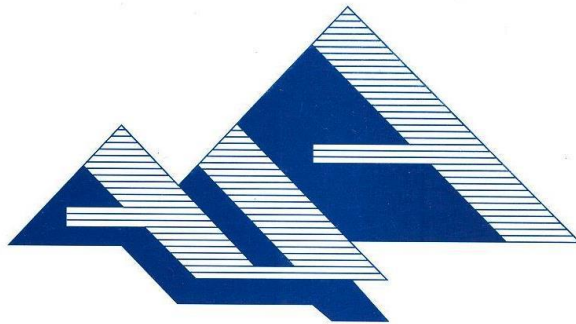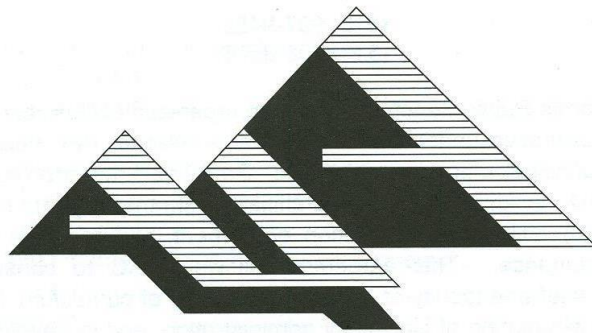# AMERICAN UNIVERSITY OF ARMENIA

General Information Catalog
Graduate Courses and Degrees

2004-2006

AMERICAN UNIVERSITY OF ARMENIA

General Information Catalog
Graduate Courses and Degrees

2004-2006

UNIVERSITY INFORMATION GUIDE

AMERICAN UNIVERSITY OF ARMENIA (AUA)
40 Marshal Baghramian Boulevard
Yerevan, Armenia 375019

Telephone:	(374-1) 512-526
Fax:	(374-1) 512-512
World Wide Web Address:	http://www.aua.am
	http://www.aua-mirror.com

AMERICAN UNIVERSITY OF ARMENIA CORPORATION (AUAC)
300 Lakeside Drive, 4th Floor
Oakland, California 94612
U.S.A.

Telephone:	(510) 987-9452
Fax:	(510) 208-3576

AUAC is a California Public Benefit Corporation organized exclusively for educational and charitable purposes under the United States Internal Revenue Code Section 501(c)(3). Its principal office is in Oakland, California. Its specific purpose is to jointly operate AUA in Armenia. AUAC is affiliated with the Regents of the University of California (UC). Under the affiliation agreement, UC provides academic and administrative guidance. This agreement allows AUAC to consult appropriate members of the staff and faculty of UC in the planning of curriculum, in the selection of faculty, in the structuring of University administration, and in developing programs in various disciplines.

Catalog Effective Dates

This catalog is in effect from 2004 01 01 to 2006 12 31. This catalog may be obtained from the offices of the American University of Armenia in Yerevan or in the U.S. For further information about the University, please contact the Office of Admissions and Student Academic Affairs at (374-1) 512-790 or the U.S. office at (510) 987-9452.

Changes in Policy, Tuition, and Fees

While every effort is made to incorporate available information accurately at press time, the University reserves the right to make changes without prior written notice. It is advisable to consult with the University offices for more current information.

The most up-to-date version of this Catalog is the one on the University's website at www.aua.am and http://www.aua-mirror.com. The information on the website supersedes this catalog.

> *AUA is open to all students who are academically qualified, regardless of race, national origin, gender, or creed.*

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GENERAL INFORMATION

A NEW MILLENNIUM — A NEW DECADE FOR AUA

The idea of an American style graduate university in Armenia was developed at one of the bleakest moments of the history of Armenia, following the 1988 earthquake that resulted in an unprecedented level of destruction and casualties in recent memory. However, with the establishment of this University a moment of adversity was turned by its founders into positive achievement. The small group of people that planned AUA were agents of change who were able to see the historical opportunity to affect the lives of a large number of people.

The establishment and development of a University, outside the United States, based on the American model, was not an accident. The American higher educational system provides an approach that can help train the type of expertise Armenia and the region need to make the appropriate economic and social-developmental transitions at the start of the new millennium.

As primarily a graduate university, AUA is involved not only in imparting knowledge but also in developing actively new knowledge through research. The university is a direct participant in the sustainable long-term development of Armenia and its regions. Our Research Centers provide a venue through which students and faculty participate in that development.

The University provides an environment that encourages academic excellence, freedom of inquiry, personal integrity, and a concern for societal issues. As the educational programs evolve over the next few years, we hope to achieve more multi-disciplinary integration that helps develop the person beyond narrow technical expertise.

The students at AUA have a personal responsibility for their education. During their education, students have the opportunity to develop critical thinking and analytic reasoning as well as problem solving skills. These are some of the challenges that the new students have to face at AUA. This catalog is a window that the University opens on itself for those interested in the institution. It provides information about the programs, philosophy, people, and various rules that the University has established. However, we have to be aware that the University is a very active and dynamic system. There is a constant and lively pace of change at the American University of Armenia and what is presented in this catalog provides only a snapshot about the University at a fixed point in time. The AUA website at http://www.aua.am and http://www.aua-mirror.com is yet another source that, we hope, will continuously provide the most recent and up-to-date information about the University.

This is a higher educational institution that has been evolving at a number of levels. The challenges that the founders of AUA set forth for AUA will continue to be met on a daily basis by its faculty, staff, students, and alumni.

Haroutune K. Armenian

Haroutune Armenian, M.D., Dr. P.H. is the President of the American University of Armenia, and the Dean of the College of Health Sciences. He is a Professor of Epidemiology at the Johns Hopkins University Bloomberg School of 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 manpower and health services development projects in numerous countries. His research focuses on chronic disease epidemiology, disaster and historical epidemiology using Armenian parish records.

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2004 ADMISSIONS CALENDAR

University Open House	2004 03 20 11:00
Last day for submitting applications for admission	2004 04 12 15:00
Entrance Institutional TOEFL and Essay Exams at AUA	2004 04 15 and 16
Admissions decisions expected (subject to change)	2004 05 10
Last day for submitting appeals	2004 05 17 17:00
Orientation: Academic Preparatory Program (APP) Students (Exempt and non-exempt) (subject to change)	2004 05 20 17:30
Academic Preparatory Program classes begin	2004 05 24
Academic Preparatory Program classes end	2004 12 15
Exit Institutional TOEFL and Essay Exams at AUA	2004 12 15

ACADEMIC CALENDAR 2004 – 2005

SPRING QUARTER 2004

Orientation of New Students	2004 02 16 to 18
Registration Deadline	2004 02 19
Classes begin	2004 02 23
Women's Day**	2004 03 08
Add/Drop Deadline (10-week courses)	2004 03 10
Good Friday**	2004 04 09
Easter**	2004 04 11
Armenian Genocide Commemoration Day**	2004 04 24
Classes end	2004 04 30
Labor Day**	2004 05 01
Final Day of Examinations	2004 05 06
Victory and Peace Day**	2004 05 09
End of Quarter	2004 05 10

SUMMER QUARTER 2004

Registration Deadline	2004 05 13
Classes begin	2004 05 17
Add/Drop Deadline (10-week courses)	2004 05 27
Republic Day**	2004 05 28
American Independence Day (US) **	2004 07 04
Armenian Constitution Day**	2004 07 05
Classes end	2004 07 23
Final Day of Examinations	2004 07 29
End of Quarter	2004 08 02

FALL QUARTER 2004

Registration Deadline	2004 08 26
Classes begin	2004 08 30
Add/Drop Deadline (10-week courses)	2004 09 10
Armenian Independence Day**	2004 09 21
Commencement Ceremony	2004 10 03
Classes end	2004 11 05
Final Day of Examinations	2004 11 11
End of Quarter	2004 11 15

WINTER SESSION 2005

2005 01 07 to 2005 02 16

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

2005 ADMISSIONS CALENDAR

University Open House	2005 03 19 11:00
Last day for submitting applications for admission	2005 04 11 15:00
Entrance Institutional TOEFL and Essay Exams at AUA	2005 04 14 and 15
Admissions decisions expected (subject to change)	2005 05 10
Last day for submitting appeals	2005 05 16 17:00
Orientation: Academic Preparatory Program (APP) Students (Exempt and non-exempt) (subject to change)	2005 05 19 17:30
Academic Preparatory Program classes begin	2005 05 23
Academic Preparatory Program classes end	2005 12 13
Exit Institutional TOEFL and Essay Exams at AUA	2005 12 14

ACADEMIC CALENDAR 2005 – 2006

SPRING QUARTER 2005

Orientation of New Students	2005 02 21 to 23
Registration Deadline	2005 02 25
Classes begin	2005 02 28
Women's Day**	2005 03 08
Add/Drop Deadline (10-week courses)	2005 03 14
Good Friday**	2005 03 25
Easter**	2005 03 27
Armenian Genocide Commemoration Day**	2005 04 24
Labor Day**	2005 05 01
Classes end	2005 05 06
Final Day of Examinations	2005 05 13
Victory and Peace Day**	2005 05 09
End of Quarter	2005 05 17

SUMMER QUARTER 2005

Registration Deadline	2005 05 20
Classes begin	2005 05 23
Republic Day**	2005 05 28
Add/Drop Deadline (10-week courses)	2005 06 06
American Independence Day (US) **	2005 07 04
Armenian Constitution Day**	2005 07 05
Classes end	2005 07 29
Final Day of Examinations	2005 08 05
End of Quarter	2005 08 09

FALL QUARTER 2005

Registration Deadline	2005 08 26
Classes begin	2005 08 29
Add/Drop Deadline (10-week courses)	2005 09 12
Armenian Independence Day**	2005 09 21
Commencement Ceremony	2005 10 09
Classes end	2005 11 04
Final Day of Examinations	2005 11 11
End of Quarter	2005 11 15

WINTER SESSION 2006

2006 01 07 to 02 16

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

2006 ADMISSIONS CALENDAR

University Open House	2006 03 18 11:00
Last day for submitting applications for admission	2006 04 10 15:00
Entrance Institutional TOEFL and Essay Exams at AUA	2006 04 13 and 14
Admissions decisions expected (subject to change)	2006 05 08
Last day for submitting appeals	2006 05 15 17:00
Orientation: Academic Preparatory Program (APP) Students (Exempt and non-exempt) (subject to change)	2006 05 19 17:30
Academic Preparatory Program classes begin	2006 05 22
Exit Institutional TOEFL and Essay Exams at AUA	2006 12 14
Academic Preparatory Program classes end	2006 12 14

ACADEMIC CALENDAR 2006 – 2007

SPRING QUARTER 2006

Orientation of New Students	2006 02 20 to 22
Registration Deadline	2006 02 24
Classes begin	2006 02 27
Women's Day**	2006 03 08
Add/Drop Deadline (10-week courses)	2006 03 13
Good Friday**	2006 04 14
Easter**	2006 04 16
Armenian Genocide Commemoration Day**	2006 04 24
Labor Day**	2006 05 01
Classes end	2006 05 05
Victory and Peace Day**	2006 05 09
Final Day of Examinations	2006 05 12
End of Quarter	2006 05 16

SUMMER QUARTER 2006

Registration Deadline	2006 05 19
Classes begin	2006 05 22
Republic Day**	2006 05 28
Add/Drop Deadline (10-week courses)	2006 06 05
American Independence Day (US) **	2006 07 04
Armenian Constitution Day**	2006 07 05
Classes end	2006 07 28
Final Day of Examinations	2006 08 04
End of Quarter	2006 08 08

FALL QUARTER 2006

Registration Deadline	2006 08 25
Classes begin	2006 08 28
Add/Drop Deadline (10-week courses)	2006 09 11
Armenian Independence Day**	2006 09 21
Commencement Ceremony	2006 10 08
Classes end	2006 11 03
Final Day of Examinations	2006 11 10
End of Quarter	2006 11 14

WINTER SESSION 2007   2007 01 07 to 02 16
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.
**The university will be closed on the dates indicated.

THE DATES ON ACADEMIC CALENDARS ARE SUBJECT TO CHANGE

HISTORY AND ORGANIZATION

THE AUA MISSION

As an institution of higher learning, the American University of Armenia provides teaching, research, and service programs that prepare students to address the needs of Armenia and the surrounding region for sustainable development, in a setting that values and develops academic excellence, free inquiry, scholarship, leadership, and service to society.

HISTORY OF THE UNIVERSITY

On December 7, 1988, an earthquake measuring 6.9 on the Richter scale rolled through the former 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 international humanitarian and technical assistance.

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 of the University of California at Berkeley, as a way to establish a new foundation for education and training in Armenia.

The idea soon evolved into the specific goal of founding a graduate university based on the American model. What followed was a period of steadfast effort led by two earthquake engineering professors, Mihran Agbabian of the University of Southern California and Armen Der Kiureghian of the University of California at Berkeley. The vision of an American graduate university in Armenia soon became a goal to which other academics in America and Armenia lent their support. The late Professor Stepan Karamardian, formerly Dean of the Graduate School of Management at the University of California at Riverside, soon joined the Agbabian and Der Kiureghian team early on. The team then approached the Armenian government and several organizations seeking support for the achievement of the stated goal.

The American University of Armenia became a reality thanks to the steadfast 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 (now the Ministry of Education and Science) — provided logistical and financial support for the establishment of the University. Despite the significant political and economic changes occurring in Armenia during the period from 1989 to 1991, the Ministry delivered its unwavering assistance: 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 outset, AUA also benefited from a vital working relationship with the University of California. When approached for its technical assistance, David P. Gardener, 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 undertaking. 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 lends valuable technical support and educational experience in the growth of the American University of Armenia.

On September 21, 1991, Armenia declared its independence. On the same day, AUA began instruction with 101 students enrolled. In a phenomenally short time, the vision had become a reality. Today, the American University of Armenia operates as an independent, private, non-profit institution of higher education in Armenia.

AUA's academic program provides graduate education in Business and Management, Industrial Engineering, Computer and Information Science, Political Science, Health Sciences, Law, Comparative Legal Studies, and Teaching English as a Foreign Language. Its emphasis on graduate programs is intended to complement the State Universities and Institutes in Armenia that provide undergraduate education. Parallel to its academic programs, AUA has established the Center for Business Research and Development, the Engineering Research Center, the Turpanjian Center for Policy Analysis, the Center for Environmental Management and Research, the Center for Health Services Research and Development, and the Legal Resource Center to promote research in conjunction with graduate teaching. 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 individual paths of understanding and to pursue diversity in knowledge. As a public service to the community, AUA also provides courses through its Extension Program.

By providing teaching, research and public service, AUA seeks to serve Armenia and the region and to provide a positive model in the 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.

FOUNDING BOARD OF DIRECTORS

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CURRENT ORGANIZATION

The American University of Armenia (AUA) is a private, non-profit institution of higher education registered in Armenia as the American University of Armenia Fund [under the Armenian Civil Code] and in the United States as the American University of Armenia Corporation, a California public benefit corporation [under the U.S. Internal Revenue Code, Section 501(c)(3)].

The Board of Trustees of the American University of Armenia Corporation (AUAC) is currently comprised of eighteen members, including representatives of the University of California and of the Armenian General Benevolent Union, as well as other individuals. The Board of Trustees of the AUA Fund is comprised of seven members: five representatives of the AUAC Board of Trustees and two representatives of the Armenian government, including the Minister of Higher Education and Science, *ex officio*. Together, these two Boards provide general oversight of the University's operations.

BOARD OF TRUSTEES — AUAC

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WILLIAM FRAZER, *Professor Emeritus of Physics and Senior Vice President Academic Affairs Emeritus, University of California*

SERGO YERITSYAN, *Minister of Education and Science, Republic of Armenia*

C. JUDSON KING, *Chairman, Board of Trustees, AUAC Provost and Senior Vice President Academic Affairs, University of California*

YURI SARKISSYAN, *Rector, Yerevan State Engineering University*

LOUISE SIMONE, *Chairperson, Armenian General Benevolent Union, New York, NY*

ACCREDITATION

American University of Armenia has been recognized as a Candidate for Accreditation by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC), 985 Atlantic Avenue, #100, Alameda, CA 94501, 510.748.9001. This status is a preliminary affiliation with the Commission awarded for a maximum period of four years. Candidacy is an indication that the institution is progressing toward Accreditation. Candidacy is not Accreditation and does not ensure eventual Accreditation.

In addition, AUA will be pursuing accreditation by the Armenian Government, once accreditation policy and standards for graduate education in Armenia are adopted.

ADMISSIONS

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 record, work experience, including individual and scholastic achievements.

AUA currently offers graduate instruction leading to the Master's degree in eight graduate programs: Business Administration, Industrial Engineering and Systems Management, Computer and Information Science, Law, Comparative Legal Studies, Political Science, Public Health, and Teaching English as a Foreign Language. Program requirements and courses are described in detail under the respective College, Department, or School. By way of preparing for the academic program, AUA also offers its students instruction in the English language and in computer applications.

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 an assessment of the applicant's seriousness of purpose in seeking to undertake graduate studies at AUA. 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 throughout the region.

Theony Condos

Theony Condos, Ph.D., is the Director of Admissions at the American University of Armenia. Dr. Condos was formerly an Associate Director of the University of California Education Abroad Program.

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ADMISSION POLICIES AND APPLICATION PROCEDURES

APPLYING FOR ADMISSION

All applicants for admission to the graduate programs of AUA must complete and submit an application packet to the University's Office of Admissions in accordance with the Schedule of Admissions. The packet must include:

- A completed application form;
- Applicant's undergraduate diploma(s), originals with copies if submitted to the Office of Admissions in person; or copies of undergraduate diplomas, certified by the granting institution or notarized. If the original of any document is in a language other than Armenian, French, English, or Russian, then a notarized English translation is also required;
- All previous college or university transcripts, originals with copies if submitted to the Office of Admissions in person; or copies of transcripts certified by the respective university; if the original of any transcript is in a language other than Armenian, French, English, or Russian, then a notarized English translation is also required;
- Three letters of recommendation; and
- A non-refundable application fee, payable in the equivalent Armenian currency, of US$12 (for local applicants) or US$55 (for international applicants).

The transcript(s) submitted by each applicant must 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 a list of all courses in which they are currently enrolled. They must also submit a letter from their Department stating that they are in their final year of studies. An official copy of the applicant's complete record from the previous college or university must then be submitted to the Office of Admissions by the final deadline for completing the application packet.

ADMISSION REQUIREMENTS

To be considered for admission to an AUA Degree or Certificate Program, an applicant must meet both the General Admission Requirements as well as the college-specific requirements.

GENERAL ADMISSION REQUIREMENTS

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

- Hold a Bachelor's (or equivalent) degree from a 4-year or 5-year program of an accredited higher education institution;
- Satisfy the English Language Proficiency Requirement as explained below;
- Take the standardized graduate examination applicable to the particular program as explained below.

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ENGLISH LANGUAGE PROFICIENCY REQUIREMENT

Since the language of instruction at AUA is English, command of the language, both oral and written, is required for admission to the degree or certificate programs. Applicants must demonstrate a level of English proficiency commensurate with the demands of the Degree or Certificate programs.

An applicant is considered to meet the English Language Proficiency Requirement in the following circumstances:

- If the language of instruction of the institution from which s/he received the undergraduate degree is English; or
- By attaining a score of at least 570 on the Test of English as a Foreign Language (TOEFL) – or 230 on the Computer-Based Test – and an acceptable Writing Score in the two years before the application date.

THE TOEFL EXAMINATION

Applicants should request the Educational Testing Service (ETS) to send their TOEFL test results directly to AUA's U.S. office in Oakland, California. They must include AUA's TOEFL Institution Code (4151) and Department Code (99) in their score report requests.

Applicants must ensure that their TOEFL scores are received by AUA on or before the deadline for applications. Applicants who have taken the TOEFL examination within two years of the deadline for submission of the Application Packet and have attained a 570 – or 230 on the Computer-Based Test – or higher score are considered to have met the English Proficiency Requirement. Applicants who have achieved less than a recent 570 TOEFL – or 230 on the Computer-Based Test – score must take the Institutional TOEFL exam at AUA.

THE ACADEMIC PREPARATORY PROGRAM

The Academic Preparatory Program is made up of the Intensive English Program and the Intensive Computer Program.

Applicants who achieve less than a 570 TOEFL score – or 230 on the Computer-Based Test – and who have met all other General and College Specific Requirements, may be admitted to the Academic Preparatory Program on a competitive basis. Applicants with a TOEFL score of 570 or higher – or 230 on the Computer-Based Test – but whose English writing skills are judged to be deficient, will be required to enroll in the writing component of the Academic Preparatory Program.

Bridge Courses are offered for those wishing to be admitted to the Computer Information Systems Program. Bridge courses introduce the applicants to the minimal mathematical and computer programming knowledge and skills to be able to continue their studies. Those who demonstrate competence in the areas covered by the Bridge Courses may be exempt. Similarly, those who show an adequate level of skill and knowledge in the use of the Computer Software taught in the Intensive Computer Program may also be exempt.

