skills in writing creative non-fiction compositions. Specifically, students will learn the skills necessary to produce original, university-level personal essays. A constant emphasis will be placed on writing and thinking as process that unfolds through critical engagement with topics. Attention will be paid to the forms and conventions of non-fiction essays. Students are expected to already possess a sound understanding of the forms and conventions of standard, written English.

However, we will also address and reinforce topics such as writing effective sentences, composing paragraphs, and matters of style. Clear and effective writing begins with reading; that is, through thoughtful engagement with prior acts of writing and reflection. We will therefore devote considerable attention to developing skills necessary to a critical engagement with texts provided in the course reader. Students will develop a range of skills necessary to the careful scrutiny and close reading of texts, by focusing not only on textual meaning or argument, but also through careful attention to matters of form, style, and rhetorical construction. We will be concerned, therefore, not simply with what a text says, but more importantly, with how it says it.

### **ENG 2320 Creative Writing**

**3 SCH**

Prerequisite: ENG 1301

In this course, students will immerse themselves into the work of reading and writing, and 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 classification

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 non-degree credits**

Prerequisite: Successful completion of at least three Language Center level II courses

Possible Corequisite: ENG 1301

This course offers basic study skills and information literacy skills preparing students for academic success at AUJ. 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. This course can be waived upon successful completion of a placement test. This course can be waived upon meeting portfolio requirements.

### **FAS 1220 Introduction to Critical Thinking**

**2 SCH**

Prerequisite: FAS 0210

This course is designed to develop students' understanding of the critical thinking 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 respond 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**

**2 SCH**

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 (10-15pages) 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**

Prerequisites: ACC 2302, ECO 2302; or ACC 2301, EGR 2302 (SSE); or ACC 2301, 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

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 3306: Corporate Governance**

**3 SCH**

Prerequisite: FIN 3301

At the end of this course students will have an understanding of the

underlying theory, principles, and practices that surround the governance of modern corporations. The course focuses, in particular, on the mechanisms that shareholders use to ensure that managers maximize shareholders wealth. Topics include: the history of the corporation, boards of directors, agent theories, management and executive compensation, profit sharing, employee ownership, stock options, and shareholders rights.

**FIN 3399 Special Topics in Finance** **3 SCH**

Prerequisites: FIN 3301, Junior classification

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**

Prerequisites: FIN 3301, GBU 3311, Junior classification

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**

Prerequisites: FIN 3302, FIN 3303, GBU 3311

3 lecture hours

This course reviews the theory and practice of financial intermediation. It focuses on the goals and frameworks of financial intermediaries (such as commercial banks, insurance companies, pension funds, and investment companies) that help transfer financial resources from savers to borrowers. Methods of structuring assets and liabilities are also presented.

**FIN 4306 Financial Investments and Securities Analysis** **3 SCH**

Prerequisites: GBU 3311, 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**

Prerequisites: GBU 3311, 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.

**French (FRE/FRN)**

**French as a Foreign Language (FRE)**

**FRE 1301 Beginning French I** **3 SCH**

3 lecture hours

Prerequisite: Registration by placement test only

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**

3 lecture hours

Prerequisite: FRN 1301 or Instructor's consent

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**

3 lecture hours

Prerequisite: FRN 1302 or placement test results

Not open for Moroccan students. This course consolidates and extends vocabulary, 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**

4.5 lecture hours

Prerequisite: Registration by placement test only

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**

3 lecture hours

Prerequisite: FRN 1305 or placement test results

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**

**3 SCH**

3 lecture hours

Prerequisite: FRN 1308 or placement test results

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**

3 lecture hours

Prerequisite: FRN 2310 or placement test results

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.

## **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-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).

## **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 classification. This course cannot be taken in exchange or study abroad.

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 guests speakers invited every semester.

### **GBU 3302 Business Law and Ethics**

**3 SCH**

Prerequisite: Junior classification. This course cannot be taken in exchange or study abroad.

3 lecture hours

This course focuses on the organization and operation of both American and Moroccan legal systems, legal rules and ethical constraints that impact business, and the practical application of these rules and constraints to real world situations. Emphasis is placed on analytical problem solving and ethical decision-making.

### **GBU 3311 Quantitative Methods in Business**

**3SCH**

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 an extensive coverage of inferential statistics: one or two population hypothesis testing, ANOVA, chi-square tests, regression analysis, and time series forecasting.

### **GBU 3399 Special Topics in Business**

**3 SCH**

Prerequisite: Junior classification

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 classification

1 lecture hour

This course is designed to equip senior students with skills needed to launch a successful career and to identify the career path that best fits their strengths, interests, and values. The course covers several topics related to career development including analysis of the job market, in depth analysis of individual strengths, interviewing skills, CV preparation, motivation and thank you letter preparation and the job search process.

**GBU 4308 Net-Economics and e-Business****3 SCH**

Prerequisites: MGT 3301, MIS 3301, Junior classification

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.

**Geography (GEO)****GEO 1301 Introduction to Geography****3 SCH**

Corequisite: FAS 1220

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 2301 Economic Geography****3 SCH**

Prerequisite: GEO 1301

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 2302 Political Geography**

**3 SCH**

Prerequisite: GEO 1301

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 2402 Geographic Information Systems**

**4 SCH**

Prerequisite: None

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 4301 Environmental Management**

**3 SCH**

Prerequisite: GEO 1301

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**

Corequisite: FAS 1220

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)

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**

Prerequisites: FAS 1220, ENG 1301

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 20<sup>th</sup> Century** **3 SCH**

Prerequisites: HIS 1301, HIS 1302 or HIS 2301, FAS 1220

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 classification

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**

Prerequisite: Sophomore classification

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

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 3310 Contemporary Moroccan History** **3 SCH**

Prerequisites: HIS 1301, FAS 1220

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**

This course introduces students to the history of the area that is today Algeria, beginning in the Ottoman-era and continuing up to the present. It explores the relationship between this area of northern Africa and the Ottoman Empire up through the 19th century, the period of French colonization in the region from 1830 to 1962, and the era of an independent Algeria from 1962 to the present. Students will have the opportunity to read, watch, and discuss historical materials relating to a variety of themes including early-modern religious and political communities, colonialism and colonial knowledge production, the process of decolonization and

the decolonization of history, nationalism, and attempts to create and maintain collective identity in a diverse religious and linguistic landscape.

**HIS 3320 History of United States Foreign Policy** **3 SCH**

Prerequisite: Junior classification

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 classification

This course is a comparative examination of European Imperialism in the nineteenth and twentieth centuries. Students study the historical contexts that 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.

## **Human Resource Development (HRD)**

**HRD 2300 Introduction to Human Resource Development** **3 SCH**

Prerequisite: FAS 1220

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

An introduction to business issues for HRD specialists. An overview of the global business environment and ethics are foundational. In addition, 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 classification

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 to be given to cross-cultural issues in business and ethics.

### **HRD 3303 Training and Development**

**3 SCH**

Prerequisite: HRD 2300

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, HRD 3401

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 Principles of Human Resource Development**

**3 SCH**

Prerequisite: HRD 2300

This course focuses on the main realms of Human Resource Development field and introduces students to training and development and organizational development theories and principles. The course emphasizes the importance of HRD as an agent of societal and national development. The main aim is to understand HRD as a process or activity that, either initially or over the long term, has the potential to develop adults' work based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately, the whole of humanity.

**HRD 3399 Special Topics in HRD**

**3 SCH**

Prerequisite: Junior classification

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 that focuses on employment laws and relations and how they affect the way human resources are managed.

**HRD 4301 National Human Resource Development**

**3 SCH**

Prerequisite: HRD 2300

This course introduces the field of National Human Resource Development, explains its origins and fundamentals, its core beliefs and assumptions, its components and practices, and addresses the challenges facing NHRD approach. In particular, this course emphasizes NHRD common target activities including education, workforce training, capability building, health, safety, culture, language, and religion, economics, politics, laws, rights, corruption, science and technology, poverty alleviation, and government effectiveness among others. The course outlines also the complexity of implementing NHRD actions that is compounded by the cultural differences from region to region and nation to nation.

### **HRD 4302 Needs Assessment and Organizational Effectiveness 3 SCH**

Prerequisites: HRD 2300, HRD 3401, HRD 3303

Corequisite: HRD 3303

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 3305

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

Corequisite: HRD 3304

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 Organization Development and Change for NHRD 3 SCH**

Prerequisite: HRD 3305

The course focuses on the metaphor of “Nation as a host organization” for HRD activities and processes and introduces students to the system thinking approach and its implications for an organization having a mission with mission-driven goals and outputs. The course aims to understand different change management practices and their applications at the nation level. It also builds on the main investments in HRD at the nation level ranging from maintaining high-level national workforce competitiveness to fundamental elevation of a nation from poverty and disarray. Through adopting a change management perspective while dealing with such investments, students will acquire skills and competences on how to lead and manage HRD-driven change actions for national development and growth.

### **HRD 4306 Organization Development and Change**

**3 SCH**

Prerequisites: HRD 3401, PSY 3302

Corequisite: HRD 3304

Organization Development (OD) is a formal sub-discipline of Human Resource Development. Organization 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 Organization Development and Organization Change. Students examine various methods of organizational research and analysis in order to plan methods for Organization Development interventions. The course offers opportunities to investigate OD systems and strategies.

### **HRD 4307 Career Management and Development**

**3 SCH**

Prerequisites: HRD 2300, HRD 3401

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, HRD 3304

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.

### **HRD 4309 Global NHRD**

**3 SCH**

Prerequisite: HRD 2300, or special permission

This course builds on various NHRD approaches and visions as implemented in different countries and addresses the results achieved through such investments. Different indices and measures will be used to conduct comparative analyses while recognizing cultural differences and country-specific characteristics when interpreting findings. Students will gain

meaningful insights as regards the state of advancement of global NHRD initiatives and think of the main challenges different countries are facing and the way they can address them to achieve progress.

### **HRD 4310 Government Policy in NHRD**

**3 SCH**

Prerequisite: HRD 2300, or special permission

This course introduces students to NHRD Government policy in Morocco building on the components of NHRD including education, health, safety, economic development, politics, civil liberties and rights, corruption, rural development, poverty alleviation, income inequalities, science and technology, infrastructure and logistics, international cooperation, among others. Students will follow the stages of the HRD process including needs assessment, design, implementation and evaluation to assess NHRD government policies and develop in teams NHRD projects, actions, and initiatives.

## **HUMANITIES (HUM)**

### **HUM 1310 History and Culture of the Amazigh**

**3 SCH**

Prerequisite: FAS 1220

The purpose of this course is to provide students with insight into the specifics of Amazigh (Berber) culture and institutions, starting with a background survey covering the origins, distribution, and common history of the Amazigh 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 Amazigh 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 Amazigh-speaking areas of Morocco, Amazigh toponyms, and English translations of oral texts (folk-tales, proverbs, epic and lyrical verse, riddles, etc...).

### **HUM 2301 Islamic Art and Architecture**

**3 SCH**

(Equivalent to HUM 2304)

Prerequisites: Sophomore classification, FAS 1220

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, FAS 1220

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 Societies** **3 SCH**

(Taught in Arabic, equivalent to HUM 2302)

Using an interdisciplinary approach, this course introduces students to the historical and contemporary study of Islamic societies. Students explore a variety of topics including history, theology, mysticism, architecture, archeology, political theory, literature, and the fine arts to gain an appreciation for the vast array of peoples, places, ideas, and things that all gather under the umbrella of "Islam." Rather than a comprehensive course in the history of Islam, the course varies depending on the semester and instructor, who emphasizes different historical and/or contemporary themes.

**HUM 2304 Islamic Art and Architecture** **3 SCH**

(Taught in Arabic, equivalent to HUM 2301)

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**

Prerequisites: FAS 1220, Sophomore classification

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**

Prerequisites: FAS 1220, Sophomore classification

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

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 applied for 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

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 classification

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 classification

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

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 2301 or HUM 2302, SSC 3405

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 Amazigh (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.

## **International Studies (INS)**

### **INS 2301 Theories of International Relations**

**3 SCH**

Prerequisite: PSC 2301

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. The course focuses on four influential theories of international relations: Realism, Liberalism, Marxism, and Constructivism.

### **INS 2302 International Organizations**

**3 SCH**

Prerequisite: PSC 2301

This course examines how major processes interact in international relations. Students explore how economic and political forces, laws and norms, regimes, organizations, ad hoc arrangements and other instruments are used to influence and guide international relations. The main actors are identified and their roles assessed. These include States, IGOs, NGOs, private entities and individuals. The key issues at Stake include peace and security, conflict prevention, management and post-conflict reconstruction, trade negotiations, development aid, international financial relations, environmental protection, human rights, human development, and social and humanitarian activities. The United Nations, which is at the center of global governance, will be examined at some length and its role in dealing with these issues will be assessed.

### **INS 2320 Model United Nations**

**3 SCH**

Prerequisite: COM 1301

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 3303 International Law****3 SCH**

Prerequisite: INS 2301

International law plays an important role in international relations. This course identifies the basic elements and institutions such as the sources of law (including the Statute of the International Court of Justice and the Vienna Convention on the Law of Treaties); sovereignty, jurisdiction, the role of the International Court of Justice and other international tribunals, the relationship between international law and domestic (municipal) law, and selected substantive issues in International Law (such as human rights, criminal law, and environmental law).

**INS 3304 International Security****3 SCH**

Prerequisite: INS 2301

This course introduces students to the various approaches used in international security studies. The course explores the security/insecurity dichotomy in order to discuss the different dilemmas inherent to the field. The course combines theory and history to outline the debates within the field. The theoretical basis for International Security serves as the framework for the students' work. Students apply a framework of their choosing to analyze current problems in the domain of international security.

**INS 3305 International Political Economy****3 SCH**

Prerequisites: ECO 2310, PSC 2301

This course familiarizes students with the relationship between economics and politics at the international level. The questions surrounding globalization, international trade, the flows of capital, labor, and goods, as well as the governance of the international economic system are discussed. Issues related to development are also explored, along with trade and investment policies.

**INS 3306 Foreign Policy Analysis****3 SCH**

Prerequisite: INS 2301

This course examines how foreign policies are devised, implemented, and assessed across a variety of countries. It analyzes the state institutions and decision-makers responsible for making foreign policy and the factors that motivate them. It explores how different types of interest are articulated and promoted within the decision-making process. Finally, the course examines the role of structural restraints on foreign policy.

**INS 3307 Conflict Resolution in International Relations****3 SCH**

Prerequisite: Junior classification

This course presents the different methods of conflict resolution in

international politics, with a special focus on peaceful methods of conflict resolution, such as mediation and arbitration. International interventions are analyzed in their diversity and complexity, and the different implications of concepts such as humanitarian intervention and peacekeeping are analyzed. These concepts are discussed essentially through specific case studies from a variety of inter and intra-state conflicts in international politics.

### **INS 3308 Conflict and Its Alternatives in International Relations 3 SCH**

Prerequisite: Junior classification

The idea that war is the continuation of politics by other means has had a powerful echo in the Realist school on International Relations. This course surveys the questions of war, peace and the different ways to go from one to the other. Analyses of specific conflicts as well as of specific processes of conflict resolution provide students with an understanding of the complexity of the topic in International Relations.

### **INS 3310 The United States and the Middle East 3 SCH**

Prerequisite: Junior classification

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 3315 Religion in International Affairs 3 SCH**

Prerequisite: Junior classification

Religion has long been a factor in international relations. Since the important events of 1979 (the rise of Khomeini, the Soviet invasion of Afghanistan, and the seizure of the Grand Mosque in Mecca), religion has become an increasingly salient aspect of politics, both domestically and internationally. This course will examine the role that religion plays in international relations, as well as the role that policymakers (often wrongly) imagine that it plays. It will examine the influence, perceived and real, of the Organization of Islamic Cooperation, the United States, Iran, and other specific countries, as well national and trans-national religious groups.

### **INS 3320 Regional Topics in International Relations 3 SCH**

Prerequisite: Junior classification

This course allows students to gain an in-depth understanding of the

international relations of a specific state or world region. Each semester the course is given, it will focus exclusively on one particular state or world region, such as the USA, Europe, the Middle East, Sub-Saharan Africa, Latin America, or Asia Pacific.

**INS 3311 Economic History of the United States**

**3 SCH**

Prerequisite: Junior classification

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 classification

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 classification

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 classification

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 classification

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 3396 Special Topics in International Relations**

**3 SCH**

Specially scheduled courses on significant issues or topics relevant to the study of international relations.

**INS 3397 Special Topics in American Studies**

**3 SCH**

Prerequisite: Junior classification

Specially scheduled courses on significant issues or topics relevant to the study of American Studies.

**INS 4321 Identity in International Relations**

**3 SCH**

Prerequisite: Junior classification

Identity is one of the latest concepts to emerge in the study of transnational social relations. This course examines how identity is constructed and how it relies on "othering." Students explore the differential effects of national, transnational and sub-national identities on both domestic and international politics. The implications of identity politics on human rights are also explored.

**INTERNSHIP (INT)**

**INT 4301 Internship (for SBA students)**

Prerequisites: GBU 3203, ENG 2302, ACC 3201, completion of all French language requirements; *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)**

Prerequisites: ENG 2301, INT 4302, completion of all French language requirements; *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.

## **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

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)

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

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 classification

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 3370 Aesthetics** **3 SCH**

Prerequisite: Junior classification

The course consists of two parts. The first part leads students through the aesthetic theory touching basic themes such as the notion of aesthetic, definition of art, taste, value of art, beauty, interpretation, artistic imagination. The three most characteristic dimensions of art will be introduced: imitation and representation, expression, and form. The students explore these topics by getting familiar with the ideas of key thinkers within major periods of Western history: ancient Greece, Medieval, Enlightenment and Modern time, Postmodern time.

The second part will focus on four categories of art forms: literature, dramatic and performing arts, music, and visual and plastic arts. Students also will critically examine and discuss various contemporary debates in Western aesthetics focusing on the relation between art and society. The debates revolve around the following themes: art and ethics, the influence of art on politics (and vice versa), art and violence, art and fashion, art and technology in everyday life.

### **LIT 3371 African Literature: Survey(s)**

**3 SCH**

Prerequisite: Junior classification

This is an introductory course in African Literature (including theory and critical comment), taught in English. The texts are mostly modern (excepting those from oral tradition) and represent the work of Africans writing in English, French, Arabic, Portuguese and what are called the 'national languages.'

Texts will include poetry, short stories, excerpts of prose, one novel and a novella. Our central goal will be the appreciation of literature. This will include critical approaches to a) how meaning works in a text b) what literature can do for us and c) the reasons why writers write. Students will improve their skills and intuitive abilities in all these areas of inquiry.

In terms of content, several areas come under continuous review:

1. What makes a work 'African'?
2. What arguments have been made for and against an 'Africanité,' an African 'essence'?
3. What course-including its passage through the Négritude movement-has the prestige of African literature taken?
4. What is the contemporary worldview of many African authors?

### **LIT 3310 American Literature: Survey(s)**

**3 SCH**

Prerequisite: Junior classification

Magical Realism in the Americas

In this course we will examine that phenomenon that literary critics call "Magical Realism." In Magical Realist fiction, the supernatural exists alongside the "real" creating what some critics have penned, "the Marvelous Real". We will argue that Magical Realism came out of a need to balance European rationality with the myths, rituals, and folktales of the indigenous people of the New World, the cultures and religious beliefs of West African slaves, to Indigenous American peoples, and others who were disenfranchised by European conquest and colonization. We will look at novels and short stories from North and South America, as well as the visual arts that accompany them.

