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AMERICAN UNIVERSITY OF ARMENIA

*General Information • Courses and Degrees*

*1994-1996*



# AMERICAN UNIVERSITY OF ARMENIA

## *General Information* *Courses and Degrees*

**1994 -1995**

**1995 -1996**

While every effort is made to incorporate available information accurately at press time, the University reserves the right to make changes without prior notice.  
Please consult with the University offices for up to date information.

## University Information Guide

### AMERICAN UNIVERSITY OF ARMENIA

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Yerevan, Armenia 375019

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Courses and Degrees, American University of Armenia,  
1994-1995 & 1995-1996.

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## President's Message



*Milovan Agbabian, Ph.D., was named the first President of the American University of Armenia in 1991. Professor Emeritus of Engineering and former Chairman of the Civil Engineering Department at the University of Southern California, Agbabian is an elected member of the National Academy of Engineering, the Armenian Academy of Sciences, and a recipient of the Distinguished Engineering Alumnus Award of the University of California at Berkeley. Agbabian has served on advisory committees of the National Science Foundation, the National Research Council and the State of California.*

Education and research are essential for a country that has decided to build its future on the principles of democracy. The strategic goals of Armenia are established by the government, but the citizens of the country who elect them to power and provide them with the mandate for governing will determine the future of their country. Furthermore, the economic growth of Armenia will depend on the symbiotic relationship between the government and the newly emerging private sector in Armenia. This is a drastically new development in Armenia and the other independent nations of the former Soviet Union.

The challenge facing the young people of Armenia is to establish themselves as successful citizens, and to make an important contribution to the economic growth and political development of their country and the region.

The record of Armenian youth is a glorious example of adapting to difficulties and accepting new challenges. Armenian horizons now point to new challenges in the face of many new difficulties. It is a new beginning for the youth of the nation and the region. The American University of Armenia has entered into a partnership with the people of Armenia to provide opportunities for education and research to the young people of Armenia and the region. The American model of education at AJA is based on open discussion and independent thought.

Initial emphasis was on Engineering and Business and Management at the graduate level. The University has also introduced a graduate program in Political Science in the spring quarter 1994. Other fields of study are being planned to expand the mission of the university. Because we believe that the graduates of the State University of Armenia and equivalent institutions already possess a strong undergraduate education and have mastered their native language, we decided to start with graduate degree programs by building on that solid base. The language of instruction is English because it enables international communication and makes it possible to establish and enhance economic and political relations within the region and the world. Our experience in the first three academic years of AJA has supported this decision fully.

The key to a strong graduate education is the coupling of research with studies in the classroom. The Research Centers at AJA provide our students the chance to work as Research Assistants with faculty and local experts of great distinction. There is abundant talent in Armenia in sciences and the arts that needs to be given ample opportunity to grow and flourish. We believe that these research activities will generate new ideas in basic and applied fields that will advance the students' own intellects while producing direct benefits to the society at large.

It gives me great pleasure and satisfaction to see the commitment and hard work of our students. Faculty and staff are encouraged to dedicate themselves to their duties as long as they see their students' parallel enthusiasm in preparing themselves for positions of leadership.

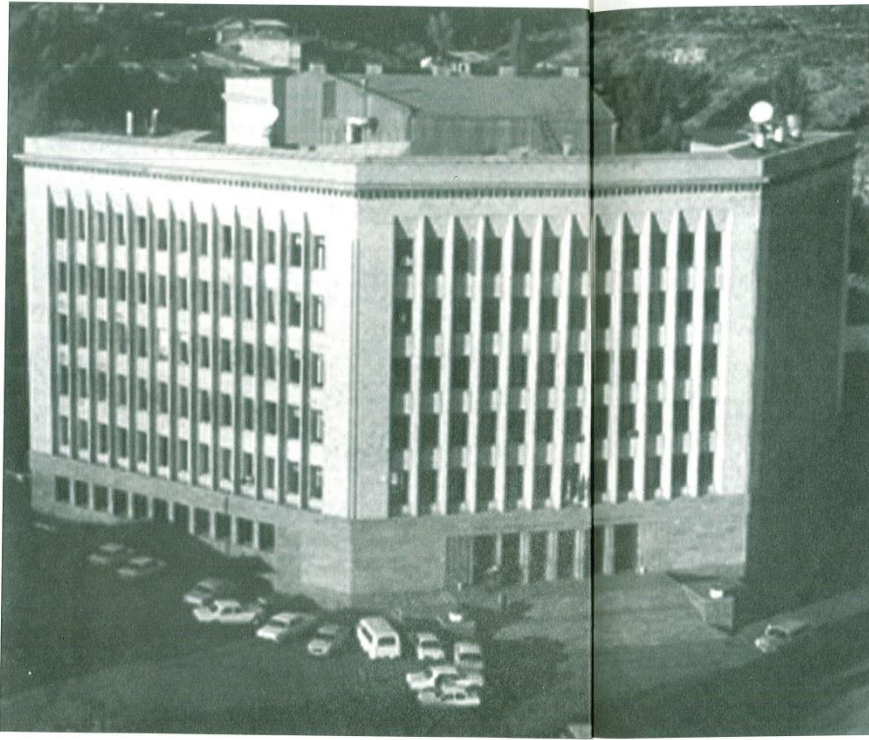
This catalogue provides information on admission procedures, curricula, and graduation requirements. It is intended to encourage and guide prospective students to apply for admission to AJA and to participate in its mission.

Financial aid is provided by the Ministry of Higher Education and Science of the Republic of Armenia and by individuals of Armenian ancestry in the United States and other countries. AJA is a vigorous adherent to principles of non-discrimination and provides equal opportunities to all students regardless of their national origin, religion, race, ethnic background or gender.

All of us at AJA hold high the vision for new challenges, new opportunities and new horizons in Armenia, the region, and the world beyond.

MIHRAN S. AGBABIAN





*" The American University of Armenia is an important event in our cultural and scientific life. What do we expect from this university? No matter how talented we may be we need a new way of thinking in our institutions, and this university in Armenia will give us the means to acquire this new way of thinking. "*

LEVON TER PETROSSIAN  
President of the Republic of Armenia

AUA building located at  
40 Bagramian Street  
in the center of Yerevan,  
the capital of Armenia.

## Board Of Directors

### American University of Armenia 1993-94

MIHRAN AGBABIAN,  
President, American University of Armenia  
Professor Emeritus, Earthquake Engineering, University of Southern California

BABKEN ARABKTSIAN,  
President, Parliament of the Republic of Armenia

WILLIAM R. FRAZER,  
Chairman, American University of Armenia Corporation  
Professor of Physics, University of California, Berkeley

VARTKES GNOCONI,  
Minister of Higher Education and Sciences, Republic of Armenia

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Vice President of the Republic of Armenia

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former Minister of Higher Education and Sciences of the Republic of Armenia

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former Chair of the Board of Regents

JOHN A. MARCIUM,  
Director of Education Abroad Program, University of California

LOUISE SIMONE,  
President of the Armenian General Benevolent Union

*"The establishment of the American University of Armenia is a significant milestone for the Republic's educational and scientific system. We are deeply grateful for all the support and efforts contributed by the University of California, the Armenian General Benevolent Union and the United States Agency for International Development towards the founding and development of this University. We are equally grateful to all the other supporters, to the management of the University, its faculty, staff and all the volunteers whose valuable work make its operations possible.*

*AUA will play a pivotal role in the establishment and enhancement of the scientific, educational and cultural cooperation between Armenia and the United States.*

*On behalf of the Ministry, I wish the University and its students a lot of success in their educational and scientific endeavors."*

**DR. VARTKES GNOCONI**  
Minister of Higher Education and Sciences of the Republic of Armenia

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## Board Of Trustees

### American University Of Armenia Corporation 1993-94

WILLIAM R. FRAZER, Board Chairman  
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University of California

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A. JAN BEHRISIN, Advisor  
Office of the General Counsel, University of California

*"The University of California is proud to be associated with AUA in bringing the American model of higher education to the former Soviet Republics"*

**WILLIAM R. FRAZER**



William R. Frazer, Ph.D., was elected the first chairman of the Board of Trustees of AUA and chairman of the Board of Directors of AUA. Professor of Physics at UC Berkeley and former Senior Vice President for Academic Affairs of the University of California, Frazer is an authority on the theory of interacting particles and has written extensively on the phenomenology of multi-particle reactions and on quantum chromodynamics.

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## Financial Support

The University receives financial support from the Ministry of Higher Education and Sciences of the Republic of Armenia. In addition, the Ministry and the government of Armenia provide in kind and logistical support to the operation of the University. The Armenian government has granted the University a six story building in central Yerevan where the University is currently located, a second site on which an additional building will be constructed for University use and approximately 225 acres located on the outskirts of Yerevan to be used by the University for the building of its future permanent campus.

The University receives major financial support for its operations from the Armenian General Benevolent Union (AGBU), a non-profit corporation established in 1906, with branches worldwide, to preserve and promote the Armenian identity and heritage through educational, cultural and humanitarian programs. During fiscal years 1992, 1993, and 1994 AGBU contributed support in the amounts of \$900,000, \$1,175,000, and \$930,000 respectively. In addition to its annual support commitment, the AGBU undertakes fundraising on behalf of the University to establish its permanent endowment fund. The University also receives significant contributions for operational expenses from donations made by individuals and grants made by government agencies and private foundations.

AUA has received major funding for capital improvements from the U.S. Agency for International Development. In fiscal year 1992, the University received a grant in the amount of \$950,000 and for fiscal year 1993, an additional grant in the amount of \$1,500,000.

*"Although our Organization has major medical and food preservation projects in Armenia, we are well aware that education is the only long-term investment we can make for the people of Armenia and its sister republics as they enter the free world. It is my hope that other sponsors and investors will join us in helping AUA fulfill its promise."*

**LOUISE MANOOGIAN SIMONE**  
President,  
Armenian General Benevolent  
Union

*"AUA is one of USAID's most important development projects in Armenia. The University exemplifies the best traditions of American education as well as successful cooperation between American institutions, the Armenian-American community, and the government of Armenia. I will continue to support AUA to the greatest extent possible."*

**SUZANNE G. OLDS**  
Head of Mission USAID / Caucasus

## Academic Calendar 1994-1995\*

SPRING QUARTER 1994		March 11 - May 25
Registration		March 11
Instruction Begins		March 14
Easter Holiday **		April 1
Genocide Commemoration **		April 24
Instruction Ends		May 20
Final Examinations		May 23 - May 25
Spring Quarter Ends		May 25
SUMMER QUARTER 1994		May 27 - August 10
Registration		May 27
Armenian Independence Day **		May 28
Instruction Begins		May 30
American Independence Day **		July 4
Instruction Ends		August 5
Final Examinations		August 8 - August 10
Summer Quarter Ends		August 10
FALL QUARTER 1994		September 2 - November 16
Registration		September 2
Instruction Begins		September 5
Independence Re-establishment Day ** (AUA Charter Day)		September 23
Instruction Ends		November 11
Final Examinations		November 14 - November 16
Fall Quarter Ends		November 16
Thanksgiving **		November 24
WINTER SESSION 1995		January 9 - March 10

The Winter session is reserved for special tutorials and preparatory classes. Regular classes are not scheduled.

\* The academic year of AUA begins with the spring quarter and ends with the following winter quarter.

\*\* University will be closed on the dates indicated.

## Academic Calendar 1995-1996\*

### SPRING QUARTER 1995 March 10 - May 24

Registration	March 10
Instruction Begins	March 13
Easter Holiday **	April 14
Genocide Commemoration Day **	April 24
Instruction Ends	May 19
Final Examinations	May 22 - May 24
Spring Semester Ends	May 24

### SUMMER QUARTER 1995 May 26 - August 9

Registration	May 26
Armenian Independence Day **	May 28
Instruction Begins	May 29
American Independence Day **	July 4
Instruction Ends	August 4
Final Examinations	August 7 - August 9
Summer Quarter Ends	August 9

### FALL QUARTER 1995 September 1 - November 15

Registration	September 1
Instruction Begins	September 4
Independence Re-establishment Day **	September 23
(AJA Charter Day)	
Instruction Ends	November 10
Final Examinations	November 13 - November 15
Fall Quarter Ends	November 15
Thanksgiving **	November 24

### WINTER SESSION 1996 January 8 - March 8

The Winter session is reserved for special tutorials and preparatory classes. Regular classes are not scheduled.

\* The academic year at AJA begins with the spring quarter and ends with the following winter quarter.

\*\* University will be closed on the dates indicated.

## History Of The University

On December 7, 1988, an earthquake measuring 6.9 on the Richter scale rolled through the then Soviet Republic of Armenia, killing 25,000 people and leaving another 500,000 homeless. The human tragedy and economic devastation shocked the world and opened the Republic to unprecedented humanitarian and technical assistance from all over.

In the aftermath of the earthquake, many Western specialists in the field of earthquake engineering visited Armenia and had the opportunity to interact with their Armenian counterparts. It was during one such meeting in 1989, that the idea of an American style technical university in Armenia was proposed by Yuri Sarkissian, then rector of the Yerevan Polytechnic Institute, to Armen Der Kiureghian, Professor of Civil Engineering at UC Berkeley, as a way to build a new basis for education and training in Armenia.

The idea soon evolved into the broader goal of establishing a graduate university based on the American model. From this seemingly simple idea followed the earnest pursuit for the organizational framework to make this happen. Leading these efforts were two earthquake engineering professors, Mihran Agbabian of the University of Southern California and Armen Der Kiureghian of the University of California at Berkeley. What began as a fantastic vision soon became a goal to which many academics in America and Armenia lent their support. Professor Stepan Karamardian, formerly Dean of the Graduate School of Management at the University of California, Riverside, joined Agbabian and Der Kiureghian early in their quest to make this a reality. They approached the Armenian government and several organizations seeking support to establish an American university in Armenia.

