



THE GEORGE  
WASHINGTON  
UNIVERSITY

WASHINGTON, DC



الجامعة الأهلية  
AHLIA UNIVERSITY  
BAHRAIN



**STUDENT GUIDEBOOK  
FOR THE GW M.S. PROGRAM IN ENGINEERING  
MANAGEMENT AT AHLIA UNIVERSITY**

**AT AHLIA UNIVERSITY, KINGDOM OF BAHRAIN**



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Dear MSEM Student,

It is our pleasure to welcome you to the Master of Science in Engineering Management (MSEM) Program offered by The George Washington University (GW), USA, at Ahlia University (AU), Kingdom of Bahrain. We understand the difference you want to make in your life and your career. We challenge our students to look ahead and prepare them to lead the way through innovative programs. GW and AU can help you reach beyond your ambition. With program designed specifically for the busy adult professional, GW and AU offer the MSEM Program at a convenient location in in the Kingdom of Bahrain. The MSEM Program is offered by the Engineering Management and Systems Engineering Off-Campus Programs Office (EMSE-OCP) at GW which also offers other graduate education programs that are designed to develop leaders for technically oriented organizations and prepare them for the future.

The most sought-after engineering and business professionals today have earned combined management and technology credentials. In today's fast-paced world of technology-driven changes, the well-educated technical professional with a management background is invaluable. Employers seek engineers, scientists and business professionals who can lead the process of change, and who have the ability to apply the power of technology to the management of their organizations. The MSEM program teaches employees of engineering, business and technical organizations to complement technical knowledge with managerial skills.

Inspired by the values of its founding president, AU provides for you not just a university education but opportunities for personal as well as academic growth. It is committed to graduating generations of distinguished scholars in their professional fields, with high ethical values and leadership capabilities. You can now take pride in being a part of the top private University in the Kingdom of Bahrain.

This Student Guidebook presents a summary of the important regulations and procedures concerning GW MSEM Program, in addition to other general guidance which we hope will assist students to make their university life smooth and enjoyable. We would like to encourage you to be aware of all important policies, procedures, rules and regulations of GW and AU. Please make yourself familiar with the different means of communication including GW and AU various websites which can provide you with any relevant, necessary and up-to-date information.

Please note that every member of the GW EMSE-OCP Office's as well as AU's academic and administrative staff will be more than happy to assist you with your aspirations and provide you with the guidance and support needed. Hence don't hesitate to seek their help!

We wish you success in your academic endeavours in the MSEM Program.

# **1.The George Washington University**

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The George Washington University (GW) is an independent academic institution that was chartered in February 9, 1821 by an Act of Congress of the United States. Since then it has evolved into one of the leading universities in USA and the largest institution of higher education in Washington, D.C. It has become a major research university, pushing the boundaries of intellectual inquiry in diverse disciplines. It has graduated thousands alumni in many countries worldwide and has grown to be one of the largest private employers in D.C. The University currently hosts over 20,000 undergraduate and postgraduate students from all around the world enrolled in its three main campuses: the Foggy Bottom Campus, the Mount Vernon Campus and the Virginia Science and Technology Campus. It has nearly one hundred research centers and ten colleges and schools with hundreds of undergraduate, master's, doctoral and certificate programs.

Founded in 1884, the GW School of Engineering and Applied Science (SEAS) contains currently 6 academic departments and over 45 undergraduate, master's, doctoral and certificate programs. The SEAS serves the global community by providing high quality undergraduate, graduate, and professional educational opportunities as well as stimulating and promoting innovative fundamental and applied research activities. The programs and degrees offered by SEAS prepare professionals to be confident in their understanding of science and technology, capable of exercising constructive leadership, creative in the face of new environmental and societal challenges, and agile in the application of critical analytical skills.

GW is accredited by its regional accrediting agency, the Middle States Commission on Higher Education (MSCHE). With this accreditation, MSCHE assures students of the high quality of all of GW's programs, including those of SEAS, which include the M.S. Degree in EM. GW is also on the approved list of the American Association of University Women and is a member of the College Board. This accreditation affirms that SEAS provides a high level of quality in its academic programs and qualifications—including of course the M.S. Degree in EM—and in its services, activities, and resources, as expected by its stakeholders and endorsed by the education world.

Founded in 1954, the Engineering Management and Systems Engineering (EMSE) Department is the largest department in the SEAS and offers some of the oldest and largest engineering management and systems engineering programs in the United States, with over a thousand of students currently enrolled confirming the high demand for such qualifications. The EMSE Off-campus Programs (EMSE-OCP) Office at the EMSE Department offers off-campus on-site and in an entirely online format the same EMSE programs that are offered on campus including master's and doctoral programs. The commitment of the EMSE-OCP Office to both academic rigor and the pursuit of leadership in the engineering management and systems engineering fields has helped it connect with major organizations around the world to offer on-site programs to working professionals. As a testament to the high market needs for the EMSE programs, the EMSE-OCP Office has offered these programs to locations outside of the Foggy Bottom Campus since 1999; e.g., at the GW Graduate Education Center in Arlington, VA, the GW Hampton Roads Center in Newport News, VA, and many other corporate and government sites such as:

- Government Agencies: Missile Defense Agency, National Geospatial/Intelligence Agency, U.S. Army Corps of Engineers
- National Companies: Huntington Ingalls Industries, Leidos Inc., Lockheed Martin Corporation, Noblis, Raytheon Company
- International: Ahlia University, Bahrain

## **2. Strategic Partnership with Ahlia University**

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Ahlia University (AU) was the first private university to be licensed by the Government of the Kingdom of Bahrain, in March 2001. AU's mission is to provide high quality academic programs and to graduate students who are qualified to take a leading role in the development of their societies and countries. Another main objective of the University is to establish itself as a centre of research and learning, which naturally links the economic, cultural, scientific and industrial sectors of society in productive cooperation.