Writers we will examine: Gabriel Garcia Marquez; Jorge Luis Borges; William Faulkner; Alejo Carpentier; Louise Erdrich; Leslie Marmon Silko; Isabel Allende, Julio Cortazar; Clarice Lispector and others.

## American Expatriate Authors in Morocco

This course will analyze the work and lives of many of the American authors drawn to Morocco, especially Tangier, since the 19th century. The course will examine writers from early visitors like Mark Twain and Edith Wharton, through the mid-twentieth century with William Burroughs and the Beats, Paul Bowles and Alfred Chester, finally to the 1970s when writers like Dan Halpern and David Saltman took up residence. Three issues in particular will guide our discussions and investigations:

- Tangier and Morocco as context and setting for the authors' work.
- The "psychogeography" of these places as a heuristic for analyzing that work.
- The ways in which these authors have "written" Tangier and Morocco, that is to say, how their writings have created a particular image, character and set of expectations about these places.

The class will include a field trip to Tangier to explore the places that gave rise to works such as *Naked Lunch* and *Let It Come Down*.

### **LIT 3373 British Literature: Survey(s)**

**3 SCH**

Prerequisite: Junior classification

## Literature of Humor and Satire

This course will look at a selection of humorous and satirical texts (and film) in order to discover how humor works, what purpose it serves, its historical uses, its place in literature and some important authors within these genres. The focus will be on British authors, beginning in the 18th century and working on into the 20th.

### **LIT 3374 French Literature: Survey(s)**

**3 SCH**

Prerequisite: Junior classification

## DADA and Surrealism in 20th Century France and the New World

Students will learn the history of the Surrealist movement in France, from its beginnings in DADA, to its influence in the New World. We will focus on the literary aspect of the movement such as Andre Breton's manifestos, surrealist memoir, poetry, and free-form narrative. We will also explore, and try our hand at, surrealist "experiments" such as: the exquisite corpse and automatic writing. We will explore, through analysis of the literature of the movement, how Surrealism has-and continues to-influence postmodern

culture and art. Poets we will cover: Guillaume Apollinaire; Antonin Artaud; Andre Breton; Leonora Carrington; Aime Cesaire; Robert Desnos; Paul Eluard; Joyce Mansour; Tristan Tzara; Leopold Seder Senghor, and many others.

### **LIT 3375 Moroccan Literature: Survey(s)**

**3 SCH**

Prerequisite: Junior classification

#### Moroccan Folk Literature

This course will present and analyze a series of translated Moroccan folk tales, representative primarily of the storytelling traditions of the D'jama El F'na in Marrakech. We will discuss historical context, recurring motifs, mythological purpose/motives and the structure of these enduring narratives.

#### Contemporary Moroccan Literature in English

For this class, we will examine the work of three prominent modern Moroccan authors who have either written in English or have seen significant prominence through English translations of their work: Laila Lalami, whose English-language novel *The Moor's Account* was nominated for a Pulitzer Prize; Leila Abouzeid, the first female Moroccan fiction writer to have her works translated into English; and Fatema Mernissi, the prominent Moroccan sociologist and feminist.

## **Management (MGT)**

### **MGT 3301 Principles of Management**

**3 SCH**

Prerequisites: ACC 2302, ECO 2302; or ACC 2301, EGR 2302 (SSE); or ACC 2301, ECO 2302 (SHSS)

3 lecture hours

This course offers an overview of the art and science of Management. The broad categories covered are the evolution of management, 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**

Prerequisites: MGT 3301, MKT 3301, 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 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. Particular emphasis will be placed on ethics, performance, motivation, job satisfaction, communication, leadership, stress, change, and organizational culture.

**MGT 3306: Conflict Management** **3 SCH**

Prerequisites: MGT 3301, COM 1301, preferably either SOC 1301 or PSY 1301)

This course provides a framework for students to establish effective conflict management systems in any organization. It gives students the interpersonal skills to both participate in and help others resolve conflict effectively. Students will learn how to listen, reframe, negotiate, facilitate and handle conflicts.

**MGT 3399 Special Topics in Management** **3 SCH**

Prerequisites: MGT 3301, Junior classification

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**

Prerequisites: INT 4301, MGT 4301 must be taken during the last regular semester and cannot be taken in exchange or study abroad.

3 lecture hours

Strategic Management is the integrative course for graduating business administration students. This course focuses on how to 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, to develop feasible strategies for different organizations

**MGT 4303 Operations Management** **3 SCH**

Prerequisites: MGT 3301, either GBU 3311 (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**

Prerequisites: MGT 3305, Junior classification

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**

Prerequisites: MGT 3301, Junior classification

3 lecture hours

The central objective of a course in International Management is to study the opportunities and problems facing business organizations in the world setting. Several phenomena, concepts, and frameworks such as globalization, global strategy, and international entry modes are examined in an effort to understand the dynamics of organizations operating internationally.

**MGT 4307 Management of Small Enterprises** **3 SCH**

Prerequisites: FIN 3301, MGT 3302, Junior classification

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**

Prerequisites: MGT 3301, Junior classification

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 4310 Tourism and Hospitality Management**

**3 SCH**

Prerequisites: MGT 3301, Junior classification

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**

Prerequisites: GBU 2301, Junior classification

3 lecture hours

This course introduces the quality management principles and the role of total quality in all key economic sectors. It 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 the Deming Cycle, Six Sigma programs, and the seven Quality Control tools.

### **MGT 4312 Project Management**

**3 SCH**

Prerequisites: GBU 2301, Junior classification

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.

### **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.

## **Management Information Systems (MIS)**

### **MIS 3301 Management Information Systems**

**3 SCH**

Prerequisites: CSC 1400, MGT 3301

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 to 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**

Prerequisites: MIS 3301, junior classification

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of management information systems.

## **Marketing (MKT)**

### **MKT 3301 Principles of Marketing**

**3 SCH**

Prerequisites: ACC 2302, ECO 2302; or ACC 2301, EGR 2302 (SSE); or ACC 2301, 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 in order to improve prediction of consumer behavior overall marketing strategy. Drawing on contributions from psychology, sociology communication 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. 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**

Prerequisites: MKT 3301, Junior classification

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**

Prerequisites: MKT 3301, Junior classification and one of the following: GBU 3311, 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, analysis, and interpretation.

**MKT 4305 Marketing Management****3 SCH**

Prerequisites: MGT 3301, Junior classification 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 knowledge and skills in 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**

Prerequisites: MGT 3301, Junior classification and one of the following: MKT 3302 or MKT 3303

3 lecture hours

This course provides students with an opportunity to develop an understanding of the political, legal, and cultural environments surrounding international and global marketing strategies. It focuses on analyzing marketing opportunities and implementation of marketing decisions at the global level in terms of product, distribution, pricing, and promotion.

**MKT 4307 Product Management and Marketing****3 SCH**

Prerequisites: MGT 3301, MKT 3301, Junior classification

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 4311 E-Marketing****3 SCH**

Prerequisites: MKT 3302, Junior classification

3 lecture hours

Developments in information and communication technology (ICT) have changed the world of business. The objective of this course is to provide the students with a solid grasp of digital marketing concepts, tools and techniques: From Market place analysis, demand analysis (such as social listening), social selling, and content marketing to the elaboration of relevant OVPs (*Online value proposition*).

## **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, with an emphasis on problem solving.

### **MTH 1312 Calculus II: Integral Calculus**

**3 SCH**

Prerequisite: 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 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 2199, 2299, 2399, 2499, 2599 Special Topics in Mathematics:**  
**(Title to be assigned when offered) 1, 2, 3, 4, 5 SCH**

Prerequisites: SSE Approval

Variable lecture and/or laboratory hours.

Special topics in mathematics courses may be taught by visiting or AUI faculty. This course is primarily intended for freshmen and sophomores. It cannot be repeated.

**MTH 2301 Multivariable Calculus 3 SCH**

Prerequisite: MTH 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, 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.

**MTH 4199, 4299, 4399, 4499, 4599 Special Topics in Mathematics  
(Title to be assigned when offered)** **1, 2, 3, 4, 5 SCH**

Prerequisites: Junior classification, SSE Approval

Variable lecture and/or laboratory hours

Special topics in mathematics 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).

## **Philosophy (PHI)**

**PHI 2301 Philosophical Thought** **3 SCH**

Prerequisites: 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**

Prerequisites: FAS 1220, 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.

## **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 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**

Prerequisites: MTH 1312, 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**

Prerequisites: FAS 1220, ENG 1301

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

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: PSC 2301

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**

Prerequisite: PSC 2301

This course discusses the political evolution of Africa since independence. Some of the main issues relate to the nearly universal 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 3305 International Political Economy****3 SCH**

Prerequisite: INS 2301

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

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 are able to compare issues thematically across the three states.

**PSC 3311 Politics in the Developing World****3 SCH**

Prerequisite: PSC 2301

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

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 Introduction to the European Union****3 SCH**

Prerequisite: PSC 2301

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 4301 European Union Foreign Policy**

**3 SCH**

Prerequisite: PSC 3320

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 4310 The Politics of Empire**

**3 SCH**

Prerequisite: PSC 2301

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.

## **Psychology (PSY)**

### **PSY 1301 Introduction to Psychology**

**3 SCH**

Corequisite: FAS 1220

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**

Prerequisites: PSY 1301, HRD 2300

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

In this course, students are introduced to theories of motivation and conflicts. It covers material incentives, achievement motivation, and success in the work- place 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.

## **Science (SCI)**

### **SCI Health Science**

**2 SCH**

Prerequisite: none

This course provides information about individual and global health issues. It describes public health and relative roles and responsibilities of government and other entities and shows the risk factors and modes of transmission for infectious and chronic diseases and how these diseases affect both personal and population health. In relation to individual health, this course introduces the five basic components of health-related physical fitness (cardiovascular endurance, muscular strength, muscular endurance, flexibility, and body composition). Additional information concerning nutrition, weight management and stress management will also be addressed.

### **SCI 2199, 2299, 2399, 2499, 2599 Special Topics in Science**

**(Title to be assigned when offered)**

**1, 2, 3, 4, 5 SCH**

Prerequisite: SSE Approval

Variable lecture and/or laboratory hours

Special topics in science courses may be taught by visiting or AUI faculty. This course is primarily intended for freshmen and sophomores. Cannot be repeated.

## **SCI 4199, 4299, 4399, 4499, 4599 Special Topics in 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 science 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).

## **Supply Chain Management**

### **SCM 3301 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 network flow problems, queuing models, simulation, and decision making under uncertainty.

### **SCM 3399 Special Topics in Logistics and Supply Chain Management**

**3 SCH**

Prerequisite: SCM 3301

This course consists of specially scheduled readings on significant issues or topics relevant to the study of Logistics and Supply Chain Management.

### **SCM 4301 Logistics and Supply Chain Management**

**3 SCH**

Prerequisites: SCM 3301, junior classification

3 lecture hours

Supply chain management is the integration of all activities associated with the flow and transformation of goods. Logistics is part of the supply chain process that plans, implements, and controls the efficient flow and storage of goods. This course provides an introduction to logistics and supply chain concepts, structures, design, and control.

### **SCM 4302 Production and Inventory Management**

**3 SCH**

Prerequisites: SCM 3301, Junior classification

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.

## **SCM 4303 Management of Transportation**

**3 SCH**

Prerequisite: SCM 4301

3 lecture hours

This course is an introduction to transportation from managerial and technical perspectives. The course presents an overview of various freight transport industries (motor carrier, railroad, airline, maritime, multimodal, etc.), and discusses current challenges and issues. Models and techniques for planning and managing long and short-haul freight transport are also presented.

## **Sociology (SOC)**

### **SOC 1301 Principles of Sociology**

**3 SCH**

Corequisite: FAS 1220

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.

## **Spanish (SPN)**

### **SPN 1301 Beginning Spanish I**

**3 SCH**

3 lecture 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

3 lecture 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

3 lecture 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

3 lecture 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**

Corequisite: FAS 1220

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**

Prerequisites: SOC 1301 or SSC 1310, FAS 1220

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**

Prerequisites: GEO 1301, PSY 1301, SOC 1301 or SSC 1310, FAS 1220

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 20<sup>th</sup> century social theory.

**SSC 2310 Development Policy****3 SCH**

Prerequisites: SOC 1301 or SSC 1310, FAS 1220

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 entire 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: ENG 1301 and any of the following: GEO 1301, PSY 1301, SOC 1301 or SSC 1310

This is an introductory course in Gender 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. 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 2342 Anthropology of Development**

**3 SCH**

Prerequisite: SSC 2310

This course examines why current development theories emphasize local involvement in project development and implementation. The relationship between local communities and the state, the rise of civil society, local participation, and empowerment (of women in particular) are all considered essential to the success of development policies and projects. Issues salient to development include gender, poverty alleviation, human rights, sustainability, and use of appropriate technology. The course also investigates the role of social scientists in creating better development plans, assisting with their implementation, and conducting follow-up assessment studies (Applied Anthropology).

### **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**

Prerequisites: CSC 1400, 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**

Prerequisites: SOC 1301, SSC 1310, GEO 1301, or PSY 1301

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 classification

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 3316 Gender, Politics and Society**

**3 SCH**

Prerequisites: PSC 2301, Junior classification

This course explores the ways in which politics and societies are gendered and how localized politicization of gender issues influences transnational and international political agendas. It adopts a comparative approach to Western and Middle Eastern-North African gender politics. The agendas promoted by the diverse political actors will be examined with a focus on their interaction with domestic and international politics, global economic ideologies, international development agendas, and globalization. The aim is to provide students with an understanding of how cultural and national identities, and egalitarian and (neo) patriarchal systems have appeared, have been transformed, (re-)emerged or have (re-) asserted themselves in response to both Westernization and Easternization of societies, gender relations, and gender politics.

### **SSC 3321 Economic Development in the Middle East and North Africa**

**3 SCH**

Prerequisite: Junior classification

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 3330 Immigration to the United States** **3 SCH**

Prerequisite: Junior classification

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 classification

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 classification

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 3341 International Migration** **3 SCH**

Prerequisite: Junior classification

Migration, one of the oldest phenomena known to humanity, is also one of the most prescient in current international affairs. This course surveys the main transnational and intercontinental migratory trends today and examines how states and the international system attempt to regulate them. The course explores how migration is experienced by individuals, the

ways it changes society in both home and host countries, and its effects on domestic and foreign policies. In addition, the particular conditions that generate refugees and the manner in which refugee situations are (mis) managed are analyzed.

### **SSC 3345 Critical Debates in Development**

**3 SCH**

Prerequisite: SSC 2310

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, Post colonialism, Post-developmentalism.

### **SSC 3347 Gender and Politics in the Modern Middle East**

**3 SCH**

Prerequisite: Junior classification

Gender roles and relations in the Middle East and North Africa are often viewed as being determined by either Islam, Arab culture or both. This course moves beyond such narrow socio-religious approaches to MENA femininities, masculinities, as well as gender roles and relations. Students focus on questions of gender through the lenses of post-colonial state-building, economic liberalization, democratization, international development, and globalization. The course explores the shaping of both femininities and masculinities in MENA countries. The themes adopted in the course include colonialism and the impact of post-colonial state-building on gender relations; personal status codes/family laws; gender and social ideologies such as patriarchy and Islamic feminism; human development; economic liberalization and neoliberalism; democratization and NGO-ization; and the debate between universal vs culturally specific approaches to women's rights.

### **SSC 3371 Urbanization in Africa**

**3 SCH**

Prerequisite: Junior classification

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**

Prerequisites: PSC 2301, ECO 2310

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 classification

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 classification

Specially scheduled course on a significant issue or topic in Gender Studies.

**SSC 3399 Special Topics in International Cooperation and Development** **3 SCH**

Prerequisite: Junior classification

Specially scheduled courses on significant issues or topics relevant to the study of International Cooperation and Development.

**SSC 3405 Field Methods** **4 SCH**

Prerequisites: SSC 3303, any of the following: 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**

Prerequisites: 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 4303 Senior Capstone II**

**3 SCH**

Prerequisite: SSC 4000

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.

## **Tamazight (TMZ)**

### **TMZ 1301 Beginning Tamazight I**

**3 SCH**

3 lecture 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 as the official script for writing Tamazight.

### **TMZ 1302 Beginning Tamazight II**

**3 SCH**

Prerequisite: TMZ 1301 or instructor's consent

3 lecture hours

The course is offered to students who have completed TMZ 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 TMZ 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.

Academic Regulations

Master's Degree Programs

School of Business Administration

School of Humanities and Social Sciences

School of Science and Engineering

Course Descriptions

# GRADUATE STUDIES

## **Graduate Academic Regulations**

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

A student 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 programs. 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. This program must then be 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. The CLE also helps students in preparing degree plans.

## **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 when 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 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 are two courses (up to 7 SCH) including FAS and Language Center courses. Graduate students who are not cleared with the Language Center are not allowed to register for summer session in regular 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.

##### TIME LIMITATIONS

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 readmission.

#### **Grading Policies and Academic Progress**

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

#### **Repeat Policy**

All courses taken at AUJ, 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 graduate course in which a grade of B or higher has been earned may not be repeated for credit. A student may repeat any course in which a B- or lower has been 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.

### **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 student being placed on academic probation. Failure of more than one foundation course will result in the student being dismissed from the graduate program.

### **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 s/he 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 from their Committee on Student Standing and their dean before they can re-enroll. Failure to raise the semester GPA after two semesters on academic probation will result in dismissal from the University. Graduate 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 indicates 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.

## GRADUATE DEGREE PROGRAMS

Master of Business Administration (MBA)

Master of Business Administration (Part-Time)

Executive Master of Business Administration (ExMBA)

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 Islamic Religious Studies (MAIS)

Master of Arts in North African and Middle Eastern Studies (NAMES)

Combined Bachelor of Science & Master of Science (BS/MS) Programs

Master of Science in Biotechnology (MSB)

Master of Science in Computer Networks (MSCN)

Master of Science in Computer Science (MSCSC)

Master of Science in Human Resource Development (MSHRD)

Master of Science in Information Systems Security (MSISS)

Master of Science in International Trade (MSIT)

Master of Science in Software Engineering (MSSE)

Master of Science in Sustainable Energy Management (MSSEM)

The University's graduate programs are administered by the Dean of each School under the direction of the Vice President for Academic Affairs.

**Abdelhamid Hamidi Alaoui**, Dean

**Rhizlane Hammoud**, Undergraduate Programs Academic Advisor

**Rebecca Geffner**, Executive Education Center Casablanca Director

**Faculty:** J. Abrache, S. Aguentaou, H. Amine, A. Baijou, A. Belkhat, A. Benlamhidi, C. Benmoussa, O. Benmoussa, A. Bennani Bouchiba, B. Bouarich, A. Charafi, A. Driouchi, O. El Garah, A. Fakhar, A. Hamidi Alaoui, R. Hammoud, A. Hassi, I. Jabbouri, H. Kassal, S. Koubida, A. Lahrech, A. Marghich, M. Quaisse, D. Rinehart, H. Satt.

## Mission

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

## 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:

- Apply decision-making tools, techniques, and analyses with the purpose of making sound managerial recommendations.
- Communicate professionally and work effectively within a diverse team.
- Manage group and individual behaviors in organizations.
- Apply the most appropriate style of leadership needed to solve

complex business problems.