STANDARDIZED GRADUATE EXAMINATION REQUIREMENTS

Each applicant to a graduate degree or certificate program must take the appropriate graduate standardized examination. Applicants to the MBA program must take the Graduate Management Aptitude Test (GMAT). Applicants to the Masters Programs in Industrial Engineering and Systems Management, Computer and Information Science, Political Science, Law, Comparative Legal Studies, and Public Health must take the Graduate Record Examination (GRE).

Only test scores of examinations taken within the past 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 AUA's office in Oakland, California.

All applicants are responsible to register for and take the GRE/GMAT Examinations required in the admission process. AUA is not involved in any aspect of these examinations.

In order to ensure accurate reporting of grades, it is recommended that students put AUA's address as the address to which Educational Testing Service should send the **student** copy of the results. The **institutional** copy of the results should be sent to the American University of Armenian Corporation in Oakland, California, USA. The GMAT Institutional Code is 0284. The GRE Institutional Code is R0676.

It is the applicant's responsibility to ensure that all examination results reach the Oakland office by the second Friday in December of the year in which the completed Application Form was submitted.

AUA is not responsible for any of the consequences that an applicant may suffer by failing to meet this deadline.

DIRECT APPLICATION FOR ADMISSION

If an applicant meets the General Admission as well as program-specific requirements, has satisfied the English proficiency requirement as explained in this Catalog, and has taken the appropriate standardized graduate examination, the applicant may apply directly to AUA's graduate programs. The applicant must submit his application packet by the second Friday in December and must ensure that all required test results are sent *directly* to AUA's U.S. Office and received by that deadline in order to be considered for enrollment in the spring quarter. 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.

Direct applicants are expected to be competent in basic computer skills at a level comparable to that provided by AUA's *Intensive Computer Program*. This includes competence with MS Windows, MS Office (MS Word, MS Excel, MS Access, MS PowerPoint), and MS Internet Explorer. Academic programs may include additional requirements such as MS Project, SPSS, Matlab, Microsoft Visual Basic, Corel Draw, HTML, Web design, Adobe Photoshop, and Macromedia Dreamweaver.

Direct applicants are encouraged to contact the ICP for clarification of expectations at icp@aua.am. Online tests to evaluate proficiency in any of the components are available upon request. All AUA applicants who hold a Microsoft Office User Specialist (MOUS) Certification or ICDL/ECDL International/European Computer Driving License (ICDL/ECDL) are considered to be proficient.

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 has demonstrated the potential to successfully pursue an academic program at AUA. Students admitted to AUA in this category may have conditions attached to their admission.

APPEAL PROCESS

Applicants who are denied acceptance into the Academic Preparatory Program or to an AUA Degree or Certificate program may appeal, only once, in writing, to the Admissions Committee. Applicants should present a written statement of appeal providing all relevant reasons.

The Registrar, on behalf of the Admissions Committee, will accept appeals **only** if they contain **new, substantive, and factual** information that was **not** available at the time the Admissions Committee considered the original application. The applicant must appeal within 7 days of the Committee's decision. The Admissions Committee will then review its decision and notify the applicant accordingly.

NOTIFICATION OF ADMISSION DECISIONS

Admission to the University is granted through the Office of Admissions of the University. Only a formal letter from the Director of Admissions constitutes official notice of admission to a degree or certificate program at the University, or to the Academic Preparatory Program. In order to be considered for admission at AUA, each applicant is responsible for ensuring that AUA has received the necessary application, documents, and GRE/GMAT/TOEFL scores by the announced deadline. All documents, unless otherwise stated in the admission policy, must be submitted to the Office of Admissions at 40 Marshal Baghramian Boulevard, Yerevan, Armenia 375019.

IMPORTANT NOTE TO ALL APPLICANTS

Meeting the minimum requirements <u>does not</u> guarantee admission to AUA.

In the admissions process, all candidates to a program are measured against all the other applicants to that department.

The applicants, whose overall qualifications best fit <u>both</u> the general AUA requirements and the specific requirements of the program to which they are applying, will be selected from the pool of applicants for each year.

An individual applicant's chance of being admitted depends, in some measure, on the strength or weakness of all other applicants applying at the same time.

ACADEMIC PROCEDURES

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 fees. If tuition fees are not paid by the deadline set by the Office of the Registrar, the student may be denied admission to classes and may lose other privileges accorded to students in good standing. Registered students may cancel their registration and receive reimbursement for paid fees during the first two weeks of classes for ten-week classes (or 20% of instruction time for shorter courses). After this deadline, students who wish to withdraw will forfeit paid tuition fees. For exceptional cases, students may petition their Dean in writing and explain any particular circumstance that may warrant a deviation from this rule.

COURSEWORK AND UNIT LOAD

Graduate courses are assigned a unit value. One graduate course unit normally represents 500 minutes of student-based work per quarter, including class attendance, laboratory, or research. Full-time graduate students must carry a full course load for each quarter during which they are enrolled in an AUA graduate program. Each School or College at AUA sets its own norms regarding the full course load for any given quarter. A course load that is outside this norm requires prior approval from the Dean. Students taking such an exceptional course load will be charged a proportionate tuition.

THE QUARTER SYSTEM

The graduate program at AUA is normally offered during three academic quarters: spring, summer, and fall. Courses and independent studies may occasionally be offered during the winter quarter.

GRADES

The work of graduate students at AUA is evaluated on the basis of letter grades as follows: A (excellent), B (satisfactory), C (minimum passing level), D (unsatisfactory), I (incomplete), F (fail), P (pass). For individual studies or seminars, students may be evaluated on the basis of the following: S (satisfactory) and U (unsatisfactory) or P (pass) and (F) Fail. The grades of A, B, and C may be modified by "plus" (+) or "minus" (-) suffixes reflecting the strength of the grade. A grade of D has no such modification.

Grade points per letter are assigned as follows: A=4, B=3, C=2, D=1, F=0. When attached to the grades A, B, 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. A+ carries 4.0 grade points. A student's cumulative grade point average is computed on a scale of 4.0 and is based on courses taken at AUA. Grades of A, B, C, D, and F are used in determining the cumulative grade point average. Although P, S and U grades carry no grade point and are excluded from all grade point computations, students receive course credit. An "I" grade carries no grade point and students do not receive course credit until completion of all necessary coursework and assignment of a grade.

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Graduate students at AUA must maintain a cumulative grade point average of at least 3.0 in courses taken at AUA.

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 s/he 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 the course. Such a course carries does not carry tuition and must be taken within two years of starting his or her degree program. Degree or certificate credit and grade points will be computed in the same manner as for repeat courses. Students receiving a grade of "I" must duly complete the requirements of the course, or repeat the course, within one year from the time the grade was assigned. All appropriate fees are payable for such circumstances. If students fail to earn credit for such a course, they will receive an F grade.

No supplementary courses in a program may be taken by a student who has already graduated from that program, unless the student has the prior permission of the Dean.

ACADEMIC STANDING

Based on their performance, graduate students at AUA are classified as: in good academic standing, on probationary status, or subject to dismissal. Students are considered to be in good academic standing if they are making adequate progress toward completion of degree requirements: they must have a Cumulative Grade Point Average of at least 3.0, no "I" (incomplete) grade, no grade of "D" or "F" in their current record, and must be enrolled in a full load of courses as defined or as required by the Department for that quarter. Full-time students should be making sufficient progress to complete their program in consecutive quarters with a full-time course load in each quarter, as defined by their program.

PROBATION AND DISMISSAL

Students who are not in good academic standing are considered to be on probation or subject to dismissal. 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 degree or certificate. 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. the student is not in good academic standing) are reported to the appropriate Dean. The Registrar will notify these students that they are on probation, subject to dismissal, or dismissed. A student who has been dismissed from the University may not reapply. Letters from the Registrar concerning the notification of students of their probationary status will specify the nature of the problem or deficiency, the steps to be taken to correct the deficiency, and a reasonable period in which to correct the problem or to show acceptable improvement.

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A student who remains on probation during two consecutive quarters may be subject to dismissal. 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 cumulative grade point average to at least 3.0.

Students have the right to appeal academic or administrative decisions that terminate their progress toward the degree. This written appeal must be brought to the Registrar's Office for further action. 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 once, in writing, to the Academic Standards Committee. This written appeal must be filed directly with the Registrar. A student who has been dismissed from the University for scholastic deficiencies (low GPA) will not be eligible for readmission to any AUA program, and will not receive AUA privileges.

An allegation of dishonest behavior by any student will be investigated and, should the allegations be found to be true, the student will be dismissed from the university with no right to reapply to any AUA program. The student will not receive AUA privileges.

DEGREE OR CERTIFICATE REQUIREMENTS

GRADUATION REQUIREMENTS
Colleges and programs set their own subject requirements for their degree or certificate. Students must complete all published course requirements and must maintain a minimum cumulative grade point average of 3.0 in order to graduate. Students cannot graduate if their transcripts have a D or F grade. Degrees or certificates are awarded once a year.

TIME ALLOWED TO COMPLETE REQUIREMENTS
Full-time students have a maximum of nine quarters in which to complete all published requirements for their degree/certificate. If they do not finish in that period, the appropriate College will terminate the candidacy of students after their candidacy has lapsed beyond the nine-quarter limit. Part-time students must consult with the Dean of their program to establish the schedule for their studies.

TRANSFER OF CREDIT
An AUA student may petition to transfer to AUA up to 4 credits for a course completed at another recognized institution of higher learning, subject to the following conditions:
- That the student earn a passing grade in the course for which transfer credit is requested;
- That the student submit an official transcript from the institution at which the credit was earned, showing the grade and number of units awarded for the course in question; and
- That the student provide evidence that the credits s/he is requesting to transfer to AUA will not be utilized to fulfill a program or degree requirement at another institution.

An applicant from another university who wishes to transfer his/her earned credits towards an AUA degree may be allowed to transfer one course with the approval of the Dean of the College. Furthermore, the Dean may allow more credits based on the results of waiver examinations given by the Department to the applicant.

INFORMATION AND COUNSELING SERVICES

Information on the following may be obtained from the Office of the Registrar:

- Admission requirements and procedures
- Academic programs
- Registration, tuition fee and other payments, financial assistance
- Course and graduation requirements
- General policies and procedures
- Students' rights and responsibilities
- Withdrawal, dismissal, and readmission procedures and policies
- Exemption policies and procedures related to the Academic Preparatory Program
- Transcripts, certificates, diplomas, and letter(s) of standing,
- Standardized tests and their availability in Armenia
- Institutional Test of English as a Foreign Language
- Commencement exercises
- Financial Assistance Programs

In order to facilitate student requests, the following forms are available:

- Application form
- Recommendation form
- Request for document
- Withdrawal from Degree Programs, Certificate Programs, and the Academic Preparatory Program
- Course Registration form
- Course Add/Drop form
- Financial assistance forms for Loans, Deferred Payments, and Tuition Assistance.

All students are invited to see the Registrar's Office for any other aspect of their educational needs.

STUDENT RECORDS

Students have the following Rights regarding records maintained by the Registrar's Office

(1)   *The right to inspect and review his/her own records within 15 working days of the day the University receives a written request for access. Letters of Recommendation are not available for inspection or review.*
Students should submit to the Registrar written requests that identify the record(s) they wish to inspect. The Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected.

(2)   *The right to request an amendment of information in the student's records that the student believes is inaccurate or misleading.*

Students may make written requests asking the University to amend a record that they believe is inaccurate or misleading. They should write to the Registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the records, as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided when the student is notified of the right to a hearing.

(3)   *The right to consent to disclosures of personally identifiable information contained in the student's education records, except as stated below.*
One exception, which permits disclosure without consent, is to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic, research, and health-care position, and a party with whom the University has contracted (such as an attorney, auditor, or collection agent). A school official has legitimate educational interest if the official needs to review an educational record in order to fulfill his or her professional responsibility. Upon request, the University discloses educational records without consent to officials of another educational institution in which a student seeks or intends to enroll. The University is obligated to disclose information to law enforcement officers who receive proper legal authorization to obtain such information.

(4)   Tne right to file a complaint, subject to the laws of Armenia, with appropriate legal authorities in Armenia.

FINANCIAL INFORMATION

Along with its major humanitarian, cultural, and religious projects in Armenia, AGBU is well aware that education is one of the most important long-term investments it can make for the people of Armenia and its neighboring republics as they compete in the free world. We are pleased that other sponsors and investors are joining us in helping AUA fulfill its promise to prepare a new cadre of professionals.
Louise Simone
Chairperson, Armenian General Benevolent Union

FINANCIAL SUPPORT

The University receives financial support from the Ministry of Education and Science 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 the six-story building in central Yerevan where the University is currently located.

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. In addition to its annual support commitment, 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 the Lincy Foundation, Eurasia Foundation, the United States Government and other government agencies, other private foundations, and individual philanthropists.

AUA has received major funding for capital improvements from the U.S. Agency for International Development. The U.S. Information Agency has provided grants both for capital improvement and special academic programs.

TUITION AND FEES

Applicants should consider carefully the financing of their education at AUA from the time of their admission to the completion of their degree. *Please note that fees are subject to change. Please check with the Registrar's Office for the latest tuition schedule.* All fees paid in Armenia, and quoted below, are to be paid only in the equivalent amount of Armenian currency.

The application fee for applying to AUA is US$12 (for local applicants) or US$55 (for international applicants).

The tuition for students in the Academic Preparatory Program, which consists of training in English and Computer Skills, is US$3,000 for the entire program. While tuition is the same for all students, citizens and long-term residents of Armenia and Commonwealth of Independent States (CIS) citizens will receive a scholarship covering a portion of the tuition. The tuition paid, therefore, (for 2004) is US$735 for citizens and long-term residents of Armenia, and US$1,470 for CIS citizens.

The tuition fee for students in Degree Programs at AUA is US$6,000 per year or US$2,000 per quarter. While tuition is the same for all students, citizens and long-term residents of Armenia and Commonwealth of Independent States (CIS) citizens will receive a scholarship covering a portion of the tuition. As of the Spring 2004

quarter (until further notice), the tuition is US$1,750 per year (US$583 per quarter) for citizens and long-term residents of Armenia, and US$3,500 per year (US$1,166) per quarter for CIS citizens.

The Office of the Registrar posts the tuition fee schedule on a quarterly basis. A student taking a course load beyond the norm set by the Department, pays one quarter of the tuition fee per additional course. Fees may be refunded if students withdraw from enrollment, provided they file a "Petition to Withdraw" form by the second week of classes for eight or ten-week courses or prior to 20% of the given course time having elapsed. Tuition fees are not refunded if a student withdraws after the second week of classes or after 20% of the given course time has elapsed. For exceptional situations, the student must petition in writing to the Registrar stating clearly why an exception should be granted.

MERIT SCHOLARSHIPS AND LOAN PROGRAM POLICIES

The rising cost of maintaining excellence in AUA's programs may require adjustments to AUA fees.

The Merit Scholarship policy applies to all students who are citizens, or long-term residents, of Armenia. Long-term residents of Armenia are those who possess a ten-year Armenian passport indicating that they have "Special Residency Status," or nationals of the Commonwealth of Independent States who have an Armenian address as their registered residence in their passport.

The University implements a need-based loan program, with the intent that no qualified student will encounter financial obstacles to complete his or her education at AUA.

MERIT SCHOLARSHIPS

The Merit Scholarship aims to reward the students mentioned above, who also meet certain criteria of academic excellence. Effective in the Spring Quarter 2004 (and subject to change thereafter), fees for citizens or long-term residents of Armenia will be US$1,750 per year, or US$583.33 per quarter payable in Armenian currency. It is the intent of AUA's Merit Scholarship Policy that all AUA students contribute some amount to their education. Thus fees will be assessed on a sliding scale by program and cohort, as follows:

- The top 10% by cumulative GPA, as calculated (unrounded) at the end of each quarter, within a program cohort receive an 80% award
- The second 10% by cumulative GPA, as calculated (unrounded) at the end of each quarter, within a program cohort receive a 70% award.
- The third 10% by cumulative GPA, as calculated (unrounded) at the end of each quarter, within a program cohort receive a 60% award.
- The fourth 10% by cumulative GPA, as calculated (unrounded) at the end of each quarter, within a program cohort receive a 50% award.
- The remaining 60% of the program cohort receive no award and pay the current fee for citizens or long-term residents of Armenia. Merit Scholarships will be awarded only to students in good standing at the University.

Grades of I, and F disqualify a student from receiving the Merit Scholarship and are not counted in the Merit Scholarship calculations. Merit Scholarship awards are

posted by the Registrar's Office. For details concerning this scholarship, please consult the Registrar's Office.

LOAN PROGRAM

AUA implements a need-based loan program for AUA students. Any student enrolled in any program at AUA, who can demonstrate financial need, is eligible to apply for a loan. Students wishing to be considered for a loan must submit an AUA Loan Application form. Applications will be reviewed by a committee consisting of AUA administrators, faculty, and students and will be evaluated on the basis of:

- individual merits and circumstances, and
- a financial data gathering process.

Students are expected to have exhausted other options such as Merit Scholarships and Tuition Support before applying for a loan. Loan funds are only applicable to AUA fees and are available within the limit of available funds. The applicant will not directly receive any funds.

An initial loan award to a student implies a willingness to continue funding at that level throughout the remainder of the degree program if the need persists and funds are available. Loan recipients will have a grace period of six (6) months following graduation from AUA to begin repaying their loan. The student will then have twelve months to repay the loan at no interest. After this period, the student will have a further twelve months to repay the loan, but with a five percent yearly interest charge. Those students withdrawing or dismissed from AUA will have no grace period and will be expected to begin repayment immediately. All loans must be repaid within three years.

There also is a limited loan program for Academic Preparatory Program students. Please check with the Registrar's Office for details.

TUITION SUPPORT PROGRAM

Under this program, students may seek employment (for up to twenty hours per week) within the university, normally for the duration of one quarter. Such students are not considered to be AUA employees and, therefore, are not entitled to any AUA employee benefits. The wages earned under this program are to be used exclusively to cover a portion of any outstanding tuition: students will not receive any funds to be used for any other purpose. Only students in good standing are eligible to apply under this program. Please check with the Registrar's Office for further details.

DEFERRED PAYMENTS

Students may choose to pay their tuition in fixed installments within the quarter. The dates for these installments are fixed by the Registrar's Office and students will be expected to make equal payments under this plan – including the amount to be paid on registering for courses prior to any given quarter. Any outstanding debt from any installment is to be paid prior to registration for the next quarter. Please check with the Registrar's Office for details.

ACADEMIC SCHOLARSHIPS

THE VARTKES AND RITA BALIAN SCHOLARSHIP

Vartkes and Rita Balian established this award in 1995 to recognize the best overall performance of a first year degree student.

The award is made each year on the basis of established criteria that demonstrate overall academic achievement. A committee represented by all AUA degree programs makes the decision on the winner of the award. The decision is announced during annual commencement exercises. The award is equivalent to the tuition for the recipient's second year in the degree program.

THE ABGAR L. AND LORETTA ASMAN BABAIAN SCHOLARSHIP

This award is named to honor the Armenian parents of an emeritus faculty of the University of Michigan (USA) School of Nursing. The award is given annually to a nurse student enrolled in the Master of Public Health (MPH) program at the American University of Armenia (AUA). The Scholarship recognizes academic achievement and professional leadership in nursing and health care. It includes a scholarship of up to US$2,000 managed by AUA and used to cover tuition and related educational expenses.

Professional nurses of Armenian descent with a baccalaureate degree in nursing and currently enrolled in AUA's Master of Public Health Program are eligible to apply. The award is made each year on the basis of established criteria, including demonstrated academic excellence in the undergraduate program; excellence in professional leadership and health care; full-time enrollment in the MPH program at AUA; Armenian ancestry; and commitment to the development of health care in Armenia.

STUDENT RIGHTS AND RESPONSIBILITIES

ACADEMIC HONESTY

It is the goal of the American University of Armenia to promote the growth of ethically responsible graduates through fostering an environment of integrity, fairness, trust, and mutual respect at AUA.

All members of the academic community are responsible for the academic integrity of the AUA campus. Academically dishonest behavior includes, but is not limited to the following: receiving or providing assistance on examinations unless such assistance is authorized by the instructor; using, during an examination, materials other than those permitted by the instructor; and plagiarizing (failing to indicate the source of borrowed words and ideas). All forms of academic dishonesty are contrary to the purpose of the University and are not tolerated. **Registration is contingent on all students signing a document outlining this policy.**

STUDENT RESPONSIBILITIES

Students should act with personal honesty and integrity at all times toward their classmates and instructors. For example, examinations provide an opportunity for each student to demonstrate his/her command of the subject matter tested. Receiving or providing assistance on examinations is not considered honest academic behavior.

Students should take group, as well as individual, responsibility for honorable behavior.

Unless otherwise specified by the instructor, all work submitted by students in fulfillment of course requirements must be work done by the student specifically for the course. This means that work submitted for one course cannot be used to satisfy requirements of another course unless the student obtains permission from the instructors.

It is a basic assumption that students will collaborate on work submitted for credit in courses **only if** given permission to do so by their instructor.
Plagiarism is using another's writings or ideas as one's own. Students are not permitted to plagiarize, and it is the responsibility of the student to know what constitutes plagiarism. Students who are unclear as to whether a particular act would constitute plagiarism should consult with the instructor of the course for which the assignment is being completed.