The idea was realized with the crucial support of the Armenian government and two major institutions in the United States: the Armenian General Benevolent Union (AGBU) and the University of California (UC). From the very beginning, the government of Armenia and specifically, the Ministry of Higher Education and Sciences gave relentless logistical and financial support to the realization of the University. Despite the momentous political and economic changes occurring in Armenia and the region from 1989 to 1991, the Ministry delivered its unwavering support, facilitating steps and removing hurdles.

AGBU agreed early on to underwrite a major share of the operational funding necessary to launch the University. From the beginning, AJA also benefitted from a vital working relationship with the University of California. When approached for its technical assistance, David P. Gardner, then President of the University of California responded by appointing a task force, chaired by then Senior Vice-President for Academic Affairs William R. Frazer, to explore the feasibility of UC's participation in this project. The task force visited Armenia in July 1990. A year later, the Regents of the University of California unanimously agreed to an affiliation with the University. Based on this affiliation, UC now lends its valuable technical support and educational expertise in assisting the development of the American University of Armenia, providing support in the training of a faculty cadre, and the development of a program of ongoing exchange and cooperation.

On September 23, 1991, Armenia declared its independence. On the same day, AJA began instruction with 101 students enrolled. In a phenomenally short time, the vision had become a reality.



## The Mission Of AUA

AUA was established in Armenia to provide graduate education in the region, in accordance with the American system and standards of higher learning and to conduct research. The University seeks to attain quality and excellence in its teaching and research characteristic of the finest universities in the United States, in a collegial environment encouraging free discussion and debate.

Its academic program currently provides graduate education in Business and Management, Earthquake Engineering, Industrial Engineering and Political Science. Its emphasis on graduate programs is intended to complement the State Universities and Institutes in Armenia and elsewhere which provide undergraduate education. AUA has established the Center for Business Research and Development and the Engineering Research Center to promote research in these fields in conjunction with its graduate teaching. The University intends to add other graduate departments and research centers in arts and sciences in the future.

AUA faculty members are invited to promote learning and knowledge by teaching and conducting research. The exchange between faculty members and students is based on intellectual openness. Students are encouraged to formulate critically and creatively their own paths of understanding and pursue diversity in knowledge. As a public service to the community, AUA also provides certain courses through its extension program.

By providing teaching, research and public service, AUA seeks to serve Armenia and the region and provide a positive model in their transition to a market economy and democratic style of government. The University aims to prepare graduates who will play a constructive role in the social and economic development of Armenia and the region. The use of English as the language of instruction is intended to facilitate communication between graduates of AUA and their colleagues throughout the world, and to attract an international faculty cadre and student body.



*Dr. Vartkes Gossou, Minister of Higher Education and Sciences of the Republic of Armenia, Mr. Louis Manougian Simon, President, Armenian General Benevolent Union, President Miloun Aglabian and Dr. Michael Kouchakdjian, Director of Administration at the first AUA graduation ceremony, October 1993*

## The Student Body

While most students attending AUA during its first year of operation came predominantly from Armenia, the University admitted, during its second year, applicants from the neighboring republic of Georgia. AUA does not discriminate on the basis of national origin, race, religion or sex. It encourages the enrollment of foreign students and seeks to develop a diversified international student body including most notably students from the region of the Caucasus and other former Soviet republics. The University also encourages applicants from diverse backgrounds including those who seek graduate education for retaining in their current profession or a change in their careers.



## The Campus of AUA

AUA is located in a six-story modern building, at 40 Marshall Bagramian Street, in the center of Yerevan. Originally constructed as a center for the political education of Armenia's youth, the building was ideally suited for a university and fully equipped with lecture halls, auditoriums, laboratories, library facilities and offices. The University has also undertaken significant renovation in the building to adapt its use to the needs of the faculty and students.



*Snapshots of daily life at AUA*

## Organization & Administration

AUA is an independent, private nonprofit Armenian institution. The University is the joint undertaking of the Ministry of Higher Education and Science of the Republic of Armenia and the American University of Armenia Corporation (AUAC), a California Public Benefit Corporation organized exclusively for educational and charitable purposes under Internal Revenue Code Section 501(c)(3), with its principal office in California. The University's activities are under the direction of a nine member Board of Directors, with AUAC having organizational responsibility for the management of AUA and the implementation of the University's educational program. In this, AUAC benefits from the assistance it receives from the University of California, with which it is affiliated.

AUA's Board of Directors consists of nine members. Four of its members are appointed by the Ministry of Higher Education and Sciences of the Republic of Armenia and four members appointed by AUAC. The ninth member is the President of AUA, who serves as an ex-officio member. The Chairman of the Board of Trustees of AUAC is also the Chairman of the AUA Board of Directors.

The President of AUAC is the President of AUA and the executive officer of all University activities. The President's office in the U.S. is located in Oakland, California. This is the University's central administrative headquarters outside Armenia. University policies such as academic admissions, courses and curricula, development, and finance are formulated with the assistance of the Deans and Program Directors, as well as with the input of various committees appointed by the Board of Trustees of AUAC. The faculty of AUA are composed largely of professors from major U.S. institutions. A number of Armenian students are now enrolled in doctoral programs in the U.S. in preparation for permanent faculty positions at AUA. The administrative staff of AUA is composed of Armenian and U.S. citizens.

## Academic Program

AUA currently offers graduate instruction leading to the Masters degree in four graduate programs: Business and Management, Earthquake Engineering, Industrial Engineering and Political Science. Program requirements and courses are described in detail under the respective Colleges. By way of preparation for the academic program, AUA also offers its students instruction in the English language and in computer applications. AUA intends to enlarge the scope of its academic program in the next few years to include new fields of graduate study in social sciences and health sciences.

The University will begin offering in the Spring of 1995 certificate programs in the Teaching of English as a Foreign Language and in Public Health.



Signing of the Affiliation Agreement between the University of California and the American University of Armenia Corporation, September 2, 1991. From left to right, front: David Perpoint Gardner, then UC President and William S. Ighlian, AUA President. Back: Stepan Karamehjian, Levon H. Paster, William R. Fraser, Armen Der Kiureghian, Karl S. Pister, Thomas Condo and J. Jan Behrain.



UC Berkeley Campus

## Intensive English Program (I.E.P.)

Since English is the medium of instruction at AUA, the University offers the Intensive English Program (IEP) to provide applicants with a six-month (500 hour) English language course designed to raise their proficiency to the level required to carry out academic work in English. The courses are specially designed to prepare students in expository writing, oral communication skills, group discussions, reading skills and use of special technical language as required to fulfill their degree requirements in an English-medium University. Applicants are admitted to the IEP based on the criteria listed in the University's admission requirements.

Classroom instruction is combined with external practice and application in a sophisticated, interactive language laboratory that incorporates the use of authentic videotaped linguistic and cultural information appropriate for the development of English language skills. The Language Resource Program of the University of California in Los Angeles (UCLA), working with the Armenian professionals in the field, is responsible for the design, implementation, evaluation, and staffing of this Program. The faculty consists of highly qualified Armenian instructors and teaching specialists from UCLA.

In addition to English language instruction for AUA students, the combined American and Armenian faculty provide graduate level methodology and linguistics courses for Armenian teachers of English, some of whom are recruited into the AUA English Language Program.

## University Library

Since its establishment in 1991, AUA began building a library which is housed inside the University. To date, this library has approximately 10,000 English language titles which support the University's current academic programs. Books are circulated or loaned to faculty, students and staff. In addition, the United States Information Agency supplies the library with current U.S. periodicals and journals.

The library has undertaken major expansion and renovation work. The University aims to have a state-of-the-art modern library, organized according to American standards to include automated systems, CD-ROM stations and eventually, an online access catalogue. Since its inception, the library has received many gifts and private collections from U.S. donors. Most notably, the library has received the Antranyik Antreasian private collection from Los Angeles, which comprises more than 3,000 volumes in Armenian and English, including rare and old titles in literature and the humanities.



English language class



AUA Popovian Library

## Computer Facilities



Computer Laboratory

Computers are widely used at AUA for teaching, research, administration and communication. The University computer facilities (PC's, Macintosh computers, Unix-based workstations, laser printers, scanners, and CD-ROM's) are connected through a local area network (LAN) and are organized in two teaching laboratories, the Research Centers, faculty offices and administration offices. The system allows remote computing, electronic mail, and transfer of data between various stations. Connection to Internet is achieved via modem and a node in Moscow. Plans are currently under way for a direct connection to Internet and for developing a wide area network within Armenia that will connect AUA with other major educational and research institutions in Armenia.

## University Extension

The AUA extension program serves as the University's interface with the community, including certain targeted sectors in government, academia, and the emerging private sector. It provides programs designed to enrich their understanding of important issues affecting them locally and internationally, and enhance their understanding of the new forces shaping their political, social, and economic realities.

The University recognizes the special need to introduce courses in the fields of public administration, management and social sciences at this particular juncture in the region's development. The program offers regular courses, seminars and public lectures. These range in providing practical job skills, such as word processing, to structured series of courses leading to the award of formal certificates. Since its beginning in the spring of 1992, the extension program has included courses on environmental safety, library science, negotiation and settlement, accounting, banking, finance, taxation, government, media, international economic relations and public administration.

These courses are not part of the University's degree program and are offered on a non-credit basis. The extension courses are taught by experts from the academic and professional communities.

## Fees & Financial Aid

### TUITION AND REGISTRATION FEES:

Applicants should consider carefully the financing of their education at AUA from the time of their admission to the completion of their degree. While the needs and resources of each student differ, the University can provide a general list of fees and expenses normally encountered. Please note that fees are subject to change without notice.

At the time of registration, and for tuition purposes, applicants are classified as citizen or non-citizen according to the laws of the Republic of Armenia. Tuition rates vary depending on the citizenship classification of the applicant. For each quarter tuition is charged as follows:

Citizens of the Republic of Armenia.....	Adjusted per Quarter *
Citizens of the Newly Independent States.....	Adjusted per Quarter *
All Others.....	2,000 US Dollars

In addition to tuition, the University charges registration fees to cover expected usage of facilities and services. This fee schedule will be posted by the Office of the Registrar on a quarterly basis. Registration fees may be refunded if students withdraw from enrollment, provided they file a "Cancellation of Registration" Petition and a "Petition to Withdraw" before the second day of classes. Registration fees will not be refunded after the second day of classes.

### FINANCIAL ASSISTANCE:

The University provides financial assistance to a limited number of students. Applicants with a demonstrable need for financial aid may apply for financial assistance from the University which grants it on a selective basis. Financial assistance in the form of loans is given to students on the basis of financial need as determined by the University. Grants, scholarships and research appointments are granted at the discretion of the University, on a competitive basis depending on the student's scholastic achievements. No financial assistance of any form is granted unless the student is in good academic standing at the University. Applicants should pay particular attention to early deadlines in applying for financial assistance and should complete all necessary forms well in advance.

Scholarship to students is provided by the University from its scholarship fund which receives private donations in varying amounts. The following is a listing of the donations made to the University Scholarship Fund:

Dr. & Mrs. Mhrian Agbabian Endowment Fund	Vagharshag Papoian's Memorial Scholarship
Varkes and Rita Balion Endowment Fund	Stephen Phillibosian Foundation Scholarship
Dr. Varos Chilingarian Memorial Scholarship	Louise Manooagian Simone Endowment Fund
Dr. & Mrs. Armen Der Kiureghian Endowment Fund	Richard Tufenkian Memorial Scholarship
George and Flora Dunaian's Scholarship	Mr. & Mrs. Barry Zorhian Endowment Fund

For further information, applicants should contact the Office of the Registrar.

\* Because of the fluctuation in the Armenian Currency, the University will adjust the tuition amounts on a quarterly basis.

## Housing

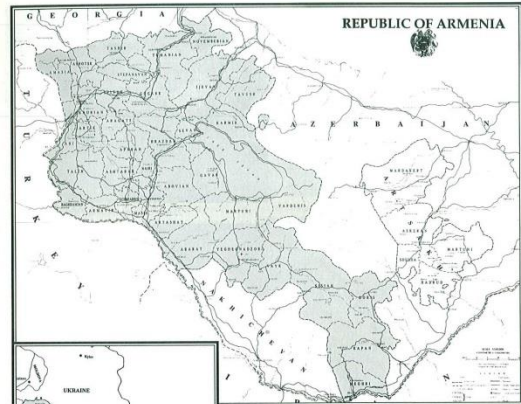
Most students currently attending the University have made their own personal living arrangements in Yerevan. Students are encouraged to do so. During the past few years, the city has experienced severe periodic shortages of electricity, fuel and water which have strained apartment living conditions. In addition, Yerevan faces a serious shortage of rental housing and applicants should acquaint themselves with the various possible living arrangements in the city and plan their accommodations well in advance of the beginning of classes.

While AJA does not offer housing for all its students, the University provides housing for a fee to a limited number of students. As in the case of tuition, the cost of housing provided by the University varies depending on the citizenship classification of the student at the time of registration. Applications for housing and relevant terms and conditions are available from the Registrar's office.

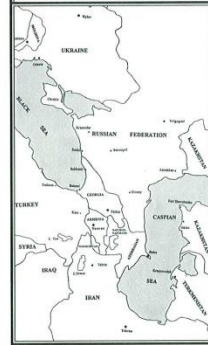
Since housing is limited, preference is given to students who are not residents of Yerevan. AJA does not guarantee housing reservations to all nonresident students who are admitted. Applicants and students who will need assistance in securing housing accommodations in Yerevan should inform the Office of Admissions when submitting their Application Packet. The University can provide limited guidance to those students who need to find their own apartments.