- Address ethical dilemmas in a socially responsible manner.
- Evaluate and design creative business strategies that consider local and global perspectives

### **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 a minimum B standing. The Graduate Admissions Committee reviews completed applications and schedules interviews with prospective 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.

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 fee is listed in the Tuition, Fees, Deposits, and Refunds catalog 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 may 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 an MBA final project within the chosen concentration. Students who are new to the American educational system are required to complete an academic study 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 Cumulative GPA 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 required to complete a number of foundation courses cannot take courses that are more advanced before passing those required courses 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 I
ECO 2301	Microeconomics
ECO 2302	Macroeconomics
FAS 2201	Graduate Study Skills
FIN 3301	Principles of Finance
GBU 2301	Business Statistics
GBU 3311	Quantitative Methods in Business
MGT 3301	Principles of Management
MKT 3301	Principles of Marketing

\* 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**

<b>Course code</b>	<b>Course Name</b>
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
MIS 5301	Managing Information Systems in Organizations
MKT 5305	Advanced Marketing Management

## **MBA CONCENTRATION COURSES**

**9 SCH**

Students may select an area of concentration that consists of three courses, which may 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\*\*

\*\* 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 in which 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**

<b>Course code</b>	<b>Course Name</b>
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 5399	Special Topics in 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 they should provide. They also prepare to provide guidance regarding consumer demographics and product or service promotion, pricing, and sales generation.

**Students choose three courses from the following:**

**9 SCH**

<b>Course code</b>	<b>Course Name</b>
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 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
SCM 5301	Logistics and Supply Chain Management

### **Concentration in Logistics and Supply Chain Management**

An MBA concentration in Logistics and Supply Chain Management is designed to provide students with the knowledge of 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 5315	Project Management

MGT 5399	Special Topics in Management
SCM 5301	Logistics and Supply Chain Management
SCM 5302	Logistics of Transportation and Distribution
SCM 5303	Inventory Management and Production Planning
SCM 5304	Information Technology for the Supply Chain
SCM 5305	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 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 final project 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	Organizational 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
MIS 5301	Managing Information Systems in Organizations
TBD*	Concentration course 3
GBU 5320	MBA Final Project

\* TBD = To Be Determined

**Total Minimum SCH Requirement for the MBA**

**36 SCH**

## Post-Experience Graduate Programs

### 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 undergraduate degrees. 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 Casablanca (EECC); Rebecca Geffner, Executive Director.

### Intended Learning Goals and Objectives of the MBA Program

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

1. Apply decision-making tools, techniques, and analyses with the purpose of making sound managerial recommendations.
2. Communicate professionally and work effectively within a diverse team.
3. Manage group and individual behaviors in organizations.
4. Apply the most appropriate style of leadership needed to solve complex business problems.
5. Address ethical dilemmas in a socially responsible manner.
6. Evaluate and design creative business strategies that consider local and global perspectives.

## **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 Casablanca (EECC) if they have any questions regarding eligibility.

Application for admission to the part-time MBA program may be obtained from the Executive Education Center Casablanca (EECC). The EEC accepts applications for admission 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), official transcripts, and 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 complete adequate English courses successfully. 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.
- 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 afternoons, Saturday, and Sunday mornings. 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**

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 courses that are more advanced before passing the foundation courses required unless approved by the program coordinator.

The MBA program consists of:

- 8 core courses
- 3 concentration courses
- MBA Final Project

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

**Foundation Courses \*\*, MBA:****up to 10 SCH**

Course Codes	Course Name
ACC 2201	Foundations of Accounting
ECO 2201	Foundations of Economics
FIN 3101	Foundations of Finance
GBU 3201	Basics of Quantitative Methods
MGT 3101	Foundations of Management
MKT 3101	Foundations of Marketing

\*\* 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.

**CORE COURSES, MBA:****24 SCH**

Course Codes	Course Name
ACC 5302	Managerial Accounting
ECO 5305	Managerial Economics
FIN 5305	Financial Management
GBU 5020	Research Methodology Seminar
GBU 5306	Business Decision Making and Management Science
GBU 5320	MBA Final Project
MGT 5305	Organization Behavior and Leadership
MGT 5306	Strategic Management in Global Markets
MIS 5301	Managing Information Systems in Organizations
MKT 5305	Advanced Marketing Management

**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.

**Students may choose three courses from the following:**

Course Codes	Course Name
ACC 5305	Intermediate Financial Accounting
ACC 5307	Auditing Theory and Practice
ACC 5399	Special Topics in Accounting
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

## 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 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.

**Students may choose three courses from the following:**

Course Codes	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 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 may choose three courses from the following:**

<b>Course Code</b>	<b>Course Name</b>
GBU 5305	Business Ethics and Corporate Governance
GBU 5307	Entrepreneurial Management
MGT 5304	Quality Management
MGT 5307	Human Resource 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
SCM 5301	Logistics and Supply Chain Management

### **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 may choose three courses from the following:

Course Codes	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 5315	Project Management
MGT 5399	Special Topics in Management
SCM 5301	Logistics and Supply Chain Management
SCM 5302	Logistics of Transportation and Distribution
SCM 5303	Inventory Management and Production Planning
SCM 5304	Information Technology for the Supply Chain
SCM 5305	Strategic Supply Chain Management

### 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 students' final projects relate to their selected concentrations. Students must submit a proposal for their final projects 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 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

## **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 Intended Learning Outcomes**

- a. Build trust and influence stakeholders
- b. Think strategically toward opportunities in local and global markets
- c. Inspire and engage their team to achieve critical objectives of the organization
- d. Communicate effectively in English
- e. Align systems and processes in organizations
- f. Combine knowledge and extensive experiences to address organizational challenges

## **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 a 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 complete appropriate English courses successfully. 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.

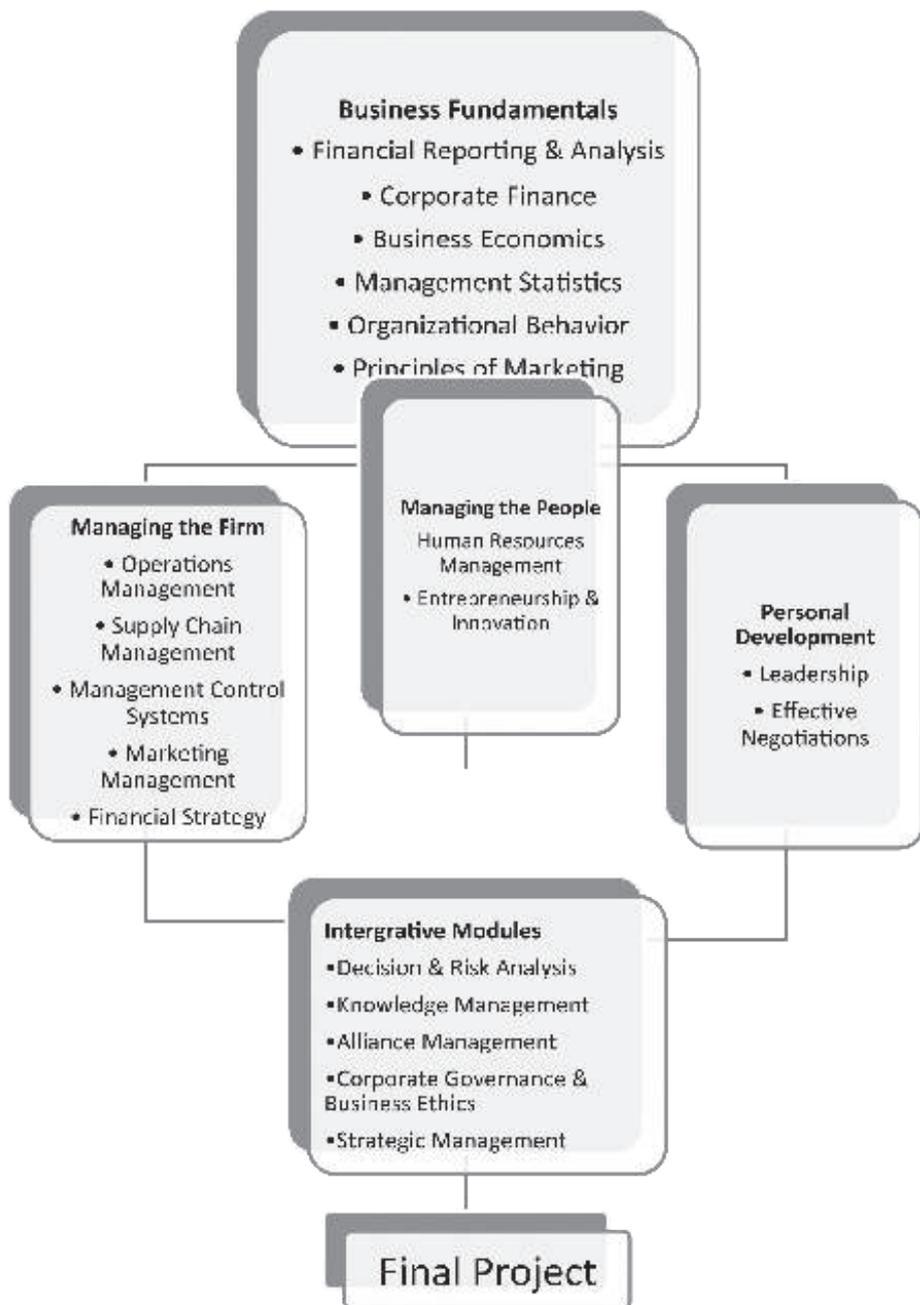
## **Program Delivery Format**

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. 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



## 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.

## EXECUTIVE MBA PROGRAM CONTENT

The contents of the EMBA are as follows:

### Business Foundation Modules:

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

### Executive MBA Core Courses:

Course Codes	Course Name
MGT 6311	Alliance Management
MGT 6312	Human Resource Management & 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 6399	Special Topics in Business
GBU 6620	Final Project (3 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 respective organizations.

## **Master of Science in International Trade (MSIT)**

The Master of Science in International Trade is designed to provide students with the knowledge and professional expertise in International Trade in order to pursue careers within international companies, government departments and agencies, or international trade organizations. This program is designed to train highly qualified international trade specialists in collaboration with both the Ministry of International Trade and the Korean International Cooperation Agency.

### **Intended Learning Outcomes**

The learning experiences in this program are designed to assist students in achieving the following outcomes:

- Recognize and evaluate legal, regulatory, and ethical dimensions of international business decisions
- Understand and apply key concepts, procedures and processes related to international trade
- Apply knowledge and skills to develop creative solutions for international trade challenges
- Demonstrate fluency with the English language orally and in writing
- Interact effectively with different international trade stakeholders
- Identify and assess existing opportunities in global markets

### **Admission Requirements**

- Hold at least a bachelor's degree or an equivalent degree (Baccalaureate +4) with the equivalent of a minimum B standing. Accordingly, Al Akhawayn University reserves the right to review

the academic records of applicants and to determine whether the academic credentials presented qualify for consideration.

- Some professional experience.
- Candidates who did not complete a four-year bachelor at a university where English is not the primary language of instruction must submit an adequate score in the Test of English as a Foreign Language (TOEFL). Information regarding the TOEFL is available from Amideast in Rabat. An institutional TOEFL test can also be taken at Al Akhawayn University.
- GMAT is highly recommended.
- Interview.
- Complete admission application.

### **Exit Requirements**

- Pass all program courses with a minimum of "B" grade
- Pass the Final Professional Project

### **Status and Venue**

The Master of Science in International Trade is offered in a part-time format in collaboration with the Executive Education Center Casablanca.

### **Program Structure**

The MSIT program consists of 11 core courses and the professional final project. Students who lack the academic background in business are required to take one or more of the 5 foundation courses. All foundation courses must be passed with at least 80 percent.

Students must earn and maintain a CGPA of at least a 3.00 on a 4.00 scale to complete the program. The grading in all foundation courses is done on the Pass/Fail basis and will not be counted toward the student's cumulative GPA. Any graduate course in which a grade of less than "B-" is earned must be repeated. 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.

## Foundation Courses

Course Code	Course Name
ACC 2201	Foundations of Accounting
ECO 2201	Foundations of Economics
FIN 3101	Foundations of Finance
GBU 3201	Basics of Quantitative Methods
MKT 3101	Foundations of Marketing

## Core Courses

ECO 5306	International Trade I
GBU 5301	Business Law
MKT 5306	International Marketing
ECO 5307	International Trade II
ECO 5308	International Trade III
FIN 5306	International Finance
MGT 5322	Event Management
SCM 5306	International Logistics
GBU 5020	Research Methodology Seminar
GBU 5302	Customs and Tax Laws
GBU 5303	Effective Business Negotiation
MGT 5321	e-Business & the Net Economy
GBU 5321	Professional Final Report

# SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**Nizar Messari**, Dean

**Karim Moustaghfir**, Undergraduate Academic Coordinator

**Katja Žvan Elliott**, Graduate Program Coordinator

**Faculty:** A. Agnaou, N. Amakhmakh, A. Azeriah, S. Bigliardi, P. Borkowski, R. V. Borkowski, A. Boudihaj, B. Bouhmala, M. Bounajma, B. Boussouab, J. Burnside, L. Casazza, A. Chekayri, A. Ciccarello, G. Cinali, M. Dahbi, V. Dragojlov, Z. El Bernoussi, D. Elliott, L. El Mortaji, S. Ennahid, K. Gonçalves, D. Gray, A. Hajji, M. Hansen, M. Hardy, J. Heffner, N. B. Hottel, N. Houki, A. Kabel, J. Kalpakian, P. Love, M. Loulichki, D. Lounnas, D. Maghraoui, T. Majdounine, A. Malki, H. Marbouh, A. Marzouk, S. D. McDaniel, N. Messari, C. Monette, D. Morey, K. Moustaghfir, K. Mrabet, K. Oumlil, T. Pearson, E. Ross, N. Santos, J. Shoup, C. Therrien, A. Veyssière, B. Zaid, K. Žvan Elliott

## **Mission**

The SHSS mission is to contribute to the development of education in the social sciences and the liberal arts in Morocco and the world. SHSS serves the entire University by providing all Al Akhawayn students with the intellectual skills and training that are the essence of a liberal arts education.

Through the rich traditions of the humanities, students gain a new respect for the heritage of creativity that surrounds and enriches their lives and their own place in that ongoing human drama. Exposure to debates, methods, and practices of the social sciences provides students with critical thinking, as well as with perspectives and tools to meet the many challenges they will face in their careers and their communities.

The School of Humanities and Social Sciences provides innovative degree programs in applied social sciences with an emphasis on interdisciplinary, critical and analytical skills, as well as practical learning. The School of Humanities and Social Sciences also has a mandate to encourage dialogue and debates among different cultures and civilizations in an academic atmosphere characterized by pluralism, mutual respect, and academic freedom.

# **Combined Bachelor of Arts & Master of Arts in International Studies and Diplomacy**

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. The total number of credits in the combined BA/MA program is 155-158 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 program. In order to remain in the combined BA/MA program, admitted students must also 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 subsequently 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, which include the Senior Capstone.

## **Combined Program Degree 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 Senior Capstone I and II (SSC 4000 and SSC 4303). They must also complete 2 courses in International Relations and 3 courses in the concentration of their choice (see below). They will be required to do the undergraduate Internship (INT 4302) according to the regular BA program as well as a qualifying exam and a thesis or policy paper, but will be exempted from the internship at the graduate level.

## Combined Program courses:

Course Codes	Course Name
INS 5315	International Political Economy
INS 5303	Advanced IR Theory
SSC 5302	Research Methods
INS 5391 or INS 5392	Thesis Seminar or Policy Practicum

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 12 SCH

Students may choose a concentration from the following: 18 SCH

Peace and Conflict Studies

Foreign Policy Studies

Globalization Studies

**Electives 6 SCH**

**Total additional SCH requirement\* for combined BA/MA program  
36 SCH**

\*This is in addition to the credit requirements of the Bachelor of Arts Degree.

The total number of credits in the combined BA/MA program is  
**155-158 SCH**

SHSS programs in International Studies, International Studies and Diplomacy, Communication Studies, and Human Resource Development, are regularly reviewed by external validators.

## Master of Arts in International Studies & Diplomacy

The Master of Arts in International Studies and Diplomacy (MAISD) 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 aspires to provide students with the necessary tools and knowledge to achieve this objective.

The program is designed to provide all students with essential knowledge in the foundations of the discipline (economics, history, comparative cultures, and politics) as well as with the various research and critical thinking skills

necessary to analyze relevant issues. It then provides students with the opportunity to focus their study on Peace and Conflicts, Foreign Policy and Globalization.

The program is aimed at graduates from both Al Akhawayn and other universities, career professionals interested in further training, and overseas students.

### **Intended Learning Outcomes**

Graduates of the MAISD program are expected to

1. demonstrate knowledge of international affairs, world history, and economics;
2. master research methods relevant to international studies;
3. use and evaluate principal theories and models of international relations;
4. demonstrate knowledge in their concentrations (Peace and Conflicts, Foreign Policy and Globalization);
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 takes 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 similarly to language placement for Moroccan students.

### **Course Work**

Depending on a student's background, the MA in International Studies and Diplomacy program may require a maximum of 50 SCH of course work: 36 SCH of MAISD courses plus a maximum of 14 SCH of foundation courses.

A maximum of 6 graduate credits taken at other institutions can be transferred and used towards the degree.

### **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 Cs. 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 the readmission procedure, which includes a letter of appeal, two letters of recommendation from program faculty, and a readmission interview.

### **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 passed the qualifying exams and 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 Seminar and Thesis**

The thesis is an academic document that analyzes a topic of relevance to International Studies. The thesis should include proper reference and contribution 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.

MA students are required to enroll in the thesis seminar prior to the thesis defense in the semester immediately following completion of course work, including SSC 5302 Research Methods/Multidisciplinary Research Design and Methods. Exceptionally, students can take thesis seminar with one other remaining course. Students should start thinking about their thesis project upon entering the program and plan to begin secondary research in earnest during the semester in which they take Research Methods. Ideally, the summer or winter break before the thesis seminar should be used for fieldwork. The goal of the thesis seminar is to guide students in the process of writing the thesis rather than to find a research topic. Students will defend the thesis proposal by the end of week 4 in which they are taking thesis seminar, and submit a full draft to their supervisor by the last day of classes in order to have the defense scheduled before the add and drop period of the coming semester.

## 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.

## 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 Graduate Admission Committee and will be based on the student's undergraduate transcripts and choice of concentration.

### Foundation Courses

Course Codes	Course Name
FAS 2201	Graduate Academic Skills
ENG 2301	Critical Writing and Communication
ECO 2310 or INS 3303*	Introduction to International Economics or International Law
INS 2301	Theories of International Relations

\*The students who are also required to take SSC2310 for the Concentration in Globalization Studies should take INS 3303 instead of ECO 2310.