ACADEMIC DISHONESTY

When an allegation of dishonest academic behavior is made, the first attempt at resolving the issue shall be made between the student and faculty member in whose course the alleged academic dishonesty occurred. If the issue is not resolved between the student and the faculty member, the student may appeal in writing to the appropriate Dean, who may, at his/her discretion, appoint a special committee to review the appeal and report back to the Dean. The decision of the Dean shall be final.

SANCTIONS

A student who behaves in an academically dishonest manner may be subject to the following sanctions:

- A grade of "F" for the assignment or the course in connection with which the academic dishonesty occurred,

- A reduction in grade for the course in which the academic dishonesty occurred,

- In cases of repeated academic dishonest behavior, dismissal from the University with no option to reapply for admission to AUA.

CLASS ATTENDANCE

AUA's American system of education is based on student learning through participation in classroom discussions. Thus, class attendance and participation is part of the educational process at AUA and is expected of all students.

AUA students are responsible for attending classes on a regular basis, taking quizzes and examinations on their scheduled days, and submitting all written work on time.

Individual faculty may determine their own policy regarding make-up examinations. Students should be aware that the right to take a make-up examination is not automatic. A student who arrives late on the day of an examination or quiz may not be allowed to make up the time lost because of lateness.

Individual faculty may choose to include the student's participation in the classroom as a factor in arriving at the final course grade.

WITHDRAWAL AND READMISSION

A degree program student can withdraw from a course only with the approval of the Dean. Withdrawal from any course is permitted during the first two weeks of an 8 - or 10-week course, or when 20 percent of the given course time has elapsed. Special cases may be allowed, but only after writing to the program Dean to explain why special treatment is justified, and the approval of the Dean is obtained.

A student may petition for withdrawal from the University only once during the time s/he is enrolled at AUA. Failure to obtain formal permission to withdraw from the University will constitute withdrawal from the respective AUA program and the student may be denied readmission. Under exceptional circumstances, special permission to deviate from this rule must be obtained by the student from the Dean of the College or School offering the program.

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 of the relevant College, School, or Department – through the Office of the Registrar - at least three weeks before the start of the term for which withdrawal or readmission is requested.

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 academic years to be eligible for readmission otherwise, the student will be considered to have permanently withdrawn.

DEAN'S LIST

The purpose of the quarterly Dean's List is to recognize those full-time students who are in good standing and who have performed at a superior academic level. Specifically, a full-time student will be named to the Dean's List for a given quarter if s/he has satisfied all of the following requirements:

- Earned a quarterly GPA of 3.70 (A-) or higher;

- Completed at least 3 courses in the quarter;

- Completed and received a grade in all courses for which s/he registered during the quarter. Courses extending into another quarter must be counted in the quarter during which registration took place;

- Earned a cumulative GPA of 3.50 or higher.

A separate Dean's List will be composed for each degree and certificate program. At the end of each quarter, the Dean's Lists will be posted outside the Registrar's Office. Also, student transcripts will note the Dean's List accomplishment.

FINAL EXAMINATIONS

All final examinations shall be held during the final examination period in the University calendar, unless a prior agreement has been reached between a professor and the Dean of the College, School, or Department.

Regular class sessions may be used for quizzes or mid-term examinations, but not for final examinations.

Faculty and students will be notified of the final examination schedule at the beginning of each quarter. The scheduling of any final examination outside of the specified period requires approval of the appropriate Dean.

TRANSFER FROM ONE AUA PROGRAM TO ANOTHER

Normally, once admitted to an AUA degree program, a student may not transfer his or her degree objective to another AUA degree program. Students, who were admitted, but have subsequently taken a short-term withdrawal from AUA, are also subject to the above restriction. Exceptions to this policy may be requested by petition to the Admissions Committee.

RETURN OF BORROWED MATERIAL

All borrowed materials, including library books and financial calculators (with accompanying operating manual) must be returned by the required date each quarter. Failure to return borrowed materials or any other AUA property, or failure to pay debts owing to AUA, will result in grades of "Incomplete" for all courses in which the student is enrolled, as well as withholding of official transcripts and diploma.

Students are responsible for materials that are lost, stolen, or damaged. AUA will require a student to compensate the University in the amount of 150% of the replacement cost of all lost, stolen, or damaged materials.

RESIDENCY AT AUA

All requirements for any AUA certificate or degree are to be completed while a student is enrolled and in residence (i.e., present and participating in classes) at AUA.

GRADUATION

In general, graduation ceremonies are held on the first Sunday of October.

Students return their gowns, caps and hoods to the Registrar Office, two weeks after graduation. Graduates may purchase the gowns, caps and hoods for the Armenian dram-equivalent of US$40. Please note that all financial debts (telephone and facsimile bills, borrowed library materials, unpaid registration fees, deferred payments, etc.) to the University must be paid in full before graduation. Loans must be paid subject to the terms and conditions of signed contracts.

Failure to pay amounts due or return University property will result in the withholding of diplomas and transcripts. No request for any document based on in the student's file or electronic record will be accepted. Furthermore, a request for a withdrawal will not be allowed under such circumstances.

STUDENT RESOURCES

STUDENT BODY

While most students attending AUA are predominantly from Armenia, the University encourages the enrollment of international students and Diasporan Armenians. It seeks to develop a diversified international student body including, most notably, students from the region of the Caucasus, the Middle East and other former Soviet republics. The University also encourages applicants from diverse backgrounds, including those who seek graduate education for retraining in their current profession or a change in their careers. AUA does not discriminate on the basis of gender, race, national origin, or creed.

LIBRARY

History The AUA Papazian Library (AUA-PL) was founded shortly after the University's establishment in 1991. It is named after the family of Simon and Pinna Arman Papazian, benefactors of the American University of Armenia. In a very short time, the Library has developed into a viable entity with a growing collection of print and other media, and readership. Simultaneously, the library is implementing contemporary methods of library management and data-retrieval technology. What began as a single unit has now evolved into a library system that includes the Legal Resource Center and the Krikor Soghikian Public Health Reference Room. Today, it is one of the most popular libraries in Armenia, serving not only the students, faculty, and staff of the University, but also students and scholars from other institutions, and the community at large.

Facilities and Services The AUA library supports the instructional and research programs of the university. Services provided by the library include reference and research assistance, library instruction, access to the collections, computers and electronic resources, instructional technology support, interlibrary loans, and reserve reading.

The library currently holds over 27,000 volumes and subscribes to forty journals in the English language. Writer Antranig Antreassian of California, the former Haigazian University College of Armenia, and the Information Resource Center of the US Embassy in Armenia, donated a significant portion of the collection. In addition to books and journals – in print and electronic format – the library has extensive collections of slides, maps, compact discs, videotapes and cassettes.

New materials are constantly acquired, particularly within the disciplines of AUA's academic departments and programs. Students and faculty members can search many online periodical indexes, newspapers, electronic journals, and electronic books via the University network. The Library's website is an excellent starting point from which to explore available information resources.

The Papazian Library serves as a depository for the collection of textbooks and other instructional materials for the educational needs of the University. Library users have

access to the online catalog that is constantly updated with information about new books, recent issues of journals, and the circulation status of library materials. Being the only fully automated library in the region, the AUA Papazian Library serves its patrons in a very effective way. A new integrated library automation system, Q Series, is installed and offers direct Internet connection and will make gathering information from external resources both easier and faster.

The Library has an open access policy for most of its collection. Materials are classified and shelved according to the Dewey Decimal Classification System, with the exception of the law collection, which is arranged according to the Library of Congress Classification Schedule.

In the recently reconstructed ground level of the AUA Papazian Library, besides the stacks, there are private rooms for group discussion or study and an electronic media center for reviewing audiovisual materials, CDs, and slides. The vision of the AUA library system is to further expand access to information through innovative electronic resources balanced with core collections essential for curriculum support and research.

Access and Lending The AUA Library is open to the public. Current AUA students, faculty and staff have first priority to borrow library materials from the general collection and most restricted collections.

Open hours are 9:00-21:00 on weekdays and 10:00-18:00 on weekends.

COMPUTER FACILITIES AND COMPUTER SERVICES

COMPUTING RESOURCES
Computers

Starting with 20 AT286 computers in 1992, AUA now has one of the largest computing facilities in the region. It includes about 400 computers connected to the local network and Internet.

Student Computer Labs
AUA has the following computer laboratories:
    Lab 34a (Computer lab)
    Lab 9a (PMAC lab)
    Lab 9b (CIS lab)
    Lab 9c (Extension lab)
    Lab 9d (Education lab)
    Lab 30f (ERC Lab)
    Media Center (Papazian Library)

All computers are connected to the LAN and Internet. The Education Lab (EL) is equipped with a TANDBERG language system. The CIS lab serves CIS students only. The PMAC lab is a training and research lab for engineering students, while the ERC lab serves the needs of the Engineering Research Center.

The computer resources serve the instructional and research needs of students and faculty. Students have free access to these resources. The total number of students' computers is enough to provide convenient access to computers.

When in any of the Computer Laboratories, students have to follow an e-mail policy, guidelines for the computer laboratories and AUA's Appropriate Use Policy for Computers and the Network. This policy is found under the URL *http://www.aua.am/aua/policies/*.

Software
The University uses various operating systems, Windows 98, Windows 2000, WinXP, Netware 5.1, Solaris, FreeBSD, Linux, and the QSeries Library Automation System. Several GOPAC terminals provide access to library catalogs. Electronic library catalogs also provide web access and can be accessed from any computer inside and outside AUA. The University library subscribes to electronic magazines. Several library computers with web browsers provide users with access to electronic magazines. The Library website is *http://library.aua.am*

Shared resources on the network
Printers at AUA are shared resources and each departmental print server is connected to the LAN. Networked printers are the best solution because they permit to share powerful resources and satisfy the needs of departments.

AUA has a collection of CD-ROMs with software, applications, directories, and encyclopedias. To make them accessible to all users, a CD-ROM network tower with 14 CD-ROMs is connected to the network.

AUA Network
The University presently has a 100 MB LAN with a Network Control Center (NCC). The NCC contains the hard core of the AUA LAN and provides increased security and reliability. It consists of Dell, HP, Intel and Sun Enterprise servers.

The AUA Business Center on Manoukian Street is connected with the main AUA building by a radio bridge, which combines the two separate buildings into one network. AUA is connected to the Internet Service Provider (Arminco) through a fiber-optic link. A direct satellite dish provides a downlink channel for Internet connections. A backup channel runs through the Academy of Sciences.

To restrict and monitor the use of the network and any violation of our user policy, there are several firewalls on the network.

The current link through Arminco provides the bandwidth (non-dedicated channel) for the everyday needs of the University, including access to library catalogs, databases of scholarly information, and distance learning.

To increase Internet access speed and monitor traffic, proxy servers (different proxy servers for students and faculty/staff) are used. AUA provides dial-up access to its e-mail and Internet users. Recently, AUA also became an Internet service provider with the intent to enlarge its public service.

The University manages several mailing lists and web bulletin boards

Network Security
Firewalls, port restrictions, secure shells, antivirus, and antispam programs provide network security.

SERVICES
Support Services
Support services include the initial installation and configuration of computer hardware, software, networking, routine troubleshooting, end-user training, on-going equipment maintenance, and periodic component upgrade or replacement. All requests for service are sent by e-mail to *sevice@aua.am*, and serviced by the CS staff.

Intensive Computer Program
The CS implements the Intensive Computer Program (ICP) for new students. It includes instruction in Windows 2000, Word, Excel, Access, PowerPoint and Internet. Computer classes for students start in June and last until February. Additional courses are provided for certain students depending on their chosen areas of study and may include advanced Excel and Access, SPSS and Microsoft Project. Classes are led by software application instructors. Additionally, the CS provides training for staff and Extension Program students.

The Intensive Computer Program is a compulsory component of the Academic Preparatory Program. At the end of the ICP courses, all applicants will have reached a certain proficiency in using software that is considered essential for further study in the degree programs. Direct applicants will be expected to demonstrate an adequate facility with the software taught in this program and their acceptance to a degree program is conditional on their success in this area.

Audio-Visual Services
AUA audiovisual equipment includes TV's, TV viewers, tape recorders, overhead and slide projectors. Audio-visual services include making copies of audio and video

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cassettes when requested by AUA faculty or staff, videotaping events that are significant for AUA, recording student presentations and projects, providing faculty with audio-video equipment (including overhead projectors and VCRs for classes) and taking photographs. Several LCD projectors with laptops are provided for multimedia presentations in classes.

Public services
AUA provides public Internet access and e-mail service for AUA alumni and non-AUA users. The AUA cafeteria provides space for public access Internet computers.

PBX System
Each faculty and staff member has a personal phone. A Lucent Definity ECS PBX serves the University. To make this possible, the university uses a gigabit UTP cable. The second Lucent PBX, Definity Prologix, is installed at the AUA Center. Both PBX's are serviced by an Intuity voice mail system. AUA buildings are connected to a local Telco by E1 cables.

AUA WEB PRESENCE
The AUA web server (*www.aua.am*) provides information about AUA. The mirror web site of AUA's web pages is installed in the US (*www.aua-mirror.com*). To increase the awareness throughout the world about the Armenian Genocide, AUA runs a web server devoted to the Armenian Genocide at *www.genocide.am*. The AUA Library web server, *library.aua.am*, provides web access to library catalogs. AUA also hosts the Digital Library web server, *www.digilib.am*. Finally, the AUA FTP server (*ftp1.aua.am*) is used to upload and download information.

STUDENT COUNCIL
The Student Council of the American University of Armenia, as part of the greater academic community, is the representative voice of the student body.

The Student Council seeks to:
- Foster scholarship in an atmosphere of free and objective inquiry;
- Insist upon academic freedom, responsibility, and excellence;
- Promote cohesion within the student body, recognizing the rights of students from diverse backgrounds;
- Maintain a forum for expressing student views and interests;
- Initiate, coordinate, and guide student efforts aimed at improving student life and activities;
- Maintain effective communications and relations within the University and with external communities;
- Provide opportunities to develop student leadership qualities;
- Ensure fair and democratic operations of this body; and

Develop and implement a comprehensive program of activities designed to meet and supplement the social, cultural, recreational, and academic needs of the students.

ALUMNI AND CAREER DEVELOPMENT OFFICE
The AUA Alumni and Career Development Office (ACDO) represents an entirely new phenomenon in Armenia and one that students and alumni alike appreciate and utilize effectively. Established in the spring of 1996, ACDO plays an important role in the career development of AUA graduates. According to the results of a recent

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survey, 31 percent of AUA graduates working in Armenia were employed through the efforts of ACDO. Also, the Office organizes a wide variety of activities including:

- Establishing contact with organizations and agencies functioning in Armenia to obtain information on job openings and internship opportunities and providing AUA students and graduates with this information, periodically organizing Career Days that highlight various occupations and employers;
- Providing job search training for AUA students and graduates — workshops scheduled by the ACDO help students in the preparation of cover letters and resumes, interviewing techniques, and job-search strategies;
- Identifying training programs for professional growth and new opportunities for employment;
- Serving as catalyst for maintaining a sustained link between alumni and the University through social events and Alumni Dinners; and,
- Conducting promotional campaigns on behalf of AUA students and graduates.

AUA graduates are successfully employed by different organizations. According to recent statistics, 17 percent of our graduates work for international not-for-profit organizations, 16.4 percent for local governmental and state organizations, 10.7 percent for local private organizations, 8.8 percent for joint ventures, 8.2 percent for international governmental organizations, and 7.4 percent for international private organizations. A number of graduates have pursued doctoral degrees in renowned US institutions.

AUA graduates play a leadership role in bridging Armenia and the outside world because of their unique education that blends western and local values, management approaches, and cultures. Their professionalism is highly appreciated by such employers as Armentel, Coca-Cola Bottlers, Grand Holding, KPMG, HSBC, Pernod Ricard, the Open Society Institute, the United States Agency for International Development in Armenia, different Armenian government ministries, and other private and public organizations.

HOUSING

Most students currently attending the University are responsible for making their own living arrangements in Yerevan. At the present time, the University does not have dormitories or living quarters for students but is able to provide limited assistance to out-of-town applicants in locating appropriate housing. The University encourages applicants to acquaint themselves with the various living quarters available in the city well in advance and to make their housing arrangements as soon as they have received notification of acceptance. Plans are underway to have university housing by 2006.

CAMPUS

AUA is located in a six-story modern building at 40 Marshal Baghramian Boulevard in the center of Yerevan. Originally constructed as a communist party convention center, the building was ideally located and is now fully equipped with lecture halls, auditoriums, laboratories, library facilities, and offices. The University has also undertaken significant renovation in the building to transform its use to the needs of the faculty and students. Furthermore, the University continues to study the longer-term needs of its faculty and students and accordingly plans future construction or renovations.

AUA CENTER

The AUA Center is the first Western-style, multiple-use facility for conducting business and hosting conferences in Armenia. Situated in the center of Yerevan, at 9 Alex Manoukian Street, the Center offers a first-class business environment for local and international organizations. It has the amenities necessary for organizing successful business meetings including conference/meeting rooms, offices, a business center, an auditorium, and a cafeteria.

AUA Center is owned and operated by the American University of Armenia. With this modern, state-of-the-art business and conference center, the University seeks to contribute to the economic development of Armenia through the support of local business, industry, and other private sector organizations. AUA Center is expected to become a locus for new academic activities as well as international business, commerce, and investment in Armenia.

ABOUT ARMENIA

AUA is located in Yerevan, the capital of Armenia, considered to be 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 that is home to about one million residents. It covers some 300 square kilometers. Yerevan lies at an altitude of between 950 and 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. Spring is short-lived. Summer lasts four months. Autumn is mild and sunny.

The city, like many other 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 monuments. During the winter, spring, and fall, one can enjoy concerts, exhibitions, and plays. During the Soviet era, Yerevan became an industrial and scientific center with research and development in high technology and defense, thus enjoying a relatively high standard of living. The city has many scientific and educational institutes that provide a pool of highly technical talent. Yerevan is also renowned for its active cultural and artistic life with annual opera, ballet, symphony and theater seasons. It is home to approximately twenty 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 manuscript library, the Matenadaran, which includes about 30,000 Armenian illuminated manuscripts, some dating back to the fifth century A.D.

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 1000-2500 meters above sea level. Mt. Aragats, the highest peak in Armenia, has an altitude of 4090 meters. Having declared Christianity as its state religion in 301 A.D., Armenia is an open-air museum with hundreds of churches, historic temples, and fortifications, some dating as far back as the first century A.D. While most Armenians belong to the Armenian Apostolic Church, a small percentage of the population adheres to the Catholic, Protestant, Jewish, and Moslem faiths.

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

ACADEMIC PROGRAMS AND COURSES

COLLEGE OF ENGINEERING

Armenia has a long and distinguished tradition in science and technology. Pioneering advances in physics, astrophysics, mechanics, mathematics, and computer science are credited to Armenian scientists and engineers. Strong programs in these fields are offered at Yerevan State University and at the State Engineering University. In developing its graduate engineering program, AUA has aimed at benefiting from this tradition, while complementing the existing engineering programs in areas that address the immediate needs of Armenia and its region.

The College of Engineering was one of the two founding colleges of AUA. Initially, a Master of Engineering program was offered in Earthquake Engineering. However, after producing 32 graduates over a six-year period, the Earthquake Engineering program was suspended in 1997 due to an insufficient number of applicants. AUA remains committed to advancing the field of earthquake engineering in Armenia and its surrounding region. Towards this aim, an active program of research, application, seminars and workshops are organized through the Engineering Research Center. The devastating effects of earthquakes in Armenia, Iran, and Turkey clearly demonstrate the urgent need for specialized training in this field in order to improve the safety of buildings and other constructed facilities in the region. AUA intends to re-introduce the Master of Engineering program in Earthquake Engineering when sufficient student interest and job opportunities for its graduates are realized.

Currently, the College of Engineering offers two degree programs: a Master of Engineering in Industrial Engineering and Systems Management and a Master of Science in Computer and Information Science.

The Industrial Engineering and Systems Management (IESM) program is designed to prepare graduates with a broad-based knowledge in the principles of industrial production and operations management. Classroom instruction is supplemented by laboratory work, field trips to various service centers or manufacturing plants, and by active participation in applied research projects in the Engineering Research Center dealing with problems of current interest to Armenia. The graduates of the IESM program are qualified to work in all types of manufacturing (e.g. electrical, chemical, automotive, consumer goods, food) or service (e.g. health care, retail, banking, consulting, software) industries, and play key roles in the ongoing transformation of Armenian industry, as well as in the emerging private enterprises in the industrial and service sectors of Armenia and its region.

The second degree program is the Master of Science in Computer and Information Science (CIS). The AUA CIS program is an applied program to help students gain the necessary skills required to be productive leaders of the computing and related industries in Armenia. As such, students complete a broad training in the technical areas of the field, as well as in business, management and entrepreneurship.

In addition to completing the core CIS course requirements, students select either a Software Engineering Track or E-Business Track for their focus. Students are required to complete a Practicum course associated with their selected track, as well as the culminating experience that consists of either an applied project or a thesis.