In October 2009, The George Washington (GW) School of Engineering and Applied Science (SEAS) signed a Memorandum of Agreement (MOA) with Ahlia University through which the GW EMSE Department via the EMSE-OCF Office is able to offer the Master of Science in Engineering Management (MSEM) Program at Ahlia University in the Kingdom of Bahrain. The focus of the M.S. degree is Engineering and Technology Management. Opening the GW MSEM Program at Ahlia University, bringing a unique degree program, offered by a globally renowned American university, to the Arabian Gulf, represents a significant milestone in the regional and local educational landscape and squarely fits within the framework of the AU Strategic Plan. An eminent higher educational institution chartered by an Act of Congress in 1821, the George Washington University launched the MSEM program a half century ago. Accreditation of The George Washington University at the institutional level by the Middle States Commission on Higher Education (MSCHE) assures that SEAS provides a high level of quality in provision and delivery of the MSEM program.

Through the MOA between the two institutions, the EMSE-OCF Office, in collaboration with Ahlia University, is able to bring a prestigious M.S. program melding engineering and management to a region in which substantial unmet demand exists for the skills and knowledge it imparts and the talent pool of future engineering managers it creates.



### 3. Curriculum of MSEM Program

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Students admitted to the GW M.S. Degree in EM offered at Ahlia University take the same curriculum that is offered at the main GW campus and receive the same certificate of M.S. Degree. The MSEM curriculum is designed to develop leaders for technically oriented organizations and prepare them for the future. This post-graduate degree provides a technical-based alternative to traditional business degrees such as MBA. Course work taken as part of this degree will prepare the student to take the exams for certification as a Project Management Professional (PMP) offered by the Project Management Institute, and for Systems Engineering Professional Certification (CSEP) offered by INCOSE.

The curriculum of the MSEM Program requires 11 courses totaling 36 American semester credit including two types of course requirements: 4 core courses (12 credits) and 6 focus courses (18 credits) in addition to a research course EMSE 6995 (6 credits), where students are expected to utilize their knowledge and skills in writing a defendable dissertation in EM. While core courses must be taken by all students, students choose the focus courses from a set of specialized topics that, as a whole, provide the level of detail necessary for proficiency in particular areas.

The research methods course EMSE 6992 is a prerequisite for the compulsory research course EMSE 6995.

#### Core Courses (12 Credits)

Course	Code	Course Title	Lec.	Lab.	Cre.	Prerequisite
EMSE	6001	The Management of Technical Organizations	6	0	3	
EMSE	6410	Survey of Finance and Engineering Economics	6	0	3	
EMSE	6020	Decision Making with Uncertainty	6	0	3	
EMSE	6801	Systems Engineering I	6	0	3	

#### Focus Courses (18 Credits)

Course	Code	Course Title	Lec.	Lab.	Cre.	Prerequisite
EMSE	6850	Quantitative Models in Systems Engineering	6	0	3	
EMSE	6005	Organizational Behavior for the Engineering Manager	6	0	3	
EMSE	6820	Program and Project Management	6	0	3	
EMSE	6790	Logistics Planning	6	0	3	
EMSE	6770	Techniques of Risk Analysis and Management	6	0	3	
EMSE	6026	Technical Enterprises	6	0	3	
EMSE	6035	Marketing of Technology	6	0	3	
EMSE	6505	Knowledge Management I	6	0	3	
EMSE	6992	Special Topics: Research Methods for the EM	6	0	3	

**Research (6 Credits)**

Course	Code	Course Title	Lec.	Lab.	Cre.	Prerequisite
EMSE	6995	Research	0	12	6	EMSE 6992

## **4.GW Management of MSEM Program**

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The MSEM Program offered at AU is managed directly by the GW Management of the EMSE-OCP consisting of

1. Prof. Thomas Mazzuchi, Chairperson of the EMSE Department,
2. Prof. Shahram Sarkani, Faculty Adviser and Academic Director of EMSE Off-campus Programs.

The EMSE-OCP Office, through its senior management represented by the Chairperson of the EMSE Department, Prof. Thomas Mazzuchi and the Faculty Adviser and Academic Director of EMSE Off-Campus Programs, Prof. Shahram Sarkani, strongly coordinates planning, closely oversees and continuously monitors all aspects of the delivery of the M.S. Program in EM offered at Ahlia University through the following:

- The GW Engineering Management and Systems Engineering Off-campus Programs (GW EMSE-OCP) Board at Ahlia University has been proven to be a Board of leadership to strategically plan, manage and strengthen the partnership between the two universities in line with the signed MoAs and to discuss and agree on an efficient mechanism to organize, systemize, assure and streamline the management of both the quality of provision and the maintenance of the academic standards for the M.S. Program in EM offered by GW at Ahlia University.
- Constant and direct communication via email, phone and face-to-face meetings with the top management of Ahlia University and through the official Point of Contact (POC) at Ahlia University who has been clearly identified to be the Chairperson of the Joint Management Committee at Ahlia University.
- The POC at Ahlia University communicates all daily and routinely issues concerning the Program directly to the POC at GW who has been identified officially to be the Joint Management Manager at the EMSE-OCP Office.
- Regular visits of the GW management of the EMSE-OCP Office and the EMSE Department to Ahlia University to meet senior management, faculty, staff, prospective applicants, students and alumni to discuss and seek feedback on issues concerned. The GW management will conduct many visits to Ahlia University per academic year during which they will require to meet all EMSE students at Ahlia University and to discuss, and resolve if necessary, all of their issues and concerns.
- The continuation of the strong cooperation, collaboration and tight coordination with all parties is needed to plan and deliver the Program and to monitor and assure its quality and academic standards. Through direct contact with students, alumni, and faculty and continuous monitoring, review and evaluation of the delivery of the program, GW management will be able to continue assuring the high quality of the program.
- EMSE Program Committee at Ahlia University

The routine and daily operations of the MSEM Program are managed directly by the EMSE Program Committee at Ahlia University in close collaboration and coordination with and final approval by the GW Management at the EMSE-OCP Office. This includes but not limited to the routine operations of processing new applications, student admission, registering students in courses, approving proposals for research projects/dissertations, assigning examination committees for master dissertations, etc. The EMSE Program Committee reports all major issues and concerns to the GW EMSE-OCP Board in its regular meetings for further study and approval.