The procedures for seeking exemptions from assigned foundation courses are explained in the SHSS Graduate Student Handbook. All the undergraduate foundation courses are graded on a Pass/Fail basis. If students fail two foundation courses, they are dropped from the program without the right to appeal. The failing grade will be recorded as an FR (failing 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

**12SCH**

Course Codes	Course Name
INS 5315	International Political Economy
INS 5303	Advanced IR Theory
SSC 5302	Research Methods
INS 5391 or INS 5392	Thesis Seminar or Policy Practicum

**Concentration in Peace and Conflict Studies****18 SCH****Foundation Course:**

- INS 3304 International Security

**Required Course:****3 SCH**

- INS 5351 Theories of War & Peace

**Optional Courses:****15 SCH**

Students are required to take five courses from the list below:

Course Codes	Course Name
GEO 5311	Environment and Security
INS 5305	Advanced International Law Seminar
INS 5306	Diplomatic Negotiation
INS 5307	Diplomatic Theory and Practice
INS 5311	Geopolitics
INS 5313	Conflict Management and Resolution
INS 5353	Peace Studies
INS 5355	Regional Studies in Conflict Management and Resolution
INS 5396	Special Topics in Peace and Conflict Studies
PSC 5315	Water in International and Domestic Politics
PSC 5360	Foreign Policy and Security of the Middle East States
SSC 5401	Social Statistics

**Concentration in Foreign Policy Studies****18 SCH****Foundation Courses**

- INS 3306 Foreign Policy Analysis

**Required Courses****3 SCH**

- INS 5304 Moroccan Foreign Policy

**Optional Courses****15 SCH**

Students are required to take five courses from the list below:

Course Codes	Course Name
INS 5305	Advanced International Law Seminar
INS 5306	Diplomatic Negotiation
INS 5307	Diplomatic Theory and Practice

INS 5310	Special Topics in International Relations
INS 5311	Geopolitics
INS 5313	Conflict Management and Resolution
INS 5317	EU-NA Relations
INS 5322	US Policy in North Africa & the Middle East
INS 5324	United States Foreign Policy
INS 5348	External Relations of the European Union
INS 5354	Regional Topics in Moroccan Foreign Policy
PSC 5360	Foreign Policy and Security of the Middle East States
SSC 5401	Social Statistics

**Concentration in Globalization Studies** **18 SCH**

**Foundation Course:**

- SSC 2310 Development Policy

**Required Course:** **3 SCH**

- INS 5352 Theories of Globalization

**Optional Courses:** **15 SCH**

Course Codes	Course Name
COM 5301	Global Communication and Media Policy
INS 5311	Geopolitics
GEO 5312	Global Environmental Issues
GEO 5313	Globalizing Cities
HIS 5303	History of the World Economy
HIS 5328	Globalizations in History
HUM 5315	Culture & Globalization
INS 5356	International Aid, NGOs & Development
INS 5395	Special Topics in Globalization
PSC 5305	Global Governance
SSC 5331	International Migration & Labor
SSC 5332	Global Corporate and Social Responsibility
SSC 5401	Social Statistics

**Electives** **6 SCH**

Students can choose two courses (6SCH) from any graduate program.

**Total SCH requirement for the MA in MAISD at least** **36 SCH**

## **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 procedure: 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) equal or superior to 3.25. The degree change is subject to the approval of the graduate coordinator and the Dean.

## **Combined Bachelor of Arts and Master of Arts in North African and Middle Eastern Studies**

The combined BA/MA program allows qualified students to pass directly from the BA in International Studies to the MA in North African and Middle Eastern Studies. Students on this track will complete a smaller number of credits while earning both degrees. The total number of credits in the combined BA/MA program is 155-158 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 program. In order to remain in the combined BA/MA program, admitted students must also 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 subsequently 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, which include the Senior Capstone.

### **Combined Program Degree Requirements**

Students in the combined program will complete all the foundation requirements of the MA in North African and Middle Eastern Studies

(NAMES) during their BAIS. They will be exempted from the Senior Capstone I and II (SSC 4000 and SSC 4303). They will be required to do the undergraduate Internship (INT 4302) according to the regular BA program as well as a thesis.

### Combined Program Courses

Course Codes	Course Name
INS 5391	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 Methods

NAMES Core courses	15 SCH
Optional courses	18 SCH
Electives	3 SCH

**Total Additional SCH requirement\* for combined BA/MA program**  
**36 SCH**

\*This is in addition to the credit requirements of the BA Degree.

**The total number of credits in the combined BA/MA program is**  
**155-158 SCH**

## Master of Arts in North African and Middle Eastern Studies

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.

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 Intermediate Arabic II.

## **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. During their English language training they cannot take any content courses, but may, if they so desire, take Arabic language courses.

Ideally, candidates should 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](http://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 four full-time semesters. A minimum of 36 graduate credit hours are required for graduation. In addition, students have to 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.

<b>Course Codes</b>	<b>Course Name</b>
FAS 2201	Graduate Academic Skills
ENG 2301	Critical Thinking and Writing
SSC 2401	Social Statistics
HIS 2302	North Africa and the Middle East in the 20 <sup>th</sup> Century

Other courses may be added to the foundation course list as needed and as determined by the faculty in specific cases.

The procedures for seeking exemptions from 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). If students fail two foundation courses they are dropped from the program without the right to appeal. 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.

### **Language Component**

**9 SCH**

Native speakers of Arabic are exempt from taking Arabic language courses.

Ideally, non-native speakers of Arabic should have completed at least one year of college-level Arabic language study prior to registration in the NAMES program. Students who have not completed this requirement before arriving at AU (based on the AU administered placement test) should enroll in the intensive Beginning Arabic (ARA 1311, ARA 1312) during the AU summer program preceding the beginning of the NAMES program, the successful completion of which will bring them to the required level of language proficiency to start their degree. Those credits will not count towards the required 9 language credits. Students are normally expected to start intensive Intermediate I Arabic in the first fall semester and intensive Intermediate II Arabic in the spring semester. The level of proficiency expected by the end of the Arabic language requirement is Intermediate Arabic II).

Students who have completed these levels sit for written and oral tests. For the degree plan, up to 9 language credits may be transferable. Native speakers of Arabic and non-native 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 content courses (9 SCH equivalent). They may choose these content courses from the 'Optional Courses' list or may take content courses in Arabic from the

following list of approved courses (or a mix from both lists):

Course Codes	Course Name
LIT 2304	Arabic Literature
LIT 2305	World Literature in Arabic
HUM 2302	Islamic Civilization
HUM 2304	Introduction to Islamic Art and Architecture
HIS 1302	History of the Arab World

### Required courses

**15 SCH**

Course Codes	Course Name
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 Methods

### Optional courses

**9 SCH**

Course Codes	Course Name
HIS 5311	Modern Imperialism and its Culture
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 5354	Regional Topics in Moroccan Foreign Politics
INS 5399	Special Topics in North African and Middle Eastern Studies
PHI 5387	Islamic Philosophy and the West
PSC 5315	Water in International and Domestic Politics

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 5362	Global Islam in Contemporary World
SSC 5361	Social Science Approaches to Religion

## Electives

**3 SCH**

Students can choose one course (3 SCH) from any graduate program.

## Thesis Seminar and Thesis

MA students are required to enroll in the thesis seminar prior to the thesis defense in the semester immediately following completion of course work, including SSC 5302 Research Methods. Exceptionally, students can take thesis seminar with one other remaining course. Students should start thinking about their thesis project upon entering the program and plan to begin secondary research in earnest during the semester in which they take Research Methods. Ideally, the summer or winter break before the thesis seminar should be used for fieldwork. The goal of the thesis seminar is to guide students in the process of writing the thesis rather than to find a research topic. Students will defend the thesis proposal by the end of week 4 in which they are taking thesis seminar, and submit a full draft to their supervisor by the last day of classes in order to have the defense scheduled before the add and drop period of the coming semester.

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 Religious Studies

### Program Description

The Master of Arts in Islamic Religious 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:

- Understand and analyze the role of religion in the contemporary global context;
- Understand the origins and development of Islam since the seventh century;
- Understand how Islam is situated in the 21st century global community; and
- 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 accompanying 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 500 (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 language courses, graduate-level courses, supplemental instruction by distinguished Muslim scholars, and other requirements for graduation.

A maximum of 6 graduate credits taken at other institutions can be transferred and used towards the degree.

### **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 “Intermediate II” 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.

Non-native speakers of Arabic shall 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 of 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 with a combined grade point average of 3.00 or higher (a B average). Any student who receives more than two C (or lower) will be dismissed from the program. A student dismissed for poor academic standing may apply for readmission 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 readmission interview.

## **Thesis Seminar and 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.

MA students are required to enroll in the thesis seminar prior to the thesis defense in the semester immediately following completion of course work, including SSC 5302 Research Methods/Multidisciplinary Research Design and Methods. Exceptionally, students can take thesis seminar with one other remaining course. Students should start thinking about their thesis project upon entering the program and plan to begin secondary research in earnest during the semester in which they take Research Methods. Ideally, the summer or winter break before the thesis seminar should be used for fieldwork. The goal of the thesis seminar is to guide students in the process of writing the thesis rather than to find a research topic. Students will defend the thesis proposal by the end of week 4 in which they are taking thesis seminar, and submit a full draft to their supervisor by the last day of classes in order to have the defense scheduled before the add and drop period of the coming semester.

## **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 AUJ 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 AUJ'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 17 SCH**

Course Code	Course Name
FAS 2201	Graduate Academic Skills
HIS 2301 or HIS 1301	World History or History of the Arab World
HUM 2306	Comparative Religion
PHI 2301 or PHI 2302	Philosophical Thought or History of Ideas
SSC 3303	Research Methods
ENG 2301	Critical Thinking & Written Communication
HUM 5001	Common Colloquia

The procedures for seeking exemptions from assigned foundation courses are explained in the SHSS Graduate Student Handbook. All 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 in 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 Name
GRK 5201	Classical Greek
HEB 5201	Biblical Hebrew
LAT 5201	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 “Intermediate II” proficiency. Islamic Studies track students who have already attained “Intermediate II” proficiency should take six (6) semester credit hours in non-language courses from program electives.

<b>Course Code</b>	<b>Course Name</b>
ARB 1310/1320	Arabic
ARB 2311/2312	Intensive Intermediate Arabic

## **Core Courses for all MAIS students 21 SCH**

<b>Course Code</b>	<b>Course Name</b>
HUM 5301	Advanced Comparative Religion
PSC 5361	Religion and Politics
HUM 5210	Islamic Studies Colloquium*
SSC 5302	Multidisciplinary Research Design and Methods
HIS 5365	History of Religions
SSC 5310	Thesis Seminar

\* 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 backgrounds, in consultation with the Graduate Admissions Committee.

### **Islamic Studies Track 9 SCH**

The goal 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**

<b>Course Code</b>	<b>Course Name</b>
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 Codes	Course Name
HIS 5364	Issues in the History of the Muslim World
SSC 5362	Global Islam in the Contemporary World
SSC 5363	Islam and Economics
SSC 5361	Social Science Approaches to Religion
SSC 5366	New Religious Movements
PSC 5362	Islam and Democracy
PHI 5387	Islamic Philosophy and the West
HUM 5321	Islamic Art & Architecture
HUM 5360	Issues in Contemporary Islam
HUM 5365	Mysticism and Sufism
HUM 5366	Contemporary Issues in Kalam (Theology)
HUM 5367	Contemporary Issues in Fiqh (Jurisprudence)
HUM 5369	Special Topics in Islamic Studies
SSC 5303	Diversity in Islam

## 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 in interfaith and intercultural communication.

## Required Courses for Religious Studies Track

6 SCH

Course Codes	Course Name
PHI 5361	Philosophy of Religion
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 Codes	Course Name
SSC 5365	Interfaith and Intercultural Communication
SSC 5301	Popular Culture
SSC 5363	Islam and Economics
SSC 5362	Global Islam in the Contemporary World
PHI 5387	Islamic Philosophy and the West

PSC 5362	Islam and Democracy
HUM 5321	Islamic Art & Architecture
HUM 5360	Issues in Contemporary Islam
HUM 5365	Mysticism and Sufism
COM 5310	Communication and Media
SSC 5366	New Religious Movements
HUM 5368	Special Topics in Religious Studies
HUM 5367	Contemporary Issues in Fiqh (jurisprudence)
HUM 5369	Special Topics in Islamic Studies
SSC 5303	Diversity in Islam

**Total SCH requirement for MAIS \***

**42-58 SCH**

\* Depending on the required foundation courses.

## **Master of Science in Human Resource Development**

The Master of Science in Human Resource Development (MSHRD) aims to develop HRD Professionals and Specialists able to identify strategic individual and organizational capabilities and leverage them through different developmental actions to shape individual and team leadership, build collective intelligence, foster business innovation, and achieve superior performance.

The way the program has been tailored offers trainees innovative, highly stimulating, and challenging learning experiences. The program intends to be a milestone in participants' career in which they can share ideas, learn, and grow, to make a difference to them that is not just professional, but also personal.

The program builds on the two major realms of focus within HRD, namely organizational development and personnel training and development. In addition, it considers the recent extensions of HRD theory and practice to include other domains like career development, quality, and performance improvement.

The program offers foundation courses, core courses and electives. The core courses are split up into two certificate programs: a first level program focusing on Strategic HRD and Change and an advanced certificate on Leadership and Performance Improvement. Participants have also the choice between four elective courses or two elective courses and a research project to fulfill their degree requirements.

## **Intended Learning Outcomes**

In completing the Master of Science in HRD, participants will develop the following competences:

1. Understand the trends affecting business environment and human resource development;
2. Recognize the increasing importance of human resource development in management;
3. Participate in and support organizational strategic planning;
4. Design HRD strategies and actions to support the effective achievement of organizational goals and objectives at the national and international levels;
5. Build HRD tools to leverage human and knowledge resources and to strengthen organizational capabilities;
6. Master different HRD realms and domains with their respective techniques for individual and organizational performance improvement;
7. Use information and communication technologies to support the efficiency of different HRD operations and practices;
8. Implement HRD strategies and actions in alignment with organizational strategic plans;
9. Evaluate the financial and non-financial results of HRD strategies and actions;
10. Communicate HRD results to different stakeholders and seek their further support and participation.

## **Program Structure and Course Offering**

The Master of Science in HRD includes foundation courses, core courses, electives, and/or a research project. The tables here below detail the structure of the program.

### **Foundation Courses (7 SCH)**

All Trainees must take the following foundation courses EXCEPT:

- Trainees holding a bachelor' degree in HRD from AUI;
- AUI graduates with a minor in HRD;
- Professionals having an experience of at least 3 years in an HR department.

HRD 5201	Business Environment & Ethics for HRD	2 SCH
HRD 5202	Introduction to HRD: Theory & Practice	2 SCH
HRD 5303	Human Capital Management	3 SCH

### **Core Courses**

**24 SCH**

Core courses are split up into two certificate programs:

a. ***First Level Certificate: Strategic HRD and Change (12 SCH)***

HRD 5311	Training and Development	3 SCH
HRD 5312	Career Development and Talent Management	3 SCH
HRD 5313	Organization Development and Change	3 SCH
HRD 5314	Strategic HRD	3 SCH

b. ***Advanced Certificate: Leadership and Performance Improvement (12 SCH)***

HRD 5321	Leadership and Management Development	3 SCH
HRD 5322	Consulting for HRD	3 SCH
HRD 5323	Performance Management and Coaching	3 SCH
HRD 5324	International HRD	3 SCH

Trainees may choose to complete one or both certificate programs without pursuing the master's degree. After fulfilling the requirements of each level, (first and advanced) trainees are entitled to receive the HRD certificate corresponding to their level of study.

### **Electives**

**(12 SCH)**

Trainees can choose one of the two following options to complete the master requirements:

1. Taking four courses from the list here below;
2. Taking two courses from the list here below and doing a research project.

In case trainees choose the second option, they will receive a certificate upon project completion.

HRD 5331	Needs Assessment and Organizational Effectiveness	3 SCH
HRD 5332	Social and Organizational Psychology	3 SCH
HRD 5333	HRD in Public Organizations	3 SCH
HRD 5334	Knowledge Management	3 SCH
HRD 5335	Corporate Social Responsibility	3 SCH

HRD 5336	HRD and Technology	3 SCH
HRD 5337	Employee Counseling and Wellness Services	3 SCH
HRD 5338	Conflict Management	3 SCH
HRD 5339	Special Topics in HRD	3 SCH

### **Research Project**

HRD 5341	Research Methods for HRD	3 SCH
HRD 5342	Research Project	3 SCH

### **Course Planning and Delivery Approach**

The Master of Science in Human Resource Development program will be delivered during weekends at the University site in the Technopark of Casablanca. The training modules are administered over two or three non-consecutive weekends, based on the number of credit hours per module.

The program is based on innovative teaching and learning approaches and methods, including real-life cases and testimonials, entrepreneurial learning processes, learner-centered approaches, project-driven training, problem and competence-based learning, and use of information technology.

Courses will be planned and offered each semester, and participants can register in the courses corresponding to their learning levels, degree completion requirements, and availability. This provides a major flexibility for meeting the expectations of HR practitioners and helps them balance between their learning duties and work responsibilities.

The program is taught in English except the Lab on Moroccan Labor Law (1 SCH) which will be delivered in French. This Lab is part of the Human Capital Management course (HRD 5303).

### **Faculty and Testimonials**

Courses will be taught by HRD faculty from Al Akhawayn University and international academic partners (e.g. George Washington University, Indiana State University, Academy of Human Resource Development, Association of Talent Development), and by HR professionals and experts from Morocco and abroad.

Faculty in charge of various courses and modules are world-respected leaders in their chosen subject matter, actively engaged in business relevant research and they are closely in touch with the needs of business and government. They are committed to practicality, which means they are consistently current and topical in their teaching, with a particular emphasis on applications.

## **Executive in Residence Mentoring and Study Trip Abroad**

During the entire length of their study, participants also benefit from the supervision by our Executive in Residence. The Executive in Residence is a top Moroccan HR Executive who has agreed to mentor trainees during the program on different HRD-related issues.

The Master of Science in Human Resource Development includes a study trip abroad at George Washington University after the completion of all core courses. This trip is a program requirement. Participants will receive a certificate of attendance after the trip. The study abroad program is a non-credit course.

## **International Partnerships and Memberships**

### ***International Partners***

George Washington University – Human and Organizational Learning Department

Indiana State University – Department of HRD and Performance Technologies

### ***Memberships***

Academy of Human Resource Development

Association of Talent Development

## **Program Review and Accreditation**

The program has been reviewed and validated by Professors Maria Cseh and Shaista Khilji, of the Human and Organizational Learning Department of George Washington University.

The program is accredited by the Moroccan Government, Bulletin Officiel N 5994.

## **Admission Requirements and Process**

The Master of Science in Human Resource Development is designed for new graduates with a first job experience (minimum of 6 months with the same employer) as well as practitioners, and presents a natural choice for everyone who makes leadership and management development her/his key career objective. The Master of Science in Human Resource Development will prepare participants for HRD management, leadership, and executive positions.

Courses in human resource management and development are not required for admission, although prospective participants are expected

to have a satisfactory background in communication skills and computer applications.

Before enrolling, applicants must:

1. Hold at least a bachelor's degree or an equivalent degree (Bac + 4) with the equivalent of a B standing. However, Al Akhawayn University reserves the right to review the academic records of applicants and to determine whether the academic credentials presented qualify for consideration.
2. Candidates who did not complete a four-year bachelor's at a university where English is the primary language of instruction must submit an acceptable score preferably on the Test of English as a Foreign Language (TOEFL) or the International English Language Test System (IELTS). Information regarding the TOEFL is available from Amideast in Rabat. An institutional TOEFL test can also be taken at Al Akhawayn University.
3. Participants wishing to reinforce their English skills can also have access to extra support English language sessions once they are admitted to the master's program.
4. Professional experience of more than 6 months is a plus and will be considered for exemption from the master's foundation courses.
5. The admission process requires the submission of an application pack including:
  - The application form
  - Resume
  - Essay (statement of motivation and purpose, 2 to 3 pages)
  - TOEFL or IELTS scores
  - 2 reference letters
  - Transcripts
  - 3 photographs
  - Application fee: All applications must be accompanied by a nonrefundable 500 Moroccan Dirhams application fee. Payment may be made by cash, personal check or wire transfer.