## About Armenia



Map of the Republic of Armenia



Armenia and the surrounding region

AUA is located in Yerevan, the capital of Armenia, considered one of the oldest cities in the world, founded around 782 B.C. as the fortress city of Erebuni. Today, Yerevan is an urban metropolitan center which is home to about 1.3 million inhabitants residing in its spread of 300 square kilometers. Yerevan lies at an altitude of 950 - 1200 meters above sea level and is surrounded by beautiful hills and mountains. Mount Ararat is visible from many parts of the city. The climate is generally temperate. Winter can be harsh, particularly in the mountainous regions. The spring is short-lived, the summer lasts four months, while autumn is mild, sunny and golden.



*Zvartnots International Airport - Yerevan*

The city, like many European cities, is built around a central downtown area. It has many squares and open spaces offering travelers a chance to explore it by walking along parks, fountains and numerous statues. During the spring, summer and fall seasons, one often encounters open air concerts, exhibitions and theaters. The city enjoyed a high standard of living by Soviet standards. However, during the past few years, the city has experienced severe shortages of fuel and electricity.



*The observatory in Biurakan*

During the Soviet period, Yerevan became an industrial and scientific center with research and development in fields of high technology and defense. The city has many scientific and educational institutes which provide a concentration of highly technical talent. Yerevan also developed an active cultural and artistic life with annual opera, ballet, symphony and theater seasons. It is home to approximately 20 museums ranging from modern art to history and culture. In addition, Yerevan houses extensive public libraries, including libraries exclusively designed to meet the needs of Armenia's children. Most notably however, Yerevan is home to the ancient manuscripts library, the Matenadaran, which includes about 30,000 Armenian illuminated manuscripts, some dating back to the fifth century A.D.



*Opera House - Yerevan*

Outside Yerevan, Armenia offers many tourist attractions. Geographically, the country occupies an area of approximately 30,000 square kilometers with the majority of its territory lying at an altitude of 1,000 - 2,500 meters above sea level. Mt. Aragats, the highest peak in Armenia, reaches an altitude of 4,000 meters. Having declared Christianity as its state religion in 301 A.D., Armenia has many churches, historic temples, and fortifications, dating as far back as the first century A.D. While most Armenians belong to the Armenian Apostolic Church, which adheres to the basic tenets of Eastern Orthodoxy, a small percentage of the population adheres to the Catholic, Protestant, Animal, Jewish and Moslem faiths.



*The central food market in Yerevan*

The official language of Armenia is Armenian, a language belonging to the Indo-European linguistic family with an alphabet of its own invented by Mesrob Mashtots in 404 A.D. Most people know Russian, and English is fast becoming a commonly used additional language. Armenians are known for their warmth and open hospitality making the stay of every visitor a very special experience.



*Sanahin Monastery*

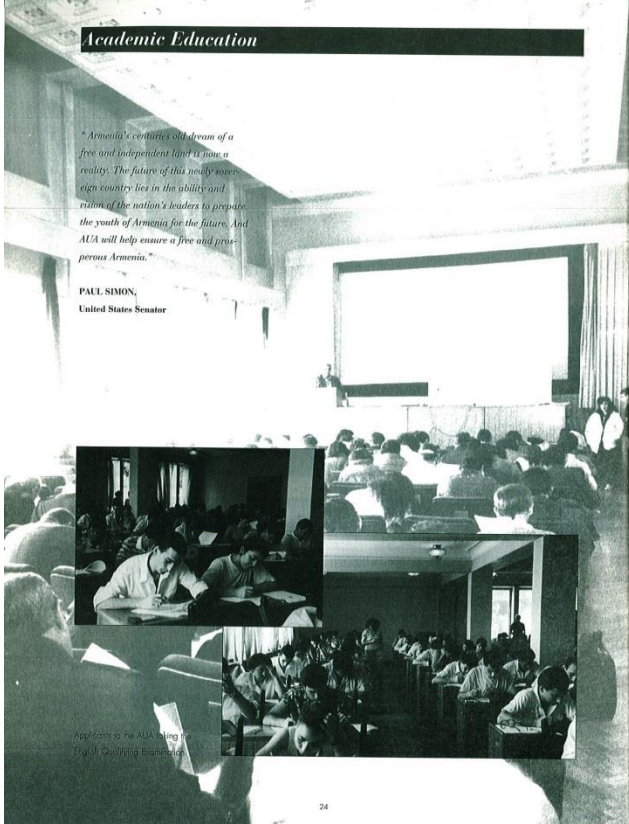


*Republic Square - Yerevan*

## Academic Education

*"Armenia's centuries old dream of a free and independent land is now a reality. The future of this newly sovereign country lies in the ability and vision of the nation's leaders to prepare the youth of Armenia for the future. And AUA will help ensure a free and prosperous Armenia."*

**PAUL SIMON,**  
United States Senator



Applicants to the American University of Armenia must meet the following requirements:

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## Admission & Academic Policies

The American University of Armenia seeks to admit students with demonstrated scholastic achievement, high intellectual potential, and the motivation to accomplish goals that are commensurate with the University's desire to prepare leaders for Armenia and the surrounding region. Students are selected on the basis of their academic profile including their individual and scholastic qualifications.

Because the number of students who can be accepted is limited, admission to AUA is based on a detailed review of the applicant's academic record and on demonstrated seriousness of purpose in seeking to undertake studies at AUA. In selecting only the most highly qualified applicants to pursue graduate-level study, it is AUA's goal to contribute in a significant way to the development of a cadre of potential leaders for Armenia and the region.

AUA offers graduate programs that are intended to develop critical analysis and depth of knowledge in chosen fields of study through advanced coursework, independent study, and research. By offering its instructional programs in English, AUA strives to make these programs accessible to qualified individuals from throughout the region.

THEONY CONDOS



*Theony Condos, Ph.D., is the Director of Admissions at the American University of Armenia. Condos is Special Assistant to the Senior Vice President for Academic Affairs of the University of California since 1986.*

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## Graduate Admission

### I. APPLYING FOR ADMISSION

All applicants for admission to the graduate programs of AUA and the Certificate Programs must complete and submit the Application Packet to the University's Office of Admissions in accordance with the Schedule of Admissions on page 30. The Packet must include:

- (a) A completed Application Form;
- (b) A copy of the applicant's undergraduate diploma(s);
- (c) An official copy of all previous college or university transcripts. If the original transcripts are in a language other than Armenian, Russian or English, then a notarized English translation is required;
- (d) Three letters of recommendation;
- (e) A statement of purpose, not to exceed two pages, which explains, in English, why the applicant wishes to pursue a graduate education at AUA. The applicant should describe past experiences, professional goals and interests in the selected field of study, and submit any additional information which may be relevant and helpful for admission to AUA; and
- (f) a non-refundable application fee.

The transcripts submitted by each applicant must clearly indicate all courses taken by the applicant and the grades earned. Applicants who are graduating in the current year, and who do not have access to their complete records by the time the Application Packet is due, must submit all available transcripts and records, a list of all courses in which applicants are currently enrolled, and provide, to the best of their knowledge an estimate of the overall grade point average of all their undergraduate coursework. In all cases, an official copy of the applicant's complete records and transcripts from the previous college or university must be submitted to the Office of Admission as soon as possible but no later than August 1. No admission decision is considered final without review and approval of the Applicant's complete record. Applicants may be required to bring the original of their diploma or transcripts to the Office of Admissions for comparison with the copies submitted.

Review of any application will be delayed if the Application Packet is not completed and submitted in a timely fashion. In cases where the deadline may cause hardship for the applicant, the applicant should submit a hardship statement with the Application Packet explaining the particular circumstances. The Office of Admissions may grant an extension for completing the Application Packet if the office determines that the circumstances of the applicant present a condition of hardship. Such determination is completely discretionary and is made on an individual basis. Unless an extension is specifically granted, all admission documents must be submitted with the Application Packet.



Professor Mansour Nazir with an engineering student.

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### II. ADMISSION REQUIREMENTS

To be considered for admission to AUA's Graduate Degree Programs and Certificate Programs, an applicant must meet the General Admission Requirements and the Program Specific Requirements.

#### A. GENERAL ADMISSION REQUIREMENTS

To be considered for admission to AUA, an applicant must meet the following minimum requirements:

- (a) Applicant must hold a degree from a 4 or 5 year program from a recognized institution of higher education.
- (b) Applicant must have a cumulative Grade Point Average (GPA) of 3.0 or higher on a scale of 4.0, or 4.0 or higher on a scale of 5.0.
- (c) Applicant must satisfy the English Language Proficiency Requirement.
- (d) Applicant must take the standardized graduate examination applicable to the particular program as explained below.

#### 1. ENGLISH LANGUAGE PROFICIENCY REQUIREMENT

Since the language of instruction of AUA is English, command of the language, both oral and written, is required for admission to the degree programs at AUA. Applicants must demonstrate a level of English proficiency commensurate with the demands of a graduate program offered in English. Applicants may be required to participate in an interview conducted in English.

An applicant will be considered as having met the English Language Proficiency Requirement if:

- (a) AUA determines that the language of instruction of the institution from which the applicant received the undergraduate degree is English; or
- (b) The applicant attains a score of 70 or higher on the English Qualifying Examination, which is administered at AUA in April; or
- (c) The applicant has taken the Test of English as a Foreign Language (TOEFL), within two years of the deadline for submission of the Application Packet, and has scored 550 or higher.

#### The TOEFL Examination

Applicants who wish to take the TOEFL should register for the exam by writing to:  
TOEFL, CITO, P.O. Box 1203  
6801 BE Arnhem, Netherlands  
Tel: (318) 552-1427

Applicants should ask TOEFL to send their test results directly to AUA's U.S. office at:  
American University of Armenia  
300 Lakeside Drive, 22nd Floor  
Oakland, California 94612.  
Tel: (510) 987-9452 Fax: (510) 208-3576

Applicants must ensure that their TOEFL scores are received by AJA on or before the April 20 deadline for applications. In addition, applicants who have taken the TOEFL examination and scored below 550 but more than 425, and who have met all other General and College Specific Requirements, will be considered for admission on a competitive basis to the Intensive English Program.

#### The Intensive English Program

AJA offers an Intensive English Program (IEP) for those applicants whose English language skills need improvement. The Program is designed to help students improve their proficiency in English, as required in the respective program to which they are applying.

Applicants who take the English Qualifying Examination and score 70 or more will be considered to have met the English Proficiency Requirement and will be exempt from enrolling in the IEP. Those who score below 70 but more than 40, and who have met all other General and College Specific Requirements will be considered for admission on a competitive basis, to the Intensive English Program. Enrollment in the IEP does not guarantee admission to the degree programs of AJA.

To the extent that space and faculty are available, applicants who score 70 or more may elect to enroll in the IEP. Applicants who score less than 40 on the English Qualifying Examination will not be considered for admission.

## 2. STANDARDIZED GRADUATE EXAMINATION REQUIREMENTS

Each applicant to a graduate program must take the appropriate graduate standardized examination. Applicants to the MBA must take the Graduate Management Aptitude Test (GMAT). Applicants to the Masters Programs in Industrial Engineering, Earthquake Engineering, and Political Science must take the Graduate Record Examination (GRE). Applicants to the Certificate Programs in Public Health and in the Teaching of English as a Foreign language must take the GRE.

Both Examinations are offered at AJA. Applicants who have met all General and College Specific Requirements, including the English Language Proficiency Requirement, may register to take the GMAT/GRE at the University. Applicants may also take the GMAT/GRE in a location other than AJA. The AJA institutional code numbers are 0284 for the GMAT and 0676 for the GRE. Only test scores of examinations taken within two years of the application deadline will be considered for admission. In all cases, applicants must request from the respective testing institution that their scores be reported directly to the University's U.S. office in Oakland, California. Applicants who will take the GMAT/GRE at AJA must register for these examinations at AJA according to the schedule established by the Educational Testing Service (ETS). For further information applicants must contact the office of Admissions.

## B. PROGRAM SPECIFIC REQUIREMENTS

Please refer to the appropriate section in this catalogue.

## III. DIRECT APPLICATION FOR ADMISSION TO THE DEGREE PROGRAMS

If an applicant meets the General Admission Requirements and the Program Specific Requirements, has satisfied the English proficiency requirement as defined in this admission policy, and has taken the appropriate standardized graduate examination, the applicant may apply directly to AJA's graduate programs. The applicant must submit his Application Packet by April 10 and must ensure that all required test results are directly sent to AJA's U.S. Office and received by April 20 in order to be considered for enrollment in the spring. Upon timely receipt of all required documents, the admissions committee will then consider the applicant for admission. Review of any application will be delayed if the Application Packet and all necessary documents are not duly completed and submitted in a timely fashion.

**NOTE TO ALL APPLICANTS** All admission decisions are made by the Admissions Committee. Although no single factor is in itself determinative, the Admissions Committee will consider all information submitted by the applicant. Meeting the minimum requirements does not guarantee admission, which is granted on a competitive basis in light of the applicant's entire academic profile and the University's ability to accommodate the applicant in the program in which he or she wishes to study.



Michael Kouchakdjian, Ph.D.  
Director of Administration

## IV. SPECIAL ADMISSION

In very rare cases, the Admissions Committee may, at its discretion, admit an applicant who does not meet the minimum requirements, but who otherwise demonstrates the potential to pursue successfully an academic program at AJA. Students admitted to AJA in this category are considered to be on probationary status and must meet the conditions specified in their letters of admission. Students not meeting these probationary admission conditions will be subject to dismissal.