Together with these degree programs, the College of Engineering also offers a minor in Computer and Information Science, which consists of a minimum of five courses

on such topics as information systems analysis, design of databases, Java and C++ programming, and computer-human interfaces. This minor is open to all AUA students.

Armen Der Kiureghian

Armen Der Kiureghian, Ph.D., is the Dean of the College of Engineering and the Director of the Engineering Research Center at AUA. A Professor of Civil Engineering and holder of the Taisei Chair in 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. He was elected to the National Academy of Engineering of Armenia in 1994 and to the National Academy of Sciences of Armenia in 1998. He received the Movssess Khorenatsee medal from the President of Armenia in 2001.

INDUSTRIAL ENGINEERING AND SYSTEMS MANAGEMENT

ACADEMIC MISSION AND PROGRAM

With a small arable land surface, Armenia's 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 the principles of a free market economy and competition requires the infusion of a large cadre of engineers with knowledge in modern methods of industrial and operations management, production systems, economics and business principles, information technologies, and communication.

Industrial engineers are problem solvers. They find solutions to help organizations function at their best. They design optimal combinations of people, information, materials, and equipment that produce innovative and efficient organizations. Industrial engineers work and consult in every industry, including manufacturing, semiconductors, communications, e-commerce, finance, transportation, food, health care, pharmaceuticals, entertainment, sports, and travel. They focus on information-intensive, technology-based industries.

The specific objectives of the Industrial Engineering and Systems management program include:

- to develop in the student the concepts of professional practice, innovation, enterprise and ethics,
- to provide a sound base in the core principles of industrial engineering and systems management, and to instill in the student a keen interest in solving societal problems,
- to make the student aware of technological trends and emerging opportunities, as well as to instill in the student a sense of entrepreneurship to take advantage of these opportunities,
- to develop in the student the ability to work in teams, to be organized in their approach to work, and to communicate effectively,
- to prepare the student for possible study at the Ph.D. level.

The IESM program is designed to provide a broad-based education in the principles of industrial and operations management, production systems, information technologies, modern manufacturing and communication. Through a set of core courses, the student learns the basic methods of formulating and solving problems. Attention is given to economic aspects, uncertain nature of demands and capacities, principles of decision-making under uncertainty, effective use of information technologies, modeling and analysis of large systems, and techniques for finding optimal solutions. Elective courses offer specialized training in such areas as computer-aided design and manufacturing, human/machine systems, design of plants and facilities, management, organizational behavior, and optimization. Visiting faculty provide additional specialized topics. Concepts of professional practice, ethics and innovation are introduced in most courses. A key feature of the program is the provision for students to engage in an integrative project through fieldwork in an industrial plant or service organization. This provides an opportunity to the students to become aware of existing technologies, and a sense of innovation and entrepreneurship in solving real-world problems. It also provides an opportunity for teamwork. Students prepare reports and make oral presentations in many courses in order to improve their communication skills. All students must complete a Master's thesis on an applied or theoretical subject under the supervision of the faculty.

Modern technological problems require solutions derived from multi-disciplinary approaches. The IESM program encourages its students to take a minor in either Business and Management (BM) or Computer and Information Science (CIS) programs in order to instill in them an appreciation for the complexity of real-world problems and the needed multi-disciplinary solutions.

ADMISSION REQUIREMENTS

The Industrial Engineering and Systems Management program is open to students with an undergraduate degree in fields including engineering, science, mathematics and economics. Students with degrees in other disciplines may be admitted, depending on their completed course work. The undergraduate degree must include, as a minimum, two years of college-level mathematics covering calculus, linear algebra and differential equations, and a course in physical sciences (physics, mechanics, chemistry, biology, etc.).

Most IESM students are first admitted into the Preparatory Program, depending on their undergraduate coursework and proficiency in the English language. Admission into the IESM program is based on performance in the Preparatory Program and exit TOEFL and GRE scores. Applicants may also be directly admitted into the IESM degree program, depending on their undergraduate coursework and GRE and TOEFL scores. All other university-wide requirements also apply.

GRADUATION REQUIREMENTS

To graduate with a Master of Engineering (M.Eng.) degree in the IESM program, 72 units are required, including 6 units of IE299 for writing a Master's thesis. IE298 is required but the unit does not count towards graduation. The program of study must include 40 units of required IESM core courses, the integrative project course IE285, ESC295, 6 units of IE299 for the Master's thesis, and a minimum of 54 units in strictly IESM courses. The remaining units may be taken from the available IESM elective courses, or from courses in the CIS or BM programs. Students may take a minor either in BM or in CIS. The Minor in Business Management consists of a minimum of 12 units of BM courses approved by the Dean. The Minor in CIS consists of a minimum of 16 units in CIS courses, including at least 4 units at the 200-level.

THE M.ENG. IN INDUSTRIAL ENGINEERING AND SYSTEMS MANAGEMENT CURRICULUM

REQUIRED CORE COURSES

IE210, 211, 215, 225, 230, 231, 250, 265, 270, 280 and 298. These courses provide the basic methods of formulating and solving problems. Topics include probability theory and statistics, engineering economics, data systems, operations research, production systems analysis, decision theory, quality control and management, industrial simulation and engineering seminar.

REQUIRED INTEGRATIVE PROJECT COURSE

IE285. This course provides an opportunity to solve a real-world problem by integrating the knowledge gained in core and elective courses. Teamwork is emphasized.

ELECTIVE COURSES

IE220, 222, 235, 240, 255, 260, 272, 274, 275, 290 and 299. These courses provide specialization in several fields, including management, organizational behavior, human factors, design of plants and facilities, optimization, manufacturing processes and computer-aided design and manufacturing. Advanced topics are offered through IE290 by visiting faculty.

MASTER THESIS

IE299. Each student is required to take 6 units of IE299 -- Individual Study -- during the last two terms in the program to work on a Master thesis under the supervision of the faculty. The thesis topic can be theoretical or applied. Two faculty members must approve the thesis.

MINOR IN CIS OR BM

Students are encouraged to take courses in the BM and CIS programs in order to broaden their education and to gain an appreciation for the multi-disciplinary nature of real-world problems. The Minor in Business Management consists of a minimum of 12 units of BM courses approved by the Dean. The Minor in CIS consists of a minimum of 12 units in CIS courses, including at least 4 units at the 200-level.

COURSE LISTING AND DESCRIPTIONS

IE210 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.

IE211 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.

IE215 Engineering Economics (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: None. 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).

IE220 Organization 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.

IE222 Introduction to Management (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Inter-relationships of structure, operations, and management processes in modern organizations. The basic functions of Western management, including their application to managing in Armenia's changing organizations. Emphasis will be placed on acquiring knowledge and skills necessary for the effective practice of management.

IE225 Analysis and Design of 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, organization and management, 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.

IE230 Operations Research (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. Sensitivity analysis; problems with special structures, for example, transportation problems, network problems.

IE231 Operations Research 2 (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: 210, 230. Deterministic and Stochastic models and methods in Operations Research. Network analysis. Integer Programming. Unconstrained and constrained optimization. Deterministic and Stochastic Dynamic programming. Markov chains. Queuing theory.

IE235 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.

IE240 Optimization Methods in Industrial Engineering (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: 230. Nonlinear optimization models and their properties. Characterizations of models (constrained vs. unconstrained, convex, separable, etc). First and Second Optimality Conditions and their use in algorithmic development. Solution algorithms for selected models.

IE250 Production Systems Analysis (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: 211, 231. 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.

IE255 Work Methods and Measurement (4)

Three hours of lecture and one hour of discussion per week. Prerequisite: None. Process, operation and work measure analysis. Performance standards, job evaluation, work sampling, process capability. Study of factors affecting human performance. System environment and safety.

IE260 Facilities Planning and Design (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: None. 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.

IE265 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. Decision trees and influence diagrams. Bayesian decision theory. Utility theory. Multiple-attribute decision analysis. Introduction to Game Theory.

IE270 Quality Assurance and Management (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: 211. Principles and methods of statistical process control, quality engineering, and total quality management, as applied to manufacturing and service industries.

IE272 Introduction to Manufacturing Processes (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: None. An introduction to basic manufacturing processes to include material properties and selection, casting, forming, material removal, and joining. An overview of production management and measurement is introduced.

IE274 Computer-Aided Design (4)
Three hours of lecture and three hours of laboratory work per week. Prerequisite: None. Fundamentals of 3D solid modeling and 2D drawing views obtained from solid models; Drawing annotation and dimensioning; simple assembling.

IE275 Computer-Aided Manufacturing (4)
Three hours of lecture and two hours of laboratory work per week. Prerequisite: None. Fundamentals of computer aided-design and manufacturing with special emphasis on design for manufacture and assembly, geometric transformations, solid modeling, numerical control programming, and flexible manufacturing systems.

IE276 Advanced CAD/CAM Applications (4)
Three hours of lecture and two hours of laboratory work per week. Prerequisite: IE274, IE275. Parametric, feature-based and associative design with Pro/ENGINEER, top down and bottom up assembling techniques, Finite Element Analysis, sensitivity studies, and optimization. Manufacturing models, machining operations and sequences, NC part programs. Team project.

IE280 Simulation of Industrial Engineering Systems (4)
Three hours of lecture and two hours of laboratory work 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.

IE285 Integrative Project in Modern Production Methods (4)
Two hours of lecture and discussion and 6 hours of fieldwork per week. Prerequisites: The course is open to 2nd year students only. This is a project-based course that involves fieldwork (in manufacturing or service organizations) and integrates and synthesizes knowledge gained from several courses (for example, operations management, operations research, statistics, and quality management). Student teams, supported by several faculty members, will work with industrial companies to identify improvement opportunities and help in implementing them.

IE290 Special Topics (2-4)
Prerequisite: Consent of instructor. Advanced studies on special topics selected on annual basis.

IE298 Engineering Seminar (1)
Prerequisite: None. Engineering seminars on various topics by guest speakers. Must be taken on satisfactory/unsatisfactory basis.

IE299 Individual Study (2-4)
Prerequisite: Second year graduate standing. Directed research or investigation on selected advanced topics. May be repeated for credit. Must be taken on satisfactory/unsatisfactory basis. Enrollment in this course is necessary to work on the Master's thesis.

MINOR IN CIS OR BM
The Minor in Business Management consists of three BM courses approved by the Dean. The Minor in CIS consists of a minimum of 16 units in CIS courses, including at least 4 units at the 200-level.

COMPUTER AND INFORMATION SCIENCE PROGRAM

ACADEMIC MISSION AND PROGRAM
Armenia is in a special position to participate and excel in economic opportunities derived from knowledge-based industries. The government of Armenia has recognized this potential, assigning the expansion of the Information Technology (IT) industry high priority to aid in the development of the country. An Advisory Board for the CIS Program, consisting of Academic and IT industry leaders drawn, from both the United States and Armenia, oversees the continuing development of the program. The insight provided by the Advisory Board ensures that the program meets the evolving needs of the IT industry in Armenia where there is a high demand for well-qualified software developers.

The CIS program seeks to work in close cooperation with both the local IT industry, as well as the other local universities. This cooperative environment is evidenced by the sharing of resources such as open library facilities, ongoing seminar series with speakers drawn from both academia and industry, a concurrent enrollment program to allow software developers to enroll in our courses and special student exchange opportunities with local universities.

The AUA CIS program is an applied program to help students gain the necessary skills required to be productive leaders of the computing and related industries in Armenia. As such, the graduates are expected to have broad training in the technical areas of the field, as well as in business, management, and entrepreneurship. The program leverages the offerings of other AUA graduate programs to achieve this end. The specific objectives of the Computer and Information Science program include:

- to develop in the student the concepts of professional practice, innovation, and enterprise
- to provide a sound base in the core principles of Computer and Information Science
- to make the student aware of technological trends and the emerging opportunities, as well as to instill in the student a sense of entrepreneurship to take advantage of these opportunities
- to develop in the student the ability to work in teams and to be organized in their approach to work
- to prepare the student for study at the Ph.D. level

A key feature of the program is the provision for students to engage in the practice associated with their chosen track. Such practice is realized in the practicum course requirements included in the curriculum. These practicum courses provide the

students with an opportunity to gain real world experience by completing a project in industry (or, for example, a government agency). This experience will help the student to apply their knowledge, as well as better understand the social and cultural aspects of the field (which are critical to the successful completion of projects).

In summary, the program requirements include:
- Core courses to provide a breadth of the field
- Specialty courses - students will choose either the Software Engineering Track or the E-Business Track, culminating with the associated Practicum Course
- Minor courses - drawn from the offerings provided by either the MBA or Industrial Engineering and Systems Management programs
- A free elective course to allow students to explore other areas of interest and
- Culminating Experience Requirement - either a Masters Project or Masters Thesis to demonstrate the synthesis of the programmatic concepts.

ADMISSION REQUIREMENTS
The Computer and Information Science (CIS) program is open to students with an undergraduate degree in fields including mathematics, science and engineering. Students with degrees in non-science disciplines may be admitted, depending on their completed course work. The undergraduate degree must include, as a minimum, two years of college-level mathematics covering calculus, linear algebra and differential equations, and a course in physical sciences (physics, mechanics, chemistry, biology, etc.).

All prospective CIS graduate students who possess B.Sc. degrees in fields other than Computer Science must either:
- Successfully complete the bridge courses consisting of CIS 100, CIS 101, CIS 110, CIS 120 and CIS 160, or
- Satisfactorily pass the final comprehensive examinations (waiver exams) for the aforementioned courses.

Students possessing a B.Sc. degree in Computer Science should examine the extended descriptions for the Bridge Courses on the University's website (http://www.aua.am/aua/MASTERS/CE/CIS1.htm) to help determine whether their degree includes the content indicated. Students who have performed well in their undergraduate course(s) with substantially similar content to one or more CIS Bridge Courses are encouraged to seek a waiver from those Bridge Courses by writing to the CIS Program Director.

Most CIS students are first admitted into the Preparatory Program, depending on their undergraduate coursework and proficiency in the English language. Admission into the CIS program is based on performance in the Preparatory Program, including the Bridge Courses, and exit TOEFL and GRE scores. Applicants may also be directly admitted into the CIS degree program, depending on their undergraduate coursework and GRE and TOEFL scores. All other university-wide requirements also apply.

GRADUATION REQUIREMENTS
To graduate with a Master of Science (M. S.) degree, 72 units are required with no more than 4 units of CIS299. CIS298 is required but the unit does not count towards graduation. The program of study must include all core courses (28 units), ESC295, 20 units in specialty courses, 8 units to be applied towards the culminating experience and a minimum of 60 units in strictly CIS courses. The 12 remaining units, comprising

the IESM or BM minor, should be taken from an approved list of IESM or BM courses. 100-level CIS bridge courses cannot be used for credit towards the degree in CIS.

THE M.S. IN COMPUTER AND INFORMATION SCIENCE CURRICULUM
BRIDGE COURSES
CIS100, CIS101, CIS110, CIS120 and CIS160. These courses are provided to ensure that students entering the CIS Masters Program have a requisite background for graduate study in Computer & Information Science. It is assumed that these students already possess an undergraduate degree in a Science or Engineering discipline. These courses cannot be applied to satisfy the graduation requirements.

REQUIRED CORE COURSES
CIS210, CIS215, CIS220, CIS230, CIS260, CIS280 and CIS200. These courses are provided to ensure that students have a sound base in the core principles of Computer and Information Science, as well as to instill in the student a sense of entrepreneurship to take advantage of relevant technologic opportunities.

ELECTIVE COURSES
CIS232, CIS250, CIS255, CIS276, CIS285, CIS290 and CIS299. Students will choose one course from the available set of courses to allow them to explore other areas of interest. Students following the Software Engineering Track can use any of the E-Business Track courses as an elective; likewise, E-Business Track students can use a Software Engineering Track course.

E-BUSINESS TRACK COURSES
CIS240, CIS245, CIS270, CIS274 and CIS279. These courses aim to prepare students to comprehend, design and develop E-Business solutions including client-server, networking, user interface, security, encryption and scalability issues.

SOFTWARE ENGINEERING TRACK COURSES
CIS261, CIS264, CIS265, CIS267 and CIS269. These courses aim to prepare students to utilize software engineering techniques, which enable them to construct complex software systems that meet specified requirements, are built with industrial quality standards, and are within cost and schedule.

MASTER PROJECT/THESIS
CIS294/CIS295 The objective is to give students an opportunity to apply the subject matter learned during graduate studies to a practical or research problem under the direction of a faculty member.

MINOR IN IESM OR BM
Students will complete a minor in Industrial Engineering and Systems Management or in Business Management together with their major degrees. This minor will give the students an opportunity to explore other areas strongly connected to the Computer & Information Science area. It is very important that technologists gain an understanding of the areas in which their tools are applied.

COURSE LISTING AND DESCRIPTIONS
CIS100 Introduction to Programming in C++ (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: One year of Calculus. Introduction to object-oriented programming using C++. Basic syntax structures in C++ including classes and pointers.

CIS101 Data Structures & Algorithms (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 100 or equivalent. This is an intensive CIS Bridge Course. Linear and non-linear data structures, linked lists, stacks, queues, trees, tables and graphs. Dynamic memory allocation and deallocation. Design of algorithms and programs for creating and processing data structures. Searching and sorting algorithms.

CIS110 Discrete Mathematical Structures (4)
Three hours of lecture and one hour of discussion per week. This is an intensive CIS Bridge Course. Prerequisite: One year of Calculus. Review of set algebra, relations and functions.

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Permutations. Propositional logic. Proof techniques. Introduction to graph theory. Infinite sets. Applications to Computer Science.

CIS120 Computer Organization & Assembly Language Programming (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: One year of programming in a higher level language. Functional organization and operation of digital computers. Coverage of assembly language; addressing, stacks, argument passing, arithmetic operations, decisions, macros, modularization, linkers, debuggers. Device drivers will be considered.

CIS160 Programming in Java (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 101. Introduction to programming in the Java language. Java syntax and libraries, including Swing and networking.

CIS200 Entrepreneurship (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: None. This course helps students explore their entrepreneurial potential by developing an understanding of processes involved in establishing technology-based ventures. It explores entrepreneurship as a way of thinking and the adoption of an entrepreneurial frame of mind. Students will learn the importance, in creating an enterprise, of the relationships between knowledge, skills, and attitudes. They will also learn how to identify market opportunities, conduct feasibility studies, create venture teams, and write business plans.

CIS210 Theory of Algorithms (4)
Three hours of lecture and one hour of discussion per week. Prerequisites: CIS 160 (may be taken concurrently). This course in algorithms treats such topics as appropriate choice of data structures, recursive algorithms, complexity issues, and issues associated with computability and decidability. Intractable problems are introduced with examples.

CIS215 Operating System Principles (4)
Three hours of lecture and one hour of discussion per week. Prerequisites: CIS 120, CIS 160. The organization and structure of modern operating systems and concurrent programming concepts. Operating system concepts: concurrent processes, basic synchronization techniques, deadlock, memory management, file systems, security, networks, distributed processing.

CIS220 Computer Architecture (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215. Instruction set design, computer arithmetic, controller and data path design, memory systems, input-output systems, networks interrupts and exceptions, pipelining, performance and cost analysis, computer architecture history, and a survey of advanced architectures.

CIS230 Database Systems I (4)
Three hours of lecture and one hour of discussion per week. Prerequisites: CIS 160 (may be taken concurrently). Relational query languages. Semantic data models. Logical and physical database design. Privacy issues. Implementation techniques (catalogs, query optimization, concurrency control, security and integrity enforcement).

CIS232 Database Systems II (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 230. Continuation of Database Systems I - CIS 230. Standard SQL, query optimization, concurrency control, crash recovery, authorization and integrity enforcement; object-oriented, extensible, deductive, and/or distributed database systems.

CIS240 Computer Networks & Distributed Systems (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215. Current methods and practices in the use of computer networks to enable communication are covered. Also covered are the physical and architectural elements and information layers of a communication network, along with diagnostic, design, operational, and performance measurement tools that are used to implement, operate, and tune such a network. Different network architectures are contrasted.

CIS245 Secure Networks (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215. Analysis, planning, construction, and operation of secure networked computing systems: security for environments connected to the Internet, encryption, assets, risk, authentication, trust, controls, defense, routers, firewalls, law, ethics.

CIS250 Human Computer Interaction (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260. Concepts and techniques for user interface design and human computer interaction. Emphasizes user-centered design, interface development techniques, and usability evaluation. Various interface devices and metaphors will be considered. Visual development environments and other development tools will be studied. Students will complete a substantial project.

CIS255 System Administration (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215. User administration. Operating system installation, tuning and control. Network administration. Security management. Performance tuning and management.

CIS260 Software Engineering I (4)
Three hours of lecture and one hour of discussion per week. Prerequisites: CIS 160. Software life cycle processes including analysis, design, modifying and documenting large software systems. Topics include software development paradigms, system engineering, function-based analysis and design, and object-oriented analysis and design. Students will implement a working software system in a team environment.

CIS261 Software Engineering II (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260. Software development, management and maintenance. Topics include project and configuration management, collaborative development models, software quality assurance, interoperability domain engineering and software reuse, software re-engineering and software engineering of distributed, real-time and concurrent systems.