Executive Education Center of Al Akhawayn University in Ifrane  
Casablanca Technopark, Route de Nouaceur  
RS 114 et CT 1029BP 16416  
Casablanca – Morocco

**Contact information:**

**Phone:** 05 22 50 36 64

**Fax:** 05 22 50 36 76

**Email:** [mshrd@au.ma](mailto:mshrd@au.ma)

Once the application is received, an acknowledgement of receipt will be sent stating whether the application is complete or incomplete. Applicants fulfilling the preliminary admission requirements will be contacted for an interview with the selection committee.

The admission process includes an evaluation of the application pack and an interview with selected HRD faculty and specialists.

**Application deadlines:**

- November 30th for the Spring Semester, beginning in February
- June 30th for the Fall Semester, beginning in September

# SCHOOL OF SCIENCE AND ENGINEERING

**Kevin Smith**, Dean

**Fouad Berrada**, Science and Engineering Academic Coordinator

**Violetta Cavalli-Sforza**, Computer Science Academic Coordinator

**Faculty:** M.R. Abid, F.M. Abbou, N. Assem, A. Bentamy, M. Berdai, F. Berrada, L. Casazza, 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 Housaini, D. Kettani, A. Khaldoune, A. Khallaayoun, I. Kissani, L. Laayouni, K. Loudiyi, A. Mourhir, A. Ouardaoui, T. Rachidi, N. Rhiati, Y. Salih-Alj, S. Samadi, K. Sendide, N. N. Sheikh, K. Smith, H. Talei, V. Van Lierde

## 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 to 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 to learn 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 research and development as well as 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.

## Graduate Programs

### Degree Programs

The School of Science & Engineering (SSE) at AUI offers six 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 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 an MS degree and one of the BS degrees described in the Undergraduate Studies section. It also offers dual degree graduate programs 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 an MS 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 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, license, 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 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

New 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 foundations 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 covers eight areas of computer science: Computer Programming Skills, Data Structures, Analysis of Algorithms, Operating Systems, Artificial Intelligence, Computer Communications, Software Engineering, 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 with the areas of the exam that they have not passed.

### **General Requirements for MS Programs**

The MS programs require 30 SCH of coursework, including 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 concentration.

### **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's 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 selected master program. 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.

## Combined BS/MS Course Requirements

In order to earn a combined BS/MS degree, a student must:

1. Select an approved combination of bachelor's and master's 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/ Sustainable Energy Management.
2. Complete all course requirements of the BS degree program (including the minimum 30 or 32 SCH of mathematics and science), 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 for taking 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.

## Master of Science in Computer Science

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. Successfully complete and defend the MS Thesis (CSC 5333: 6 SCH) or the MS Final Project (CSC 5343: 3 SCH). 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:

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 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 Their Compilers
CSC 5306	Object-Oriented Modeling and Design
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

**12 SCH**

Course Codes	Course Name
CSC 5309	Artificial Intelligence
CSC 5310	Knowledge-Based Systems
CSC 5312	Artificial Intelligence for 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

The Master of Science in Software Engineering (MSSE) program is designed to provide the student, through concentration courses, 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 30 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**

<b>Course Codes</b>	<b>Course Name</b>
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**

<b>Course Codes</b>	<b>Course Name</b>
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 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 designed to allow students to finish the MSSE program in one calendar year. Other courses may be added to the Electives Courses list upon approval.

## **Master of Science in Computer Networks**

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 consists of 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 Codes	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 Codes	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 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	Project and Quality Management

Different courses from the Elective Courses list will be offered during

different semesters. Course offerings are made to allow students to finish the MCSN program in one calendar year. Other courses may be added to the Electives Courses list upon approval.

## Master of Science in Information Systems Security

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 have preparation in applying best practices for implementing new technologies, for dealing with current and evolving threats, for incorporating new security tools and strategies, and for 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 30 SCH program is designed for completion in one and a half years.

The requirements of the MSISS program consist of nine courses and a one semester MS Project (3 SCH) or eight courses and a two semester MS Thesis (6 SCH). The courses are divided into 4 major courses and 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 Concentration Courses

**12 SCH**

Course Codes	Course Name
CSC 5381	Information Security and Risk Management
CSC 5383	Security Architecture and Models and Application Security
CSC 5385	Communications and Operations Security
CSC 5387	Security Topics

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 Codes	Course Name
CSC 5364	Project and Quality Management
CSC 5368	Wireless Digital Communication and Networks
CSC 5375	Broadband Communications
CSC 5309	Artificial Intelligence
CSC 6365	Advanced Computer Networks
MGT*	Management Electives

\* Management electives must be graduate level courses.

## Master of Science in Biotechnology

The objective of the MSB program is to equip students and professionals with a background in biological sciences, with an emphasis on the most recent methodologies 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 teamwork 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

The Master of Science in Biotechnology draws from the health sciences and engineering. Students have the option of following one of two tracks: 1) Production and Development in Biotechnology and 2) 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.

Course Codes	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: 1) Production and Development in Biotechnology and 2) 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 Codes	Course Name
BTC 5311	Molecular Immunology
BTC 5307	Agricultural Biotechnology
BTC 5412	Pharmacology

## Biomedical Biotechnology

11 SCH

Course Codes	Course Name
BTC 5311	Molecular Immunology
BTC 5412	Pharmacology
BTC 5413	Genetics and Human Pathology

## Master's 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 Sustainable Energy Management

The Master of Science in Sustainable Energy Management program (MSSEM) focuses on renewable energy production, transformation, and distribution and management. It is designed to provide students with a well-balanced education in the areas of renewable energy science, sustainability 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 and sustainability 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 the equivalent in engineering, physics, chemistry, computer science, or 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 5333 6 SCH) or MS Final Project (SEM 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 MSSEM.

### MSSEM Courses

**24 SCH**

Course Codes	Course Name
SEM 5311	Introduction to Renewable Energy
SEM 5313	Energy and the Environment
SEM 5315	Energy Management
SEM 5317	Energy Economics and Finance
SEM 5321	Conventional Energy Technologies
SEM 5323	Energy Distribution Systems
SEM 5325	Renewable Energy Technologies
SEM 5399	Special Topics in Sustainable Energy Management

# GRADUATE 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: ACC 5302

The abbreviation ACC indicates the course is in the discipline of Accounting (see below for all discipline abbreviations).

The first digit (5 in the example above) denotes the level of the course:

- 5. digits Graduate course
- 6. digits Executive MBA, Part time HRD, or continuing education course,

The second digit (3) denotes the number of semester credit hours (SCH) awarded for the course.

The third and fourth digits (01) distinguish the individual course.

### Abbreviations

Each discipline or area of study is assigned a three-letter abbreviation that 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
Biology	BIO
Biotechnology	BTC
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
Science	SCI
Social Science	SSC
Sociology	SOC
Spanish	SPN
Supply Chain Management	SCM
Sustainable Energy Management	SEM
Tamazight	TMZ

# Graduate Course Listings

## Accounting (ACC)

### **ACC 2201 Foundations of Accounting (MSIT) 2 SCH**

This course provides a theoretical and practical knowledge of special interest to the business community. Emphasis is placed on topics related to corporate financial accounting, managerial accounting, and trade tax accounting.

### **ACC 5302 Managerial Accounting 3 SCH**

Prerequisite: ACC 2301

3 lecture hours

This course focuses on the use of accounting information for internal planning 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 stockholders' 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 provides an overview of the audit profession, process, and audit procedures. At a minimum, the following subjects are discussed: the role of the auditor, the framework of audit planning, audit evidence and internal controls, analytical procedures, and professional ethics.

### **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.

## **Biotechnology (BTC)**

### **BTC 5302 Biochemistry**

**3 SCH**

3 lecture hours

The 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. This course is designed to provide graduate students (in medicine, biotechnology and health professions) with a strong foundation in fundamental biochemistry of normal and abnormal body processes.

### **BTC 5304 Industrial Microbiology, Biomedical**

**3 SCH**

Microbiology and Environmental Hygiene and Techniques

3 lecture hours

This course covers the principles of various processes associated with the production and recovery of different bio products 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 medicinal 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 5343 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 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 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.

### **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.

## **Computer Science (CSC)**

### **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. *Offered in Fall.*

### **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. *Offered occasionally. May be replaced by CSC 3324 and CSC 3325.*

### **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. *Offered occasionally.*

### **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. *Offered Spring.*

### **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. *Offered occasionally in Spring.*

### **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. *Offered in Fall.*

**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. *Offered in Fall.*

**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. *Offered occasionally; may be offered as a topic in CSC5370.*

**CSC 5312 Artificial Intelligence for Robotics**

**3 SCH**

3 lecture hours

This course builds on basic Artificial Intelligence concepts and explores specific topics that make an intelligent agent able to interact with its environment via its sensors and actuators. The course will examine specifically the topics of perception, robotic movement, and natural language communication, drawing as needed on foundational areas such as representation and reasoning, planning, learning, and decision making. The course will be project-oriented and require extensive student participation. *Offered occasionally.*

**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. *Offered occasionally.*

**CSC 5333 Master's 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. *Offered in Fall, Spring, Summer.*

**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. *Offered occasionally.*

**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. *Offered occasionally.*

**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. *Offered occasionally.*

**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. *Offered occasionally.*

**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, MSSE 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's 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. *Offered in Fall, Spring, Summer.*

### **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. *Offered in Spring.*

### **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 provides 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. *Offered in Fall.*

### **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. *Offered occasionally.*

### **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. *Offered occasionally.*

### **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. *Offered occasionally.*

### **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. *Offered occasionally.*

### **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. *Offered alternate years in Spring.*

### **CSC 5355 Introduction to Big Data: Environment and Applications**

**3 SCH**

Prerequisite: CSC 3326

The course introduces Big Data management and techniques that can be applied to massive datasets in distributed environments. The course covers the Map-Reduce parallel computing paradigm and Hadoop distributed file system. The course reviews data storage and preparation for applications, including some machine learning algorithms used for mining knowledge in databases, including NoSQL.

### **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. *Offered in Fall.*

### **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. *Offered in spring.*

### **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 wire-less communications. *Offered in Spring.*

### **CSC 5366 IP Networks** **3 SCH**

Prerequisite: CSC 3353

3 lecture hours

This course aims to introduce students to the architecture of IP networks, including 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. *Offered in Fall.*

### **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 wire-less 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. *Offered in Fall.*

**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. *Offered in Spring.*

**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. *Offered occasionally.*

**CSC 5372 Software Testing** **3 SCH**

Prerequisites: CSC 3325, CSC 3326

3 lecture hours

The course presents advanced concepts and approaches used in testing modern production software. *Offered occasionally.*

**CSC 5373 Cloud Computing** **3 SCH**

3 lecture hours

The course focuses on the fundamentals of Cloud Computing technology, and provides a broad understanding of the different enabling technologies, e.g., Virtualization and Distributed Systems. Topics include concepts and architecture, standards, implementation strategies, Distributed Systems seen from a cloud computing perspective, Software as a Service (SaaS), Platform as a Service (PaaS), Infrastructure as a Service (IaaS), and Data Center technology. The topics will be grounded in the context of “open-source” cloud computing enabling technologies.

**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 multimegabit/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. *Offered occasionally.*

### **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). *Offered in spring.*

### **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. *Offered in Fall.*

### **CSC 5385 Communications and Operations Security** **3 SCH**

Prerequisite: CSC 5366, CSC 3355

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 (spoofing, 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. *Offered in Fall.*

**CSC 5387 Security Topics** **3 SCH**

3 lecture hours

This course will cover specific advanced topics in Security that reflects 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. *Offered in Spring.*

**CSC 5399 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 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.

**Economics (ECO)**

**ECO 2201 Foundations of Economics (MSIT)** **2 SCH**

This course covers basic concepts of Economics. The first part focuses on microeconomic analysis including the behavior of consumers and firms. We analyze markets for goods and services and policy choices that affect these markets. The second part of the course moves on to macroeconomic concepts such as national production, employment, inflation and interest rates.

**ECO 5305 Managerial Economics** **3 SCH**

Prerequisites: ECO 2302 and GBU 3311

3 lecture hours

This course aims to equip students with a compilation of economic models and statistical methods to make rational managerial decisions. It emphasizes 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 covered are consumer demand, production process and costs, market structure, game theory, and risk management.

**ECO 5306 International Trade I (MSIT)** **3 SCH**

This course covers the necessary principles and skills needed to take part in the international business transactions and to solve any kind of issues and obstacles to be met during the course of international trade in the

Global market. It focuses on the strategies by procedural steps of real trade activities.

**ECO 5307 International Trade II (MSIT) 3 SCH**

Pre-requisite: ECO 5306

This course aims at providing students the necessary of selecting effective payment methods while identifying possible risks, the duration of the payment term, the strength of the currency involved, and the safe collection of payment in doing international trade.

**ECO 5308 International Trade III (MSIT) 3 SCH**

Pre-requisite: ECO 5307

This course deals with the establishment of trade agreements, characteristics and processes of Moroccan trade agreements, implementation of trade agreements, certificate of origin and its importance in FTA, models to evaluate the impact of free trade agreements, and corporate strategies of international trade.

**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 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).

**Finance (FIN)**

**FIN 3101 Foundations of Finance (MSIT) 1 SCH**

This course is an introduction to the principle ideas in finance and their application to the solution of financial problems. Topics include financial markets and institutions, time value of money, bonds and stocks valuation, project analysis, and introduction to forwards and options.

**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. Among the topics covered: 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 ECO 5307

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, international 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.

## **General Business (GBU)**

### **GBU 3201 Basics of Quantitative Methods (MSIT)**

**2 SCH**

This course provides an introduction to statistics and probability as techniques for collecting, summarizing and interpreting data and for coping with uncertainty in the management decision-making process. Topics

include descriptive statistics, hypothesis testing, statistical inferences, and regression analysis.

**GBU 5020 Research Methodology Seminar** **0 SCH**

Prerequisites: GBU 3201, GBU 3311

This is a 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.

**GBU 5301 Business Law (MSIT)** **3 SCH**

Prerequisite: ECO 5306

This course offers students an understanding of the public and private legal environment of international trade regulating trade contracts, payment and finance for trade, logistics and insurance, commercial arbitration, and inter-state trade in goods, services and trade-related property right.

**GBU 5302 Customs and Tax Laws (MSIT)** **3 SCH**

Prerequisites: ECO 5307, GBU 5301

This course covers topics related to trade customs procedures, tariffs and barriers, customs system, customs fees, and customs refund: temporary admission regime. In addition, this course will deal with customs control of international goods, rebates on tariffs, export and import clearance and issuance, taxation procedures, exemption law of customs law, currency issues, and Moroccan law and international business transaction.

**GBU 5303 Effective Business Negotiation (MSIT)** **3 SCH**

Prerequisites: ECO 5306, MKT 5306

This course will provide a general framework that emphasizes a rational and ethical approach to negotiation. As well, this course will cover strategies to improve influence in two-party or multi-party negotiations, price negotiation strategies, advanced negotiation and dispute resolution strategies and skills, simulation/Role play of negotiation, and international business manners.

**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 ethics, 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 3311

3 lecture hours

This course provides foundations of quantitative methods for managerial decision-making. Students will hence learn how to formulate and solve business problems using a management science approach. Topics covered include linear and integer programming, network flow models, queuing line analysis, project management and decision analysis.

**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 3311

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 3311

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 3SCH**

Prerequisite: GBU 3311

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. 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.

**GBU 5321 Professional Final Report 3 SCH**

Prerequisite: GBU 5020

3 lecture hours

Students design, evaluate and defend a professional project that demonstrates their achievement of the capabilities of an international trade. The project can be a case study, a consulting project, or an entrepreneurial project in the field of international trade. 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 5311 Environment and Security 3 SCH**

This course investigates how a host of unresolved environmental problems are linked to the prevailing global economic and political system, and examines how various actors, from small-scale producers to states and international organizations, are responding to them. After introducing

students to the concept of environmental security, this course explores the ways in which environmental degradation and competition for resources can lead to different forms of conflict, including local intergroup conflict, civil wars, and interstate violence. The course also critically assesses the environmental security approach. The concept of security is applied to various contemporary environmental concerns, including food production and distribution, access to water, energy procurement, control and ownership of resources, so called “natural” disasters, epidemics, pandemics and environmental refugees.

**GEO 5312 Global Environmental issues: Livelihoods, Resources and Sustainability** **3 SCH**

This course investigates the variety of environmental issues challenging communities and societies the world over, and how stress on environments impacts the earth’s poorest and most vulnerable people in particular. It emphasizes how actors at every scale, from transnational corporations and governing bodies to local producers and consumers, impact complex earth systems, including its soils, water, air and life forms. Students study the problem of devising sustainable systems of resource management and learn how national policies and international agreements bear on particular environmental problems.

**GEO 5313 Globalizing cities** **3 SCH**

This course examines the situation of localities, and big cities in particular, within globalization processes. Cities and their regions have responded to and benefited from their insertion in transnational networks in different ways. Building on the World City/Global City literature, the course explores how the spatiality of flows and networks has supplemented the territoriality of hinterlands and has opened new economic, social and cultural avenues of development for cities. Students will gain an understanding of how all types of localities, even small ones, are being transformed, and of how globalization is transforming cities of the global South in particular.

**Greek (GRK)**

**GRK 5201 Koine Greek** **3 SCH**

3 lecture hours

This course is intended for students with no basic knowledge of Koine Greek. This course will focus on Christian religious texts as a means of acquiring sufficient skills in grammar, syntax and vocabulary in order to be able to translate theologically relevant passages within the text. The course will also require the students to read the texts in English translation so that the students can understand the translated passages in the context of the overall theological structure of the text.

## **Hebrew (HEB)**

### **HEB 5201 Biblical Hebrew**

**3 SCH**

3 lecture hours

This course is intended for students who have no basic knowledge in Biblical Hebrew. This course is intended for students to absorb the basic rules of the Hebrew language and use them to read and understand the Hebrew texts. Through exercises, tests, and homework, the student will be required to write texts and translate them from Hebrew to Arabic as an analytical tool in order to understand its meaning essentially in the field of Comparative Religions.

## **History (HIS)**

### **HIS 5361 History of North Africa**

**3 SCH**

This is a graduate course that looks at political, social and cultural histories of Modern North Africa with a more specific focus on Algeria, Morocco and Tunisia. It is meant for graduate students with some background in the history of the region. The course picks up on specific themes such as colonialism, social movements, political parties, women's histories, the working class and the peasants, in order to look at the multiple layers of North African history. The class will conduct an analysis of the different historical forces that framed the behaviors of these social groups and trace their agency in reaction to these historical forces.

### **HIS 5303 History of the World Economy**

**3 SCH**

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 5311 Modern Imperialism and Its Culture**

**3 SCH**

This course is a comparative examination of European imperialism in the 19th and 20th centuries. It looks at the historical contexts which led to the emergence of imperialist relations. It also seeks to look at the political, economic, social and cultural dimensions of modern European imperialism. The focus will be primarily on British and French colonial experiences overseas. This course takes a world historical approach to the

study of imperialism. It is concerned with the different social and cultural manifestations of European interactions with different societies from Asia and Africa. Through an examination of specific histories, it will explore 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 will be dealt with as part of the complex fabric of the modern European colonial experience. The course will end with a discussion of the process of Decolonization and Nationalism and the effects of the colonial experience on the emerging nation states.