The Chairperson of the EMSE Program Committee is the official POC at Ahlia University who stays in continuous and direct contact with the GW management and official POC at EMSE-OCP Office, raising up any concerns and emergent issues, reporting the progress and following up on the above list of operations.

## **5. Student Rights and Obligations**

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GW and AU aspire to build a strong relationship between students and their fellow students, and between students and the academic staff through the educational process. Consequently, students, whilst enjoying all of their rights and privileges, are expected to respect their duties and commitments. Some of the student rights and privileges are listed below:

- Students must take full responsibility for their actions and behaviour within the university.
- Students are expected to fully understand and comply with the university rules and regulations.
- Students are to avoid offending the feelings of others by direct actions or as a result of participating in different university committees. Students must always have mutual respect for their fellow students.
- Students must respect the rights and privacy of others.
- Students must raise any concerns at any early stage and seek to resolve them through the appropriate University channels.
- Students must strive to maintain the University's good reputation and image at all times.

### **Student Behaviour and Conduct**

Students' behaviour has significant impact on their academic career and reflects on successful relationships between the students, faculty members and fellow students. Further, good behaviour and conduct allows students to benefit from their experience with others, and enjoy a successful university life filled with mutual cooperation and understanding. As per HEC directives, Ahlia University follows University of Bahrain students' code of conduct. Violations of code of conduct include but are not limited to:

1. Disabling lectures or any related incitement actions.
2. Cheating, plagiarism and any related actions.
3. Any type of insult to faculty, staff and student.
4. Any violation of dress code.
5. Damaging university's facilities.

For more details on code of conduct please refer to the relevant policy. Students who violate the code of conduct policy will be investigated and, if the allegation is proven, will be penalized according to the policy.

## 6. Student's Lifecycle

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### 6.1 Application and Admission Procedure

1. Prospective students who are interested in applying for the M.S. Program in EM should apply through the Admissions Office at Ahlia University and submit the following documents:
  - Complete GW Application for Graduate Admission Form indicating that the Program the applicant is applying for is the M.S. Program in EM with Area of Focus in Engineering and Technology Management, GW-AU Cohort,
  - Official certificates and transcripts from all post-secondary colleges and universities, and if any of these documents are not in English then certified English translation must be provided,
  - Resume/CV,
  - Copies of official identification cards and passport,
  - Other documents required by Ahlia University and/or HEC,
  - Other documents that might be useful for consideration such as official English tests, professional certificates, reference or sponsorship letters, etc.
2. Once completed, the entire application will be scanned and sent to the Chairperson of the EMSE Program Committee at Ahlia University for review and consideration.
3. The Chairperson of the EMSE Program Committee will arrange for an interview with the applicant and if s/he satisfies all requirements, the POC at Ahlia University will submit the whole scanned application to the EMSE-OCP Office for consideration.
4. GW EMSE-OCP Office will study carefully the application. Students applying for the M.S. Program in EM must meet the current entrance requirements of the GW SEAS. Grades of C or better in two college calculus courses are prerequisite to all graduate programs in the EMSE Department. Applicants who do not meet this requirement must take the 3-credit hour course, EMSE 4197, Special Topics: Quantitative Methods in Engineering Management as the 12th course and the student's program then constitutes 39 credit hours. Final admission decisions of all applicants are made solely by the EMSE-OCP Office.
5. If approved, GW admission letter will be issued by the EMSE-OCP Office and sent to the POC at Ahlia University to be communicated to the admitted student.
6. The student will be informed about the admission decision and any admission conditions it may have. The student will be asked to complete the enrolment in the program and register in the appropriate courses by following the registration procedure before the beginning of the session.

## **6.2 GW Continuous Enrolment Policy**

It is the GW Policy that all EMSE students are expected to enrol in at least one course in every session/quarter or apply for a leave of absence. Failure to be continuously enrolled in coursework or on leave of absence will require students to reapply for the program.

## **6.3 Course Registration**

The EMSE Program Committee will make sure that courses are offered quarterly during the academic year according to the plan and schedule approved by GW. Course sections will be opened for registrations by at least three weeks before the beginning of each session where two courses will be opened for each cohort. Students will be urged to register in all courses offered for their cohort before the beginning of the session. Students will be asked to complete their registration and fully pay their tuition fees by at most three days before the start of the session. This will be communicated to the students via email, SMS, and/or phone calls. The EMSE Program Committee will manage and supervise the whole procedure in collaboration and coordination with the Registration Office at Ahlia University. Three days before the start of the classes, the POC at Ahlia University will communicate the final class rosters to the POC at the EMSE-OCP Office to register the students officially in the GW systems.

## **6.4 Student Attendance**

Student attendance will be taken by instructors in every class (in all weekends). A student who misses one class in any weekend (6 hours) will be given a warning. A student who misses more than two classes will be withdrawn from the course. A student must submit in writing to the instructor concerned the reasons for any absence.

## **6.5 Supervision and Examination of Students' Research**

The two parties agree to enforce the implementation of approved by the GW EMSE-OCP Board at Ahlia University. Students registered in the research course EMSE 6995 will be required to follow the Guidelines and Procedures for Supervising and Examining MSEM Students Research and according to which every student

- Must write a proposal for the research project to be conducted. The research proposal must be approved by the EMSE Program Committee in coordination with the EMSE-OCP Office,
- Must be assigned a supervisor to provide guidance and support. The supervisor must meet the student at least biweekly and record the supervision minutes in Ahlia AdReg System.
- Must follow the Guidelines in writing a complete dissertation according to the research timeline designed by the EMSE Program Committee.
- Must submit a complete master dissertation in due time and be able to defend it in front of an examination committee.
- Must be examined by a committee of at least three examiners including the supervisor, an internal examiner and an external examiner.