CIS264 Software Process and Development Tools (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260. A study of tools used to automate software construction and aid in the analysis and design of large software systems - computer-based software engineering tools. Topics include: teamwork, software standards and processes, personal software process, computer-based software engineering (CASE) tools (e.g., CASE tools for classical and object-oriented software specification, analysis, design, verification, validation, testing, and maintenance).

CIS265 Software Project Management (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260. Methods and procedures for managing a software development project. Includes notions of project planning; time, cost and resource estimation; project organizational types, staffing (team assembly) and training considerations, leading and motivating computer personnel, and methods for monitoring and controlling the progress of a project. Quality management and risk assessment are considered. Case Studies of successes and failures will be studied.

CIS267 Software Quality Assurance and Testing (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 261. Examination of how software quality assurance and configuration management are performed and how software process improvement is maintained in order to assure the highest possible quality. Topics include software quality assurance, software quality metrics, software configuration management, software verification and validation, reviews, inspections, and audits, configuration control boards and software process improvement models, black box and white-box testing models.

CIS269 Practicum in Software Engineering (4)
Prerequisite: CIS 261. This is a laboratory course in which students are grouped in, perhaps, multi-disciplinary teams, to design, develop and deliver a computer product. The product may be a software product or a product containing both hardware and software components. The product's customer must be a representative from, for example, industry, government, AUA, or some other approved area. The course emphasizes the software development process and documentation using a software engineering lifecycle approach. Oral and written reports are required, including deliverables (project plans, requirements and design specifications, test plans, source code, inspection reports, and user/reference documents). Student teams will define the project requirements, plan the complete project, design, implement, test and deliver the product. Prior to beginning this practicum course the student must complete a Petition for Practical Training form describing the intended work and obtain the signature of a sponsoring faculty member.

CIS270 Enterprise Computing Applications (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215, CIS 230, CIS280. Technologies and issues associated with the creation of enterprise application solutions, especially concerned with distributed server-side applications. Topics include B2B and B2C environments, concurrency, scalability, information storage/retrieval, transaction processing, client/server, security, content and presentation management, non-stop operation. Tools to support the development of enterprise applications are studied (such as Enterprise JavaBeans, Enterprise Adapters and Web Services).

CIS274 Internet Application, Design and Development (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260. Issues in application design specific to Internet hardware, software and users. Students will develop a variety of projects and a final project. Topics will include HTML integration, CGI programming, XML, Java servlets, internationalization issues, client-server and database connectivity.

CIS276 Multimedia Systems (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 215. Methods of processing media such as sound, music, voice, graphics, images, video, and motion. The processing techniques include creating, recording, compressing, parsing, editing and playing back on a computer. This course includes significant hands-on experience. User-interface design will be considered, as will multimedia security.

CIS279 E-Business Practicum (4)
Prerequisite: CIS 270, CIS 274 (CIS 270 can be taken concurrently). This is a laboratory course in which students are grouped in, perhaps, multi-disciplinary teams to design, develop, and deliver an E-Business computer product. The product's customer must be a representative from, for example, industry, government, AUA, or some other approved area. The course emphasizes the implementation of an E-Business client-server solution that is scalable, secure and utilizes professional interfaces (including relevant multimedia tools). Oral and written reports are required, including deliverables (project plans, requirements and design specifications, source code and user/reference documents). Student teams will define the project requirements, plan the complete project, design, implement, test and deliver the product. Prior to beginning this practicum course the student must complete a Petition for Practical Training form describing the intended work and obtain the signature of a sponsoring faculty member.

CIS280 Object-Oriented Programming (4)
Three hours of lecture and one hour of discussion per week. Prerequisites: CIS 160. This is a hands-on programming course providing an examination of the principles of Object-Oriented software construction. The lectures present the concepts of object-oriented programming, including Design Patterns, in a language independent fashion, illustrated with specific examples from a variety of programming languages. Students are expected to complete and report on a nontrivial project developed in an object-oriented language of their choice.

IS285 Object-Oriented Analysis & Design (4)
Three hours of lecture and one hour of discussion per week. Prerequisite: CIS 260, CIS 280. The construction of object-oriented systems is examined. The fundamental components of the object model are studied: abstraction, encapsulation, modularity, hierarchy, typing, concurrency, and persistence. Notations such as UML are used to aid in these studies. CASE tools will be used to aid in analysis and design. Design patterns utilizing examples in an object oriented programming language will be utilized.

CIS290 Advanced Topics in CIS (2-4)
Prerequisite: Consent of Instructor. Advanced studies covering special topics selected on an annual basis.

CIS294 Masters Project (4+4)
Prerequisite: Second year graduate standing. Students should enroll in this course (or CIS295) during the last two terms of their program, for a total of eight units. A student works with a faculty member on a mutually agreed upon applied project. Work involves literature search, oral presentation, analysis and implementation, paper preparation, and a written report. A Proposal for Culminating Experience Requirement form must be filed in the College office when the student begins work on the project. Must be taken on a Satisfactory/Unsatisfactory basis.

CIS295 Masters Thesis (4+4)
Prerequisite: Second year graduate standing. Students should enroll in this course (or CIS294) during the last two terms of their program, for a total of eight units. A student works with a faculty member on a mutually agreed upon research topic and completes a written research report. Work involves literature search, oral presentation, analysis and/or implementation, paper preparation, and a written report. . A Proposal for Culminating Experience Requirement form must be filed in the College office when the student begins work on the thesis. Must be taken on a Satisfactory/Unsatisfactory basis.

CIS298 Seminar in CIS (1)
Prerequisite: None. CIS seminars on various topics by guest speakers. Must be taken on Satisfactory/Unsatisfactory basis (required, but units do not count towards graduation).

CIS299 Independent Study (2)
Prerequisite: Second year graduate standing. Directed research or investigation on selected advanced topics. An approved study proposal must be on file by the time of registration. Final report must be approved by the instructor and filed with the department. May be repeated for credit. Must be taken on Satisfactory/Unsatisfactory basis.

PRACTICAL TRAINING (PRACTICUM COURSE)
The AUA CIS program is an applied program with the aim of helping students gain the necessary skills requisite to being productive leaders of the Information Technology industry in Armenia. To this end, CIS students are required to undergo one 10-week period of Practical Training wherein a customer must be a representative from, for example, industry, government, or some other approved area. As an alternative to enterprise-based training, students may organize themselves in small groups and design an enterprise that they would like to set up after graduation.

The course emphasizes the implementation of a "real" system. Oral and written reports are required, including deliverables (project plans, requirements and design specifications, source code and user/reference documents). At the end of the period, each student has to write a technical report, describing in detail at least one major experience in which s/he was involved. The technical report will be marked on a pass/fail basis. Students who fail in the Practical Training will be allowed to continue

with other subjects. However, all students must pass Practical Training in addition to the other subjects in order to qualify for the award of an AUA CIS degree.

Prior to beginning a practical training experience (the practicum course), the student must complete a Petition for Practical Training form describing the intended work and obtain the signature of a sponsoring faculty member. In addition to meeting the practical training requirement it is expected that some students will subsequently develop projects with direct benefit to the enterprise.

CULMINATING EXPERIENCE

AUA Computer and Information Science students are required to do a compulsory major design or research project during their second year of study. The objective is to give students an opportunity to apply the subject matter learned to a practical or research problem. The design project can be done at industry or at the University. Upon completion, students are required to submit a project report and make an oral presentation. The final grade for the design project shall comprise these items plus an assessment of the student's creativity in the process of executing the project. The research project is intended for students who wish to pursue Ph.D. research work in Computer and Information Science. A student works with a faculty member on a mutually agreed upon research topic and completes a written research report. Work involves literature search, oral presentation, analysis and/or implementation, paper preparation, and a written report.

MINOR IN IESM OR BM

These courses should be taken from an approved list of IESM or BM courses.

FACULTY*

AMI ARBEL, Ph.D., Stanford University
Visiting Professor
Professor, Tel Aviv University

HOVHANNES AVOYAN, MPSIA, American University of Armenia
Visiting Senior Lecturer
Managing Director and Director of Development, Lycos Armenia

LEVON BARSEGHIAN, Ph.D, Northwestern University
Visiting Assistant Professor
Assistant Professor, Cornell University

ARMEN DER KIUREGHIAN, Ph.D., University of Illinois at Urbana-Champaign
Dean and Professor
Professor, University of California, Berkeley

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Visiting Professor
Professor, George Washington University

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Professor, Western Michigan University

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Associate Professor, San Francisco State University

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BARRY LEVINE, Ph.D., Oregon State University, Corvallis
Professor and Director of Computer & Information Science Program
Professor, San Francisco State University

JAMES MCHUGH, Ph.D., Oxford University
Visiting Assistant Professor
Resident Representative, International Monetary Fund, Armenia

RICHARD MCCLINE, Ph.D., Tulane University
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ALBERT MINASIAN, M.S., State Engineering University of Armenia
Systems Administrator and Lecturer

VICTOR OHANIAN, Doctor of Physical-Mathematical Sciences, St. Petersburg State University
Adjunct Professor
Professor, Yerevan State University

BRIAN PHILLIPS, Ph.D., State University of New York
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Independent Consultant

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Senior Researcher, Institute of Mathematics, National Academy of Sciences of Armenia

KENELL TOURYAN, Ph.D., Princeton University
Professor, Vice President for Research and Development, and Director, Engineering
Research Center
Chief Technology Analyst, US National Renewable Energy Laboratory

RAY ZAVODNIK, Ph.D., University of California, San Diego
Visiting Professor
Professor, Fachhochschule, Regensburg, Germany

SARGIS ZEYTOUNYAN, M.Eng., American University of Armenia
Lecturer

*The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

COLLEGE OF HEALTH SCIENCES

ACADEMIC MISSION AND PROGRAM

The Master of Public Health Program (MPH) provides experienced health professionals a thorough grounding in population-based approaches to health sector problem identification, investigation, analysis, and managed response. The overall objective of the MPH Program is to prepare health professionals to draw on the knowledge and skills from a variety of disciplines to define, critically assess, and resolve problems affecting the public's health. Thus, the intensive, modular curriculum emphasizes basic public health sciences and essential managerial and analytic skills including project planning and evaluation, epidemiologic investigation, understanding complex determinants of health, effective communication to professional and lay audiences, and leadership.

The two-year curriculum is organized around a guiding framework, which first provides students a conceptual overview of the diverse profession of public health and the team-oriented approach to professional practice. The courses are taught in intensive, sequential blocks, which build upon and integrate with each other. The first year curriculum provides exposure to the breadth of public health disciplines. The second year curriculum provides advanced training in key methodological disciplines and concludes with a student-directed thesis-like project that integrates essential public health knowledge, skills, and methods in a professionally and personally relevant practice context. Students proceed through the program as part of a defined cohort, fostering group spirit and gaining experience in multi-disciplinary group problem solving, project leadership, and management.

While the program consists almost entirely of requirements, students infuse elective content through the multitude of individual and group projects associated with each module and through special studies activities. Students are encouraged to become involved with the Center for Health Services Research and Development, which provides an opportunity for supervised, mentored practical experiences while addressing the health needs of Armenia and the region.

The MPH Program is affiliated with the Johns Hopkins University Bloomberg School of Public Health (Baltimore, Maryland, USA) and is a member of the Association of Schools of Public Health in the European Region (ASPHER).

Haroutune Armenian

> *Haroutune Armenian, M.D., Dr. P.H., is the President of the American University of Armenia, and the Dean of the College of Health Sciences. He is a Professor of Epidemiology at the Johns Hopkins University Bloomberg School of 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 manpower and health services development projects in numerous countries. His research focuses on chronic disease epidemiology, disaster and historical epidemiology using Armenian parish records.*

MASTER OF PUBLIC HEALTH

COLLEGE ADMISSION REQUIREMENTS

Applicants to the MPH Program are subject to the same admissions requirements as students admitted to the University's other masters programs. In addition to the

general requirements, applicants to the MPH Program should be graduates of health professions programs (such as medicine, dentistry, veterinary medicine) or hold a baccalaureate degree in a relevant engineering, natural sciences or social sciences discipline, and have two years of practical work experience in the health sector.

COLLEGE GRADUATION REQUIREMENTS

The MPH program consists of a minimum of 95 units in required and elective coursework as specified by the program, including ESC295, a university-wide requirement. In rare cases, a Certificate in Public Health can be awarded after satisfactory completion of the first year curriculum (Modules 1-3) and the approval of the Program Director for those unable to complete the two-year program. In addition to completing the required curriculum, students must also fulfill all university requirements, including a minimum cumulative grade point average of 3.0. Only electives and courses specifically designated can be taken on a Pass/Fail basis.

COURSE LISTING AND DESCRIPTIONS

MODULE 1: PUBLIC HEALTH PROBLEM SOLVING

PH201 General Principles of Public Health Problem Solving (5)

An introduction to the diverse profession of public health and a guiding paradigm for public health problems solving, this course emphasizes the development of essential skills in critical thinking and group process. Student groups will complete an analysis of a current public health problem, including recommended courses of action. Evaluation components consist of individual and group participation, an individual written critique and other written assignments, a group paper, and a group presentation.

PH203 Social and Behavioral Sciences in Public Health (5)

This course utilizes the PRECEDE-PROCEED framework for analyzing the behavioral and socio-cultural determinants of public health problems and the role of the individual, family, and community in addressing public health problems. Evaluation is based upon class participation, an examination, and a project.

PH233 Data Management Systems (1)

Students will apply their knowledge of database, spreadsheet and statistical packages to the development of appropriate database and management information systems to process and analyze raw data. Issues of database design, coding schemes, data cleaning, and handling missing data will be addressed. Evaluation is based upon graded problem sets.

PH202 Inferential Biostatistics (7)

This course introduces the major concepts of modern statistics as applied to problems in public health and medicine. The topics begin with an understanding of life tables and survival curves, progress to concepts of probability and distributions, and conclude with inferential reasoning and simple regression. Evaluation is based on problem sets, quizzes, and examinations.

MODULE 2: TECHNIQUES OF PROBLEM INVESTIGATION

PH211 Epidemiology (5)

This course introduces the principles and methods of epidemiologic investigation of infectious and non-infectious diseases. Epidemiologic reasoning and assessment is demonstrated through faculty lectures and problem solving exercises. Evaluation is based upon a mid-term and final examination.

PH213 Health Economics & Finance (6)

This course complements PH212 and consists of two components. The first component addresses the basics of health sector financial management, including simple budgeting, variance analysis, and benefit/cost analysis as tools for assessing the financial health of an organization. The second component of the course explores the application of basic micro and macro economic principles to the health sector. Evaluation is based upon homework assignments, quizzes, and a project.

PH212 Comparative Health Systems (3)

This course provides a critical comparison of the organization, philosophy, financing, and benefits packages of predominant health care system models. The strengths and weaknesses of these programs will be used as bases for discussing relevance to Armenia. Evaluation is based upon examination and a project.

PH214 Problem Investigation in Environmental Health (5)

This course presents the broad concepts and principles used in organizing and assessing the major environmental health problems in developing and in industrialized countries. Field trips are organized in conjunction with ESC295. Student evaluation is based on quizzes, examinations, and a project.

MODULE 3: PROGRAM PLANNING & IMPLEMENTATION

PH221 Program Planning (5)

This course addresses the analytic and practical considerations in designing and implementing a field program. Topics addressed include manpower and facilities planning, design, and implementation considerations, and planning for evaluation. Evaluation is based upon a student project.

PH222 Health Services Management (5)

This course provides the practical and theoretical underpinnings of the organization and management of health organizations. Specific emphasis is placed on individual leadership and management skill development. Evaluation is based upon examinations and student projects.

PH223 Project Development and Evaluation (6)

This course provides a thorough grounding in the basic methods of health services evaluation, focusing on research designs, threats to reliability and validity, and instrumentation. Emphasis is on critical analysis and assessment of study designs. Evaluation is based upon an examination, student-prepared evaluation protocols, and critiques of published papers.

PH224 MPH Project Planning (2)

This course allows students to formulate a preliminary project proposal for their MPH Thesis. Students will apply the knowledge and skills acquired during the first year curriculum to shape and focus a tentative project proposal and implementation plan. Evaluation is based upon successful completion of a draft proposal. (Pass/Fail only)

MODULE 4: ADVANCED METHODOLOGY - A

PH231 Qualitative Research Methods (4)

This course provides hands-on experience in qualitative research methods useful in formative and community-based research. Topics include formal and informal ethnographic methods including key informant interviews, focus groups, direct observations, and free lists. Evaluation is based upon participation in practical exercises, an examination, a written report, and presentation. *Note: The formative research projects will form the basis for development of a formalized survey instrument during PH232.*

PH232 Survey Research Methods (4)

This course demonstrates the application of health survey research methods in the field. Topics include the design, implementation, and evaluation of a health survey instrument, including probability sampling, questionnaire design, interview techniques, coding procedures, and planning for the analysis and presentation of the findings. Evaluation is based upon an examination, participation in field projects, a written report, and a presentation. *Note: The data generated during this exercise will be analyzed as part of PH234.*

PH234 Biostatistics: Modeling and Sampling (4)

This course advances the concepts of linear regression to a unified perspective of generalized linear models, including multivariate regression, logistics regression, and log-linear models. Established and recently collected data sets will be analyzed using these methods. The course also addresses issues of sampling, sample size, and power calculations with respect to a number of study designs. Evaluation is based on problem sets, quizzes, and examinations.

MODULE 5: ADVANCED METHODOLOGY - B

PH241 Intermediate Epidemiology (4)

This course builds upon the introductory course in epidemiology as well as courses in survey design and sampling. Students learn to assess the impact of bias and confounding and techniques for mitigating those effects. Special consideration will be given to the role of case-control studies in addressing a variety of health and organizational problems. Evaluation is based upon examinations and practical exercises.

PH243 Graduate Research seminar - I (2)

This course begins a structured emphasis on application of core knowledge and critical thinking skills. Students will critically review and discuss a number of relevant journal articles with an orientation toward the application of these insights to the health context of Armenia and the region. (Pass/Fail only)

PH 244 Master's Project Implementation - I (10)

Under the guidance of a faculty mentor, students will concentrate on implementing and completing the Masters Project defined during course PH 224. (Pass/Fail only)

MODULE 6: SYNTHESIS

PH251 Graduate Research Seminar - 2 (2)

This course provides a structured emphasis on application of core knowledge and critical thinking skills. Students will critically review and discuss journal articles relevant to core concepts and to on-going student projects. (Pass/Fail only)

PH242 Training of Trainers (4)

This course prepares MPH graduates to effectively respond to the enhanced job responsibility of providing formal and informal in-service training to professional colleagues and co-workers. The course will prepare students to develop objective-based learning modules and to develop and refine effective presentation and teaching skills. Evaluation is based upon short quizzes and the development and delivery of a brief instructional module relevant to the student's professional objectives.

PH252 Master's Project Implementation- 2 (10)

Under the guidance of a faculty mentor, students complete a master's project, concluding with a paper of publishable quality and oral presentation to faculty and relevant members of the public health practice community. (Pass/Fail only)

FACULTY**

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ROBERT MCLEAN, Ph.D., Cornell University
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Lecturer
*Former Minister of Health, Republic of Armenia
Director, School of Health Care Management and Administration (jointly sponsored by AUA and Ministry of Health)*

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*KRIKOR SOGHIKIAN, M.D., Fouad First University of Cairo, Egypt, MPH, University of California, Berkeley
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B. GRACE SULLIVAN, Ph. D., University of Connecticut, MS, Lesley College, APRN BC, PNP, Fulbright Scholar
Assistant Professor, Associate Director (Operations) MPH Program; Assistant Director (Clinical Services), Center for Health Services Research and Development
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*ARA TEKIAN, Ph.D. American University of Beirut, M.H.P.E. University of Illinois, Chicago
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Associate Professor and Head of International Programs, Department of Medical Education, College of Medicine, The University of Illinois at Chicago

*MICHAEL THOMPSON, Dr. P.H., Johns Hopkins University Bloomberg School of Public Health, MS, University of Maryland, Baltimore County
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GAYANE YENOKYAN, M.D., Yerevan State Medical Institute; MPH, American University of Armenia
Teaching Associate,

*Indicates membership in departmental executive committee.

**The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

SCHOOL OF BUSINESS AND MANAGEMENT

ACADEMIC MISSION AND PROGRAM

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

In an era marked with profound technological and institutional changes, communication revolution, globalization of the market place, and the transition to a 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, to act as agents of change for the future.

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

Rubina Ohanian

Rubina Ohanian, Ph.D., is the Dean of the School of Business and Management and the Director of the Center for Business Research and Development at AUA. Dr. Ohanian is an Associate Partner at Accenture, a leading international consulting firm. Prior to that, she was the Vice President of Market Intelligence at Mpower Communications. Dr. Ohanian has also served as Director of Market Intelligence at BellSouth Business Corporation. She was the recipient of the BellSouth 1999 Pinnacle Award. She has consulted for companies such as Coca-Cola, Kentucky Fried Chicken and MCI to name a few. Her educational achievements include a B.B.A. in Marketing with a minor in Petroleum Engineering, an M.B.A. in Finance and Statistics, and a Ph.D. in Advertising and Mass Communications from the University of Texas at Austin. She has authored and co-authored over thirty articles in marketing and advertising research and strategy.