### **HIS 5312 Modern Algeria**

**3 SCH**

This course introduces students to the history of the area that is today Algeria, beginning in the Ottoman-era and continuing up to the present. It explores the relationship between this area of northern Africa and the Ottoman Empire up through the 19th century, the period of French colonization in the region from 1830 to 1962, and the era of an independent Algeria from 1962 to the present. Students will have the opportunity to read, watch, and discuss historical materials relating to a variety of themes including early-modern religious and political communities, colonialism and colonial knowledge production, the process of decolonization and the decolonization of history, nationalism, and attempts to create and maintain collective identity in a diverse religious and linguistic landscape.

### **HIS 5325 Colonization and Decolonization in North Africa and the Middle East**

**3 SCH**

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**

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 5328 Globalizations in History**

**3 SCH**

This course examines whether the emergence of globalization at the end of the twentieth century is an altogether new phenomenon, as frequently attested, or is the latest phase of increased interaction amongst disparate parts and peoples of the globe. The course takes a genealogical approach by examining antecedent globalism in various historical periods and geographies. The aim is to examine the driving force of interconnectedness, critically assess what constitutes the global, and ask whether such a category is even possible under the existence of dominant world-hegemonies in both contemporary and historical settings.

### **HIS 5364 Issues in the History of the Muslim World**

**3 SCH**

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**

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) For MSHRD only**

### **HRD 5201 Business Environment and Ethics for HRD**

**2 SCH**

This course is an introduction to management studies and their implications for Human resource development. The course covers the principles of management including planning, organizing, leading, controlling and the interplay between management and ethics. The course focuses also on

operations management and the role of technology to support managerial processes and portrays the relationship between managerial functions and HRD domains from both strategic and operational perspectives.

**HRD 5202 Introduction to HRD: Theory and Practice** **2 SCH**

This course serves to highlight the purpose, definition, origins, context, and core beliefs of HRD. These highlights are meant to provide an initial understanding of HRD and to explore the depth and range of thinking within the theory and practice of HRD with a specific focus on the contributions of three disciplines, namely psychology, economics, and system theory. The course defines the realms of HRD and its underlying foundations while providing a deep understanding of core models that undergird best practice, the history and philosophies in HRD, and a deep thinking about learning, performance, and change.

**HRD 5303 Human Capital Management** **3 SCH**

The purpose of this course is to provide an introduction to the functions that underpin personnel management including both administrative and developmental processes. The course sheds more light on the functions of job analysis, recruiting and selection, training and development, career management, performance appraisal, total reward and compensation, and employee termination. A special emphasis is put on the implications of labor law on human resource management and employee relations.

**HRD 5311 Training and Development** **3 SCH**

Personnel training and development (T&D) constitutes the largest realm of HRD activity. This course focuses on the process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance. The course provides an overview of the principles of instructional design and a deep understanding of the process and the critical success factors for a successful development and implementation of T&D projects.

**HRD 5312 Career Development and Talent Management** **3 SCH**

This course describes some 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. The course defines some of the key career concepts and models, and provides a deep understanding of the issues involved in designing career development systems in organizations. An analysis of the various components of career systems and how such systems can be coordinated with other programs in organizations is also provided.

**HRD 5313 Organization Development and Change** **3 SCH**

Organizational development (OD) has the capability of unleashing human expertise, resulting in improvements at the organization, process, work group, and individual levels. This course describes the essence of the OD component of HRD as well as the nature of the change process. The course presents examples of organization development as well as variations in core thinking, processes, interventions, and tools.

**HRD 5314 Strategic HRD** **3 SCH**

Viewing human resource development as a strategic partner is a relatively new perspective. This course discusses the issues surrounding the role of HRD in organizational strategic planning and the factors that have influenced the evolution of HRD toward a more active role as a key determinant of business strategy. The major themes in this course include the schools of strategic thinking, the strategic roles of HRD, adopting a strategic HRD perspective, and scenario planning plus strategic planning.

**HRD 5321 Leadership and Management Development** **3 SCH**

The course builds on the basic elements of individual behavior in organizations and the major theories of motivation, interpersonal relations and communication, and work group and team management. The purpose of this course is to provide a comprehensive overview of leadership and management development theories and models and introduce the emerging concepts of strategic leadership, cross-cultural issues in leadership, and the growing awareness of the importance of ethical leadership.

**HRD 5322 Consulting for HRD** **3 SCH**

This course examines the principles of human performance improvement (HPI) and provides an introduction to the practical aspects of the HPI process. The course focuses on identifying opportunities for improvement and on taking proactive steps for continuous improvement. Such steps include business and performance analyses, gap and cause analyses, intervention selection and implementation, and project evaluation. The course describes meaningful strategies and processes to help organizations solve performance gaps or even avoid performance problems before they arise.

**HRD 5323 Performance Management and Coaching** **3 SCH**

This course examines core theories of performance and coaching, explicates the learning and performance paradigms of HRD and associated models within each, and clarifies the learning-performance perspectives and their logical connection. A multidisciplinary perspective is adopted to demonstrate the HRD unique role in performance improvement

which focuses predominantly on work-related social systems while acknowledging the legitimate role of other disciplines.

**HRD 5324 International HRD**

**3 SCH**

This course examines how the globalization of the world economy is challenging the core values, theories, and tools of the HRD profession. The purpose is to adopt a globalization perspective that transcends the only need to understand cultural differences to focus on a multidimensional perspective that encompasses diversity management, cross-cultural training, adaptation of HRD tools, managing across borders, global employee relations, conflict management, among other emerging global HRD practices.

**HRD 5331 Needs Assessment and Organizational Effectiveness**

**3 SCH**

This course proposes a review of various needs assessment models including knowledge-based needs assessment, task and job analysis, competency-based analysis, and strategic needs assessment. These analyses follow a system thinking process and suggest different approaches at the individual, group, and organizational levels for the purpose of achieving efficiency gains and improving performance.

**HRD 5332 Social and Organizational Psychology**

**3 SCH**

The course introduces the theories underpinning the study of the actions of people at work and discusses the factors influencing individual and group attitudes and behaviors in the workplace. Relevant organizational dynamic processes are also described including organization culture and ethical values, decision making processes, conflict, power and politics, and the implications of workplace changes for individuals and teams.

**HRD 5333 HRD in Public Organizations**

**3 SCH**

HRD can be thought of as a subsystem that functions within the larger host system for the purpose of advancing, supporting, harmonizing, and, at times, leading the host system. The purpose of this course is to shed more light on the organizational peculiarities of public organizations in Morocco and analyze the role of HRD in supporting, shaping, or leading the various elements of this contextual reality of HRD. The course discusses also strategic investment in HRD at the national level to maintain high-level workforce competitiveness.

**HRD 5334 Knowledge Management**

**3 SCH**

This course examines knowledge management strategies, processes, and technologies. The course focuses on both exploration and exploitation strategies and describes how processes such as knowledge generation, mapping, storing and application leverage knowledge assets to support

the efficiency and effectiveness of organizational operations and lead to superior performance. A discussion of the emerging models that link knowledge assets, organizational processes, stakeholders, and financial results is also provided along with an analysis of the relationship between investment in knowledge management systems and organizational performance.

**HRD 5335 Corporate Social Responsibility** **3 SCH**

The course offers an overview of the definitions, approaches, and models revolving around the concept of corporate social responsibility and discusses the relationship between issues such as corporate ethics, action/diversity practices, environmental responsibility and financial performance. This course analyzes the various facets of corporate social responsibility (CSR) and discusses the role of HRD in setting strategies and processes to self-sustain the benefits of CSR investments.

**HRD 5336 HRD and Technology** **3 SCH**

This course introduces the technological challenges facing the HRD field and explores the strategies to be engaged in high-tech means of developing and unleashing human expertise coming from the demand to do HRD work better, faster, and cheaper. The course provides a deep analysis of how emerging technologies constitute challenges to the existing mental models and professional practices of HRD and what scenarios HRD professionals should consider to deal with such challenges.

**HRD 5337 Employee Counseling and Wellness services** **3 SCH**

This course focuses on the need of employee counseling and wellness efforts in organizations and describes the effectiveness of different types of employee counseling programs including employee assistance, stress management interventions, and employee wellness/health promotion programs. The course also explains the role of supervisors in the various types of these programs.

**HRD 5338 Conflict Management** **3 SCH**

This course explains the sources of conflict in organizations and their implications for HRD processes. The course offers a managerial perspective on how to deal with intergroup conflict, understand the interplay between authority and power and the political processes in organizations, and how to use power, politics and collaboration to enhance individual and team performance.

**HRD 5339 Special Topics in HRD** **3 SCH**

This course may vary in content according to participants' needs and relevancy of current issues in HRD. Content may include topics like

e-Learning, continuous professional development, coaching and mentoring, adults learning, team building, and socialization and orientation of employees.

### **HRD 5341 Research Methods for HRD**

**3 SCH**

This course introduces the emerging research issues in the HRD field and the models and methods of quantitative and qualitative research. The purpose is to allow HRD professionals to apply sound theories and tools confidently to improve the expertise and performance of individuals, work groups, work processes, and the overall organization. The course offers a description of different research phases including context analysis, literature review, research gap and objective, research methodology, data collection, findings and results, discussion and recommendations.

### **HRD 5342 Research Project**

**3 SCH**

The research project is an opportunity for participants to transfer learning outcomes and apply HRD tools to their organizations. To make this project valuable, participants have to select an HRD-related performance problem and design and implement an intervention to ensure continuous performance improvement. Participants should follow the principles of action research. A strong organizational commitment is highly recommended for a successful completion of the project.

## **HUMANITIES (HUM)**

### **HUM 5000 Awqaf Orientation Seminar**

**(non-credit)**

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)**

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)**

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, and 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, and gender).

### **HUM 5101 Common Colloquia (1 Credit)**

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 (2 Credits)**

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 (3 Credits)**

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**

This course examines the history of the Imazighin (Berber) 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 21<sup>st</sup> 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 Amazigh 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**

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 5315 Culture and Globalization**

**3 SCH**

This course examines globalization as a long-term social phenomenon, tracing its beginnings several thousand years ago with imperial conquests and the expansion of universalizing religions. Since the Industrial Revolution globalization has accelerated with the implementation of each new transportation, communications and information technology. The growth of audio-visual, broadcast and electronic media (radio, film, television, satellite transmission, the Internet, etc.) since the beginning of the 20<sup>th</sup> century has enabled the unprecedented interaction of cultures the world over. The course examines the apparently conflicting tendencies of global cultural homogenization on the one hand, and of new forms of particularism and identity-construction on the other.

### **HUM 5321 Islamic Art and Architecture**

**3 SCH**

The class offers a broad survey of Islamic arts and architecture with an emphasis on the Maghreb and al-Andalus (North Africa and Muslim Spain). The first section of the course offers an in depth analysis of early

Islamic art and architecture from the advent of Islam to the eve of the second millennium. 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 will link Islamic art, architecture, and urbanism to their social and economic contexts. It will provide 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.

**HUM 5323 Politics in North African Literature and Films** **3 SCH**

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**

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**

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**

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 (ʿaqeeda)** **3 SCH**

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 (ʿaqeeda) within Islam, and the major differences between the Sunni and Shia doctrine.

**HUM 5365 Mysticism and Sufism** **3 SCH**

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**

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**

This course considers contemporary issues in fiqh (jurisprudence), with special consideration given to the research interests of the instructor. Possible examples include the fiqh of Muslim minority communities (fiqh l-ʿaqalliya), and the contemporary position on controversial issues such as banking interest (riba) or temporary marriage (zawaj mutaʿa).

**HUM 5368 Special Topics in Religious Studies** **3 SCH**

Specially scheduled courses on significant issues or topics relevant to the study of religion.

**HUM 5369 Special Topics in Islamic Studies** **3 SCH**

They are specially scheduled courses on significant issues or topics relevant to the study of Islam.

**HUM 5412 Moroccan Cultural Heritage** **4 SCH**

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 Amazigh, 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 5303 Advanced International Relations Theory 3 SCH**

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 3 SCH**

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 Advanced International Law Seminar 3 SCH**

Prerequisite: INS 3303, or equivalent approved by instructor.

After a brief review of the basic elements of international law, this seminar will focus on carefully reading and analyzing important decisions of the International Court of Justice and other tribunals. Participants will learn to "think like a lawyer" so that they can bring their own analytical skills to interpret unfamiliar areas of international law.

### **INS 5306 Diplomatic Negotiation 3 SCH**

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**

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**

Specially scheduled courses on significant issues or topics relevant to the study of international relations.

**INS 5311 Geopolitics** **3 SCH**

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 5313 Conflict Management and Resolution** **3 SCH**

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, peacemaking, and peace keeping. The course uses case studies.

**INS 5315 International Political Economy** **3 SCH**

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 5317 European Union - North Africa Relations** **3 SCH**

This course surveys and examines 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 5322 US Policy in North Africa and the Middle East** **3 SCH**

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**

Various economic, social, and political changes both domestically and abroad have shaped American foreign policy and diplomacy within a historic perspective. 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**

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**

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 5346 External Relations of the European Union** **3 SCH**

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 5351 Theories of War and Peace** **3 SCH**

This course surveys the phenomena of war and peace from a conceptual and theoretical point of view. Subjects discussed include but are not limited to: positive and negative peace, Just War Theory, and the use of war and violence by non-state-actors. The contributions of theorists such as Thucydides, Clausewitz and Galtung are debated, as are those of such non-Western thinkers as Ibn Rushd and Sun Tzu. The Correlates of War Projects is also assessed.

**INS 5352 Theories of Globalization** **3 SCH**

This course examines the main theories to have been put forth over the past few decades (including neoliberal, modernization, world-systems, post-colonial and postmodern theories) to understand and explain globalization as a social and cultural process. It draws on the disciplines of economics, sociology, political science, geography and cultural studies to present a multidisciplinary perspective on globalization. Salient issues discussed include the global configuration of production systems and distribution networks, the transformations of national and local conditions induced by global processes, and such related processes as transnationalism, homogenization and cosmopolitanism.

**INS 5353 Peace Studies** **3 SCH**

This course presents an overview of the existing debates about peace studies in the discipline of International Relations, both in theory and in practice. The writings of Johan Galtung and Kenneth Boulding are discussed and debated, as well as the ideas and concepts of Mahatma Gandhi. International conflict resolution studies and strategies are also explored in this course.

**INS 5354 Regional Topics in Moroccan Foreign Policy** **3 SCH**

This course allows students to gain an in-depth understanding of Morocco's relations with a specific state or world region. Each semester the course is given, it will focus exclusively on one particular state or world region, such as the USA, the EU, the Middle East, Sub-Saharan Africa or Asia Pacific.

**INS 5355 Regional Studies in Conflict Management and Resolution 3SCH**

This course allows students to gain an in-depth understanding of conflict in a specific region of the world. Each semester the course is given, it will focus exclusively on one particular world region, such as Europe, the Middle East, Sub-Saharan Africa or Asia Pacific.

**INS 5356 International Aid, NGOs and Development 3 SCH**

This course examines the roles of international and national aid agencies, Non-Governmental Organizations, and civil society in development. Since the failure of various Modernization projects in the 1970s, emphasis in development has changed. Local involvement in all phases of a project is now considered essential, at least in theory if not always in practice. Meanwhile, the financing of development projects is still largely dependent on International Organizations while development policies are determined by national agencies. This course explores the growth of NGOs and of local associations in the planning and implementation of development. Focus is on the Arab world and Africa, but Latin America, Asia, and the Indian Subcontinent may also be studied.

**INS 5361 Political Economy of North Africa and the Middle East 3SCH**

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**

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 5395 Special Topics in Globalization** **3 SCH**

This is a specially scheduled course on an issue or topic of significance for the study of globalization.

**INS 5396 Special Topics in Peace and Conflict Studies** **3 SCH**

This is a specially scheduled course on an issue or topic of significance for the study of conflicts.

**INS 5397 Special Topics in American Studies** **3 SCH**

Specially scheduled courses on significant issues or topics relevant to the study of the American region.

**INS 5399 Special Topics in North African and Middle Eastern Studies**  
**3 SCH**

Specially scheduled courses on significant issues or topics relevant to the study of North Africa and the Middle East region.

**Latin (LAT)**

**LAT 5201 Classical Latin** **3 SCH**

3 lecture hours

This course is intended for students who have no basic knowledge in Classical Latin. Through practical exercises and lectures, familiarity with the five declensions and knowledge of Latin grammar and syntax, the students will acquire the skills to translate simple texts from Latin to English. The course will also require the students to read the texts in English translation so that the students can understand the translated passages in their historical/cultural/theological context.

**Management (MGT)**

**MGT 3101 Foundations of Management** **1 SCH**

This course is an introduction to management. It will focus on the fundamental concepts of management including planning, organizational design, decision-making, strategic management and human resource

management. This class will review the evolution of management thought and stress current approaches and emerging concepts.

**MGT 5304 Quality Management**

**3 SCH**

Prerequisites: GBU 3311, 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, *and cannot be taken on exchange or study abroad*

3 lecture hours

This course examines the individual behavior at the workplace and applications important to managerial and organizational effectiveness. It also emphasizes the following subjects: design of organizational structure; processes for enhancing organization effectiveness; managing and building intra organizational relationships; authority, influence and leadership relationships; organizational culture; 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 coursework or special permission, *and cannot be taken on exchange or study abroad*

3 lecture hours

This course provides an in-depth study of the strategic issues faced by managers in a global environment. 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 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 (corresponding 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 Manager**

**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: Special permission

3 lecture hours

This course provides an overview of the discipline of project management. It is done from both a technical and from the perspective of the practice with project management. This class also explores the different types of project organizations and associated concepts such as program management, project finance, etc.

### **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 5322 Event Management**

**3 SCH**

This course provides students with skills and knowledge for successfully running special events. It covers material related to exhibition facilitators and agencies, exhibition participation strategy that covers planning of

exhibition, participation preparation, booth operation, and management after exhibition. As well, this course deals with distinguishing corporate and government event strategies.

### **MGT 5399 Special Topics in Management**

**3 SCH**

Prerequisite: MGT 5305, or special permission

3 lecture hours

They are specially scheduled courses on significant issues or topics relevant to the study of management.

## **Management Information Systems (MIS)**

### **MIS 5301 Managing Information Systems in Organizations**

**3 SCH**

Prerequisite: MGT 3301

3 lecture hours

This course covers major topics in the management of information systems (MIS). Students learn how information systems can be a source of competitive advantage. This course introduces students to the strategic use of MIS and focuses on the strategic impact and business value that can be achieved rather than the details of the technology. Issues concerning governance and accountability will pervade the course.

## **Marketing (MKT)**

### **MKT 3101 Foundations of Marketing**

**1 SCH**

This course introduces the essentials of marketing and sales. Topics covered include functions of marketing, effect of marketing, and application for present condition of marketing. As well, the highlight will be on key concepts and method of analysis related to marketing strategy, marketing channels, wholesale markets of raw materials, and sales system of trade companies.