The GW management of EMSE-OCP Office will monitor and supervise all stages of the research conducted and make sure to attend and participate in all of the oral defences of the master dissertations to evaluate and ensure the quality of the outcome of the research courses.

## **6.6 Students Records, Graduation and Certification**

After admission, GW Student ID Number will be issued for the newly admitted students by the EMSE-OCP Office and communicated to the student via the POC at Ahlia University. Ahlia University will also issue the newly admitted student an Ahlia University's ID Number and Higher Education Council (HEC) ID Number. This will help to record the student's information and records in both Systems of GW and Ahlia University. Both universities will keep track of information regarding students enrolled and faculty teaching in the program; including previous educational information and data regarding academic performance and progress of current students.

Both parties recognize that student educational records are confidential and may not be released without the student's prior written consent. Furthermore, Ahlia University will not issue any official transcripts and will keep track of the student's records for the purpose of internal monitoring and quality review or to satisfy HEC requirements.

In the last session/quarter and just before completing all course requirements, students are required to fill out the GW Graduation Application Form. The POC at Ahlia University will request all students in last session/quarter to fill out the graduation application form and submit it to the EMSE-OCP Office before the due date.

The certification as well as the transcripts of student records are solely granted and quality assured by GW through the EMSE-OCP Office in collaboration with GW's Office of the Registrar. The Registrar's degree audit department administers a degree mapping system, DegreeMap, for some graduate programs, including SEAS's. The DegreeMap must be filled out by the school (in this case SEAS) detailing the requirements for each degree granted. For a student to be cleared for award of a degree, the student's department, school, and the university itself must review the DegreeMap in conjunction with the student's record to ensure that the student has met all requirements for the degree. Only when official signatures of all three organizations—department, school, and university—are affixed to the student's application for graduation is the degree approved for award.

Upon issuance of the certificates, Ahlia University will ask its agent in Washington, D.C. to receive all certificates from the EMSE-OCP Office and work on the authentication of the certificates from the Bahraini Embassy at the USA and US State Department in preparation for the endorsement of the certificates by HEC. Upon completion of the authentication process, all certificates will be returned to the EMSE-OCP Office which will send them to the POC at Ahlia University. Upon receipt, the certificates will be given to the Graduation Office at Ahlia University to follow the normal procedure for contacting students and starting the endorsement process with HEC.

All Graduates of the M.S. Program in EM are encouraged to attend the GW Commencement to be held in Washington, D.C. by the end of every academic year. Moreover, Ahlia University will arrange in collaboration with GW to hold an annual graduation ceremony in the Kingdom of Bahrain for all graduates of the Program.

## **6.7 Challenge of Grade**

It is the policy of the management of the MSEM Program to ensure that all students have access to a fair mechanism through which they can address their concerns regarding course performance as efficiently as possible. To ensure that such concerns are dealt with swiftly, the management of the MSEM Program ensures that every student has the right to challenge the final course grade.



The deadline for challenging a course final grade is defined as the end of the session/quarter after the grade was awarded and for purposes of this deadline, the summer session does not count. In order to ensure an objective investigation, any Challenge of Grade will be investigated by an ad-hoc committee constituted by the Dean of College housing the MSEM Program at Ahlia University, which will consist of three faculty members and which may include the instructor of the course. The student may appeal against the decision made by the ad-hoc committee by following the Appeal Procedure explained in Section 11.

## **Procedure**

1. Student should seek an acceptable resolution through a discussion with the instructor of the course. This discussion must be initiated within one month of the posting of the course grade.
2. If a satisfactory resolution is not reached, student should seek an acceptable resolution through a discussion with the Chairperson of the EMSE Program Committee.
3. If a satisfactory resolution is not reached, the student should file and submit (before the deadline for Challenging a Final Grade as defined above) a completed Challenge of Final Grade Form to the Directorate of Admission and Registration and pay any stipulated fees – this date is the start of the process.
4. Directorate of Admission and Registration will forward the Challenge of Final Grade Form to the Dean of the College housing the MSEM Program as well as the Chairperson of the EMSE Program Committee.
5. The POC (the Chairperson of the EMSE Program Committee) will submit the request to the POC at the GW EMSE-OCP Office for information and seeking approval to continue implementing this procedure.
6. Upon approval of the EMSE-OCP Office, the College Dean, in coordination with the Chairperson of the EMSE Program Committee, will appoint an ad-hoc Challenge of Grade Committee consisting of three faculty members who may include the instructor of the course to review the challenged grade.
7. The Challenge of Final Grade Committee will review the student's answers and the marking of the final exam based on the key solution or the marking rubrics provided by the instructor.
8. The committee will make a decision to raise the grade, lower the grade or keep the student grade unchanged, based on the evidence and information obtained during the review.
9. The committee will submit a summary report including its final decision to the Dean of the college and the Chairperson of the Program within one week of the date that the student submitted the Challenge of Final Grade Form.
10. The Chairperson of the Program will inform the POC at GW EMSE-OCP Office about the result of the Challenge of Grade Procedure and the committee's final decision. If required and upon approval of the EMSE-OCP Office, the student grade will be modified in GW Registrar's System.
11. The result of the Challenge of Final Grade will be also entered in ADREG system at Ahlia University and the student's record will be updated by the Dean in collaboration with the Chairperson of the Program.
12. The Chairperson of the Program will inform the student about the final result of the Challenge of Grade.

## **7. GW Rules and Regulations**

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Students enrolled in GW are required to conform to the following regulations and to comply with the requirements and regulations of the school in which they are registered. Students who withdraw or are suspended, or who, for any other reason, are not registered at the University for one Session or more, may reapply and, if readmitted, continue their program only under the regulations and requirements in force at the time of return.

If a student knowingly makes a false statement or conceals material information on an application for admission or any other University document, the student's registration may be canceled. If such falsification is discovered after the student has matriculated at the University, the student may be subject to dismissal from the University. Such a student will be ineligible (except by special action of the faculty) for subsequent registration in the University.