## V. APPEAL PROCESS

Applicants who have not been accepted into AJA's graduate programs may appeal, once, to the Admissions Committee in writing. Applicants must submit, within 15 days after receiving notification of the decision they are appealing, a written statement giving all relevant reasons, supplemental evidence and information pertaining to their record and admission. The Admissions Committee, at its discretion, may then reevaluate its decision.



## VI. NOTIFICATION OF ADMISSION DECISIONS AND APPLICATION SCHEDULE

Admission to the University is granted through the University's Office of Admissions. Only a letter from the Director of Admissions constitutes official notice of admission to a degree program at the University, or to the Intensive English Program. In order to be considered for admission at AUA, each applicant should ensure that AUA has received the necessary application, documents and information by the announced deadline. All documents, unless otherwise stated in the admission policy, must be submitted to the University Office of Admissions at 40 Marshal Bagramian Street, Yerevan, Armenia 375019.

### APPLICATION SCHEDULE\*

Submittal of Application Packet	April 10
GRE/GMAT & TOEFL Results for nonIEP Applicants	April 20
TOEFL Test Scores Submitted to AUA for IEP Applicants	April 20
First English Qualifying Examination	April 20
Notification of Admission decisions to the IEP program	3rd Week of May
Submittal of Applicants' current year records	Aug 1
Intensive English Program Classes	Summer & Fall Quarters
Registration for the GRE & GMAT Examinations	October 1
GRE Examination **	December
GMAT Examination **	January
Notification of Admission decisions to the degree programs	Last week of February

\* This schedule may be subject to change. Please check any changes posted by the office of Admissions or included in the Application Packet. If any date falls on a legal holiday on which the University is closed, the applicable deadline will be the next business day.

\*\* The exact date on which the GRE and GMAT are administered at the University will be announced by the University.

## Registration & Coursework

### I. REGISTRATION

Graduate students must register with the Office of the Registrar each quarter until completion of all requirements for the degree or certificate. The Office of the Registrar will not register a student until all applicable fees have been paid. Students receiving financial assistance must check with the Office of the Registrar to ensure proper payment or waiver of the fees. If registration fees are not paid by the deadline set forth by the Office of the Registrar, the student may be denied admission to classes. Registered students may cancel their registration and receive reimbursement for paid registration fees provided they file a "Cancellation of Registration" Petition and a "Petition to Withdraw" before the second day of classes. After the second day of classes, students who wish to withdraw will forfeit the registration fees.



Michael Conrad, Ph.D.  
Director of Student Services and Registrar

### II. WITHDRAWAL AND READMISSION

A student may petition for withdrawal from the University only once during the time he or she is enrolled at AUA. A student who has withdrawn from the University and wishes to return must petition for readmission. All petitions for withdrawal and readmission must be submitted to the Dean, Acting Dean or Program Coordinator, as applicable, at least three weeks before the start of the term for which withdrawal or readmission is requested. Failure to obtain formal permission to withdraw from the University will constitute withdrawal from the Program and the student may be denied readmission. Readmission of a student properly authorized to withdraw from the University is not automatic. The student will be considered for readmission based on his or her academic performance prior to withdrawal and the availability of space and courses during the term for which readmission is requested. A student must return from withdrawal within three quarters to be eligible for readmission.

A student who has been dismissed from the University for academic deficiencies will not be eligible for readmission to any AUA program.

### III. COURSEWORK AND UNIT LOAD

Graduate courses are assigned a unit value. One graduate course unit normally represents four hours of work per week by the student including class attendance, preparation, laboratory or research. Graduate students must carry a full time course load for each quarter during which they are enrolled in an AUA graduate program. Each graduate course is generally offered for 4 units of coursework. Registered graduate students must take a minimum of 12 units per quarter and may take a maximum of 20 units. A course load of more than 16 units requires prior approval from the Dean, Acting Dean or Program Coordinator as applicable.

## Academic Policies

### I. THE QUARTER SYSTEM

The graduate program at AUA is offered during three academic quarters: spring, summer, and fall. Non-credit courses and independent studies may be offered during the winter quarter.

### II. GRADES

The work of graduate students at AUA is evaluated on the basis of letter grades as follows: A (excellent), B (good), C (satisfactory), D (unsatisfactory), I (incomplete), F (fail), P (work incomplete due to University circumstances beyond the student's control but of passing quality). For individual studies or seminars, students may be evaluated on the basis of the following: S (satisfactory) and U (unsatisfactory). The grades A, B, and C may be modified by (+) or minus (-) suffixes reflecting the strength of the grade.

Grade points per letter grades are assigned as follows: A=4, B=3, C=2, D=1, F=0. When attached to the grades A, B, or C, plus grades carry three-tenths of a grade point more per unit, and minus grades three-tenths of a grade point less per unit, except for A+, which carries 4.0 grade points. A student's grade point average is computed on a scale of 4.0 and is based on courses taken at AUA. Grades A, B, C, D and F are used in determining the grade point average. Grade P is granted after the University has undertaken all necessary steps to ensure proper completion of the course by the student. Although grades P, S and U carry no grade point and are excluded from all grade point computations, students receive course credit. Grade I carries no grade point and students do not receive course credit until completion of all necessary coursework and assignment of a grade. Graduate students at AUA must maintain an overall grade point average of at least 3.0 in courses taken at AUA.

### III. REPETITION OF COURSES

Graduate students must repeat courses in which they received a grade of D or F. When a student repeats a course in which he or she received a D or F, degree credit will be given only once, and only the most recently earned grade will be used to calculate the student's cumulative grade point average. Students who receive a grade of C+, C or C- have the option to repeat a course. Degree or certificate credit and grade points will be computed in the same manner as for courses which must be repeated. Students receiving the I grade must duly complete the requirements of the course, or repeat the course, within one year from the time the grade was assigned.

### IV. ACADEMIC STANDING, PROBATION, AND DISMISSAL

**Academic Standing** Based on their performance, graduate students at AUA are classified as 1) in good academic standing, 2) on probationary status, or 3) subject to dismissal. Students are considered to be in good academic standing if 1) they are making adequate progress toward completion of degree requirements, and 2) they have a cumulative grade point average of at least 3.0.

**Probation and Dismissal** Students who are not in good academic standing are considered to be on probation or subject to dismissal. In addition to the deficiencies cited below, students may be placed on probation for not meeting departmental requirements or expectations. Probation is intended to provide a student whose performance is less than satisfactory with a period in which to correct the deficiencies and to raise performance to a level consistent with the minimum standards required by the University.

Graduate students can be placed on academic probation and ultimately dismissed if they fail to make normal progress toward their degrees. At the end of each quarter, the Office of the Registrar reviews the records of all registered graduate students. Those whose records indicate academic deficiencies, i.e., a grade point aver-

age below 3.0 or inadequate progress toward completion of degree or certificate requirements, are reported to the Deans, Acting Deans or Program Coordinator, who will notify these students that they are on probation, subject to dismissal or dismissed. A student who has been dismissed from the University will not be readmitted.

Letters notifying students of probationary status will specify the nature of the problem or deficiency, the steps to be taken to correct the deficiency, a reasonable period in which to correct the problem or to show acceptable improvement, and the approximate date at which the student's record will next be reviewed.

A student who remains on probation during two consecutive quarters may be subject to dismissal. A student who fails a regular examination, or fails to meet other published requirements, may be dismissed without a letter of warning. Students are subject to dismissal if they do not correct their academic deficiencies after a reasonable period of probation. Students are removed from probationary status when they raise their grade point average to at least 3.0 or when they demonstrate "adequate progress" as defined by their program requirements.

Students have the right to appeal academic or administrative decisions that terminate or interfere with their progress toward a degree. Generally, students should initiate an appeal at the administrative level at which the action was recommended. Only after the student's appeal has been heard at that level may it be referred to the next higher administrative or academic level. In cases of dismissal from the University, students may appeal to the Academic Standing Committee which consists of all the Deans, the Acting Deans and Program Coordinators.

### V. DEGREES

AUA currently grants the following degrees: The Master of Engineering (M.Eng.) degree offered in Earthquake Engineering and in Industrial Engineering; The Master of Business Administration (MBA) and the Master in Arts (MA) in Political Science.

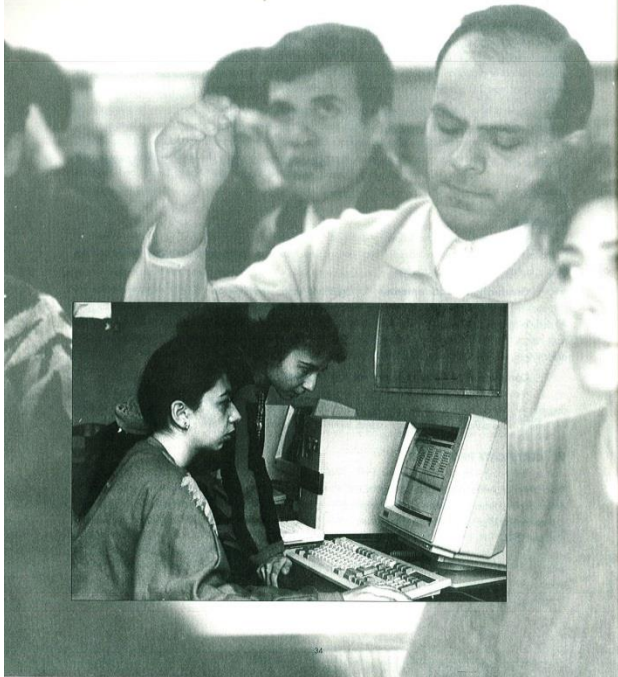
**Graduation Requirements** Colleges and schools set their own subject requirements for the degree. These requirements are described in the program admission requirements published in this Catalogue. All study programs must be approved by the Dean, or Acting Dean of the appropriate College or School. Students must complete all published course requirements and must maintain a minimum grade point average of 3.0 in order to graduate. Degrees are awarded once a year.

#### Completion of Requirements for the Degree

Master's degree students have three years in which to complete all published requirements for their degrees. If they do not finish in that period, their candidacy will lapse automatically. The appropriate College will terminate the candidacy of master's students within a reasonable time after their candidacy has lapsed.

### VI. CERTIFICATE PROGRAMS

Beginning with the Spring quarter 1995, AUA will offer certificate programs in Public Health and in the Teaching of English as a Foreign language. Certificate programs will consist of three quarters of graduate study. All academic policies listed above, will be applicable to students enrolled in the Certificate programs. Graduation requirements and program specific requirements in each certificate program will be further detailed in the beginning of 1995.



**ACADEMIC MISSION AND PROGRAM**

The College of Business and Management offers a two-year full-time graduate program leading to the degree of Master of Business Administration (MBA). The MBA is a general degree designed to prepare future business entrepreneurs, managers of private enterprises, and government executives. It is expected that the graduates of the College will assume leadership positions and play pivotal roles in the development of Armenia's and the region's economies and private businesses, and in international economic relations.

In an era marked with profound technological and institutional changes, communication revolution, globalization of the market place, and the transition from a command to free market economy, the ability to adapt to new conditions and realities is an essential requirement for effective and innovative management. The future leaders of both private and public sectors in the region must not only have the technical competence and knowledge to manage organizations and people, but also act as agents of change.

With a strong international orientation, the MBA program is designed to help the future managers interact freely and effectively within the global competitive environment. The curriculum also takes into consideration the unique economic, social, and cultural needs and conditions of the region.

STEPAN KARAMARDIAN



*Stepan Karamardian, Ph.D., is the Dean of the College of Business and Management and the Director of the Center for Business Research and Development at S.U.A. Professor Emeritus at U.C. Berkeley, and formerly Professor and Dean of the Graduate School of Management at U.C. Riverside, Karamardian, a Fulbright scholar, has served as a consultant to many corporations and agencies including the U.S. State Department and the Royal Corporation.*

#### **COLLEGE ADMISSION REQUIREMENTS**

In addition to the general University admission requirements explained in the Admission Section beginning at page 26, students wishing to enroll in the College of Business and Management are expected to have had, at a minimum, one year of college-level mathematics covering linear algebra and calculus.

#### **COLLEGE GRADUATION REQUIREMENTS**

To graduate with an MBA degree, students must successfully complete 92 quarter units (including 23 courses) with a cumulative grade point average (GPA) of 3.0 or better. A minimum residency of two academic years on a full time basis is required of students enrolled in the Program.

#### **THE MBA CURRICULUM**

The MBA courses are divided into three categories: A set of required 12 core courses, a minimum set of 9 elective courses selected by the student from the College elective courses offered, and a Business Project extending over two quarters and which receives double course credit. The required 12 core courses must be taken as a prerequisite to the elective courses and the Business Project course. Students must complete the required courses during their first academic year.

**Required Core Courses:** These are designed to introduce the student to: (a) a set of analytic concepts, tools, and techniques drawn from economics, mathematical modeling, quantitative and statistical analysis, and computer based information systems, which are essential for rational decision making in a modern, complex economic environment, (b) a common body of knowledge about human factors, organizational structures and behaviors, and other economic, political, and social forces that shape and constrain management decisions, and (c) a set of functional areas of business and management including finance, accounting, marketing and operations.

**Elective Courses:** During the second year, students may choose a minimum of 9 courses from the set of elective courses that provide in depth and broad knowledge about areas covered in the core courses during the first year. With the Dean's approval, MBA students may take up to three courses in the College of Engineering to satisfy their elective requirements. During the first years of the Program, the College will offer most of the electives in international business, marketing, finance, and banking.

**Business Project:** This required course in the second year is the experimental learning component of the MBA program where materials learned in the classroom are applied in a tangible situation. Students, preferably working in teams, act as consultants to a manufacturing, governmental or service organization, to analyze and solve actual and current problems facing the organization. The project enables students to address, define and analyze problems, evaluate and recommend alternative solutions, and plans for their actual implementation. While most of the course involves on site field work, the Project also includes classroom follow up focussing on project management and administration techniques, as well as written and verbal communication skills. The course is given over two quarters for 8 units.