MASTER OF BUSINESS ADMINISTRATION (MBA)

OVERVIEW OF THE MBA PROGRAM

The MBA program offers two concentrations: Accounting and Finance or Marketing and Management. To graduate with either of these two concentrations, a student must complete all required courses in the selected field with an average GPA of 3.0 or higher.

The first year of the MBA program will have all required courses for the students— with no electives. Students will have the opportunity to experience all the functional areas of Business in order to make an educated and informed decision as to what area to choose as a concentration, and to acquire a balanced knowledge of business. At the end of the first year, the last Thursday in November, students must

declare a concentration -- either Marketing and Management or Accounting and Finance. This declaration will be made to both the Dean's and the Registrar's offices. Upon declaration of concentration, students will be assigned an advisor matched to their selected field of concentration.

During the second year, students must complete a minimum of thirteen (13) courses. Each student must successfully complete an internship and Corporate Ethics and Responsibility (BM 516) course. Both internship and BM516 are required for all MBA candidates. Of the remaining eleven (11) courses, eight (8) courses must be in their selected concentration area. The remaining three (3) courses can be selected either from their concentration area or if, in addition to the concentration, a student desires to minor in another Business area (specialization), then 3 courses must be completed from the non-declared concentration area.

It must be clearly understood that the choice of subjects must reflect completion of necessary pre-requisite courses. In addition, where there is a cap on class size provided by the instructor, students of the relevant major concentration will be automatically enrolled. However, other students will be considered based on space availability.

In summary, first year MBA students will take **all required courses**, unless waiver examination – where applicable - is successfully completed, while second year MBA students will have the flexibility to add elective courses to their required curriculum. This will provide the opportunity to establish a concentration and also acquire a specialization in another area.

GRADUATION REQUIREMENTS
The MBA degree is awarded once a year during the Fall Quarter. To graduate with a MBA degree, students must successfully complete a total of twenty-five (25) courses, equivalent to ninety-eight (98) credit hours. In order to qualify as an MBA candidate, students must:

- Earn a minimum of a 3.0 grade point average (GPA) both for the MBA program and their selected concentration
- Complete a pre-approved internship program
Enroll for a minimum of two (2) academic years as a full-time student (i.e., present and participating in all classes).

THE MBA CURRICULUM
The MBA courses are divided into twelve (12) core (required) courses during the first year and thirteen (13) courses during the second year, of which three (3) are electives and one (1) is an internship course. With the exception of ESC295, which is two (2) credits, each course is equivalent to four (4) credits. Graduate students must carry a full-time course load for each quarter during which they are enrolled in the School of Business and Management. A course load of sixteen (16) credit units is usually needed each quarter. Prior approval from the Dean or the Associate Dean is mandatory before registration for an overload not to exceed 20 credits.

Required First Year Courses
The required courses during the first year are designed to introduce the student to:
- A set of Accounting and Finance and Marketing and Management analytic concepts, tools, and techniques drawn from economics, mathematics, quantitative and statistical analysis, and computer based information systems, psychology, sociology, social psychology, anthropology, ethics, and

philosophy, which are essential for rational decision-making in a modern and complex economic environment.
- 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.

SECOND YEAR COURSES
Students must have successfully completed all Required First Year Courses (excluding ESC295) prior to enrolling in Second Year Courses. If a student fails to achieve a passing grade in a course and subsequently fails the re-examination (if any) for that course, then the student must re-enroll and successfully complete that course during the time it is next offered. If a first year student has failed to pass a course, <u>then his/her ability to take any second year course will be conditional on the successful completion of the failed course(s)</u>.

A case method is utilized in the classrooms during the second year courses. The courses during the second year are designed to develop concentrations in the areas of Accounting and Finance **or** Marketing and Management

Students will have the opportunity to acquire a minor specialization area in addition to their concentration area. Students interested in taking classes to develop a minor specialization area in the non-selected major (concentration), will be allowed to enroll in three (3) elective courses during the second year, assuming they meet the pre-requisites for the specified courses. Enrollment will be based on space availability with a priority given to students concentrating in the subject area.

INTERNSHIP
Internship at an approved organization is an essential requirement for all MBA candidates. Internships are required after completing the first year. This experiential learning component of the MBA program provides a medium where materials learned in the classroom are applied in a tangible situation. Students, working individually or in teams, work with small/medium size businesses, manufacturing companies, governmental agencies or non-profit and/or service organizations in order to analyze and solve actual and current problems facing the organization.

While the internship requirement can be completed anytime during the second year, it is recommended that most internships be completed during December/January and in August. When it is scheduled at other times, students will be responsible for continued class attendance at AUA.

Details of the objectives, requirements and procedures of the internship program will be made available to eligible students. All students must petition for internship approval at the Dean's and Registrar's office and receive the pre-approval of the Dean's office. Students are required to meet regularly with their faculty advisor and to present a final report for their internships.

Note: All courses and course schedules are subject to change. It is the responsibility of the student to check with the Registrar's Office and outside the Associate Dean's office for posted changes.

COURSE LISTING AND DESCRIPTIONS
ACCOUNTING
BM421 Financial Accounting (4)
In 1998, Armenia adopted a financial accounting model similar to that found in many developed market economies. This course is based on Financial Accounting practices in Armenia although there are references to practices in other countries where this helps with the learning process. Financial Accounting is concerned with an entity's legal requirement to report financial information to external users. This course assumes that Senior Managers are consumers of that financial information; they are not its producers. It is, therefore, vital for MBA students to develop a critical awareness of significance of information in financial statements produced by their own organization and to be able to analyze the information contained in the financial statements of competitors and other related organizations.
* **Pre-requisite:** None

BM423 Cost Accounting (4)
This course presents cost accounting in the context of a managerial tool for decision-making, planning, and control. Topics covered include different costs for different purposes (a study of the different concepts of cost), cost-volume-profit analysis including operational gearing, overhead cost absorption and activity based costing, relevant costs for short-term decision making, standard costing and variance analysis and budget preparation. It provides an excellent foundation for subsequent studies in managerial accounting, and the knowledge gained in some parts of the course is relevant to the auditing course.
* **Pre-requisite:** None

BM520 Managerial Accounting (4)
This course is an introduction to the use of accounting in enterprises for managerial planning and control. The focus will be on understanding and interpreting cost data, control reports and performance evaluation methods, and the use of accounting information in decision-making. Case studies will be utilized. Specific topics to be covered include product costs, cost reports, relevant costs for short-term and long-term decisions, and accounting controls for production activities and for decentralized operations, including transfer pricing.
* **Pre-requisites:** BM421 Financial Accounting and BM423 Cost Accounting

BM522 Armenian Taxation (4)
This course focuses on all relevant Armenian Tax issues. Emphasis will be placed on taxes impacting business activities including: profits tax, income tax, VAT, excise tax, property tax, and tax administration. This course has a strong practical element in that students will be required to prepare various types of tax computations and offer advice on tax planning. Comparisons will also be made to tax regimes in developed market economies, such as the UK.
* **Pre-requisites:** BM421 Financial Accounting and BM423 Cost Accounting

BM524 International Accounting (4)
The general aim of this course is to develop the students' ability to recognize the effect of differences in accounting practices between countries. In so doing, students will extend their knowledge in accounting theory, concepts and practices, particularly in the area of consolidation for multinational enterprises. The course includes a major research project on developments of accounting and auditing in Armenia.
* **Pre-requisites:** BM421 Financial Accounting and BM423 Cost Accounting

BM526 Auditing (4)
The objective of this course is to review the theory and practice underlying the auditor's examination and reporting on financial statements. It includes professional ethics, internal controls, and the selection and application of auditing procedures with an emphasis on International Standards of Auditing.
* **Pre-requisites:** BM421 Financial Accounting and BM 423 Cost Accounting

BM528 Applied Armenian Accounting (4)
This course focuses on the practical aspects of accounting and accounting systems in Armenia, which are highly unified with standard documentation and a National Chart of Accounts. These aspects are not covered in any detail on the earlier accounting courses in the MBA program. Students will also learn how to use the accounting software that is popular in Armenia. The objective is to enable MBA graduates to discharge their duties as senior managers because in that capacity they are responsible for ensuring that the organization has adequate accounting systems and controls to discharge its legal obligations.
* **Pre-requisites:** BM421 Financial Accounting and BM 423 Cost Accounting

BM530 Special Topics in Accounting (4)
This course is designed to introduce graduate students to some of the emerging global trends in Accounting. The course covers concepts and practice not covered by other Accounting courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.
* **Pre-requisite:** Completion of first year

ECONOMICS
BM461 Managerial Economics (4)
This course is an introduction to microeconomic analysis useful for business managers. Topics covered include estimation of demand and supply functions, production functions, constrained output maximization and cost minimization, price determination in competitive and imperfect markets, strategic behavior, taxation, and governmental regulation of business.
* **Pre-requisite:** None

BM463 Macroeconomics (4)
This course is an introduction to models of the aggregate economy that are used for business forecasting: multiplier models, interest rate models, and aggregate supply-demand models. Specific topics covered include national income accounts, economic growth, business cycles, monetary and fiscal policies, exchange rate determination, and the trade-off between inflation and unemployment.
* **Pre-requisite:** None

BM562 Transitional Economies (4)
The purpose of this seminar course is to examine the current "transition economies issues". Topics include macroeconomic issues (such as stabilization, unemployment, growth, and inflation), microeconomic issues (such as analysis of market structure, privatization, and financial markets), and economic analysis of related institutional topics.
* **Pre-requisite:** BM463 Macroeconomics

FINANCE
BM441 Financial Management (4)
The objective of this course is to analyze and manage the flow of funds through an enterprise, as well as, address the role of financial markets. 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.
* **Pre-requisites:** BM402 Business Statistics and BM461 Managerial Economics

BM540 Corporate Finance I (4)
This course addresses financial decision-making in the modern corporation. These decisions include choosing between competing investment opportunities, valuation of assets and financial instruments, measuring and managing risk, financing of the firm's operations, dividend policy, and capital structure decisions, among others. Course concepts are integrated into the standard theories of risk and return, valuation of assets, the role of financial markets, and market structure.
* **Pre-requisite:** BM441 Financial Management

BM542 Corporate Finance II (4)
This course is an extension of Corporate Finance I (BM540). It involves case analysis and the application of theoretical concepts we learn in the real world. This process involves ingenuity, practicality, and tolerance of ambiguity, group effort, and an ability to innovate and brainstorm.
* **Pre-requisite:** BM540 Corporate Finance I

BM544 Investment Analysis (4)
This course will address the 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 the operation of securities markets and institutional details of trading is also included.
* **Pre-requisite:** BM540 Corporate Finance I

BM546 Management of Financial Institutions (4)
This course focuses on the study of financial policies and practices of commercial banks, savings and loan associations, pension funds, insurance companies, and other major financial institutions. It will review the current major problems facing senior managers in these financial institutions.
* **Pre-requisite:** BM540 Corporate Finance I

BM548 International Financial Management (4)
This course emphasizes the management of exchange rate risk through the use of internationally traded derivatives: futures contracts, options, and futures options. Also considered are forward markets and "swaps". Further, this course will examine financial practices and instruments – arbitrage, factoring, letters of credit, bankers' acceptances, and electronic transfers and financial markets and institutions, including trans-national banks (IMF, World Bank), venture capital markets, and tax havens.
* **Pre-requisite:** BM540 Corporate Finance I

BM550 Management Control Systems (4)
This course will focus on providing skills on contemporary Management Control Systems methodologies, issues and controversies. This will be done in two parts. First, a conceptual introduction will be provided to Management Information Systems. The second part will provide an introduction to some of the current tools of Management Control Systems. This discussion will span areas such as control alternatives, planning and budgeting systems, issues in financial results control, contemporary issues in management controls and formal control models.
* **Pre-requisites:** BM405 Computer Applications in Business, BM421 Financial Accounting and BM423 Cost Accounting

BM552 Special Topics in Finance (4)
This course is designed to introduce graduate students to some of the emerging global trends in Finance. The course covers concepts and practice not covered by other Accounting courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.
* **Pre-requisite:** Completion of first year.

MANAGEMENT
BM411 Introduction to Organization and Management (4)
The purpose of this course is to understand the interrelationships of structure, operations, and processes and how individual, group, and organizational behaviors influence operational, managerial, and strategic activities in the firm. Emphasis will be on acquiring knowledge and skills necessary for the effective practice of management. This course will rely on didactic lectures, group discussions, and experiential exercises as classroom teaching methods.
* **Pre-requisite:** None

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BM414 Organizational Behavior (4)
This course is concerned with the study of human behavior in organizations: how people influence organizational events and how events within the organization influence people's behavior. Organizational behavior is a field in which the principles of psychology are applied to both profit and non-profit business environments. Thus, it draws ideas from social psychology, learning theory, the psychology of perception, cognitive psychology, as well as, other areas of psychology. The field of organizational behavior covers a wide range of topics: organizational culture, motivation, decision-making, leadership, and communication.
* **Pre-requisite:** BM411 Introduction to Organization and Management

BM502 Organization Analysis and Change (4)
This course provides approaches to analyzing organizational structure and decision-making processes, including the study of organizations as systems in a rapidly changing global environment. Topics include: applied behavioral analysis, group development, decision-making, inter-group dynamics, transformational leadership models, change-management processes and strategies, and the effect of change on individuals and the organizational goals and strategies. This course will rely heavily on case analysis, along with didactic lectures, group discussions, and presentations.
* **Pre-requisite:** Completion of first year

BM504 Human Resource Management (4)
The objective of this course is to introduce the student to a general overview of personnel policies and practices in organizations. The course will focus on human resources from the perspective of the human resource professional. Specific topics to be covered include staffing, training and development, performance evaluation, compensation, employee discipline, work safety/health, and labor/management relations to name a few. This course will rely heavily on case analysis, along with didactic lectures, group discussions, and presentations.
* **Pre-requisite:** Completion of first year

BM506 Production and Operations Management (4)
The focus of this course will be on the quantitative aspects of the elements, which contribute to the effective and efficient operations of an enterprise. Emphasis will be equally placed on the means for attaining organizational objectives for both service and manufacturing oriented entities. Topical areas will be the planning for and management of services and/or products, the design of processes, facility location and layout, forecasting, scheduling, and quality control.
* **Pre-requisites:** BM402 Business Statistics and BM405 Computer Applications in Business

BM510 Organizational Leadership I (4)
This course will focus on an overview of the fundamental concepts of leadership in today's global marketplace. The course will serve as an introduction to tools for topics such as strategic thinking, leading change and performance, critical thinking, leading teams and groups, influencing others and emotional intelligence to name a few. The method of instruction for this course will combine didactic lectures, case analysis and group interactions.
* **Pre-requisite:** Completion of first year

BM512 Negotiations (4)
This course will focus on developing negotiation skills and practices. Upon completion of this course, students will have a sound understanding of using negotiation and conflict resolution skills in a variety of settings. The method of teaching will be an interactive classroom involving lectures, role-playing, and case analysis.
* **Pre-requisite:** Completion of first year

BM516 Corporate Ethics & Responsibility (4)
This course is designed to examine contemporary issues in ethical behavior in organizations. Drawing from the fields of philosophy, law, ethics, business and society, and management, the course will explore decision dilemmas that require multi-disciplinary thinking as it pertains to corporate ethics and responsibility in today's global marketplace. Emphasis will be to practice decision principles that allow students to take into account their own moral principles

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in making business decisions. This course will be taught drawing heavily on the case method along with didactic lectures, group discussions, and presentations.
* **Pre-requisite:** Completion of first year

BM518 Organizational Leadership II (4)
This course is designed to provide an in-dept examination of contemporary issues in organizational leadership. It is customized for students who have taken BM510 and are aspiring to acquire the necessary leadership skills and attributes to successfully compete in today's global marketplace. Emphasis will be on helping each student become an ethical, effective, and empowered leader while inspiring excellence. The primary teaching method for this course will be case analysis and experiential exercises.
* **Pre-requisite:** Completion of first year and BM510 Organizational Leadership I

BM519 Special Topics in Management (4)
This course is designed to introduce graduate students to some of the emerging global trends in management. The course covers concepts and practice not covered by other management courses. The focus will be on areas that are likely to have wide applicability in Armenia and in the region.
Pre-requisite: Completion of first year

MARKETING
BM481 Principles of Marketing (4)
This course is 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 psychology, economic, quantitative analysis, accounting, and finance to marketing problems. The course will utilize case studies, and oral and written presentations. Specific topics to be covered include: customer analysis and buyer behavior, market segmentation, market research, distribution channels, product pricing and strategy, pricing, advertising, and sales force management
* **Pre-requisite:** None

BM514 Strategic Management and Marketing (4)
It is an integrative course designed to provide an executive perspective of strategy. This course focuses on making and analyzing complex decisions to describe the firm's strategies for long-term survival and growth in competitive markets. Techniques for analysis of environmental conditions and trends, opportunities and threats, and resource strengths and limitations are examined. The primary method of instruction will be case analysis.
* **Pre-requisite:** Completion of first year

BM582 Advertising (4)
This course is designed to give students the basic understanding of advertising principles and practices. Methods used and effectiveness of various types of advertising will be analyzed. Because our environment has grown increasingly complex and technology is rapidly changing, it is essential that students understand the role played by advertising in our society and the advertising consequences: every principle and practice that stimulates the purchase act.
* **Pre-requisite:** BM481 Principles of Marketing

BM584 Applied Consumer Research (4)
This course examines and evaluates marketing information sources and information gathering methods used to identify and define business problems: generate, refine and evaluate actions and monitor performance.
* **Pre-requisite:** BM481 Principles of Marketing

BM586 Special Topics in Marketing (4)
This course is designed to introduce graduate students to some of the emerging global trends in marketing and advertising. The subjects of Armenian market trends are investigated, as well as, global technology and developments which then are applied to the country's transitional business techniques. Different topics will be covered.
* **Pre-requisite:** Completion of first year

BM588 Product Development and Pricing (4)
The purpose of this course is to explore various issues and problems that are faced by managers making decisions in the marketing of new products and services. The course is intended to acquaint students with the idea of a new product marketing process such as opportunity identification, pre-testing and test marketing, launching and the approaches in addressing relevant problems involving new products.
* **Pre-requisite:** Completion of first year

BM590 Service Marketing (4)
Service Marketing is intended to broaden the understanding of how marketing is practiced in the service industry. The course will apply the principles of service marketing to organizations in the private, non-profit and public sectors. Service Marketing is designed to help individuals understand the critical elements in the development of customer satisfaction and service quality in today's competitive business world.
* **Pre-requisite:** Completion of first year

QUANTITATIVE METHODS
BM402 Business Statistics (4)
This course is an introduction to statistical methods and techniques as tools for management decision-making. 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.
* **Pre-requisite:** None

BM405 Computer Applications in Business (4)
This course is designed to teach the use of relevant computer tools for business and management including: spreadsheets, databases, presentations and project management, personal finances, statistical analysis, etc. Major topics to be covered include Excel for Business (business data manipulation-personal finance; linear programming for managerial and investment analyses; advanced statistical data analysis); Use of Statistical Software SPSS; Access Database for Business (tables, relationships, queries, forms, reports, import/export data); Power Point Presentations of Business Reports; HTML Web Design (personal pages and sites).
* **Pre-requisite:** BM402 Business Statistics

INTERNSHIP / BUSINESS PROJECT
BM800 Internship (4)
Internship is compulsory for every student and registration of this course is compulsory for every student after completion of the first year. As mentioned earlier, this experimental learning component of the MBA program provides a medium where materials learned in the classroom are applied in a tangible situation and is therefore considered a vital element of the MBA program.
* **Pre-requisite:** Completion of first year and approval of the internship by the Dean's office

IMPORTANT NOTE ON PRE-REQUISITES
As a point of clarification for MBA students, all first year courses are required. Successful completion of all first year courses (except ESC295) is an essential requirement and a pre-requisite for registering for any second-year course. Pre-requisites mentioned above do not, in any way, change this essential requirement.

Indication of pre-requisites are important for the following:

- To enable 2nd year MBA students to plan course selection keeping in view the pre-requisites of the course. For example it will not be possible to register for Organizational Leadership II if Organizational Leadership I has not been successfully completed
- To enable students from other programs of AUA to select courses for which they are eligible.