### **7.1 Registration**

Registration in courses is open only to those persons formally admitted to the University by the appropriate admitting office and to continuing students in good standing. Students may not register concurrently in this University and another institution without the prior permission of the advising office of the school in which they are registered in this University. Registration is not complete until all financial obligations have been met. Individuals without a valid registration may not attend class or earn any course credit.

### **7.2 GW Grades and Grading System**

Grades are made available/accessible to students through the website of the Office of the Registrar at GW after the close of each session/quarter. Similarly, copies of the final grades can be accessed also through the AdReg System as Ahlia University.

#### **Grading System**

The following GW grading system is used for graduate students: A, Excellent; B, Good; C, Satisfactory; F, Fail; other grades that may be assigned are A-, B+, B-, C+, C-. Symbols that may appear include AU, Audit; I, Incomplete; IPG, In Progress; W, Authorized Withdrawal; Z, Unauthorized Withdrawal; CR, Credit; NC, No Credit.

Unauthorized Withdrawal: The symbol of Z is assigned when students are registered for a course that they have not attended or have attended only briefly, and in which they have done no graded work. The symbol of Z is not a grade but an administrative notation.

Except for courses that specifically state that repetition for credit is permitted, a candidate for the MSEM Program may not repeat a course in which a grade of C- or better was received, unless required to do so by the EMSE Department at GW. A written statement, indicating that the student is required to repeat the course, must be submitted to the student's advising office at GW by the appropriate Chairperson of the EMSE Department.

Incompletes: At the option of the course instructor, the symbol of I (Incomplete) may be recorded if a student, for reasons beyond his or her control, is unable to complete the work of the course and if the instructor is informed of and approves such reasons before the date when grades must be reported. The symbol I may be recorded only if the student's prior performance and class attendance in the course have been satisfactory. Any course in which a student fails to complete the work of the course and does not provide the instructor with a satisfactory explanation before the date when grades must be turned in will be graded F. If acceptable reasons are later presented,

the instructor may initiate an appropriate change of grade in coordination with the Chairperson of the EMSE Program Committee. Although the I may remain on the record for a maximum of one year, the instructor should normally set a much briefer period within which the uncompleted work must be made up. The I cannot be removed by the student's reregistering for the course at GW or taking its equivalent elsewhere. An Incomplete that is not removed within one calendar year or at the time of the student's graduation, whichever occurs first, is automatically changed to an F. As of fall 2014, when the I is changed to a letter grade the I will be replaced by the letter grade on the transcript. Engineering Management and Systems Engineering students with two or more outstanding Incompletes are barred from further course enrollment.

When work for the course is completed, the instructor will complete a grade change form and turn it in to the POC, the Chairperson of the EMSE Program Committee at Ahlia University. The POC will submit the form to the POC at GW who will send it to the Office of the Registrar at GW. Beginning with the fall 2014 semester, the final grade will replace the symbol of I. If work for the course is not completed within the designated time, the grade will be converted automatically to a grade of F, Failure, 0 quality points, and the grade-point average and academic standing recalculated.

### **The Grade-Point Average**

The following credit values are used in computing the graduate grade-point average at GW: A, 4.0; A-, 3.7; B+, 3.3; B, 3.0; B-, 2.7; C+, 2.3; C, 2.0; C-, 1.7; and F, 0. Quality points are computed based on the credit value for each credit taken. Quality points divided by the number of credits for which the student has registered as a degree-seeking student equals the GPA. Both quality points and credits used in this calculation are based on the student's record in GW.

Although credit value for a course in which a grade of F is earned appears on the transcript for the purpose of calculating the grade-point average, no academic credit is awarded. In the case of a student who is allowed to repeat a course, the first grade received remains on the student's record and is included in the grade-point average. Courses marked AU, CR/NC, I, IPG, W, or Z are not considered in determining the average; however, once a final grade is recorded for a course originally marked I, the grade will be considered in that determination. With the exception of Consortium courses, grades in courses taken at other institutions are not considered in computing the grade-point average.

### **7.3 GW Graduation and Scholarship Requirements**

To meet GW graduation requirements, courses specified in the MSEM student's Educational Planner through the GW DegreeMAP must be completed with a minimum GPA of 3.0. This is in addition to the requirements specified for graduation under GW regulations. Courses specified upon admission as deficiency or prerequisite courses (such as EMSE 4197) do not form part of the MSEM Program of Study. Students who receive two grades of F or three grades below B- are barred from further enrollment in graduate courses and will not be readmitted as a degree candidate. Students may not repeat for credit a course in which they have received a grade of C- or above, unless required to do so by the Chairperson of the EMSE Department.

#### **Eligibility for Graduation**

Degrees are conferred in January, May, and August. To be eligible for graduation a student must have met the admission requirements of the school in which registered; completed satisfactorily the scholarship, curriculum, residence, and other requirements for the degree as stated in this bulletin; filed an application for graduation by the published deadline

date; and be free from all indebtedness to the University. Enrollment is required for the semester or summer at the close of which the degree is to be conferred, and all degree requirements must be completed by the last day of final examinations for that semester or summer session.

The minimum cumulative grade-point average required for graduation is 3.0 for graduate students.

Columbian College of Arts and Sciences (CCAS) graduate students—For the purpose of graduation from the University, CCAS graduate students must maintain a minimum cumulative grade-point average of 3.0 in coursework counting toward the degree program.

#### **7.4 Participation in the Commencement Ceremony**

Participation in the annual commencement ceremony held in May is open to students who have applied to graduate in the current spring semester or who graduated the preceding fall semester or summer session. With the exception of doctoral candidates, all graduate students who need no more than 9 credit to complete their degree requirements, may participate in May commencement ceremonies if there is a reasonable expectation that they will be able to obtain the needed credits during the following summer. The maximum of 9 credits is firm and not subject to petition.