**Specialization:** The MBA program offers two optional specializations, one in Finance and the other in Marketing. To graduate with a specialization, a student must complete 4 elective courses in the selected field with an average GPA of 3.0 in those elective courses.

#### **Visiting Faculty At AUA 1992-1994\***

SUMMER AGGARWAL, Ph.D. Moscow Institute of Production  
Professor of Management Science  
Professor, Associate Dean & Director of Research, College of Management  
University of Massachusetts, Boston

JAMES A. ANDERSON, Ph.D. Washington University,  
Professor of Accounting  
Professor and former chair, Department of Accounting  
California Polytechnic State University, San Luis Obispo

RONALD BENSON, Ph.D. University of Iowa, Iowa City  
Professor of Management  
Professor of Management, Western Connecticut State University, Danbury, Connecticut

DEIRDRE BIRD, Ph.D. Purdue University  
Associate Professor, Marketing  
Associate Professor, Northeastern University

VARTKES L. BROUSSAIAN, Ph.D. University of California, Los Angeles  
Professor, Economics and Finance  
Former Professor, California State University, Northridge  
Former Senior Economist, Office of Management and Budget

A. MICHAEL CONRAD, Ph.D. Stevens Institute of Technology  
Associate Professor of Management  
Former Associate Professor of Management  
La Salle University, Philadelphia

ALLEN G. GREENWOOD, Ph.D. Virginia Polytechnic Institute and State University  
Associate Professor, Marketing and Management  
Assistant Professor, Northeastern University

FAROUK HEIBA, Ph.D. The Wharton School, University of Pennsylvania  
Professor, Marketing and Head of Marketing Program  
Professor & Chairman of Marketing and International Business  
United States International University, San Diego

VAHAN JANJIGIAN, Ph.D. Virginia Polytechnic Institute and State University  
Associate Professor, Economics, Finance & Accounting  
Assistant Professor, Northeastern University

STEPAN KARAMARDIAN, Ph.D. University of California, Berkeley  
Dean of the College of Business and Management and Professor of Management  
Former Dean and Professor Emeritus, Graduate School of Management,  
University of California, Riverside

**HAROLD KASSARJIAN, Ph.D.** University of California, Los Angeles  
 Professor of Marketing  
 Professor of Marketing, Anderson Graduate School of Management  
 University of California, Los Angeles

**GEORGE KEVORKIAN, Ph.D.** The American University  
 Associate Professor of Finance & Management Information Systems  
 Professor Emeritus, Business and Management  
 Northern Virginia Community College

**MICHAEL KOUCHAKDJIAN, Ph.D.** Columbia University  
 Biochemistry and Molecular Biophysics,  
 MBA, University of California, Los Angeles  
 Assistant Professor of Management, American University of Armenia

**JOSEPH W. MCGUIRE, Ph.D.**, Columbia University  
 Distinguished Professor, Management  
 Professor Emeritus, University of California, Riverside

**EARL NAUWAN, Ph.D.** Arizona State University  
 Professor of Marketing  
 Professor and former Chair, Department of Marketing and Finance  
 Boise State University, Idaho

**CYNTHIA PAVETT, Ph.D.** University of Utah, Salt Lake City  
 Professor of Management  
 Professor of Management, University of San Diego

**EARL W. SNEIL, Ph.D.** Stanford University  
 Professor of Finance  
 Professor of Finance & Director of Finance Program  
 Westminster College, Salt Lake City



*College of Business and Management - Faculty meeting.  
 From left to right: J. Anderson, R. Benson, P. Heiton, S. Karamanlidis, E. Snell,  
 A. Antrian (Ph.D. Student in Business at UC Berkeley) and H. Kassarijan.*

\* The Faculty's most recent home institution and rank from are shown in italics.

## COURSES

### REQUIRED COURSES

**200. Probability and Decision Making Under Uncertainty (4 units).**  
 Three hours of lecture and one 1 1/2 hours of discussion per week.

Prerequisites: None.

Description: An introduction to the basic elements of probability theory as a measure of uncertainty and its application to business and management problems with special emphasis on decision making under uncertain environment.

Topics: Specific topics to be covered include probability measures of random events and their properties, conditional probability and Bayes' Theorem, random variables and their distributions, the normal distribution and the Central Limit Theorem, decision trees, expected value of sampling decisions, and preposterior analysis.

**201. Business Statistics and Forecasting (4 units).**

Three hours of lecture and one 1 1/2 hours of discussion per week.  
 Prerequisite: B&M 200 or concurrent enrollment.

Description: An introduction to statistical methods and techniques as tools for management decision making.

Topics: Specific topics to be covered include, sampling and sampling distributions, parametric and non-parametric statistical inference methods, simple and multiple regression, and forecasting techniques as applied to business and management problems.

**202. Quantitative Models and Analysis for Business and Management Decisions (4 units).**

Three hours of lecture and one 1 1/2 hours of discussion per week.  
 Prerequisites: B&M 200 or concurrent enrollment.

Description: An introduction to building mathematical models, solution techniques, and sensitivity analysis for the planning and operation of complex real world business and management problems.

The course will cover both deterministic and stochastic models.  
 Topics: Specific topics to be covered include formulation of the problem of optimal allocation of scarce resources among competing alternatives, linear programming and the simplex algorithm, duality and sensitivity analysis, network models, integer programming, inventory models, queuing models, Markov chains and multi-stage dynamic decision models.

**203. Microeconomic Analysis for Business Decisions (4 units).**

Three hours of lecture and one hour of discussion per week.

Prerequisites: None.

Description: An introduction to economic analysis of business decisions of a firm relating to the determination of prices, production outputs and inputs, and the impact of the competitive environment on business strategies.

Topics: Specific topics to be covered include, supply and demand curves, production functions, Firms' investment

decision under certainty and uncertainty, prices in a perfectly competitive markets, General equilibrium and input/output analysis.

**204. Economic Analysis and Policy (4 units).**

Three hours of lecture and one hour of discussion per week.

Prerequisites: B&M 203

Description: An in depth analysis of economic issues that impinge on business management decisions. The emphasis will be on the application of economic theory for the understanding of the way a free enterprise system operates and how the various actors - individuals, firms, and government - interact to determine prices, wages, and profits.

Topics: Specific topics to be covered include, consumer choice, behavior of business firms, types of market organizations, wage determination, economic welfare, and the economic rational for government intervention in the economy.

**205. Macroeconomic Analysis for Business Decisions (4 units).**

Four hours of lectures per week.

Prerequisites: None.

Description: An introduction to the principal determinants of national income and employment, and the analysis of the operation of the market systems responsible for economic instability.

Topics: Specific topics to be covered include, Determination of national income, business cycles, fiscal and monetary policies, economic growth, international trade, and economic development.

**206. Managerial Accounting (4 units).**

Three hours of lecture and one hour of discussion per week.

Prerequisites: None.

Description: An introduction to the use of accounting for managerial planning and control of the operation of an enterprise. The focus will be on the understanding and interpreting of cost data, control reports and performance evaluation methods, and the use of accounting information in decision making. Case studies will be utilized.

Topics: Specific topics to be covered include, product costs, cost reports, relevant costs for short-term and long-term decisions, accounting controls for production activities and for decentralized operations, including transfer pricing.

**207. Financial Management (4 units).**

Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 203 and B&M 206

Description: Analysis and management of the flow of fund through an enterprise and the role of the financial markets. Case studies will be utilized.



Topics: Specific topics to be covered include: financial statement analysis, the nature of risk, valuation of investments, optimum sources of financing, cash management, credit policy, cost of capital and capital budgeting.

**208. Organizational Behavior (4 units)**  
Four hours of lecture per week.

Prerequisites: None.  
Description: The study of behavior in modern and complex organizations. The course explores the interactions of individuals, groups, and organizational structures and processes as they influence the management task. Major emphasis will be given to the application of management concepts and theories to actual work situations. Topics: Specific topics to be covered include: motivation to work, leadership, group dynamics, conflict management, organizational culture, and organizational change.

**209. Human Resource Management (4 units)**  
Four hours of lecture per week.

Prerequisites: None  
Description: A general overview of personnel policies and practices in organizations. The course will focus on human resources from the perspective of the practicing manager, as well as the perspective of the human resource professional. Topics: Specific topics to be covered include: staffing, training and employee development plans, performance evaluation, employee discipline, compensation, and labor/management relations.

**210. Marketing Management (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 201  
Description: An introduction to the role of marketing within the business firm. Quantitative methods and behavioral theories are utilized. It provides the student an opportunity to apply analytical concepts and techniques developed in economic, quantitative analysis, accounting, and finance to marketing problems. The course will utilize case studies, and oral and written presentations. Topics: Specific topics to be covered include: customer analysis and buyer behavior, market segmentation, market research, distribution channels, product policy and strategy, pricing, advertising, and sales force management.

**211. Management Information Systems (4 units)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: None  
Description: Concepts and methods used in the analysis and design of business and management information systems. Case studies and computer software will be utilized during the course. Topics: Specific topics to be covered include: alternative system development strategies, estimating system costs,

information requirements analysis, data models, data-flow diagrams, and software design.

**212. Production and Operation Management (4 units)**  
Three hours lecture and one hour discussion per week.

Prerequisite: B&M 201 and B&M 202.  
Description: An introduction to the concepts and analytic methods that are useful in the management of the firm's operations that transform inputs into finished goods or services. The level of analysis varies considerably from operations strategy to daily control of production processes. Topics: Specific topics to be covered include: measurement of productivity, selection of capital equipment, forecasting, inventory models and control, material-requirement planning, measurement and management of total quality, capacity planning, and project management.

**ELECTIVE COURSES IN ACCOUNTING \***

**220. Accounting Systems and Control (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 206.  
Description: The course covers the design and implementation of accounting systems including those of sales, receivables, purchases, cash receipts and disbursements, payroll, production control, etc. Topics on auditing, internal accounting controls, and related topics will be emphasized.

**221. Cost Accounting (4)**  
Three hours of lecture and one hour of discussion per week.

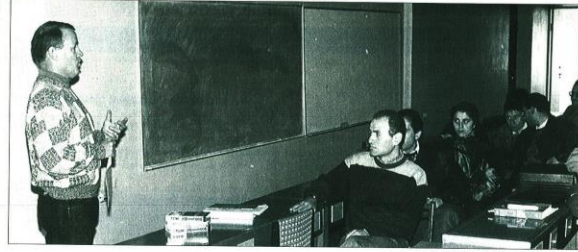
Prerequisite: B&M 206.  
Description: The course covers the reconstruction of economic events from financial statements, the measurement and reporting of working capital and long-term plant assets, intangible assets, sources of long-term capital, fund statements, financial analysis, and accounting for partnerships.

**222. Auditing (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 206.  
Description: Theory and practice underlying the auditor's examination and reporting on financial statements. Includes professional ethics, internal controls and the selection and application of auditing procedures with an emphasis on Generally Accepted Auditing Standards.

**223. International Accounting (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 206.



Professor Earl Nauman with students

Description: The course will cover the international dimensions of accounting and control, policy issues of foreign currency transactions, transactional reporting and disclosures, international standards of accounting and auditing.

**ELECTIVE COURSES IN FINANCE \***

**230. Money and Capital Markets (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Application of interest theory and flow funds analysis to price determination process in markets for bonds, mortgages, stocks and other financial instruments. Study of funds flow from credit markets. Analysis of costs of capital in individual industries.

**231. Management of Financial Institutions (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Study of financial policies and practices of commercial banks, savings and loan associations, pension funds, insurance companies, and other major financial institutions. Review of current major problems facing senior managers in these financial institutions.

**232. International Financial Markets (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Conceptual understanding of foreign exchange markets, Eurocurrency market, international bond market, and equity markets in various countries. Emphasis on underlying economic principles, although where relevant institutional features helpful in understanding structure and operations of the markets to be dealt with in detail.

**233. Corporate Finance (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Analysis of main decision areas of managerial financial management, aimed at principles generally applicable to all types of organizations. Emphasis on financial planning and control, sources of funds, developing objectives and standards which lead to effective allocation and use of organizational resources.

**234. Options and Convertible Securities (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Organization and role of organized put and call markets, arbitrage and hedging relationships, valuation of options, implementation of options, trading strategies, perspective of corporate securities as options, functions of options in securities markets, and innovations in option markets.

**235. Investments (4)**  
Three hours of lecture and one hour of discussion per week.

Prerequisite: B&M 207  
Description: Behavior of investment markets and pricing of securities. Topics include security analysis, management of fixed income securities, portfolio management, and equity investment strategies. Material on operation of securities markets and institutional details of trading also included.

\* Certain elective courses are offered in various areas of business and management to enable the student to concentrate in a particular area or acquire broader knowledge in business and management. Elective courses may differ from year to year.



## College of Engineering

### ACADEMIC MISSION AND PROGRAM

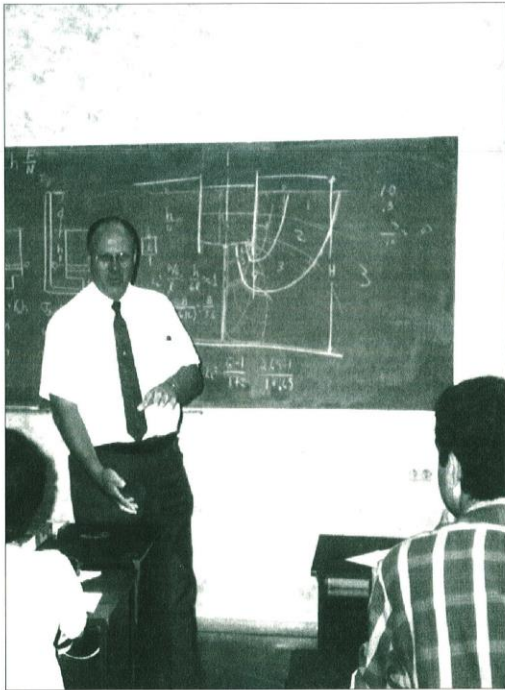
The College of Engineering offers the Master of Engineering (M.Eng.) degree programs in Earthquake Engineering and in Industrial Engineering. These programs give the students the opportunity to prepare themselves for careers that have special relevance for Armenia and the surrounding region.