FACULTY*

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Visiting Instructor (Marketing)
Doctoral Candidate, University of Texas at Austin

MICHAEL CONRAD, Ph.D., Stevens Institute of Technology
Associate Professor (Management)
Associate Professor, American University in Dubai

JANET COX, Ph.D., Georgia State University
Visiting Associate Professor (Management and Leadership)
Corporate Change Strategist

ROY DODGE, FCCA, UK
Senior Lecturer (Accounting)
Chairman, IAB Center

MAHMOUD M. HADDAD, Ph.D., University of Alabama
Visiting Professor (Finance)
Professor of Finance, University of Tennessee at Martin

JASON HARRIS-BOUNDY, Ph.D., University of Washington
Visiting Senior Lecturer(Management)

JEAN-GABRIEL MAURICE, Ph.D. University of Montreal
Visiting Professor (Management)
Professor, Universite de Bretagne Occidentale

JULIA NEWTON, Ph.D., University of Texas, Austin
Professor (Marketing)
Associate Professor, University of Incarnate Worth

RUBINA OHANIAN, Ph.D., University of Texas, Austin
Professor and Dean, Director of Center for Business Research and Development
Associate Partner, Accenture

SUDIPTA SARANGI, Ph.D., Virginia Polytechnic Institute and State University
Visiting Assistant Professor (Economics and Finance)
Assistant Professor, Louisiana State University

NANCY J. SCANNELL, Ph.D., University of Illinois, Chicago
Visiting Assistant Professor (Economics)
Associate Professor, The University of Illinois

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ANINDYA SEN, Ph.D., University of Southern California
Visiting Professor (Economics)
Professor, Indian Institute of Management, Calcutta

PURUSOTTAM SEN, Ph.D., Indian Institute of Management, Calcutta
Associate Dean and Professor (Finance)
Professor, Indian Institute of Management, Calcutta

G.SHAINESH, Ph.D., Indian Institute of Management, Bangalore,
Visiting Associate Professor (Marketing)
Associate Professor, Indian Institute of Management, Bangalore

ALEXAN SIMONIAN, Ph.D., Moscow State University, Russia
Associate Professor (Quantitative Methods)
Senior Researcher, Institute of Mathematics, National Academy of Sciences of Armenia

*The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

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SCHOOL OF POLITICAL SCIENCE AND INTERNATIONAL AFFAIRS

ACADEMIC MISSION AND PROGRAM

The Master of Political Science and International Affairs offers students a variety of courses dealing with the political environment of the 21st century. The School's primary focus is to provide analytical, reasoning and problem-solving skills through the study of international, comparative, and domestic governmental institutions and processes. The Master of Political Science and International Affairs program aims to provide students with the knowledge and perspectives needed to function effectively in public service, in the private sector, and as responsible citizens. The breadth and flexibility of the curriculum enables students to better understand the interplay between international and regional politics as well as the socioeconomic issues that influence the transformations taking place in Armenia and its government. The School's approach is multi-disciplinary with strong emphasis placed upon providing students with a comprehensive understanding of democratic governance at the local, national, regional, and international levels.

Douglas Shumavon

Douglas Shumavon, Ph.D., is the Dean of the Graduate School of Political Science and International Affairs and the Director of the Turpanjian Center for Policy Analysis at AUA. He holds a Doctorate in Political Science from the University of California, Santa Barbara. Dr. Shumavon is a Professor of Political Science at Miami University, Ohio. His research interests and publications focus on decision-making, administrative discretion and ethics, and the evolution of post-Soviet administrative structures and policies.

MASTER OF POLITICAL SCIENCE AND INTERNATIONAL AFFAIRS

ADMISSION REQUIREMENTS

In addition to the General University admission requirements explained in the Admission Section, students wishing to enroll in the Master of Political Science and International Affairs program must have a four/five-year undergraduate degree with competitive grades, a competitive score on the GRE examination, and strong letters of recommendation. Applicants also may be required to participate in an interview with faculty.

GRADUATION REQUIREMENTS

To graduate with a Master of Political Science and International Affairs, students must complete eighty credit hours of coursework, including the completion of either a Master's Essay or a Policy Internship Project in the final quarter of study. Both the Essay and Internship Project carry eight units of academic credit. In addition, all students must take ESC 295, a two-credit course on environmental science and conservation that is a university-wide requirement. All course units in the School, unless otherwise indicated, represent either two or four hours of class attendance per week by the student.

Full-time students must carry at least 12 credits per quarter. While the majority of students complete all school requirements in two years, the maximum period for completion is three academic years. Degree candidacy will automatically lapse after

this period. A course load of more than 16 credit or less than 10 credits requires prior approval from the Dean of the School. All required courses, except the Master's Essay and Policy Internship Project, must be taken on a letter grade basis. A cumulative grade point average of 3.0 or higher is required for the granting of the degree.

THE MPSIA CURRICULUM

Students are provided with "total immersion" in western political science methods and theory. The curriculum is comprised of courses in the following subfields of the discipline: Political Theory and Methods, International Politics, Comparative Politics, Public Administration and Policy Analysis. Multiple courses are offered in each of these fields throughout the students' two years of study.

The goal of the Masters Essay is to provide students with the opportunity to reflect on the learning through their course work and to present a comprehensive study on a particular topic or policy area. The Policy Internship Project offers students the opportunity to participate in the functions of a government or non-governmental agency and to write a policy paper. All submissions must follow the guidelines provided in the "Guidelines for Master's Essays and Policy Internship Projects" and the "Political Science Stylebook for Term Papers, Master's Essays, and Internship Policy Papers." Students must present their papers in an open forum at the end of the quarter.

COURSE LISTING AND DESCRIPTIONS

PS500 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 nationalism, liberalism, socialism, conservatism, pragmatism, Puritanism, constitutionalism, authoritarianism, and welfare statism.

PS505 Political Science Methodology (4)
Introduction to research methods in political science covering the overall logic and theory of empirical research and the major quantitative and qualitative data collection methodologies and policy evaluation.

PS510 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.

PS520 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.

PS530 Theories of Democracy (4)
Central concepts in contemporary democratic theory including the core problems of macro democracies and the normative functions and basic requirements of the theories for contemporary practice in modern nation-states.

PS537 Sustainable Development (2)
Conditions required for sustainable development applied to political, economic, and environmental conditions in Armenia.

PS538 Ethnicity, Geopolitics, and International Law in Transcaucasia (2)
Analysis of the complex relationships among current regional conflicts and ethnicity, geopolitics, and international law and factors and participants in the development and potential for conflict resolution.

PS540 International 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 ex-communist and Western economic systems.

PS550 Introduction to 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.

PS600 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.

PS607 Conflict Resolution Strategies (2)
The role of international organizations in the management and resolution of ethnic conflicts and theories of ethnic identity and conflict.

PS610 Public Finance and Budgeting (4)
A survey of public finance and budgeting systems in selected Western states with emphasis on the processes of planning, programming, appropriation, taxation, and modeling.

PS615 Comparative Policy Making and Public Opinion (4)
Bringing the public into successful policy formation and implementation processes and the functions of public opinion in democratic states, focusing on political participation in public policy formation in selected countries.

PS620 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.

PS626 Politics and Public Administration of Eastern Europe (4)
Survey of management in the former USSR, Eastern and Central Europe and institutional transitions to market economies and pluralistic political systems.

PS630 Organizational Behavior (4)
Consideration of general theories and concepts of organization and bureaucratic behavior, strategies for control, stability, and change in modern state systems.

PS640 World Political Economy (4)
The interaction of political, social, and economic forces in the global arena and their impact on international trade, international aid, and economic dependency focusing on decision making in multinational corporations and key transitional institutions.

PS645 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.

PS650 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.

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PS655 Politics of the Islamic World (4)
An interdisciplinary survey of politics in the Arab East, Turkey, and Iran with emphasis on Middle Eastern factors, institutions, and processes since World War 2. Examination of problems of sociopolitical change, the role of Islam, international influences, and inter-state relations in the region.

PS660 Comparative Legal Systems and Human Rights (2)
Analysis of major legal systems and their impact on public policy and human rights, administration of justice and socio-economic well being. Emphasis on the social roots and historical development of modern democratic legal cultures.

PS670 International Law and Organizations (2)
A survey of the origins and principles of international law, its historical development and utilization in inter-state 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.

PS680 Survey and Polling Methods (4)
Providing students with the tools and skills required to conduct survey research, including hypothesis development, sample design, questionnaire construction, administration of interviews, and statistical analysis employing SPSS. Students participate in group survey projects.

PS685 Seminar on Armenian Government and Legislative Processes (4)
Analysis of the structures and processes of the Armenian Government at the central and local levels and legislative processes in Armenia. Emphasis on how the various branches of governance interact with each other in policy making processes within the framework of democratic theory and practice.

PS691 Special Topic Seminar: International Policy Issues

PS692 Special Topic Seminar: Domestic Policy Issues

PS693 Special Topic Seminar: Political Theory and Methodology

PS694 Special Topic Seminar: Public Administration

PS699 Independent Study

PS700 Policy Internship Project (8)

PS702 Master's Essay (8)

FACULTY*
ARMEN AIVAZIAN, Ph.D. Armenian Academy of Sciences
Adjunct Senior Lecturer
Senior Researcher, Yerevan Institute of Ancient Manuscripts

JANET COX, Ph.D., Georgia State University
Visiting Associate Professor
Corporate Change Strategist

LUCIG H. DANIELIAN, Ph.D., University of Texas at Austin
Associate Dean and Associate Professor

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KHATCHIK DERGHOUKASSIAN, Ph.D., University of Miami
Visiting Assistant Professor
Profesor, Facultad Latinoamericana de Ciencias Sociales (FLACSO), Buenos Aires, Argentina

ARTHUR DRAMPIAN, M.A., Brandeis University
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Resident Advisor, USAID/Urban Institute Local Government Assistance Program

VACHE GABRIELYAN, Ph.D., Rutgers University
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Member of the Board, Central Bank of the ROA

VAHRAM GABRIELIAN, M.A., Monterey Institute of International Relations
Adjunct Lecturer
Former Head, Department of Arms Control and Security Affairs, ROA Ministry of Foreign Affairs

ASHOT GALOIAN, Ph.D., Yerevan State University
Adjunct Senior Lecturer
Senior Advisor to the ROA Minister of Foreign Affairs; Former Member of Parliament

JAMES MCHUGH, Ph.D., Oxford University
Visiting Assistant Professor
Resident Representative, International Monetary Fund, Armenia

VIGEN SARGSYAN, M.A., Tufts University
Visiting Lecturer
Aide for International Affairs, Office of ROA President

NICOL SHAHGALDIAN, Ph.D., Columbia University
Professor

DOUGLAS H. SHUMAVON, Ph.D., University of California, Santa Barbara
Dean and Professor
Professor of Political Science, Miami University, Ohio

DONALD E. FULLER, Ph.D., University of Pittsburgh
Professor Emeritus

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DEPARTMENT OF ENGLISH PROGRAMS

ACADEMIC MISSION AND PROGRAM

The Department of English Programs at AUA offers a professional M.A. program in the Teaching of English as a Foreign Language (M.A. TEFL), a Certificate in Teaching English as a Foreign Language (CTEFL), and an Intensive English Program. The curriculum follows closely the requirements and standards of similar courses and degree offerings at institutions in the United States and elsewhere.

The M.A. TEFL is designed to meet the needs of an educational system in transition. In an era when English is regarded as the international language of business, diplomacy, scientific research, and other specialized areas of endeavor, it is imperative that the development of curricula, textbooks, examinations, and the preparation of future teachers dedicated to English language instruction be based on the most highly developed and advanced linguistic, pedagogical, and socio-cultural principles.

It is expected that graduates of the M.A. TEFL and the CTEFL programs will assume leadership positions and play pivotal roles in Armenia's and other nations' development and implementation of English language curricula for academic, scientific, political, and commercial purposes.

Marianne Celce-Murcia
Marianne Celce-Murcia, Ph.D., is the Dean of the Department of English Programs at AUA. She is Professor Emerita in the UCLA Department of Applied Linguistics and TESL. In addition to her thirty years on the UCLA Faculty, Professor Celce-Murcia also served as a visiting faculty member in many countries, including Nigeria, Egypt, and Canada. She has been a frequent invited guest speaker at international conferences, and has published extensively in the field of Applied Linguistics and TESL/TEFL. She is the Recipient of such prestigious awards as Distinguished Teaching Award at UCLA as a faculty member, and Lifetime Achievement Award of Thompson/Heinle Publishers.

MASTER OF ARTS IN TEACHING ENGLISH AS A FOREIGN LANGUAGE

ADMISSION REQUIREMENTS

Admission to a degree program is granted through the University Office of Admissions. In addition to the general University requirements explained in the Admissions section, students wishing to apply for this program must also meet the following criteria:
- Successful completion of the AUA TEFL Certificate program (or its equivalent)
- TOEFL Score of 600 or higher
- Two or more years of classroom teaching experience

GRADUATION REQUIREMENTS

The M.A. TEFL degree is granted after successful completion of all courses including the MA Thesis requirement. To graduate with a Master's Degree in Teaching English as a Foreign Language, students must successfully complete a set of graduate courses in advanced methods, discourse grammar, research design, curriculum

design, and assessment. In addition to the coursework, students must complete a Masters Thesis and present the results to the public. Submitting and receiving final approval of the thesis constitute the final steps in the Program.

In addition, all students must take ESC 295, a two-unit course on environmental science and conservation that is a university-wide requirement.

COURSE LISTING AND DESCRIPTIONS

TEFL300 Advanced Methods (4)
A critical examination of language teaching methodology focusing on the underlying social, cultural, and psychological factors that affect language learning/teaching.

TEFL301 Basic Statistics for Applied Linguists (2/4)
A study of basic concepts in statistics necessary for doing research in teaching English as a foreign language and in doing assessment.

TEFL302 Discourse Grammar (4)
A study of the structure of English discourse written and oral, beyond the sentence level. The course includes topics such as tense-aspect-modality in discourse, topic continuity, cohesion (i.e. reference, substitution/ellipsis, conjunction, and lexical links).

TEFL303 Current Issues in Applied Linguistics (2/4)
In depth study of one or more topical issues of theoretical or practical concern related to areas such as language use, language acquisition, or language assessment beyond what is offered in the curriculum.

TEFL304 Research Design (2)
An introduction to academic research methods and the concepts needed to understand and appreciate research leading to the identification and design of individual research projects.

TEFL305 Advanced Research Design (2)
An in depth study of quantitative and qualitative research methods to enable the student to engage in scholarly research.

TEFL306 Curriculum Design (4)
A course in the design, development, implementation, and evaluation of curricula and syllabi including policies that affect them.

TEFL307 Advanced Language Assessment (4)
A hands-on approach to the theoretical and practical aspects of designing, administering, and interpreting the results of testing instruments used for placement, diagnosis, achievement, or proficiency purposes.

TEFL308 Thesis Requirement (8)
Successful completion of the MA TEFL degree requires the satisfactory preparation and presentation of a thesis which constitutes an original contribution to the field of knowledge related to the teaching of English language education, e.g. English linguistics, contrastive analysis, teacher education, curriculum development, language testing, sociological and psychological factors that impinge on language acquisition or other related topics in consultation with a designated faculty advisor. The typical thesis is approximately 50 pages in length including text and bibliography, but not appendices.

CERTIFICATE IN TEACHING ENGLISH AS A FOREIGN LANGUAGE (CTEFL)

ACADEMIC MISSION AND PROGRAM
The Certificate in Teaching English as a Foreign Language (CTEFL) program was established to meet the challenging language needs of Armenia. The Certificate Program is designed to address the increasing importance of the English language in the world, and Armenia's emergence into that world in areas of science, technology, politics, commerce, and academia by helping to enhance the professional skills and abilities of English language teachers at the primary, secondary, and tertiary levels in Armenia and the surrounding regions.

ADMISSION REQUIREMENTS
Admission to a degree or certificate program is granted by the Admissions Committee on the basis of the requirements explained in the Admissions section. While teaching experience is not required, applicants with such experience are strongly encouraged to apply.

CERTIFICATE REQUIREMENTS
The TEFL Certificate is granted after successful completion of all required coursework (eight graduate courses) with a cumulative grade point average of 3.0 or higher. In addition, students are expected to meet the general graduation requirements as mandated by the University.

THE CTEFL CURRICULUM
The TEFL Certificate Program provides an opportunity for professional development in the following areas: general linguistics, curriculum and instructional materials development, language teaching methodologies, and teaching in the skills areas. The Certificate program also includes seminars on current issues in language teaching, a survey course on a specialized topic, and a one-term practicum.

COURSE LISTING AND DESCRIPTIONS

TEFL199 English for Language Instructors (4)
A pre-graduate introduction to the basic concepts and vocabulary of language teaching with a focus on developing academic skills, including the writing of a research paper.

TEFL200 Introduction to EFL Methods (4)
A survey of language teaching methods and their underlying principles, with an introduction to basic questions of language acquisition and affective/cultural variables that impact on second and foreign language teaching/learning.

TEFL201 Introduction to Language (4)
An introduction to language in all its aspects as studied in the field of linguistics, including a focused concentration of how this approach relates to language education.

TEFL202 Introduction to Structure of English (4)
A study of English sentence structure—phonology, morphology, syntax, and semantics— as it relates to the teaching and testing of "grammar."

TEFL203 Teaching Reading and Writing (4)
A study of theoretical and practical approaches to selecting and developing materials for the teaching and assessing of reading/writing skills in English.

TEFL204 Teaching Listening and Speaking (4)
A study of theoretical and practical approaches to selecting and developing materials for the teaching and assessing of listening/speaking skills in English.

TEFL205 Practicum (4)
A practicum in teaching under the active guidance and supervision of the faculty.

TEFL206 Current Issues in TEFL (4)
In depth study of one or more topical issues of theoretical or practical concern related to such areas as language acquisition, language policy, and language testing beyond the regular graduate courses offered in the curriculum.

TEFL207 Assessment (4)
A course in understanding the fundamental goals, concepts, principles, and concerns of language assessment and language assessment research.

Intensive English Program (IEP) [NON-CREDIT]

Since English is the medium of instruction at AUA, the University offers the Intensive English Program (IEP) to provide applicants with a six-month English language course designed to raise their proficiency to the level required for graduate study in English. The courses are designed to prepare students in expository writing, oral communication, reading, and introduction to specific language and other academic skills as required to fulfill the degree requirements. The IEP is one component of the Academic Preparatory Program (APP) Applicants are admitted to the APP 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.

FACULTY*

M. PATRICIA BOYLE, Ph.D. University of Southern California
Senior Lecturer

MELISSA BROWN, MFA., New York University
Instructor

MARIANNE CELCE-MURCIA, Ph.D. University of California, Los Angeles
Dean and Professor
Professor Emerita, UCLA

LILIANNA EDILIAN, M.A., Advanced Professional Degree in Teacher Training, Brusov Institute of Foreign Languages
Instructor

RUBINA GASPARYAN, M.A. American University of Armenia
Lecturer

TALIN GRIGORIAN, M.A., California State University, Fresno
Lecturer

NELLY HARUTYUNYAN, M.A. American University of Armenia
Lecturer

ELISA KEKEJIAN, M.A., Saint Michael's College; M.A., Concordia University
Assistant Dean and Senior Lecturer

ARMINE KHANZATYAN, Certificate TEFL, American University of Armenia
Instructor

KARINE MOURADYAN, M.A., American University of Armenia
Lecturer

BRYN RICKARDS, B.Sc., University of Bristol
Instructor

GAYANE SHIROYAN, Certificate TEFL, American University of Armenia
Instructor

ALEXAN SIMONIAN, Ph.D., Moscow State University, Russia,
Associate Professor
Senior Researcher, Institute of Mathematics, National Academy of Sciences of Armenia

RUZANNA TOPCHYAN, M.A., American University of Armenia, M.A. University of Maryland, Baltimore County
Instructor

SHARON WOOD, M.A., Portland State University, Marylhurst
Lecturer
Senior English Language Fellow

*The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

DEPARTMENT OF LAW

ACADEMIC MISSION AND PROGRAM

The Department of Law offers a Master of Laws (LL.M.) degree to students having a prior degree in law and a Master of Comparative Legal Studies (M.C.L.S.) degree to students whose prior degree is in a subject other than law. The Department admits a new class each February, for a two-year program of part-time study. Each class comprises both LL.M. and M.C.L.S. students in roughly equal numbers.

Affiliated with the law school of the University of California at Berkeley (Boalt Hall), the AUA Law Department teaches the Western Legal Tradition and the Rule of Law, examining both the civil law and common law systems, paying special attention to the United States, the European Union, and former-Soviet states. The Department's commitment to both its LL.M. and M.C.L.S. programs reflects AUA's distinctive approach to law reform in Armenia and other post-Soviet states. This approach, while focusing on graduate-level professional training for lawyers, also enables students from other fields to participate in addressing the rule-of-law challenges confronting the region.

The Department's curriculum rests on four pillars: (1) Comparative Law and the Western Legal Tradition; (2) International Law; (3) Business Law; and (4) Clinical Studies. The Department's focus on comparative constitutional and administrative law enables it to explore the problems and potentials of constitutional democracy worldwide, with emphasis on post-Soviet constitutional, legislative, administrative, and judicial reform. The Department's focus on international law acquaints students with the regime of treaties, international organizations, non-governmental organizations (NGOs), and customary international law that increasingly governs the world, as well as with the issues and problems confronting that regime. Meanwhile, within this global regime, the Department pursues its important focus on business law, examining the fundamental laws and institutions relevant to international business, trade, and finance, as well as the litigation and arbitration of commercial disputes. Finally, the Department's clinical courses train its students in legal writing and in skills such as legal argument, negotiation, and oral advocacy.