#### **7.5 Continuous Enrollment Status**

Once entered in a degree program, a student is expected to be continuously enrolled and actively engaged in fulfilling the requirements for the degree each Session of the academic year until such time as the degree is conferred. A student is considered to be continuously enrolled when registered for courses through GW or when registered for continuous enrollment and engaged in and appropriately registered for activities such as the following, with the prior approval of the school in which the student is enrolled: cooperative work semester; study abroad program; attendance at another institution with prior approval to have work transferred back to the GW program; completion of outstanding work in courses in which a grade of Incomplete or In Progress was received; or non-course instructional activities unique to the particular school. This status is generally limited to one year. Should the student break continuous enrollment at the University and not request and be granted a leave of absence (see below), he or she must apply for readmission and, if granted, be subject to the requirements and regulations then in force.

#### **7.6 Leave of Absence**

A degree student who finds it necessary to interrupt active pursuit of the degree may petition the EMSE-OCP Office for a leave of absence for a specific period of time, generally limited to one calendar year. A degree student who discontinues active enrollment in degree studies without being granted a leave of absence, or a student granted a leave who does not return to active study at the close of the period of approved absence, must apply for readmission and be subject to the regulations and requirements then in force. The right to use of University facilities is suspended while the leave is in effect.

#### **7.7 Complete Withdrawal from the University**

A degree-seeking student who wishes to withdraw from all courses during a given semester must complete a Complete Withdrawal Form and submit it to the Office of the Registrar. Forms are available on line, at advising offices, and in the Office of the Registrar. The deadline for complete withdrawal from all courses without academic penalty is the end of the tenth week of

classes. Complete withdrawal after the tenth week requires a petition to the student's advising office.

All charges for courses from which the student withdraws are subject to the refund policy found at the Registrar's Office website. Failure to complete a Complete Withdrawal Form can result in an extended financial obligation and the recording of grades of F (Failure) or notations of Z (Unauthorized Withdrawal).

## **7.8 GW Policies and Definitions**

### **Right to Change Rules and Programs**

The University reserves the right to modify or change requirements, rules, and fees. Such regulations shall go into force whenever the proper authorities may determine. The right is reserved by the University to make changes in programs without notice whenever circumstances warrant such changes.

### **GW Policy on Equal Opportunity**

The George Washington University does not unlawfully discriminate against any person on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies, and procedures of the University, including admission to education programs and employment.

Inquiries concerning this policy and federal and local laws and regulations concerning discrimination in education and employment programs and activities may be directed to the University's Office of Equal Employment Opportunity and Affirmative Action at (202) 994-9656. Inquiries may also be directed to the U.S. Department of Education Office for Civil Rights, the U.S. Equal Employment Opportunity Commission, or the applicable state or local agency (for example, the District of Columbia Office of Human Rights).

Questions regarding protections against discrimination on the basis of sex may be directed to the University's Title IX Coordinator, the Vice Provost for Diversity, Equity, and Community Engagement at (202) 994-7440.

Questions regarding the protections against discrimination on the basis of disability may be directed to the University's Disability Services Coordinators. Students may contact the Associate Dean of Students, Administrative Services, Office of the Dean of Students at (202) 994-6710; and other members of the University community may contact the Office of Equal Employment Opportunity and Affirmative Action at (202) 994-9633.

To request disability accommodations, students should contact the Office of Disability Support Services at (202) 994-8250 or [dss@gwu.edu](mailto:dss@gwu.edu). Employees and other members of the University community should contact the Office of Equal Employment Opportunity and Affirmative Action at (202) 994-9656 or [eeo@gwu.edu](mailto:eeo@gwu.edu).

### **Academic Integrity**

The University community, in order to fulfill its purposes, must establish and maintain guidelines of academic behavior. All members of the community are expected to exhibit honesty and competence in their academic work. Incoming students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking examinations. Members of the community will

be presumed to be familiar with the proper academic procedures and held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper University channels. The University Code of Academic Integrity online; questions about academic integrity should be addressed to the Office of Student Rights and Responsibilities.

### **Patent and Copyright Policies**

Students who produce creative works or make scientific discoveries while employed or supported by the University or through substantial use of University resources are subject to the University's patent and copyright policies. See The Office of the Vice President for Research .

### **Human Research Requirements**

Students who are planning to conduct research involving the use of human subjects (for a thesis, dissertation, journal article, poster session, etc.) must obtain Institutional Review Board (IRB) approval before collecting any data. For more information see The Office of the Vice President for Research.

### **Name of Record**

A student's name of record includes the first name, middle initial or full middle name, and the family name. Nicknames may not be used. The University will change the name of a currently enrolled student on its official records but will require satisfactory evidence of a legal basis for the change. The diploma is awarded under the official name of record at the time of graduation.

### **Attendance**

Students may attend only those classes for which they are officially registered. Regular attendance is expected. Students may be dropped from any course for undue absence. A student suspended for any cause may not attend classes during the period of suspension. Students are held responsible for all of the work of the courses in which they are registered, and all absences must be excused by the instructor before provision is made to make up the work missed.

### **Credit**

A credit hour may be defined as one 50-minute class period, one laboratory period, or 1.5 hours of studio class a week for one semester. Credit is given only after completion of registration in a course and satisfactory completion of the required work, or upon the assignment of advanced standing in accordance with the regulations of the school concerned. Credit that has been applied to the completion of a degree may not subsequently be applied to another degree.

### **Transcripts of Record**

Official transcripts of student records are issued upon written request of the student or former student who has paid all charges, including any student loan installments, due the University at the time of the request. A nominal fee is charged for each official transcript. Unofficial copies of transcripts are available to students, by written request, at a nominal



fee. Partial transcripts are not issued. Students have access to their unofficial student record through the GWeb Information System.