Armenia is an earthquake country. The record of damaging earthquakes in the region goes as far back as the first century B.C. Many churches, fortresses and other buildings made of stone have survived hundreds of years and attest to the ingenuity of Armenian builders and their understanding of the effect of earthquakes on buildings. However, modern and lighter structures require a deeper understanding of these effects, and demand more innovative methods of design to resist earthquake forces.

The tragic Spitak earthquake of 1988, which provided the impetus for establishing this University, demonstrated the need for an advanced level of learning in earthquake engineering in order to prepare a new cadre of engineers equipped with the necessary scientific knowledge and the modern tools for design and construction of earthquake-resistant buildings and facilities. The Earthquake Engineering program, which is modeled after a similar program at the University of California, Berkeley, provides the essential knowledge from the fields of engineering seismology, structural and geotechnical engineering, and modern computer methods. Class instruction is complemented by field trips to the Spitak earthquake zone, construction projects or research laboratories. In addition, through the Engineering Research Center, students are actively involved in analytical and experimental research projects dealing with practical problems of earthquake engineering in Armenia.

Armenia has had a long tradition in science and technology. With a small arable land surface, its future lies in developing a modern industrial infrastructure that can compete in the world market with the quality, quantity and cost effectiveness of its products. Transformation of its Soviet-era industry into a public and private industry based on principles of free market economy and competition requires the infusion of a large cadre of engineers with knowledge in modern methods of industrial management, production and human resources management. The Industrial Engineering program is designed to prepare graduates with a broad-based knowledge in industrial and operations management, design of plants, production facilities and human/machine systems, economics and decision sciences, reliability and quality assurance, and modern manufacturing. Classroom instruction is supplemented by field trips to various production centers or manufacturing plants, and by active participation in applied research projects dealing with problems of current interest to Armenia. The graduates from this program are expected to play key roles in the ongoing transformation of the Armenian industry, as well as in the new private enterprises emerging in the industrial and service sectors of the country.

ARMEN DER KIUREGHIAN



Professor Richard Woods with Engineering School



Armen Der Kiureghian, Ph.D., is the Dean of the College of Engineering and the Director of the Engineering Research Center at U.C. Professor of Civil Engineering at the University of California, Berkeley. Der Kiureghian was a Fulbright scholar, a recipient of the American Society of Civil Engineers' W.L. Huber research prize, and a holder of the Mitsubishi Heavy Industry Visiting Chair at Tokyo University.

#### COLLEGE ADMISSION REQUIREMENTS

In addition to the general University requirements explained in the Admission Section beginning on page 26, students wishing to enroll in the College of Engineering are expected, as a minimum, to have completed satisfactorily the following undergraduate studies:

Two years of college-level mathematics courses covering calculus, linear algebra and differential equations, one year of physics, one-half year of chemistry, a basic course in engineering mechanics, and a course in properties of materials.

Additional requirements for each Department are described below.

#### COLLEGE GRADUATION REQUIREMENTS

To graduate with a Master of Engineering (M. Eng.) degree, students must successfully complete 68 quarter units (exclusive of 298 courses) with a grade-point average of 3.0 or better, including a thesis. The program of study must include a minimum of 40 units in the major field, a minimum of 12 units in an approved minor field, and 8 units of Individual Study (299) for work on a thesis. All courses in the major field must be taken on a letter grade basis. Of the remaining courses, no more than two (other than 299) can be taken on Satisfactory/Fail basis. Individual Study (299) course shall be taken on Satisfactory/Fail basis. The thesis must be approved by a faculty member, who acts as the research supervisor, and the Dean of the College.



*Earthquake Engineering Class on a field trip in front of the Spišské fault dislocation. Included in the picture, Professors Benno Bobb, Richard Woods, Dean Armen Der Kiureghian and Roalden Amisbekov, Ph.D. student in Earthquake Engineering at UC Berkeley.*

#### Visiting Faculty, College Of Engineering 1992-1994\*

RASHPAL AH-LUWALIA, Ph.D. University of Western Ontario, Canada  
Professor, Industrial Engineering  
Professor, West Virginia University

ROUBEN V. AMBARTZUMIAN, Doctorate, Steklov Institute, Moscow  
Professor, Industrial and Earthquake Engineering  
Professor, Institute of Mathematics, Armenian Academy of Sciences

ARA ARABYAN, Ph.D. University of Southern California  
Associate Professor, Earthquake and Industrial Engineering  
Associate Professor, University of Arizona

AMI ARBEL, Ph.D. Stanford University  
Associate Professor, Industrial Engineering  
Associate Professor, Tel Aviv University, Israel

ARRA S. AVAKIAN, Ph.D. Massachusetts Institute of Technology  
Professor, Earthquake and Industrial Engineering  
Professor, California State University, Fresno

RICHARD H. BERNHARD, Ph.D. Cornell University  
Professor, Industrial Engineering  
Professor, North Carolina State University

VITHELMO V. BERTERO, Ph.D. Massachusetts Institute of Technology  
Distinguished Professor, Earthquake Engineering  
Professor Emerita, University of California, Berkeley

BRUCE A. BOIT, Ph.D. University of Sydney  
Distinguished Professor, Earthquake Engineering  
Professor, University of California, Berkeley

A. MICHAEL CONRAD, Ph.D. Stevens Institute of Technology  
Associate Professor, Industrial Engineering  
Associate Professor of Management, La Salle University, Philadelphia

EDWARD CRANSWICK, Ph.D. Candidate, Columbia University  
Lecturer, Earthquake Engineering  
Geophysicist, United States Geological Survey

ARMEN DER KIUREGHIAN, Ph.D. University of Illinois  
Professor Earthquake Engineering and Dean of the College of Engineering  
Professor, University of California, Berkeley

JOSEPH DEVINNY, Ph.D. California Institute of Technology  
Associate Professor, Environmental Management  
Associate Professor of Civil Engineering, University of Southern California

MARTIN I. ESKIJIAN, M.S. University of Southern California  
Lecturer, Earthquake and Industrial Engineering  
Petroleum Reservoir Engineer, California State Lands Commission

CHARLES D. FEINSTEIN, Ph.D. Stanford University  
Associate Professor, Industrial Engineering  
Associate Professor, Santa Clara University

PHILIPPE GEYSKENS, Ph.D. Katholieke Universiteit Leuven, Belgium  
Assistant Professor, Earthquake and Industrial Engineering  
Post-Doctoral Research Associate, University of California, Berkeley



JOHN M. GIEASON, D.B.A. Indiana University  
Professor, Industrial Engineering  
Professor of Decision Sciences and Systems, Craigler University

AILEN G. GREENWOOD, Ph.D. Virginia Polytechnic Institute and State University  
Associate Professor, Marketing and Management,  
Assistant Professor, Northeastern University

ASHOT S. HAKOBIAN, Kandidat of Sciences, Yerevan State University  
Lecturer, Earthquake Engineering,  
Scientific Researcher, Institute of Mechanics, Academy of Sciences of Armenia

DENNIS R. HILTUNEN, Ph.D. University of Michigan  
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Assistant Professor, Pennsylvania State University

MOVSES J. KALDIJIAN, Ph.D. University of Michigan  
Professor, Earthquake Engineering,  
Professor, University of Michigan, Ann Arbor

HAMO LAJEHZARIAN, Ph.D. University of Texas, Arlington  
Associate Professor, Industrial Engineering,  
Professor, California State University, Fresno

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Director, Earthquake Engineering Center, National Survey of Seismic Protection, Armenia

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Consulting Geophysicist, Berkeley

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Professor, Industrial Engineering,  
Professor, University of California, Berkeley

ROY M. STEPHEN, M.S. University of California, Berkeley  
Lecturer, Earthquake Engineering,  
Research Engineer, University of California, Berkeley

FREDRICK F. TAJRIAN, Ph.D. University of California, Berkeley  
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Engineering Specialist, Bechtel Corporation, San Francisco

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Associate Professor, Industrial Engineering,  
Associate Professor, Southern Illinois University

GAGIK TSATURYAN, Kandidat of Sciences, Institute of Mathematics, Academy of Sciences, Ufa State  
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Associate Professor, State Engineering University of Armenia

VAGARSHAK VARDANYAN, Ph.D. University of California, Los Angeles  
Lecturer, Earthquake Engineering,  
Research Associate, University of Southern California

RICHARD D. WOODS, Ph.D. University of Michigan  
Professor, Earthquake Engineering,  
Professor, University of Michigan, Ann Arbor

\* The Faculty's most recent home institution and rank there are shown in italics.

## Department of Earthquake Engineering

The major in Earthquake Engineering is open to students with an undergraduate degree in Civil Engineering, Mechanical Engineering, Applied Mechanics, Architectural Engineering, or other fields with substantially equivalent course requirements. Holders of degrees in other fields of engineering, or mathematics and sciences must take a number of preparatory undergraduate courses before applying for admission into this program.

### COURSES

#### 200. Engineering Mathematics [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: None. Ordinary and partial differential equations, Laplace transforms, Fourier series and integrals, linear algebra, examples of engineering applications.

#### 205. Engineering Numerical Analysis [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: 200 or concurrent enrollment. Methods for numerical solution of system of linear and nonlinear algebraic or differential equations, Fourier transforms, optimization, eigenvalue analysis. The course emphasizes the use of computers in solving engineering problems.

#### 210. Introduction to Seismology [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: None. Causes and effects of earthquakes; mechanics of earthquake source, plate tectonic theory. Earth structure. Occurrences of earthquakes in time and space. Models of seismicity. Generation of seismic waves. Types of seismic waves. Seismogram analysis. Determination of earthquake location and size.

#### 211. Strong Motion Seismology [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: 210. Instruments for measuring strong ground motion. Analysis of accelerograms. Characteristics of strong ground motion. Attenuation laws. Influences of soil and geological effects. Elements of seismic hazard analysis. Computation of synthetic time histories.

#### 220. Theory of Structures [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: A basic course in structural analysis. Energy theorems and their application. Shear deformations in beams. Matrix analysis of frame structures by the stiffness method suited for computer implementation. Temperature effects. Behavior of frames and approximate methods of analysis.

#### 221. Dynamic Analysis of Structures [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: 220. Idealizations of structures as single and multi-degree of freedom systems; normal mode analysis; free and forced vibration; response to base motion. Exact and approximate methods; the response spectrum method. Inelastic response of structures. Use of computer programs.

#### 223. Computer Methods of Structural Analysis [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: 221, FORTRAN programming. Numerical methods and computer programming techniques for static and dynamic analysis of linear and non-linear structures. Solution of sparse matrices; eigenvalue problems, iteration, step-by-step algorithms. Application to truss and frame structures. Course involves computer programming and use of existing general purpose programs.

#### 226. Random Vibration of Structures [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: 221 and Ind. Eng. 210. Introduction to random processes. Stationary and nonstationary processes. Correlation and power spectral density functions; evolutionary power spectral density. Dynamic response of linear structures to stationary and nonstationary excitations. Statistics of crossings and first excursion probability. Introduction to nonlinear random vibration. Simulation of random processes. Computer applications.

#### 230. Structural Mechanics [4].

Three hours of lecture and one hour of discussion per week.  
Prerequisite: A basic course in mechanics of deformable bodies. Analysis of load-carrying structural members: stress, strain, compatibility. Stress-strain relations for elastic and elastic-plastic materials. Work, energy and virtual work. Bending of beams, columns and plates, beams on elastic foundations, torsion, elastic and plastic buckling of columns and plates.

#### 235. Finite Element Methods [4].

Three hours of lecture and one hour of discussion per



week. Prerequisite: 221 and 230. Variational approach to formulation of the finite element method. Coordinate systems, methods of numerical integration. 1-D, 2-D and 3-D basic elements, axisymmetric shells and solids, plate bending elements. Use of FE programs in solving boundary-value problems.

**240. Concrete Technology [4].**

Two hours of lecture and four hours of laboratory per week. Prerequisite: A basic course in properties of materials. Composition and properties of concrete-making materials such as aggregate and different types of hydraulic cements; curing and quality control; properties of fresh and hardened concrete; mass concrete, lightweight concrete, heavyweight concrete; effect of admixtures; fiber-reinforced concrete.

**242. Design of Steel Structures [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 220. Design of structural systems in steel. Mechanical properties of steel. Working stress and plastic design methods. Behavior and design of various types of structural members and connections, with special emphasis on design for seismic loading.

**244. Behavior and Design of R/C Structures [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 220. Properties of concrete and steel, bond and cracking in reinforced concrete. Design criteria. Strength and deformation characteristics of R/C elements subjected to axial load, flexure, shear and combined loadings. Failure criteria. Influence of load and environment history. Review of ACI code.

**245. Prestressed Concrete Structures [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 244. Behavior and design of statically determinate prestressed concrete structures under bending moments, shear, torsion and axial load effects. Design of continuous prestressed concrete beams, frames, slabs and shells. Design of connections. Time-dependent effects and deflections. Seismic design considerations.