### **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 and businesses. It focuses on the key issues in analyzing market opportunities, developing and implementing marketing strategies and 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, GBU 3311

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 advanced course addresses the challenges of creating and delivering high quality services in professional practices and services within industries such as financial, healthcare, educational, high-tech, manufacturing, and retail. Topics include: how customer behavior and expectations play a role in the service environment; branding, promoting and positioning services; managing demand and capacity in service organizations; distribution and pricing in services; building customer loyalty; workforce development; and managing customer complaints.

**MKT 5309 Strategic Market Planning****3 SCH**

Prerequisites: MKT 5305, 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 pro- motions, 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.

**Philosophy (PHI)**

**PHI 5361 Philosophy of Religion** **3 SCH**

3 lecture hours

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.

## **Political Science (PSC)**

### **PSC 5305 Global Governance**

**3 SCH**

This course provides an understanding of the evolving nature of globalization and the need for new ways of ensuring the management of the increasingly globalized world. Key theories of and approaches to global governance, notably neoliberal institutionalism, the new medievalism and transgovernmentalism, will be examined in light of the post-WWII architecture of global governance, starting with the Breton Woods Institutions, GATT/WTO trade negotiations, and non-formal mechanisms and initiatives, such as the Davos Forum, taken to cover the remaining gaps in global governance. On the political front, the course will examine the evolving concept of national sovereignty and the challenges it poses to how the international system deals with global economic and political issues.

**PSC 5315 Water in International and Domestic Politics** **3 SCH**

The natural endowment of both surface and ground water resources depends on the water cycle. Fresh water is essential for life, crucial to agriculture and enters into myriad production systems. This course examines how water issues are addressed in international and domestic politics. The relationship between access to water and political conflict is explored using both models and case studies. The course includes also the treaties governing transboundary water use.

**PSC 5350 Middle Eastern Politics** **3 SCH**

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 5360 Foreign Policy and Security of the Middle East States** **3SCH**

Middle Eastern States foreign policy and security. The Middle-East is one of the sub regional systems in the world where conflicts and violence are most acute. It holds the Arab-Israeli conflict, the Arab-Persian Gulf wars and conflicts, border and ideological rivalries, as well as ethnic and religious diversity resulting often in irredentist claims, violence and terrorism. In addition, Great Powers interferences, through direct interventions or using proxy's to protect their conflicting interests in the region, generate more violence and confrontations. This course aims at analyzing the Foreign Policy of the key middle-eastern States in relation with Great Powers Politics, as well as the impact of the emergence of new transnational actors in the context of the Arab spring, in this region and how all these affect the stability of this extremely strategic sub-regional System.

**PSC 5361 Religion and Politics** **3 SCH**

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**

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 with- in 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**

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 are able to compare issues thematically across the three states.

## **Supply Chain Management (SCM)**

### **SCM 5301 Logistics and Supply Chain Management**

**3 SCH**

Prerequisite: GBU 5306, 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.

### **SCM 5302 Logistics of Transportation and Distribution**

**3 SCH**

Prerequisite: SCM 5301

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.

**SCM 5303 Inventory Management and Production Planning 3 SCH**

Prerequisite: SCM 5301

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.

**SCM 5304 Information Technology for the Supply Chain 3 SCH**

Prerequisite: SCM 5301

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.

**SCM 5305 Strategic Supply Chain Management 3 SCH**

Prerequisite: SCM 5301

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.

**SCM 5306 International Logistics 3 SCH**

Prerequisite: ECO 5306

This course provides a strategic view of global operations and logistics. The students will be able to understand the general framework and important issues related to global operations and logistics. It covers main trends of global logistics, logistics firms and costs, third-party and value added logistics, and cargo insurance covering road, air, and marine transportation.

**SCM 5399 Special Topics in Logistics & Supply Chain Management 3 SCH**

Prerequisite: Special permission

3 lecture hours

This course consists of specially scheduled readings on significant issues or topics relevant to the study of Logistics and Supply Chain Management.

## **Sustainable Energy Management (SEM)**

### **SEM 5311 Introduction to Renewable Energy**

**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 geothermal energy, energy from biomass, wave energy, tidal energy, ocean thermal energy, hydropower and fuel cells technologies, as well as aspect of energy storage and utilization.

### **SEM 5313 Energy and the 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 conventional energy sources and fossil fuel power plants technologies and their impact on the environment, fundamentals of fuels and combustion principles, pollution formation and control of major combustion pollutants, current policies related to pollution, comprehensive knowledge of environmental issues and how to ameliorate the growing urban, regional and global environmental problems associated with energy use while still providing sufficient energy to meet the needs of populations for a humane existence. control program must be built.

### **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. Students will be introduced to energy efficiency in construction, efficient energy management techniques, economics and social factors which influence energy technologies, and methods for energy audit of the industrial and civil installations, and will get an overview of energy projects and environmental management. 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.

### **SEM 5317 Energy Economics and Finance**

**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, 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 5321 Conventional Energy Technologies**

**3 SCH**

3 lecture hours

This course will provide an in-depth knowledge of conventional energy domains. This course examines the basics of energy engineering/sciences and technology with a focus on the fundamentals of conventional energy sources. The course concentrates on conventional energy sources such as oil, natural gas, and coal. A thorough comparison between conventional and renewable energy sources is a key to understanding the possibilities and limitations of new energy sources.

**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. In addition, the students will study electric grid operation and 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 5325 Renewable Energy Technologies**

**3 SCH**

3 lecture hours

This course aims to provide an introduction to engineering principles and designs underpinning solar and wind renewable energy technologies. The course discusses the scientific principles behind solar thermal and photovoltaic energy. The students will be able to: describe the fundamentals and main characteristics of the Sun's energy, describe the main components associated with the solar thermal energy technologies, photovoltaic technologies as well as solar renewable energy resource assessment, describe the fundamentals and main characteristics of the wind, describe the main components associated with the wind turbine energy technologies and scientific principles of energy transfer by fluids, and analyze data using predictive models to forecast amount of wind and solar energy achievable.

**SEM 5399 Special Topics in Sustainable Energy (can be repeated for credit) 3 SCH**

3 lecture hours

This course will cover specific advanced topics in Sustainable Energy Management that reflect current issues of interest. It will focus on application of a specific technology or set of techniques, and will require demonstration of practical mastery of the subject area and its context and issues.

**SEM 5333 Master's 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 Master's 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's 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.

**Social Sciences (SSC)**

**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 5303 Diversity in Islam 3 SCH**

The purpose of this class is to expose students in the MAIS and NAMES programs to a diversity of practices in contemporary Muslim communities.

The course involves trips to specific Muslim countries with visits to major Muslim sites and meetings with scholars and students in the host countries. It is expected that such opportunities will help expand the information learned in classes and improve their understanding when they may encounter such diversity in their professional lives.

**SSC 5302 Multidisciplinary Research Design and Methods 3 SCH**

The most interesting Social Science research conducted today is multi-disciplinary in nature. This course teaches students how to use a variety of perspectives, sources of data, and data analysis methods to address a research question. Students learn how each of the Social Sciences contributes theoretically and methodologically to our understanding of social phenomenon. Students explore the options offered at each stage of research, from the framing of a research question, through data collection, to the presentation of findings, while practicing a range of data collection and data analysis methods.

**SSC 5304 North African Migration and Immigrant Communities 3 SCH**

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**

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 5351 North African Cities 3 SCH**

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**

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**

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**

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**

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**

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 MBA 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.

**ACC 6311 Management Control Systems** **3 SCH**

3 lecture hours

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 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 understanding of financial techniques and tools used in problem solving and decision making at the corporate level. This course covers topics such as: 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 provides foundations of quantitative methods for managerial decision making. It includes hypothesis testing, statistical inferences, forecasting and simulations, linear programming and problem optimization. SPSS is used to analyze the data.

**GBU 6311 Corporate Entrepreneurship and Innovation**

**3 SCH**

3 lecture hours

At the end of this course participants taking this course are expected to gain insights into the development of entrepreneurial aptitudes and skills. The course addresses important issues that include 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.

**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.

**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.

**MGT 6201 Organizational Behavior**

**2 SCH**

2 lecture hours

This course combines theory and practice to provide a better understanding individuals, teams and organizations function. Particular emphasis is placed on the role of leaders in organizations.

**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. 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 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

This course enables participants to implement business ethics and corporate governance rules in their organizations and 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 in organizations. 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

Participants are exposed to the areas of knowledge and kinds of competencies that are fundamental to the study and practice of leadership in a variety of settings. 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. 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, aggregate and operational planning, technology, 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.

**MGT 6318 Knowledge Management**

**3 SCH**

3 lecture hours

This course provides participants with practical skills needed to formulate the influence of the changing technology environment on the organization's capacity to manage knowledge effectively.. Participants are

expected 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.

**MGT 6320 Strategic Management and Business Policy** **3 SCH**

(Capstone)

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. Participants will be able to diagnose and analyze the impacts of changes.. The topics include setting missions and visions, strategy definition, recognizing and nurturing core competencies, diversification, and moving from strategy to execution.

**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** **3 SCH**

3 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.

## ACADEMIC CENTERS AND INSTITUTES

Language Center

Institute of Economic Analysis & Prospective Studies

Social Science Research Institute

Hillary Rodham Clinton Center for Women's Empowerment

Azrou Center for Local Community Development

Center for Business Ethics

# LANGUAGE CENTER

**Moncef Lahlou**, Director

**Karima Maazouz**, Director's Assistant

**Faculty:** C. Abdelghani, G. Abrahams, K. Achibat, A. Azennoud, J. Bailey, R. Black, A. Bounou, L. Chiesi, S. Crielesi, M. Devier, J. El Kilani, S.G. Ftouh, L. Ghechi, A. Khejjou, B. Kibal, S. Loukili, H. Mekaoui, Y. Ouakrime, M. Painter, D. Psaras, S. Sabia, A. Savoie, I. Sebti, G. Storti, J. Tahtah, A. Wildschut.

## Accreditation



The Intensive English Program of the Language Center is accredited by the Commission on English Language Program Accreditation.

The Language Center (LC) is an independent academic unit that has been offering intensive English programs since the opening of the University. It was the first academic unit to receive international accreditation, back in 2009. Its main mission is to prepare the students enrolled for academic programs offered in English, which aligns with AUI's mission to prepare future leaders of Morocco and the world. In addition to English, the LC offers programs in other languages such as French, Spanish, and Tamazight.

## LC Mission Statement

The Language Center seeks to: 1) equip eligible students with the language skills necessary for success in their academic studies by using materials that promote global multicultural awareness, and 2) provide tailored 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 sensitive, and committed to professional development. The use of modern technology and authentic materials contributes to an effective teaching and learning environment wherein 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; 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**

Upon successful completion of the LC intensive English program, students should 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 the above 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 across 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, and because they will negatively impact students' acquisition, performance, and consequently grades, absences are discouraged and limited by regulation. After a number of tolerated absences, a student receives a grade of WF and is withdrawn from the course in question.

## **Programs**

Intensive and Super Intensive English language programs (IEP and SIEP 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 (ESP) and Corporate Linguistic Training (CLT) to members of the community outside the University as well as a special English program for Staff (EFS) for University staff members who need to work on their English. In addition to English courses, the Center also offers courses in other languages for credit such as Tamazight/Berber, French, and Spanish.

### **IEP: Intensive English Program**

IEP is a 75-contact hour per course program. Two categories of students are placed in this regular track:

- 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. They may take all level II courses or a combination of level I and II.

### **SIEP: Super- Intensive English Program**

SIEP is a fast track 112-contact hour per course program that 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 content in one semester that normally would require two semesters to cover.

### 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
ARD 1001	Academic Reading I
ARD 1002	Academic Reading II
ARD 1003	Academic Reading III
AWT 1001	Academic Writing I
AWT 1002	Academic Writing II
AWT 1003	Academic Writing III
GAC 1001	Grammar in an Academic Context I
GAC 1002	Grammar in an Academic Context II
GAC 1003	Grammar in an Academic Context III

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

### Assessment

All midterm and final exams are standardized for English language program students at all tracks and skill areas. Students take standardized midterms (week 7 or 8) and finals (week 16) 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.

The passing grade for undergraduates is 70% (C) and for graduates is 80% (B). Students in IEP Level I reading, listening and speaking, and grammar courses may also benefit from the "Superpass" option the program offers in which 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 English programs, a formal annual program review has been in place since 2002. The program review is a two-week period at the end of the spring semester during which faculty raise and discuss issues related to student responses to ILO surveys and to 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 English 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, held alternately every week, address a wide variety of issues ranging from teaching methodologies; Intended Learning Outcomes; writing and grading quizzes, midterms and finals; attendance; and sharing and discussing teaching materials. 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 to either 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 standardized international test (Test d'Evaluation de Français, TEF) determine how many French courses a student needs to take, and at what level. Students may not take French in their first semester of study at AUJ.

### **TAMAZIGHT AND SPANISH**

Apart from English and French, the LC offers regular academic courses in other languages. The languages presently on offer are Tamazight and Spanish. Other languages will be offered in the future.

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

## **LC Accreditation**

The Intensive English Program of 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. In 2014, it gained re accreditation, this time for ten years, the maximum period for which re accreditation is granted.

## **Additional NOTE:**

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.

# **INSTITUTE OF ECONOMIC ANALYSIS AND PROSPECTIVE STUDIES**

## **Ahmed Driouchi, Dean**

Established September 14, 2001, the Institute of Economic Analysis and Prospective Studies (IEAPS) is a center at Al Akhawayn University that emphasizes 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 a larger research network devoted to providing views and research on economics, development, and policy issues. Publications constitute the major means of communication with various decision-makers and with the general public. During the period 2008-2014, the IEAPS produced 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." Besides scientific articles, the IEAPS has produced three books (2013-2014) dealing with, respectively, ICTs and policy coordination, labor mobility with focus on medical doctors, and knowledge in Arab countries. These publications were related to Morocco and to certain South Mediterranean countries. The relationships between the northern and southern regions of the Mediterranean were clearly represented.

Currently, research is planned in the areas of knowledge for development, human development, and local development initiatives. Also part of the research agenda is the topic of economic and social policies as related to the northern and southern Mediterranean regions. Further engagement of students and faculty from different AUI schools will also be pursued.

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 2012-2016, the IEAPS, with its developed network (at AUI, in Morocco and international), focused on the following research and development areas:

- Issues related to northern/southern Mediterranean development with emphasis on migration (brain drain, remittances, and others), as well as economic and social reforms with emphasis on the social roles of education and research (within Go-Euromed network, which 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 were pursued within the Forum of Mediterranean Institutes of Economics (FEMISE) network wherein questions related to social inclusion and to economic integration were debated. Interdependencies of health, education, and poverty have been also supported under the FEMISE network.
- Issues related the economics of intellectual property in relation to the development of Morocco and the region. This research was conducted with the Hassan II Academy of Sciences and Technology.
- Issues related to local development with a special focus on the role of tech- no logical 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. Focused on the use of Behavioral Economics for poverty alleviation, this ongoing work is likely to be continued during the coming years with the financial support of the National Observatory of Human Development (ONDH). Work relevant to the diffusion of research within these programs will be 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 and 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.

- New issues such as environmental economics and intangible wealth have been also introduced recently as new promising research dimensions.

## **AL AKHAWAYN SOCIAL SCIENCE RESEARCH INSTITUTE**

**Nizar Messari**, Dean

Al Akhawayn University's Social Science Research Institute's (ASSRI) main mission is to provide scholars from Al Akhawayn University and from its School of Humanities and Social Sciences with the tools to perform their research activities. It coordinates, supports, conducts and disseminates research in the Social Sciences. It also holds conferences, workshops, thematic speaking series, and occasional talks on different themes of the Social Sciences. It is currently made of three research units: a gender research unit centered around the Hillary Rodham Clinton Center for Women Empowerment, a national and international politics unit called Politics and International Studies Research Unit, and a Development Research Unit, all of which have received research grants, conduct research and hold regular activities.

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. ASSRI aims at responding to calls for proposals and bids from national and international institutions, in particular when they use English as a medium.

Individual SHSS faculty members have established good relationships with a number of internationally recognized research institutions and think tanks in North America, South America, Europe, and Asia. ASSRI aims to raise the level of these relationships from an individual basis to the institutional level.

Beyond proposals that come from national and international agencies, individual researchers at ASSRI can also opt to pursue their own research priorities. Current research projects and interest relate to:

- Human Development at the local and regional scales (Ifrane, the Middle Atlas, the Fes-Boulemane-Meknès-Taflalt Region);
- Gender issues,
- Literacy, Education and Language;
- Environmental issues, including forestry, land management and water management;
- Urban studies;
- Governance and political participation;
- International and regional affairs;
- International Security issues;
- Migration and Refugee issues;
- Colonialism and Post-Colonialism
- Theoretical debates relative to Social Sciences;
- Communication and Media.

## **THE OFFICE OF INSTITUTIONAL RESEARCH AND EFFECTIVENESS**

**Gina Cinali**, Associate Vice President

The Office of Institutional Research and Effectiveness (OIRE) collects and analyses data and designs research studies on all aspects of university management and positioning to provide information for institutional planning and decision-making. OIRE ensures the integrity of the data it provides to University decision makers, the Board of Trustees, and other internal and external constituencies. It plays a crucial role in accreditation, strategic planning and all quality assurance operations.

## **HILLARY RODHAM CLINTON CENTER FOR WOMEN'S EMPOWERMENT**

**Doris Gray**, Associate Director

The Hillary Rodham Clinton Women's Empowerment Center (HCC) at Al Akhawayn University in Ifrane, Morocco, is an interdisciplinary research

center for scholars, students, and faculty who study contemporary gender issues in Morocco and the Maghreb.

The HCC combines a contemporary focus with an awareness of historical forces that shape current gender discourses in North Africa. It is a center for interdisciplinary scholarship in gender and women's rights issues. The Center has a program of distinguished guest speakers, scholars-in-residence, conferences, and campus activities that involve undergraduate and graduate students. The HCC aspires to be at the forefront of gender studies scholarship in Morocco and promotes gender research and study throughout North Africa. HCC accomplishes this by:

- Encouraging creativity, research, and excellence in scholarship among AUJ faculty and students in endeavors related to women and gender;
- Building interdisciplinary collaborations throughout the University by promoting inclusive and diverse research;
- Developing research partnerships with universities in Morocco, the Maghreb, and internationally;
- Contributing to the development of Women's and Gender Studies both nationally and internationally.

HCC provides resources for scholars to conduct research on gender in Morocco. A scholar-in-residence program brings distinguished and emerging scholars to campus for a semester or year. A monthly guest lecture series features experts in the field and stimulates development of new concepts and plans advancing women's rights and gender equality. In addition, the HCC organizes an annual international symposium, holds graduate student workshops, book launches and contributes to campus events.

HCC promotes social justice issues, particularly those that affect women and provides a voice in national and transnational organizations focusing on research in women's rights. HCC also collaborates with the Azrou Center for Community Development in support of grassroots women's empowerment.

Current HCC research focus is on gender and violence, underage marriage, Islamic feminism, Family Law (Moudawana), gender and transitional justice.

# THE AZROU CENTER FOR COMMUNITY DEVELOPMENT

**Malika Iguenfer**, Interim Director

The Azrou Center for Community Development is the University's instrument for providing the local and regional community with social, economic, and educational support services through poverty alleviation, healthcare, and literacy programs. The establishment of the 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. Center activities are focused in following three major domains.