### **Student Conduct**

All students, upon enrolling and while attending this University, are subject to the provisions of the Guide to Student Rights and Responsibilities, which outlines student freedoms and responsibilities of conduct, including the Code of Student Conduct, and other policies and regulations as adopted and promulgated by appropriate University authorities. Copies of these documents may be obtained from the Office of the Dean of Student Affairs or from advising offices. Sanctions for violation of these regulations may include permanent expulsion from the University. Regulations or requirements applicable only to a particular program, facility, or class of students may not be published generally, but such regulations or requirements shall be published in a manner reasonably calculated to inform affected students.

### **Right to Dismiss Students**

The right is reserved by the University to dismiss or exclude any student from the University, or from any class or classes, whenever, in the interest of the student or the University, the University Administration deems it advisable.

University Policy on the Release of Student Information—The Family Educational Rights and Privacy Act (FERPA) applies to institutional policies governing access to and release of student education records.

The University may release the following directory information upon request: name, local address including e-mail, and telephone number; name and address of emergency contact; dates of attendance; school of enrollment; field of study; enrollment status; credits earned; degrees earned; honors received; participation in University-recognized organizations and activities (including intercollegiate athletics); and height, weight, and age of members of athletic teams, as well as likenesses used in University publications. Date of birth will be considered directory information only for the purpose of complying with applicable laws. A student who does not wish such directory information released must file written notice to this effect in the Office of the Registrar.

The University's full policy statement on the release of student information is published in the Guide to Student Rights and Responsibilities, available in the Office of the Dean of Student Affairs or the offices of the academic deans. The full statement also appears on the Office of the Registrar's website.

### **Student Identification Number/Social Security Number**

The University has converted from use of the Social Security Number (SSN) to identify records pertaining to individual students, although the SSN is still needed to identify the student for purposes of financial aid eligibility and disbursement and repayment of financial aid and other debts payable to the University. The SSN is required when applying for financial aid. The Internal Revenue Service requires the University to file information that includes a student's SSN and other information such as the amount paid for qualified tuition, related expenses, and interest on educational loans. This information is used to help determine whether a student, or a person claiming a student as a dependent, may take credit or deduction to reduce federal and/or state income taxes. Many efforts are made to protect the privacy of this number, and a student may request an alternate

personal identifier. Further information may be obtained by contacting the Office of the Registrar.

### **Property Responsibility**

The University is not responsible for the loss of personal property. A Lost and Found Office is maintained on campus in the University Police Department

### **7.9 Student Identification Number (GWid)**

The George Washington University uses the GWid, a randomly assigned 9 character alphanumeric value, as the primary identifier for records pertaining to individual students. The GWid is required in order to use GW's information systems and to access certain electronic resources.

### **7.10 Request to Amend Student Records**

A student has the right to request that the University amend information in his or her record that the student believes has been inaccurately recorded. Upon receipt of a properly-written request, the University will consider the request and respond within a reasonable time not to exceed thirty days. The student will be notified in writing that the amendment has occurred or that the request is denied. A letter denying the request will state the reasons for the decision and notify the student of the right to request a hearing. The student must follow the University Procedure for Requesting an Amendment to Student Records.



## **8. AU Facilities and Services**

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### **8.1 Student Counselling**

Ahlia University provides a variety of student guidance services through a specialized directorate in the Deanship of Student Affairs. The Student Guidance & Counselling Directorate is responsible for providing services that help students overcome any academic, personal, social and psychological concerns that they may face throughout their study at Ahlia University.

Our student centred counselling services are driven by our mission to provide services that are preventative and remedial in nature while addressing the psychological, educational, social, and developmental needs of AU students. We aim to empower students, while educating them on developing lifelong skills that can assist them in the pursuit of their life and future goals. We are data driven, which means data is used in assessing student counselling needs and effectiveness, while driving future program development and evaluation.

Counselling may be of help to you if you are in need of/experiencing any of the following:

1. Academic Support services: including concerns about being at risk, on academic probation; struggling with low/under performance, study skills, language proficiency; in need of mediation with faculty/staff...etc.
2. Personal concerns that could be from within or outside university life that are hindering your academic success and overall well-being.
3. Adjusting to University life: University is a great milestone in your life. This transition can be challenging for some, causing undue stress.
4. Questioning your choice of major: For many, University provides them with an opportunity to seek and identify careers better suited to their interests and abilities. This might require guidance and support.
5. Any other things that you might want to discuss in a confidential manner

Please consider meeting with a counsellor if you are experiencing any of the above concerns, or even otherwise. Counsellors at AU have an open door policy, where the counsellor-student relationship is viewed as unconditional in nature, not restricting frequency or purpose of contact. For concerns we cannot resolve, we will refer you to the appropriate body.

Our core belief is that all students' have dignity and worth and have the right to a safe, mutually respectful and orderly learning environment. Diversity is to be respected and appreciated as we foster unity amongst our students, faculty, staff and community.

Note: All student have the right to confidentiality. Please know that counselling services are offered in a private, safe and secure environment. All information shared is kept confidential (private); unless required by University policy, Kingdom law and/or the Counselling Code of Ethic (ACA; 2014).

### **8.2 Academic Advisor**

Every student is assigned an academic advisor from the EMSE Program Committee. An academic advisor is responsible for providing accurate and complete information about a student's degree requirements, and assisting with students' overall academic progress throughout their study duration.

A student can approach an academic advisor for the following concerns:

1. Outlining a plan of studies for the upcoming semesters, reviewing and satisfying all degree requirements.
2. Resolving academic difficulties; information on how to prepare for final exams, course related concerns etc.
3. Clarifying university policies, regulations, programs, and procedures.
4. Reviewing academic records, and any deficiencies.
5. Assessing goals and interests, and develop a strategy for achieving academic and future career goals.
6. Assessing his/her progress and performance.
7. Any other things related to your program that you might want to discuss in a confidential manner

### **8.3 Students with Special Needs**

Ahlia University welcomes students with special needs to any of the programs offered. Admission of students with special needs is considered by a special needs admission committee which assesses the potential of the candidates to succeed in their chosen academic program. Students with special needs are given all necessary support and guidance by Ahlia University faculty and staff. Further, a special needs committee has been created to specifically look after the welfare of the students with special needs. Students with special needs can refer to the Directorate of Student Activities and Service and to the Directorate of Student Counselling, for additional support and guidance.