**247. Earthquake-Resistant Design of Structures [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 244. Design for strength and ductility of moment-resisting frames and frame-wall systems. Considerations in selection of structural configuration. Behavior of beam-column joints; detailing to assure ductility for seismic forces. Review of code requirements for earthquake-resistant design.

**250. Soil mechanics and Foundation Engineering [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: A basic course in mechanics of deformable bodies. Stresses in soils; consolidation and settlement analysis; shear strength of cohesionless and cohesive soils, stability of slopes. Earth pressure theories, bearing capacity. Considerations in the design of retaining structures, shallow and deep foundations. Ground improvement for foundation support.

**255. Soil Dynamics [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 221 and 250. Dynamic soil properties and their determination. Wave propagation in elastic and viscoelastic media. Foundation vibrations. Seismic site response analysis. Introduction to soil-structure interaction analysis.

**260. Earthquake Engineering Analysis [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 245 and 250. A survey of advanced methods in earthquake engineering: soil-foundation-structure interaction; structure-fluid interaction; response to multi-component ground motion; effect of spatial variability on multiply supported structures; response of secondary systems; energy dissipation methods; base isolation.

**290. Special Topics (1-4).**

Prerequisite: None. Advanced studies on special topics selected on annual basis.

**298. Engineering Seminar (1).**

Prerequisite: None. Engineering seminars on various topics by guest speakers. Must be taken on satisfactory/unsatisfactory basis.

**299. Individual Study (1-8).**

Prerequisite: Second year graduate standing. Directed research or investigation on selected advanced topics for preparation of a Master of Engineering thesis. May be repeated for credit. Must be taken on satisfactory/unsatisfactory basis.



**Department of Industrial Engineering**

The major in Industrial Engineering is open to students with an undergraduate degree in any field of engineering. Students with degrees in mathematics or physical sciences may be admitted, depending on their completed course work.

**COURSES**

**210. Probability Theory [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Axioms of probability; discrete and continuous random variables; probability distributions; conditional probability and statistical independence; expectation; transformation of random variables. Central limit theorem. Selected models including binomial, Poisson, normal, Markov chain. Engineering applications.

**211. Engineering Statistics [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 210. Elements of statistical inference: point and interval estimation; regression and correlation; hypothesis testing. Maximum likelihood estimation. Bayesian updating. Conjugate distributions. Use of statistical software.

**215. Engineering Economics [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 210 or concurrent enrollment. Analysis of economic investment alternatives. Concepts of the time value of money and minimum attractive rate of return. Cash flow analysis using various accepted criteria, e.g., present worth, future worth, internal rate of return, external rate of return. Depreciation and taxes. Decision making under uncertainty. Benefit-cost analysis. Effects of inflation (relative price changes).

**220. Organizational Behavior [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Organization theory, concepts and functions of management. Behavior of the individual, the work group, the organization. Analysis of issues dealing with work motivation, task design, leadership, communication, organizational design, and innovation. Case studies.

**225. Industrial and Commercial Data Systems [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Review of data systems and data processing functions, technology, and organization, emphasizing industrial and commercial application requirements and economic performance criteria. Survey of systems analysis, design,

modeling and implementation tools and techniques. Design-oriented term project. Data base management.

**230. Linear Programming [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Formulation of linear programs. Optimal allocation and control problems in industry and environmental studies. Convex sets; properties of optimal solutions. The simplex method; theorem of duality; complementary slackness. Problems of post-optimal analysis; special structures; network problems.

**231. Deterministic Models in Operations Research [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 230. Deterministic models and methods in operations research. Network analysis. Unconstrained and constrained optimization. Equality, inequality and integer constraints. Sequential decisions; dynamic programming. Resource allocation, equipment replacement, inventory control, production planning. Introduction to game theory.

**232. Stochastic Models in Operations Research [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211 and 231. Review of probability theory. Exponential distribution, Poisson, renewal and Markov chain models. Queueing theory. Component reliability analysis. Applications to replacement, repair, transportation and inventory models.

**234. Reliability Engineering [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 210. Component and system reliability. Wear out and chance failures, the Weibull model, qualification test programs. Types of systems, system function, exact and bounding estimates on system reliability. Maintenance models, allocation of redundancy.

**235. Human Factors in Engineering [4].**

Three hours of lecture and two hours of laboratory per week. Prerequisite: None. Design of human interfaces for engineering systems, with emphasis on the control of complex systems. Analysis of rational human decision making providing formal definitions of "acts," "states" and "observations" and



optimal decision making rules. Design and evaluation of decision aids for process control. Rapid prototyping and development of interfaces through use of computers.

**250. Production Systems Analysis [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211 and 230. Methods for solution of problems encountered in production systems. Topics selected from forecasting, aggregate planning, inventory control, material requirements planning, quality control, operations scheduling, project scheduling, reliability and maintainability, and facilities location.

**255. Work Methods and Measurement [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211. Process, operation and work measure analysis. Performance standards, job evaluation, work sampling, process capability. Study of factors affecting human performance. System environment and safety.

**260. Facilities Planning and Design [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 250. Modeling and design of plant layout and balancing of conveyor systems. Activity relationships and space requirements. Analysis of integrated materials control systems involving functions of storing, recalling, delivery, inventory, and computer control. Design and evaluation of automated warehousing and order-picking systems.

**265. Decision Analysis [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211. Formulation, analysis and use of decision-making techniques in engineering, operations research and systems analysis. Formulation of risk problems and probabilistic risk assessments. Bayesian decision theory. Graphical methods and computer software using event trees, decision trees and influence diagrams.

**270. Quality Assurance and Management [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211. Design and use of quality assurance models. Control charts and acceptance sampling procedures, inspection systems, operating characteristics curves. Decision problems in inspection sampling and prediction and control of manufacturing production quality. Introduction to concepts of total quality management (TQM).

**275. Computer-Aided Manufacturing [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Fundamentals of manufacturing systems including machine tool control considerations in manufac-

turing automation, robotics, and integrated systems for assembly and inspection; flexible manufacturing systems, precision manufacturing; sensors for unattended manufacturing.

**280. Simulation of Industrial Engineering Systems [4].**

Three hours of lecture and one hour of discussion per week. Prerequisite: 211. Design, programming and statistical analysis issues in simulation study of industrial and operational systems. Generation of random variables with specified distributions; variance reduction techniques; statistical analysis of output data. Case studies. Term project.

**290. Special Topics [1-4].** Prerequisite: None. Advanced studies on special topics selected on annual basis.

**298. Engineering Seminar [1].** Prerequisite: None. Engineering seminars on various topics by guest speakers. Must be taken on satisfactory/unsatisfactory basis.

**299. Individual Study [1-8].** Prerequisite: Second year graduate standing. Directed research or investigation on selected advanced topics for preparation of a Master of Engineering thesis. May be repeated for credit. Must be taken on satisfactory/unsatisfactory basis.



Yerlan Yevlalian, U.S. & Canada Desk Officer  
Ministry of Foreign Affairs, Armenia

#### ACADEMIC MISSION AND PROGRAM

The School of Political Science was established to introduce western education in Political Science in Armenia. After years of ideological thinking permeated by communism, there was a need to develop a new understanding and approach to knowledge based on the objective and the analytical. The School seeks to provide the educational foundation for the establishment of an open, pluralistic and democratic society in Armenia and by extension, provide the institutional framework for greater openness and communication in the region.

The School offers a two year graduate program leading to the degree of Master of Political Science. The program is career-oriented and gives the students the broader skills and analytical perspectives to function effectively in government service as future diplomats, administrators, policy analysts and researchers. The academic curriculum is designed to prepare students in two interrelated subfields. Those enrolled in the Public Policy program are expected to enter public service as administrators upon graduation; successful graduates of the second program, International Relations, are to join Armenia's diplomatic corps.

The breadth and flexibility of the curriculum in both subfields enables the students to concentrate on the interplay between international and regional politics and socioeconomic issues with links to Armenian national development. Our approach is interdisciplinary and strong emphasis is placed upon providing students with a comprehensive understanding of policy making, policy evaluation, and policy implementation.

The few post-independence years have witnessed profound political, socioeconomic and psychological transformations in Armenia and the region. This rapidly changing world, presents a special challenge to the School of Political Science. Our mission is to help strengthen the intellectual foundations for independent statehood and democratic political culture for Armenia and the region of the Caucasus. In doing that, we aim to educate future government functionaries, not for the next few years, but for the distant and more promising future.

NIKOLA B. SCHAHGALDIAN



*Nikola Schahgaldian, Ph.D., is the Acting Dean of the School of Political Science and International Affairs at AUA. He holds a Doctorate in Political Science from Columbia University and was a Senior Staff Member, in the Department of Political Science at the Band Corporation (1988-1992). He has taught at Columbia University and the University of Pennsylvania. He authored four volumes on aspects of Middle Eastern Politics. Since July 1992, he has held the Ministerial position of Advisor to the President of the Republic of Armenia.*

#### COLLEGE GRADUATION REQUIREMENTS

To graduate with a Master of Political Science, students must successfully complete 48 credit hours of coursework, including 24 credits of core courses, and four credits of practicum. All course units in the Department, unless indicated, represent four hours of class attendance per week by the student.

Full-time students must carry at least 12 credit units per quarter, and complete all departmental requirements in no more than three years. Their degree candidacy will automatically lapse after this period. A course load of more than 12 credit units requires prior approval from the Acting Dean of the School. All required courses must be taken on a letter grade basis.

#### THE M.A. CURRICULUM

All Political Science students are required to take a set of six core courses (24 credit units) during their first academic year, before pursuing their specializations in the second year in either the Public Policy or International Relations subfields. The specialized course load in both subfields consists of 24 credit units, including one practicum in a government ministry or agency.



## Visiting Faculty, School of Political Science and International Affairs 1994\*

VARTKES L. BROUSSALIAN, Ph.D. University of California, Los Angeles  
Professor, Economics and Finance  
Former Professor, California State University, Northridge  
Former Senior Economist, Office of Management and Budget

DON FULLER, Ph.D. University of Pittsburgh  
Professor of Public Administration  
Director of the International Public Administration Center, University of Southern California

HARRY IZMIRLIAN, Ph.D. University of California, Berkeley  
Professor of Political Science and Public Administration  
Professor, Ball State University, Muncie, Indiana

LEVON MARASHIAN, Ph.D. University of California, Los Angeles  
Associate Professor of Political Science (Fulbright Scholar)  
Assistant Professor, Glendale Community College, California

NIKOLA B. SCHAHGALDIAN, Ph.D. Columbia University  
Professor of Political Science, and Acting Dean, School of Political Science, AJIA  
Formerly, Senior Staff Member, Rand Corporation, Santa Monica, California

DOUGLAS SHUMAVON, Ph.D. University of California at Santa Barbara  
Professor of Political Science and Public Administration  
Professor of Political Science, Miami University, Ohio

ROBERT H. TEMBECKJIAN, J.D. Fordham University  
Associate Professor of Political Science (Fulbright Scholar)  
Deputy Administrator, State of New York, Commission on Judicial Conduct



U.S. Ambassador Harry Glomac with AUA faculty A. Michael Canood (left) and Robert Tembeckjian (right)

\* The Faculty's most recent home institution and rank there are shown in italics.

## COURSES

### 500. Western Political Thought [4]

A historical survey of Western schools of political and socioeconomic thought from the early times to the present based on the writings of Plato, Aristotle, Augustine, Aquinas, Machiavelli, Hobbes, Locke, Rousseau, Montesquieu, Smith, Burke, Hegel, Mill, Marx and contemporary theorists of rationalism, liberalism, socialism, conservatism, pragmatism, puritanism, constitutionalism, authoritarianism and welfare statism.

### 510. Comparative Political Systems [4]

Comparative analysis of political elites, governmental institutions, and political processes in selected industrial, developing and socialist countries. A representative sampling of countries would include the United States, Britain, France, Germany, India, Saudi Arabia, China, Egypt, Iran, Mexico, Russia, Syria and Israel.

### 520. International Political Relations [4]

Theories and issues in contemporary world politics and diplomacy, foreign policy formulation, strategic problems, techniques of conflict management and conflict resolution.

### 530. Democracy in the United States [4]

Examination of the foundations of the American political system and the functioning of governmental structures at the national, state, and local levels. Study of the principles of federalism, separation of powers, checks and balances and constitutional development.

### 540. World Economic Systems [4]

A comparative analysis of economic theories and practices in different modern states focusing on the United States, Japan, Canada, and West European countries. Examination of the processes of privatization and marketization in both excommunist and Western economic systems.

### 550. Public Administration [4]

The role and scope of bureaucracy in the modern state: examination of issues in the formulation and implementation of public policy; planning, programming, and decision making in the bureaucratic policy making process.

### 600. Comparative Public Policy [4]

The analysis of diverse administrative cultures and processes in different political systems with emphasis on bureaucratic roles and functions, bureaucratic ethics, problem-solving, and social responsibility.

### 610. Public Finance and Budgeting [4]

A survey of public finance and budgeting systems in select

ed Western states with emphasis on the processes of planning, programming, appropriation, taxation and modeling.

### 620. Public Personnel Administration [4]

An examination of the basic concepts and techniques of management of government employees with special emphasis on problems of recruitment, selection, position classification, promotion, training, motivation, performance evaluation, career development, leadership, and patronage.

### 630. Organizational Behavior [4]

Consideration of general theories and concepts of organization and bureaucratic behavior, strategies for control, stability and change in modern state systems.

### 640. World Political Economy [4]

The interaction of political, social and economic forces in the global arena, and their impact on international trade, foreign aid, and economic dependency. Issues in decision making in multinational corporations, and key transnational institutions such as GATT, IBRD, IFAD, WFP and UNCTAD.