- Programs in education: Educational services at the Center primarily consist of providing training programs for targeted groups in the areas of languages and computer/information technology, with the aim of increasing members' preparedness for the job market and helping them set up their own small businesses. The center focuses particularly on three axes: literacy programs, non-formal education, and programs for graduate students still unemployed.
- Training in professional vocations: These trainings in computer science and web development, trade, design and video, and infographics are dedicated mainly to young people looking for a professional vocation and willing to master the knowledge and technics in specific fields to increase their chances to be hired by big firms.
- Health services: Medical projects are to serve several segments of the population by offering general medical consultations. Health services include medical awareness campaigns in cardiology, endocrinology dermatology, urology, ophthalmology as well as general practice medical consultations, and HIV/AIDS screenings. The Center also organizes awareness sessions in various socio-medical topics that particularly target women's reproductive health and childcare.

## CENTER FOR BUSINESS ETHICS

**Wafa El Garah**, Project Director

The Center for Business Ethics (CBE) was launched in April 2015 and was funded by Siemens AG in the framework of the Second Funding Round of the Siemens Integrity Initiative. The mission of the center is to enhance integrity in the Moroccan business environment and to raise awareness

and promote clean business in different sectors, namely energy, healthcare, industry and infrastructure, and city management.

Creating a center for business ethics falls within the mission of Al Akhawayn University to uphold the highest academic and ethical standards and to promote equity and social responsibility.

The CBE constitutes a major player in the fight against corruption through training of professionals, students, and educators as well as conducting research projects and developing teaching case studies. The Center's activities revolve around good governance practices, curricula development, seminars, research, and auditor training.

The CBE brings a new perspective and spirit in fighting against corruption. Irrespective of the several law reforms and awareness campaigns initiated by the government to reduce this phenomenon, corruption remains one of the main factors hindering economic and social development in Morocco. The goal is to make of CBE a model that could be replicated in other universities in Morocco and in other countries in the region.

# UNIVERSITY FACULTY

## Full-Time

**Abbou Fouad Mohammed** PhD in Optical Engineering (2001), Multimedia University. Cyberjaya, Malaysia

**Abdelghani, Chafik** PhD in Applied Translation Studies (2006), London Metropolitan University. London, UK

**Abid, Mohamed Riduan** PhD in Computer Science (2010), Auburn University. Auburn, Alabama, USA

**Abrache, Jawad** PhD in Operations Research (2004), University of Montréal. Québec, Canada

**Abrahams, Gregory Ryan** Master in TESOL (2012), School for International Training. Brattleboro, Vermont, USA

**Achibat, Karim** PhD in Communication (2014), Sidi Mohamed Ben Abdellah University. Fez, Morocco

**Agnaou, Abderrahim** PhD in Applied Linguistics and Educational Technology (2009), Université Sidi Mohamed Ben Abdellah. Fez, Morocco

**Aguenau, Samir** PhD in Finance (2007), University of Wales. Aberystwyth, UK

**Assem, Nasser** PhD in Computer Science (2002), Michigan State University. Lansing, Michigan, USA

**Azenoud, Abderrahman** PhD in Linguistics (2000), Université Sidi Mohamed Ben Abdellah. Fez, Morocco

**Azeriah, Ali** PhD in Translation Studies (1994), State University of New York. New York, New York, USA

**Bateman, Sara Beth** Master in TESOL (2015), Murray State University, Murray, USA

**Belkhayat, Ahmed** Master of Business Administration (1999), Al Akhawayn University in Ifrane. Ifrane, Morocco

**Benmoussa, Chihab** PhD in Management Information Systems (2006), Abo Akademi University. Abo, Finland

**Bennani Bouchiba, Abdelhamid** Master in Marketing (2002), University of North London. London, UK

**Ben Rqya, Yassine** Doctorat in Automatique. Productique. Signal & Image. Ingénierie Cognitive (2015), Université de Bordeaux. Bordeaux, France

**Bentamy, Anas** PhD in Mechanical Engineering (2004), Ecole Polytechnique de Montréal. Québec, Canada

**Berrada, Fouad** PhD in Molecular Biology (1995), University of Montréal. Québec, Canada

**Bigliardi, Stefano** PhD in Philosophy of Science (2007), University of Bologna. Bologna, Italy

**Borkowski, Rossitsa Varadinova** Master in Bulgarian Philology/ Sociolinguistics (1987), Sofia University St. Kliment Ohridski. Sofia, Bulgaria

**Borkowski, Peter Stefan** PhD in Philosophy of Culture, Policy, Law, & Economics (2009), Sofia University St. Kliment Okhridski. Sofia, Bulgaria

**Boudihaj, Aouatif** Doctor of Education (1999), University of Leeds. Leeds, UK

**Boussouab, Brahim** Doctorat d'Etat in Arabic Linguistics (2001), Université Ibn Zohr. Agadir, Morocco

**Cavalli-Sforza, Violetta Laura** PhD in Intelligent Systems Program (1998), University of Pittsburgh. Pittsburg, Pennsylvania, USA

**Chaatit, Fouad** PhD in Mathematics (1993), University of Texas at Austin. Austin, Texas, USA

**Ciccarello III, Nicholas Andrew** D.Ed. in Educational Leadership (2004), West Virginia University. Virginia, USA

**Chiesi, Loren Lee** Master 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** Master in Computer Science (2005), Oklahoma City University. Oklahoma City, Oklahoma, USA

**Chraibi, Mhammed** Master in Software Engineering (2010), Al Akhawayn University. Ifrane, Morocco

**Cinali, Gina** M. Phil in Political Science (2009) and Master in International Affairs (1998), Columbia University, New York, USA

**Darhmaoui, Hassane** PhD in Physics (1997), University of Alberta. Edmonton, Alberta, Canada

**Devier, Mélissa Dominique** Master in *Sociolinguistique et Didactique* (2012), Université de Tours. Tours, France

**Dragojlov, Vesna** Master in Media Studies (2002), University of Denver. Denver, Colorado, USA

**El Asli, Abdelghani** Doctorat d'Etat in Biology (2003), Université Abdelmalek Essaâdi. Tétouan, Morocco

**El Bernoussi, Zaynab** Master of Public Administration (2011), Columbia University. New York, USA

**El Boukili, Abderrazzak** Doctorat in Applied Mathematics, Numerical Analysis, & Scientific Computing (1995), University Paris VI. Paris, France

**El Garah, Wafa** PhD in Management Information Systems (2005), University of Central Florida. Orlando, Florida. USA

**El Hajjaji, Samir** PhD in Organic Chemistry (2010), University of Nottingham. Nottingham, UK.

**El Kilani, Jamila** Doctorat de 3ème Cycle in Linguistics (1983), Paris VII University. Paris, France

**Elliott, Derek Llewellyn** Master in Global Studies (2010), University of Leipzig. Leipzig, Germany

**El Mortaji, Latifa** PhD in Applied Linguistics (2001), University of Essex. Essex, UK

**Ennahid, Said** PhD in Anthropology (2001), Arizona State University. Arizona, USA

**El Yousfi, Fatima** Doctorat in *Sciences de Gestion Spécialité: Prospective. Innovation. Stratégie. Organisation* (2016), Conservatoire National des Arts et Métiers. Paris, France

**Fakhar, Ahlam** PhD in Economics (2006), Claremont Graduate University. Claremont, California, USA

**Falah, Bouchaib** PhD in Computer Science (2011), North Dakota State University. Fargo, North Dakota, USA

**Flores Jacques, T. Carlos** PhD in Philosophy (1993), York University. Toronto, Canada

**Gamar, Alae** Master in Finance (2014), Al Akhawayn University in Ifrane. Ifrane, Morocco

**Gonçalves, Kolin Jeffery** Master in Education (2004), Grand Valley State University. Allendale, Michigan, USA

**Gray, Doris Herr** PhD in French (2005), Florida State University. Tallahassee, Florida, USA

**Gordon Ftouh, Stephanie** Master in Teaching, (2002), Towson University. Towson, Baltimore. USA

**Hamidi Alaoui, Abdelhamid** PhD in Mathematics (2007), University of Oklahoma. Norman, Oklahoma, USA

**Hammoud, Rhizlane** Master in Business Administration (2006), Michigan State University. East Lansing, Michigan, USA

**Hardy, Myronn Ezra** Master in Creative Writing (2001), Columbia University. New York, New York, USA

**Hansen, Michelle Kay** PhD in English (2009), University of Nevada. Las Vegas, USA

**Harroud, Hamid** PhD in Computer Science (2005), University of Ottawa. Ottawa, Ontario, Canada

**Hassi, Abderrahman** PhD in Industrial Relations (2015), Laval University. Canada

**Haskouri, Salah** Master in Mathematics (1988), University of North Texas. Denton, Texas, USA

**Heffner, Jason Paul** Master in Education (1996), Smith College. Northampton, Massachusetts, USA

**Houki, Naziha** Master in Integrated Marketing Communication (2011), Northwestern University. Evanston, USA

**Iraqi Houssaini, Omar** Master in Computer Networks (2002), Al Akhawayn University in Ifrane. Ifrane, Morocco

**Jabbouri, Imad** PhD in Finance (2015), ESC Rennes School of Business. Rennes, France

**Kabel, Ahmed** Doctorat in Education (2010), Mohammed V University. Rabat, Morocco

**Kalpakian, Jack Vahram** PhD in International Studies (2000), Old Dominion University. Norfolk, Virginia, USA

**Kettani, Driss** PhD in Computer Science (1998), Laval University. Quebec, Canada

**Khaldoun, Asmae** PhD in Applied Physics (2002), Abdel Malek Essaadi University. Tétouan, Morocco

**Khallaayoun, Ahmed** PhD in Engineering (2010), Montana State University. Bozeman, Montana, USA

**Khejjou, Ali** Master in TESOL (1985), San Francisco State University. San Francisco, California, USA

**Kibal, Bouchaib** MA in Arabic-English; English-Arabic Translation (2001), University of Westminster. London, UK

**Kissani, Ilham** PhD in Industrial Engineering (2008), Laval University. Quebec, Canada

**Koubida, Sallem** PhD in Economics (2007), Southern Illinois University. Carbondale, Illinois, USA

**Konou, Comlanvi Martin** PhD in Economics (2013), The University of Nebraska. Nebraska, USA

**Lahrech, Abdelmounaim** PhD in Economics (2007), Southern Illinois University. Carbondale, Illinois, USA

**Laayouni, Lahcen** PhD in Applied Mathematics (2001), Mohammed V University. Rabat, Morocco

**Lghoul, Rachid** Master in Energy Efficiency & Renewable Energies (2011), Ecole Mohammadia d'Ingénieurs. Rabat, Morocco

**Loudiyi, Khalid** PhD in Physics (1989), Oklahoma State University. Oklahoma, USA

**Loukili, Souad** Master in English (1996), University of Essex. Essex, UK

**Lounnas, Djallil** PhD in Political Science (2010), University of Montréal. Quebec, Canada

**Love, Paul Mitchell** PhD in Near Eastern Studies (2016), University of Michigan. Michigan, USA

**Marbouh, Hicham** Master in Special and Inclusive Education (2013), Roehampton University. Roehampton, Holland

**Maghraoui, Sidi Driss** PhD in History (2000), University of California. Santa Cruz, USA

**Marzouk, Abdelkrim** PhD in Geography (2005), Clark University. Worcester, Massachusetts, USA

**McDaniel, Stephen Dale** Master in Business Administration (2001), University of Texas at Arlington. Arlington, Texas, USA

**Messari, Nizar** PhD in International Relations (1998), University of Miami. Miami, Florida, USA

**Monette, Connell Raymond** PhD in Medieval Studies (2008), University of Toronto. Toronto, Ontario, Canada

**Morey, Deborah Rosetta** Master in English Literature (1996), University of Montana. Missoula, USA

**Mourhir, Asmaa** Master in Computer Science (2000), Al Akhawayn University in Ifrane. Ifrane, Morocco

**Moustaghfir, Karim** PhD in e-Business and Knowledge Asset Management

(2004), University of Lecce. Italy. Cranfield School of Management, UK

**Neville, Mary Grace** PhD in Organizational Behavior (2004), Case Western Reserve University. Cleveland, Ohio, USA

**Ouakrime, Yasmine** Master in *Communication et Formation dans les Organisations* (2011), Faculté des Sciences de l'Éducation. Rabat, Morocco

**Ouardaoui, Abdelkrim** PhD in Analytical-Environmental Chemistry (1996), University of Massachusetts at Lowell. Lowell, Massachusetts, USA

**Oumlil, Kanza** PhD in Communication (2012), Concordia University. Montreal, Canada

**Painter, Michael Edgar** Bachelor in Classical Languages (1980), Florida State University. Tallahassee, Florida, USA

**Pearson, Timothy James** Master in Rhetoric & Communication (1992), University of California at Davis. Davis, California, USA

**Rachidi, Tajjeeddine** PhD in Computer Science (1999), University of Essex. Essex, UK

**Rhiati, Nabil** Master in Mathematics (2003), The University of Texas at Austin, Austin, Texas, USA

**Rinehart, Milton Duncan** PhD in Sociology (1994), University of Colorado, Colorado. USA

**Ross, Eric Stanley** PhD in Islamic Studies (1996), McGill University. Quebec, Canada

**Sahli, Meriem** Master in English Language Teaching (2001), University of Lancaster. Lancaster, UK

**Salih Alj, Yassine** PhD in Telecommunications and Wireless Communications (2008) Institut National de la Recherche Scientifique. Quebec, Canada

**Samadi, Sedki** PhD in Mathematics (2001), University of Seville. Seville, Spain

**Santos, Noelia Simone** Master in Media Studies (2011), The New School, New York, USA

**Satt, Harit** PhD in Finance (2015), ESC Rennes School of Business. Rennes, France

**Savoie, Aurore Marie-Thérèse** Master *d'Enseignement SLE* (2013), Université de Grenade, Grenade, Espagne

**Sebti, Ibtissama** Master in Applied Linguistics and ELT (1991), University of York. York, UK

**Sendide, Khalid** PhD in Molecular Immunology (2004), Sidi Mohamed Ben Abdellah University. Fez, Morocco

**Sheikh, Naeem Nisar** PhD in Mathematics (2008), University of Illinois. Urbana, Illinois, USA

**Shoup III, John Austin** PhD in Cultural Anthropology (1990), Washington University in St Louis. St Louis, Missouri, USA

**Smith, Kevin Scott** PhD in Information and Computer Science (1988), Georgia Institute of Technology. Atlanta, Georgia, USA

**Storti, Giovanna** Master in Applied Linguistics (2005), Carleton University. Ottawa, Ontario, Canada

**Tahtah, Jade** Doctorate in Linguistics (2006), Sidi Mohamed Ben Abdellah University. Fez, Morocco

**Talei, Hanaa** Master in Computer Networks (2005), Al Akhawayn University. Ifrane, Morocco

**Tlemçani-Mekaoui, Hafid** Candidatus Philologiae in English Literature (1991), University of Oslo. Oslo, Norway

**Van Lierde, Veronique Mireille Marie** PhD in Mathematics (2004), Katholieke Universiteit. Leuven, Belgium

**Wildschut, Jacob Adrianus** Master in Applied Linguistics (1993), Canterbury Christ Church College. Canterbury, UK

**Veysièrè, Aure, Florence** Doctorat in Psychology (2006), Paris 8 University. Paris, France

**Zaid, Bouziane** PhD in Communication (2009), University of South Florida. Florida, USA

**Zvan-Elliott, Katja** PhD in Oriental Studies (2012), University of Oxford. Oxford, UK

## Part-time/Adjunct Faculty

**Amakhmakh, Naceur** PhD in Linguistics (1997), University of Wisconsin at Madison. Madison, Wisconsin, USA

**Amine, Hicham** PhD in Operations Management (2015), Florida Atlantic University, USA

**Baijou, Ahmad** PhD in Agricultural Economics (1990), Oklahoma State University. Oklahoma, USA

**Benlamhidi, Sidi Abdellah** Master of Comparative Law (*Comparativae Legis Magister*) (1978). Carlisle, Pennsylvania, USA

**Benmoussa, Othmane** PhD in Management of Technology and Entrepreneurship (2003), Ecole Polytechnique Fédérale de Lausanne. Lausanne, Switzerland

**Berdai, Mohamed** Doctorate in Electronics (1984), Université des Sciences et Techniques de Lille. Lille, France

**Bouhmala, Benaissa** Doctorat d'Etat in Modern Arab Literature (1999), Mohamed V University. Rabat, Morocco

**Bouarich, Badre** Master in Finance (2011), IE Business School. Madrid, Spain

**Bouhafra, Mounsiif** Doctorate in Language, Culture and Communication (2015), Moulay Ismail University. Meknes, Morocco

**Bounou, Abdelmouneim** Doctorat d'Etat in Spanish and Latin American Literature (1993), Sidi Mohamed Ben Abdellah University. Fez, Morocco

**Bouzekri, Hind** Master in Industrial Engineering (2008), Montreal University. Canada

**Burnside, Justin Philip** Master of Fine Arts (2009), University of Nevada. Las Vegas, Nevada, USA

**Casazza, Lorraine** PhD in Integrative Biology (2012), University of California. Berkeley, California USA

**Chetioui, Youssef** Master of Business Administration (2010), Al Akhawayn University in Ifrane. Ifrane, Morocco

**Dahbi, Mohammed** PhD in Linguistics (1984), Georgetown University. Washington D.C., USA

**Geffner, Adam Albert** Master in Investment Management (2015), Temple University. Philadelphia, USA

**Hajji, Abdelmajid** PhD in *Etudes Cinématographiques et Média* (1993), Kansas University. Lawrence, Kansas, USA

**Hottel Burkhart, Nancy Greene** PhD in Applied Linguistics (1981), University of Texas at Austin. Austin, USA

**Imenchal, Loubna** Master in International Business Strategy (2005), Ecole Nationale Pont & Chaussée. Paris, France

**Jouidi, Driss** Doctorat d'Etat in *Commerce International* (2001), Sidi Mohamed Ben Abdellah. Fez, Morocco

**Kassal, Hammad** Doctorat in *Sciences Economiques* (1991), Paris University. Paris, France

**Legrouri, Ahmed** PhD in Physical Inorganic Chemistry (1988), University of Glasgow. Glasgow, Scotland

**Lehnert, Matthew Ryan** Master in Geography and Planning (2013), University of Toledo. Ohio, USA

**Loulichki, Mohammed** Master in International Relations (1979), Université Paris-Sorbonne. Paris, France.

**Majdouline, Touriya** Doctorat d'Etat in Modern Arab Literature (2009), Sidi Mohamed Ben Abdellah. Fez, Morocco

**Malki, Abdellah** PhD in Comparative Literature (1998), Moualy Ismail University. Meknes, Morocco

**Marghich, Abdellatif** Doctorat in Management (2007), Sidi Mohamed Ben Abdellah University. Fez, Morocco

**Quaisse, Mohammed** Executive Master in Management and Finance (2010), Al Akhawayn University. Ifrane. Morocco

**Tahiri, Anas** Master of Business Administration (2005), Florida Metropolitan University. Florida, USA

**Therrien, Catherine** PhD in Anthropology (2010), University of Montreal. Montreal, Canada





جامعة الأخوين

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AL AKHAWAYN  
UNIVERSITY

Al Akhawayn University

P.O. Box 104, Hassan II Avenue, 53000 Ifrane, Morocco

Phone: (+212)-535-862-000 | Fax: (+212)-535-567-150 | Email: [admissions@au.ma](mailto:admissions@au.ma)