### **8.4 Ahlia University Student Information System (ADREG)**

Ahlia University Student Information System (ADREG) keeps all necessary information about students and faculty. All students are given access to ADREG through their own private username and password and they can access ADREG to view and confirm their registration, academic transcript, request challenge of grade, request withdrawal from a course.

Ahlia University ensures that all student information in ADREG is confidential and secure. Students can get their username and password from the Directorate of Admission and Registration. ADREG system can be accessed through the university website (<http://www.ahlia.edu.bh>) under Online Registration.

### **8.5 Student Inquiry/Complaint System**

Ahlia University takes student concerns very seriously. In order to deal with them in an effective manner, an automated system has been set up to route any inquiry or complaint quickly and efficiently. If the student has an inquiry or a complaint, he/she should log into the ADREG system through the Ahlia website ([www.ahlia.edu.bh](http://www.ahlia.edu.bh)) and submit his/her 'Enquiry/complaint' to the Deanship of Student Affairs office. Thereafter, the Student Support Officer will process the inquiry/complaint and will inform the student about any decision taken.

Please note that in case of any academic or non-academic complaint, you can directly contact the Deanship of Student Affairs or any directorate within the Deanship of Student Affairs. Students can refer to the Ahlia University website for further in-depth rules and regulations related to the academic and administrative procedures.

Please note that all Ahlia University academic and administrative staff members are available to help you overcome any obstacles or problems you may face.

Therefore, please do not hesitate to contact the Deanship of Student Affairs for any query or request. We will be pleased to assist and provide you with appropriate advice and guidance.

## **8.6 Student Activities**

Ahlia University provides and supports a variety of student social, cultural and sports activities through a specialized directorate within the Deanship of Student Affairs. The Directorate of Student Activities also provides other student services such as student accommodation; internship and training; career counselling; and supporting the election of the students' representatives in the Student Council.

Student activities are an important aspect of the student's university life. Activities provide the students with a lot of benefits and enjoyment. These activities strengthen the students' association with their university and fellow students.

Further, these activities provide opportunities for students to develop their hobbies and interests, which will polish their personalities and help them utilize their free time wisely. All students have the right to participate in such activities.

The Student Council plays a major role in deciding the types of activities and helps in their coordination.

## **8.7 Student Council**

One of Ahlia University priorities is to create the right means of communication between students and the management and give the students the right to express their opinions and to discuss their problems in a democratic manner.

In order to achieve this objective, the university has established the Student Council, which consists of members elected by their fellow students from different colleges. Student Council membership normally lasts for one year. The winners in the election elect the Student Council President and the heads of different Student Council committees.

The Student Council aims to achieve the following:

1. Develop students' personalities from the academic, social, cultural, and national aspects.
2. Develop students' leadership skills and allow them to freely express their views and opinions.
3. Develop students' awareness of their rights and responsibilities within the university rules and regulations.
4. Support students activities in the fields of science, culture, social events and sports, which are expected to improve the students overall educational attainment.
5. Encourage the spirit of collaboration and team work between the students and create a strong bond between the students and the University faculty and staff.

6. Encourage students' contributions towards the development of better student services.

All full-time students have the right to be nominated for the membership of the Student Council provided that they meet the following criteria:

1. Must be a full-time student within the college he/she will represent.
2. Must be of good behaviour and conduct.
3. Must have successfully completed at least 30 credit-hours.
4. Must have a minimum CGPA of 2.00.
5. The elected Student Council members must register for at least 12 credit-hours for every academic semester, apart from the summer session and the graduating semester.
6. Students can run for membership in the Student Council twice throughout their study duration.

## **8.8 University Centres and Services**

The University has various departments and centres, which provide the students with a number of academic and technical services. All students are entitled to use and benefit from these centres and services. These centres and services include:

### **Library**

Ahlia University Library holds a large collection of books, journals, DVDs and E-resources. The library also provides places to study, self-service photocopying facilities and a wireless network, in order to create an appropriate learning atmosphere. The library provides access to more than 2,500,000 Electronic Journals and reference materials to 30 databases covering the disciplines of Business, Management, Information Technology, Physiotherapy, Interior Design and Public Relations. In addition to periodical collection, the information centre also provides access to more than 40,000 Electronic Books across the disciplines being taught at the University. At present the library accommodates a collection of more than 9000 conventional books across the disciplines offered by Ahlia. (Contact details and e-mail address could be given in addition to mentioning that the databases could be accessed from any point outside the university if username and password are available).

### **ICT Centre**

The Information and Communication Technology Centre is responsible for delivering a secure channel access to information and improving communication and learning processes by using the latest technological tools. The ICT Centre also offers day-to-day services through the Helpdesk (such as Moodle password).

### **Media Production Centre**

Ahlia University Media Production Centre primarily supports students with a high-tech venue, designed to impart and refine practical skills in media production. The Media Production Centre consists of the following four units:

### **1. Photography Studio**

Provides students with powerful photographic equipment permitting highly effective image editing that produces powerful visual effects.

### **2. Field Production Unit**

Helps students in creating an in-depth case-study or documentary with technology essential to on-location video shooting, editing and production.

### **3. TV Production Studio**

HD technology provides students with a professional set-up to explore camera operation, make-up, lighting, audio and sound mixing, character generation for titling, acting, moderating, costuming and set designing.

### **4. Post Production Unit**

Transferring all footage for editing using the latest computer software, or film screening, the Post Production Unit provides a vast suite of resources necessary for students to refine their creative productions.







THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

**P.O. Box: 10878 ■ Manama ■ Kingdom of Bahrain**  
**Tel: +97317298999, Fax: +97317290083 ■ E-mail: [admissions@ahlia.edu.bh](mailto:admissions@ahlia.edu.bh)**

[www.ahlia.edu.bh](http://www.ahlia.edu.bh)