### 645. Politics of Russia and the CIS [4]

An analytical and historical survey of politics in the post-Soviet period with emphasis on the interplay of ideological, national and geopolitical factors in problems of political change and development, independent state-building, political organization, and interstate conflict resolution.

### 650. Leadership and Decision Making [4]

An examination of management skills by government functionaries with emphasis on understanding and using power and influence effectively, utilizing appropriate leadership and decision styles and techniques, and managing ethical dilemmas, cultural differences and political pressures on decision making.

### 655. Politics of the Islamic World [4]

An interdisciplinary survey of politics in the Arab East, Turkey, and Iran with emphasis on Middle Eastern actors, institutions, and processes since World War II. Examination of problems of sociopolitical change, role of Islam, international influences and interstate relations in the region.

### 660. Comparative Legal Systems and Human Rights [4]

Analysis of major legal systems and their impact on public policy and human rights, administration of justice and socioeconomic well-being. Emphasis on the social roots and historical development of modern democratic legal cultures.



670. International Law and Organization [4]

A survey of the origins and principles of international law, its historical development and utilization in interstate relations. Examination of major regional and international organizations and their role in the settlement of disputes. The changing role of the United Nations in peacemaking, and economic development.

675. American Foreign Policy [4]

Analysis of the formulation and execution of U.S. foreign policy with emphasis on the role of the presidency, Congress, interest groups, foreign governments and transnational organizations.

680. Citizenship and Public Ethics [4]

Introduction to the development of ethical theory, the social and organizational sources of moral issues and dilemmas in the design and implementation of public policies. Nature of contemporary ethics, rationale for liberty, justice and human rights, with emphasis on specific problem areas such as responsibility of government officials.

685. Politics in the European Union [4]

The history and development of Europe since World War II, the role of NATO and the emergence of the European Economic Community and its relationship to the United States, Russia, Japan and the developing world.

690. Comparative Developmental Administration: Armenia [4]

An analysis of the evolving administrative system of Armenia and its salient characteristics. The environment, scope, behavior and problems of public administration, with emphasis on attempts at reorganization and institutional reform.

695. Determination of Armenia's Foreign Policy [4]

An analysis of the alternative bases of Armenian foreign policy behavior since independence, with emphasis on regional, political, international and economic factors as well as social, cultural, historical, geopolitical and demographic influences impacting on its actual performance, and future options.

700A. Practicum: Internship in Public Policy [4]

700B. Practicum: Internship in Diplomacy [4]



*Certificate Programs*



## Certificate In Teaching English As A Foreign Language

Beginning with the Spring Quarter 1995, AUA will initiate a one-year Certificate in Teaching English as a Foreign Language (TEFL) Program. This will be a postgraduate degree program designed for prospective or practicing teachers of TEFL who will have responsibility for teaching, curriculum design, developing of instructional materials, and, in some cases, train teachers. The Certificate Program addresses the teaching of English at all levels of instruction in Armenian schools, universities and language institutes.

Applicants to this program will be subject to the same admission requirements as students admitted to the University's other Masters Programs. In addition to the general University requirements explained in the Admission Section beginning on page 26, students wishing to enroll in this Program are expected to score 550 or higher on the TOEFL exam or its equivalency on the AUA administered English Qualifying Examination, and have an undergraduate concentration in English, modern languages, linguistics, psychology, or related disciplines. Prior language teaching experience is preferred. The Intensive English Program offered by AUA to applicants in other fields is not available to applicants in this program.

This Certificate program will provide an opportunity for advanced study of general linguistics, English linguistics, second language acquisition theory, curriculum development, language testing, and development of instructional materials. It will also provide training in classroom management and language teaching techniques and strategies. The Certificate program curriculum includes courses, seminars and a practicum that will be offered, two courses per term, throughout the academic year.

RUSS CAMPBELL



*Russ Campbell, Ph.D., is Acting Dean of the AUA English Programs. He is Director of the UCLA Language Resource Center and Professor Emeritus of the UCLA Applied Linguistics Department.*

## Certificate In Public Health

Beginning with the spring quarter 1995, AUA will initiate a one-year Certificate Program in Public Health to provide health professionals with background preparation for roles in the public health sector. Emphasis will be on personal skills in basic public health sciences, including planning, evaluation, management, communication, epidemiology and leadership. The curriculum will employ a modular framework, consisting of self-contained units of 3 to 10 weeks duration of related coursework material. During this Program, three modules will concentrate on core public health disciplines and on building quantitative and analytic skills.

Applicants to this program will be subject to the same admission requirements as students admitted to the University's other Masters Programs. In addition to the general University requirements explained in the Admission Section beginning on page 26 students wishing to enroll in this Program are expected to be graduates of a school of medicine, dentistry or veterinary medicine, or hold a baccalaureate degree in engineering, natural or social sciences or related fields, and have at least two years of practical work experience in health care administration or public health service. For those candidates who do not meet the English proficiency requirement, the Intensive English Program will be available in the Fall 1994, subject to admission into the IEP.

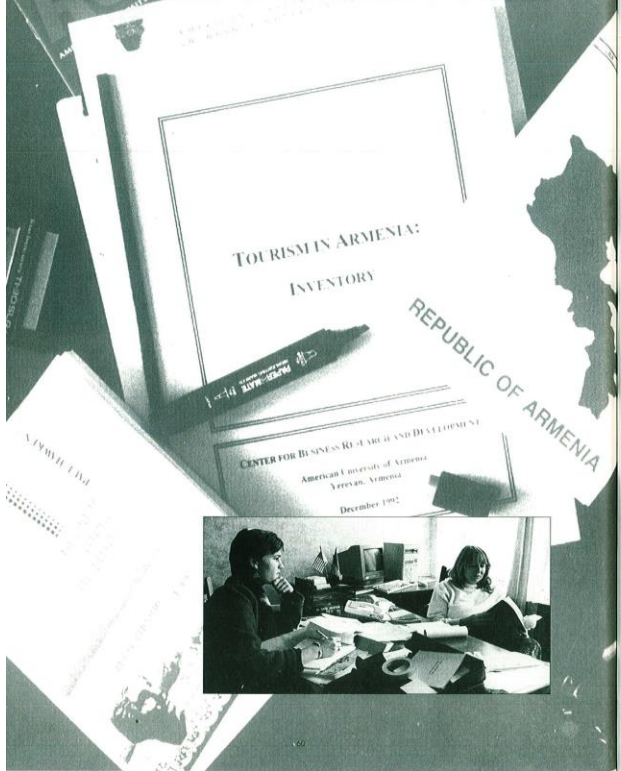
A detailed curriculum will be available in the beginning of 1995.

HAROUT ARMENIAN



*Harout Armenian, M.D., Dr. P.H. is the coordinator of the Certificate Program in Public Health. He is a Professor at the Johns Hopkins School of Hygiene and Public Health. He has served as the Dean of the Faculty of Health Sciences at the American University of Beirut and has been the manager of a number of health management and health services development projects in a number of countries. His research has a focus on classic disease epidemiology, disasters and historical epidemiology using Armenian parish records.*

**Research Centers At AUA**



**Center For Business Research and Development (CBRD)**

CBRD was established in 1992 to help the economic development of Armenia in its transition to a market economy. The Center is administered by the College of Business and Management. CBRD carries out organized research and development projects through teams of faculty, local experts, and graduate assistants. In 1992, its staff consisted of 35 research associates, research assistants and support personnel. Some of its current studies and research projects encompass the following sectors in Armenia: textile industry, air cargo terminal design, tourism and hotel development, development of an electric bulb factory, assessment of cold storage facilities, economic country brief on Armenia, technical translators, study of business incubators, career development and economic forecasting.

With CDROM data bases and international communication facilities, the Center aims to establish an international reach through fax, satellite telephone and electronic mail.

CBRD's activities in the next few years will focus on:

1. Developing reliable economic, business, and industrial information and data about Armenia and the region,
2. Serving as a resource for information and expertise for both local and foreign firms,
3. Developing a regional economic and business forecasting system,
4. Undertaking studies for projects in industrial development, privatization, and financial services for international organizations and corporations, and
5. Publishing scholarly reports based on the Center's studies and research.





## *Center For Economic Policy Research and Analysis (CEPRA)*

The Center was established in the Spring of 1994. It is a joint program of the University, the Ministry of Economy of Armenia and the U.S. Agency for International Development. The Center conducts research and analysis on economic issues pertinent to the development and maintenance of a market based economy in Armenia.

By applying the research expertise of academics and specialists in the field of economics on issues of current concern to the privatization process in Armenia, the Center aims to promote a dialogue between policy makers in Armenia, and international agencies and others regarding the alternative paths and consequences of economic policy when implementing a transition from a command economy to a market based system. Based on such interaction, CEPRA develops proposals on policy, technical assistance, training programs and support structures.

CEPRA seeks to foster a close working relationship between Armenian and U.S. specialists in such fields as economics, finance, money and banking, fiscal management and the private sector.

The Center for Economic Policy Research and Analysis is funded by the U.S. Agency for International Development.



## *Engineering Research Center (ERC)*

Established in June 1992, the Research Center is administered by the College of Engineering. The Center's purpose is to conduct basic and applied research for the industrial and economic development of Armenia and the region. It brings together AUA faculty, local scientists and engineers to collaborate on projects that are generated internally or funded by external sponsors. Qualified students are employed as research assistants and gain invaluable experience working alongside experts in projects related to their field of study. In the process, visiting faculty, local scientists and engineers, and the students develop professional bonds for their personal growth and for improving the economic, industrial and intellectual conditions in Armenia and the region.

Since 1992, the Center has employed more than 20 student research assistants, and has employed or given grants to more than 70 scientists and research engineers. With an active research agenda, projects ranged widely from analysis of earthquake response of highrise structures to theoretical studies in mechanics, from comparative study of building codes in Armenia and US, Japan and other countries, to economic study of small-scale alternative energy sources. As a part of a recent Center project, the first steel laminated rubber bearing for seismic isolation of buildings was manufactured and tested in Armenia.

The Engineering Research Center is housed in the AUA building with its own designated laboratories and computer facilities. The latter include a cluster of IBM, IBM-compatible and Macintosh personal computers, Unix based workstations, laser printer, plotter, scanner and modems. Access to additional computers and to electronic mail is available through AUA's Instructional Computer Laboratory. The Center has close ties with major research institutions and laboratories in Armenia and has access to their specialized facilities and personnel. With grants from the USAID, the Center is currently establishing a structural Dynamics laboratory including a 1m x 2m shake table for simulating earthquake effects on scaled building models, and a modern manufacturing laboratory consisting of computer-controlled machines and tools for rapid prototyping.



## Environmental Research and Management Center (ERMC)

This Center is an activity of the Engineering Research Center. It provides support to the educational program of the University by planning and organizing courses on Environmental Awareness and it coordinates research with various institutes and research centers of the Republic of Armenia. Examples of the Environmental Awareness program are the course offered to the Industrial Engineering students on Environmental Risk Management, the course on Learning in the Environment and seminars on Environment and Society, Environment and the Economy, and Environment and the Infrastructure offered to all entering students, by required attendance. It is the purpose of the ERMC to offer Environmental Awareness courses to all the students at AUA before they graduate.

The educational component of ERMC also includes short courses for external students. Short courses offered last year included Environmental Policy and Regulations, Soil contamination and Land Fills, and Radiation Safety. Short courses, seminars and workshops provide opportunity to working members of institutes and government agencies to participate as students on current issues in environmental awareness and protection.

The research component is varied in scope. ERMC acts as a coordinator of research which brings together scientists in various institutes and research centers of the Republic of Armenia with faculty and graduate students of AUA. On going research projects are on Air and Water Pollution with the scientists of the Ministry of Environmental Protection, and on Birds of Armenia, with special attention to endangered species, with the ornithologists of the Institute of Zoology research. Other activities in the planning stages are on subjects including solid waste, hazardous and chemical substances, health and the environment, and environmental protection.

The Environmental Research and Management Center is funded by a generous donation from Mr. Sarkis Acopian, industrialist from Easton, Pennsylvania.



## Administrative Officers 1994-1995

MIHRAN S. AGBABIAN, Ph.D.  
President

SUZY M. ANTOUNIAN, J.D.  
Special Assistant to the President

ATKEN ARMENIAN, Ph.D.  
Director of English Programs

HAROUTUNE ARMENIAN, Ph.D.  
Coordinator of the Certificate Program in Public Health

ANI BOYADJIAN BOGHIGIAN, M.S.L.S.  
Senior Librarian, AUA Library

FRANK P. BRECHLING, Ph.D.  
Director, Center for Economic Policy Research and Analysis

RUSS CAMPBELL, Ph.D.  
Acting Dean, University English Programs

THEONY CONDOS, Ph.D.  
Director of Admissions

A. MICHAEL CONRAD, Ph.D.  
Director of Student Services and Registrar

ARMEN DER KIUREGHIAN, Ph.D.  
Dean, College of Engineering,  
Director, Engineering Research Center

SONA HAWAIAN, B.A.  
Administrator, University Extension

STEPAN KARAMARDIAN, Ph.D.  
Dean, College of Business and Management  
Director, Center for Business Research and Development

MICHAEL KOUCHAKJIAN, Ph.D.  
Director of Administration  
Associate Director, Center for Business Research and Development

NIKOIA B. SCHAHGALDIAN, Ph.D.  
Acting Dean, School of Political Science and International Affairs

Commencement 1993



Commencement 1993



*Suzanne G. Olds, Head of Mission USAID - Cameroon, during commencement ceremonies, 1993*



*Grigor M. Sakizayyan, Class Valedictorian, College of Engineering, 1993*



*Summa Sahakian, Class Valedictorian, College of Business, 1993*

*Commencement 1993*