The Legal Research Center is an integral component of the Department of Law. It serves the research needs of law students and the AUA community and serves as a resource for legal, judicial, and institutional reforms in Armenia and the former Soviet republics.

Stephen R. Barnett

Stephen R. Barnett is the Dean of the Department of Law of the American University of Armenia and the Elizabeth J. Boalt Professor of Law, Emeritus at the University of California, Berkeley. He holds an A.B. degree from Harvard College and an LL.B. from Harvard Law School. He has served as a law clerk to the late Justice William J. Brennan, Jr., of the United States Supreme Court and as a Deputy Solicitor General in the U.S. Department of Justice. He is co-author of "Law of International Telecommunications in the United States" and has lectured and taught widely.

MASTER OF LAWS
MASTER OF COMPARATIVE LEGAL STUDIES

GRADUATION REQUIREMENTS

Degree candidates in both the LL.M. and M.C.L.S. programs enroll in a two-year program spanning six 10-week quarters of part-time study. Most students must first participate in AUA's Academic Preparatory.

To graduate, a student needs 44 law course credits, where each credit represents one (50-minute) hour of classroom instruction per week for a ten-week quarter. Two of those credits may be earned in a law elective course. In addition, all students must earn two credits each year in the Legal Writing Program. Thus, the total number of law course credits needed for graduation is 48.

In addition, all students must take ESC295. This course is a university-wide requirement for graduation and does not count toward the 48 law course credit requirement.

COURSE LISTING AND DESCRIPTIONS

The Law Department course offerings are presented around the four pillars of the curriculum. Core courses in the curriculum are denoted by an asterisk (*). These courses generally are offered in each two-year cycle, though particular courses may not be offered in a given cycle because of overlap or other reasons. The non-core courses may not be offered in each cycle and may be offered as electives. The Law Department section of the AUA website contains the current schedule.

COMPARATIVE LAW AND THE WESTERN LEGAL TRADITION
LW101 Introduction to Jurisprudence and The Western Legal Tradition (2) *
This course examines the various meanings of "jurisprudence" and provides an overview of the history and fundamental principles of law, law making, and government under law as these concepts have evolved in law-based states.

LW102 Comparative Law (2)
This course surveys the major legal traditions in the world today, with an overview of the civil law and common law systems. The course also reviews other legal traditions, such as the Islamic and socialist ones. *

LW103 The Rule of Law (2) *
The concept of the Rule of Law and its application to Armenia and neighboring states will be analyzed, as well as its application to states of the former Soviet Union; the course will cover the historical development and meaning of the Rule of Law and the practical applications of that concept today with respect to issues such as independent courts, fair elections, corruption, and democratic government.

LW104 Western Legal Method and Legal Analysis (2) *
An introduction to legal method and legal analysis as practiced in Western law today; students will learn the statement and use of facts, the reading and "briefing" of cases, the use and role of precedent, the reading and interpretation of statutes, the analysis of legal issues, and making of legal arguments.

LW122 Introduction to European Union Law (2) *
Introduction to the organization and operation of the European Union. Emphasis will be placed upon the benefits and disadvantages of the EU's recent and future enlargement.

LW201 Comparative Constitutional, Administrative, and Judicial Systems (2) *
This course begins with an overview of various constitutional models, including "presidential" and "parliamentary" democracies. It then focuses on comparative approaches to the substance and procedures of administrative law. Finally, it focuses on comparative court and "court-like" institutions -- including administrative tribunals -- and how they seek to resolve constitutional, administrative-law, and legal disputes in a rational and fair way.

LW203 Armenian Law: A Comparative Perspective (2)
This course presents an introduction to Armenian law and a view of that law from a comparative perspective. The course presents a number of typical situations in which the law impacts on individuals, considers how Armenian law deals with those situations, and compares the way United States law deals with them. The course is designed both to give students an introduction to Armenian law and to stimulate their comparative and critical thinking about that law.

LW204 Comparative Environmental Law and Management (2)
This course offers lectures and discussions on environmental management problems and solutions and on comparative environmental law, with a special emphasis on Armenian law and the Armenian environment.

LW 205 Comparative Administrative Law (2)
This course studies aspects of comparative administrative law as applied to the administrative process in several legal systems, focusing on how administrative rules, standards, and procedures are formulated, interpreted, applied, and enforced subject to norms of fairness and rationality. Special attention is given to judicial oversight of the administrative process.

LW222 Advanced European Union Law (2)
The law that is being developed by the institutions of the European Union will be studied and compared with the national laws that it is displacing. Students will examine the directives of the EU, as well as its case law. The effect of EU law upon non-EU countries will also be explored.

LW228 Comparative Media Law (2)
This course examines the legal status of newspapers, radio and TV, the Internet, and other media of mass communications in Armenia, other post-Soviet countries, the United States, and Europe.

INTERNATIONAL LAW

LW121 Public International Law (2) *
This course explores the sources of public international law, its application in domestic courts, the law of treaties, the recognition of states and governments, state responsibility for the treatment of aliens, the peaceful settlement of disputes, and the use of armed force. Special attention is given to United Nations law.

LW123 Human Rights Law (2) *
This course introduces the principles and practice of human rights law. After study of the principal international treaties on human rights, the course focuses on the human rights implications of Armenia's recent accession to the Council of Europe, especially the changes that will have to be made in Armenian law (and practice) in order to comply with international standards.

LW125 International Environmental Law (2)
Early attempts to develop international environmental rules concentrated primarily upon the conservation of wildlife. An increased awareness of trans-boundary pollution and environmental degradation has contributed to the development of a comprehensive body of international environmental law. Students will compare this modern international legal framework with the Common Law approaches to conservation and environmental protection. Armenia's role within this international framework will be explored, and Armenian law will be surveyed and compared to international standards.

LW225 Armenian Environmental Law and Conservation Policy (2)
This course focuses on Armenia's new legislation on water, air, and natural resources, and on the international treaties on the environment to which Armenia is a party. Also, it addresses Armenia's commitment to making progress in environmental regulation and conservation, with a look at economic and political obstacles to reform. Environmental case studies will be examined.

LW226 Refugee and Forced Migration Law (2)
Study of the objectives of refugee law, and analysis of modern trends that have reduced the number of people in the world who are treated as refugees under the 1951 Convention, while increasing the number of unprotected internally displaced peoples. The role of the United Nations High Commissioner for Refugees in the development of the law is also studied.

LW227 International Organizations (2)
This course provides an overview of the world's major international organizations, and a study of the trend toward globalization. The role of the United Nations will be a central theme in the course, as will the regional international organizations. Armenia's membership in these international communities—as well as the political reasons for its exclusion from pacts such as GUUAM—will be studied.

LW229 War Crimes and Prosecutions (2)
The major twentieth century war crimes are studied in depth, with a view to trends in prevention and prosecution. The potential role of the International Criminal Court will be studied, as will the accomplishments of the temporary tribunals in Rwanda and Yugoslavia. Prosecutions for "Crimes Against Humanity" and "Genocide" will also be studied and compared.

LW230 International Criminal Law (2)
Survey of the international law of crimes, including treaties and national law. This class will cover the origins of this body of law, dating from the earliest conventions on war, to the establishment of INTERPOL.

LW231 International Legal Perspectives on Conflicts in the Caucasus (2)
This course is a study of a set of armed conflicts, connected largely to one geographic area, the Caucasus, from the perspective of international law. Problems will be identified which are common to the four unresolved conflicts of the Caucasus: Nagorno Karabagh, Abkhazia,

South Ossetia (*Tskhinvali*) and Chechnya. The course focuses on the conflict between the principles of the right to self-determination and territorial integrity.

LW232 Women's Rights/CEDAW (2)
This course examines the United Nations' Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and on Armenia's compliance with its obligations under the convention.

LW233 Gender Discrimination (2)
The history and progress of the law of sex discrimination and sexual harassment will be studied, and placed in the context of evolving international human rights law. Materials include the governing legal texts of international treaties, United States law, and Armenian law, as well as case decisions from the U.S. and other jurisdictions and relevant readings about the social contexts of gender discrimination. International conventions such as CEDAW (the Convention for the Elimination of Discrimination Against Women) will be included.

LW234 The Law of Genocide (1)
This course studies specifically the international law of genocide, focusing on the application of that law to the major genocides of the twentieth century.

BUSINESS LAW

LW141 Business Organizations I (2) *
This course surveys the fundamentals of comparative agency, partnership, and corporation law, focusing on the basics of corporate formation and governance and the legal relationships among shareholders, managers, employees, and other interested parties. The course also covers the basics of securities regulation.

LW142 International Trade Law (2) *
This course examines the historical, economic, and legal concepts underlying "free trade" and "fair trade" within the evolving GATT-WTO regime, with emphasis upon evolving dispute resolution procedures under the auspices of the World Trade Organization.

LW143 Legal Aspects of Foreign Investment in Armenia (2)
This course explores the legal and practical aspects of foreign investment in Armenia and doing business in Armenia; the instructor will be an attorney with extensive experience in these fields.

LW144 Intellectual Property Law (2) *
This course introduces the fundamentals of patents, trademarks, and copyrights, with emphasis on developing international standards of intellectual property protection.

LW145 Business Organizations II (2) *
This course builds on materials covered in Business Organizations I, focusing on more complex forms of business organization and on legal problems of doing business with particular nations.

LW241 Legal Aspects of the Telephone and Telecommunications Industries in Armenia (2)
This course will study the issues and legal cases that have arisen concerning the legal status of the telephone and telecommunications industries in Armenia. An examination will also be made of the arrangements that have been made between the government and Arminco and Armentel, as well as other private telecommunications businesses.

LW242 Comparative Bankruptcy and Reorganization Law (2)
This course examines the economic and legal prerequisites for the institution of bankruptcy or reorganization proceedings, including a comparative review of European, Russian, and U.S. insolvency law.

LW243 Securities Regulation and International Corporate Finance (2)
This course focuses on the formation and regulation of debt and equity markets, introducing basic concepts undergirding negotiable instruments and money substitutes used in modern business environments.

LW244 International Litigation and Arbitration (2) *
This course focuses on how private parties in different countries address and resolve disputes. The course focuses on commercial litigation and arbitration, with special emphasis on drafting arbitration agreements, resolving disputes under them, and obtaining enforcement of arbitral awards and court judgments.

LW245 International Commercial Transactions(2)
This course uses the 1980 Convention on Contracts for the International Sale of Goods to examine the fundamentals of modern commercial law, including the formation, interpretation, and application of contracts. The course then focuses on the basics of an international "documentary transaction" and the standard terms of international commerce.

LW246 Legal Accounting (2)
This is an elective course that covers the fundamentals of accounting that may be useful to lawyers or business persons.

CLINICAL

LW361 The Legal Profession and Legal Ethics (2)
This course provides a comparative overview of the roles of lawyers in various legal systems and focuses on the ethical obligations of lawyers towards their clients, the judiciary, society, and each other.

LW362 Legal Argument (2) *
This course teaches legal-argument skills, showing how lawyers and other citizens, by making reasoned arguments to courts, administrative tribunals, and other bodies, can help those bodies formulate and articulate reasoned decisions.

LW363 Contract Drafting (2)
This course develops skills in negotiating and drafting contracts, including preparing letters of inquiry and drafting offers, counter offers, and acceptances. Students build a file of contract documents involving various subjects.

LW364 Negotiation and Mediation (2) *
This course aims to give students real experience in conducting negotiations and resolving conflicts through mediation. Emphasis is given to case studies and role-playing sessions. In addition, students learn the essential principles of effective negotiation and mediation. The mediation section of the course will also address broader issues of current trends in alternative dispute resolution.

LW365 Trial Advocacy (2)
This course teaches trial-advocacy skills. Students watch videos showing lawyers examining and cross-examining witnesses, making arguments to judges and juries, introducing documents, and performing other trial roles. Students then assume these roles themselves in the context of materials simulating actual trials. Class discussion meanwhile focuses on ethical and other problems presented by trial practice.

LW471 Independent Study

LW472 Non-Traditional Study

LW473 Contemporary Issues in Law Seminar

WRITING PROGRAM
LW481 Writing Program (2) *
Starting with the class entering in 2003, each student must earn two units of credit for supervised work on his or her Master's Essay. This Essay requires research and writing during the winter between a student's first and second year and is due at the end of a student's second year. Completion of an acceptable Essay is a graduation requirement.

FACULTY*

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Professor
Managing Partner, Arlex International Ltd., Yerevan

HON. ARAM J. SERVERIAN, JD, University of San Francisco
Visiting Professor
Retired Judge of the Superior Court, San Mateo County, California

CHRISTOPHER P.M. WATERS, LL.D., McGill University
Visiting Associate Professor

*The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

Environmental Science And Conservation

The Academic Program in Environmental Science and Conservation is overseen by the Environmental Conservation and Research Center, and offers the introductory course in environmental science and conservation (ESC 295) and a Certificate in Environmental Science and Conservation for students in AUA's master's programs. The introductory course is part of the University's required curriculum in all master's degree programs. Students can earn the Certificate in Environmental Science and Conservation during their second year of master's study. In 1997 the Sarkis Acopian Chair in Environmental Conservation was established to permanently sustain environmental education at AUA.

Certificate In Environmental Science And Conservation

The Certificate in Environmental Science and Conservation provides students with practical knowledge of the scientific method and an opportunity to complete independent, original research on aspects of the environment in Armenia. The program gives students the fundamental knowledge to pursue their interests in the environment, to develop the skills necessary to educate others about the environment, to successfully advocate environmental concerns in their professional careers, and to continue their education in environmental fields.

Admissions Requirements

The Certificate Program is open to second-year students enrolled in master's programs at AUA. To be admitted to the Certificate Program, students must be among the top 25% in their cohort in ESC 295. Enrollment in the Certificate Program is limited to 15 students, and an admissions essay may be required if more than 15 students seek to enroll.

Certificate Requirements

In order to receive the Certificate in Environmental Science and Conservation, a student must successfully complete an AUA master's program and pass ESC300 and ESC310.

Special Conditions Of Grading And Fees

No additional fee is assessed for enrolling in the Certificate Program classes, and the grades obtained in Certificate Program classes will not be considered in calculating the student's cumulative grade point average. The grades and credit for the classes will be recorded on student transcripts, however, and the transcripts will note the successful completion of the Certificate in Environmental Science and Conservation.

Course Listing And Descriptions

ESC295 Environmental Science and Conservation (2)

The health of Armenia's environment is critical to the sustainable development of the Republic. Environmental Science and Conservation introduces the fundamental concepts of environmental science and conservation in an Armenian context. Topics covered include human population growth, ecosystem theory, water resources, water pollution, air pollution, ozone depletion, global warming and local climate change, soil degradation, energy resources, solid waste management, and biodiversity. 20 hours of classroom meetings and one field trip outside of class will be required.

ESC300 Environmental Field Study (4)

This class will be held during the spring quarter, and meeting times will be by arrangement with the instructor. The class will prepare students to conduct independent research in the environmental sciences. The course will teach the competencies necessary to plan and implement data collection and write a scientific paper. The course will include a lab practicum on the determination of accuracy and precision in data collection as well as reading and discussion of the fallacies of logic and perception that may bias data interpretation. The course will culminate with a research report on original data collected in a field exercise. The field exercise may be coordinated with ongoing research in Armenia, and the course may be supplemented by seminars with visiting faculty and scientists.

ESC310 Independent Research on Environmental Topics (6)

ESC300 is a prerequisite for enrollment in ESC310. Students will meet regularly with the instructor to develop and implement an independent, original research project in the environmental sciences. A successfully completed project must be written in the format of a scientific research paper. The goal is not simply to produce good research but to communicate the results effectively. Projects will be evaluated for the quality of data and interpretation and clarity of organization and presentation.

Faculty*

CHARLES E. DUNLAP, Ph.D., University of California, Santa Cruz
Director and Assistant Professor
Research Fellow, Environmental Toxicology Department, University of California, Santa Cruz

*The University employs a community of scholars who teach full-time, part-time and/or on a visiting basis. A current list of faculty is available through the AUA website.

RESEARCH CENTERS

ENGINEERING RESEARCH CENTER

The Engineering Research Center is administered by the College of Engineering. Its aim is to conduct basic and applied research on economic and technological problems that are relevant to the development of Armenia and its region. It brings together AUA visiting faculty, local scientists and engineers, and AUA students to collaborate on projects that are generated internally or funded by external sponsors. Qualified students are employed as research assistants and gain valuable experience working alongside experts on projects related to their fields of study. In the process, visiting faculty, local scientists and engineers, and students develop professional bonds that often permeate their future careers outside the University. A general requirement for a student to be employed as research assistant is a cumulative grade point average equal to, or greater than, 3.3.

The Center operates a number of research facilities. A computer lab is furnished with fully networked workstations and peripherals. Another lab includes an earthquake simulation shake table with a one-ton capacity and equipment for testing base isolators. The manufacturing laboratory includes CNC milling and lathe machines and a rotary table, as well as advanced CAD/CAM software. A solar monitoring station is installed on the roof of the AUA building, which has continuously collected solar radiation data since June 1995. Two strong-motion seismographs are installed in the basement and roof levels of the AUA building to register any seismic activity exceeding a preset level.

The Center has successfully completed a number of projects dealing with seismic response of structures, methods for isolation of buildings from the effects of strong ground motion, studies on the economics of small-scale alternative energy sources, and design of a laser scanner for monitoring defects of solar cells. Recently, an international demonstration project related to the implementation of a cooling system based on solar energy was completed with participation of Portuguese, German and Russian colleagues. Projects in seismic base isolation, solar photovoltaics with

Hydrogen fuel cell storage, and the development of a scanning system for semiconductor structures including solar cells are currently in progress. In October 2003, the Center hosted the 8th World Seminar on Seismic Base Isolation, Energy Dissipation and Active Vibration Control of Structures with participants from 25 countries.

CENTER FOR HEALTH SERVICES RESEARCH AND DEVELOPMENT

The Center for Health Services Research and Development (CHSR) is an applied research and development center located within the College of Health Sciences, at the American University of Armenia (AUA). The CHSR was established in 1995 to respond to the region's research and development needs in the multidisciplinary field of public health. CHSR activities are partially supported by the Zvart Onanian Endowment.

One of the CHSR's principal objectives is to provide supervised field training opportunities for students enrolled in the MPH Program. As such, faculty members in the College of Health Sciences play an active role in the center. MPH program graduates comprise the CHSR core staff and facilitate the integration of students into ongoing projects. Students have played integral roles in many of the center's projects, including health status assessments, hospital quality assurance projects, patient and provider satisfaction surveys, development of health education materials, and various training programs, including Armenia's first on-line course in health planning and web-based resources on malaria control and a catalog of Diasporan funded health projects. In partnership with the Fund for Armenian Relief, CHSR was awarded a major USAID contract to improve the health sector in Nagorno Karabagh.

The CHSR's second objective is to provide its expertise as a resource to support and facilitate the existing public health infrastructure in Armenia. This objective is primarily achieved by serving as a venue for linkages between the Ministry of Health, donor agencies, and the expertise of the center's staff to support, develop, and implement research and project planning and development initiatives. At the request of the Ministry of Health of Armenia in 2001, the College of Health Sciences, through the CHSR, formally affiliated with the School for Health Care Management and Administration (SHCMA). The SHCMA, led by former Minister of Health Dr. Mihran Nazaretian, provides continuing health management education to health professionals and collaborates with CHSR staff on numerous projects while strengthening the link between AUA and the Ministry of Health.

The CHSR is housed in the main AUA complex, where it conducts research and development activities with the support of modern computers, international telecommunication links, sophisticated statistical software packages, and the international experts who collaborate with the public health program at AUA. The CHSR is well known, both within and outside Armenia, as an outstanding regional resource that ably combines the principles of rigorous, methodologically sound research, with the need to provide policy-makers with pragmatic information that will allow them to formulate effective policies.

Launched in 1999 with a gift from the Meghrigian family, the *Garo Meghrigian Eye Institute for Preventive Ophthalmology* (GMEIPO) seeks to minimize the burden of blindness and eye diseases in Armenia. In partnership with local experts, the *Garo*

Meghrigian Eye Institute for Preventive Ophthalmology, a unit within the CHSR, seeks to assess and characterize the burden of eye diseases in Armenia, to promote preventive activities such as screenings, to develop professional and public awareness of the problem through education programs, and to foster development of the local health system's capacity to effectively identify and prevent vision disorders before they lead to blindness. GMEIPO, in partnership with the Ararat-1 Lions Club and the Ministry of Health, is the recent recipient of a Lions Club International Foundation SightFirst Grant to develop a model regional ophthalmic system in Gegharhunik Province. Beginning in 2004, GMEIPO is also sponsoring a fellowship program to encourage Armenian ophthalmologists to combine population-based prevention activities with clinical ophthalmology. The *Garo Meghrigian Eye Institute for Preventive Ophthalmology* is housed in the new AUA Business Center.

CENTER FOR BUSINESS RESEARCH AND DEVELOPMENT

The Center for Business Research and Development (CBRD) was established in 1992 to help the economic development of Armenia in its transition to a market economy. The School of Business and Management administers the Center. CBRD carries out organized research and development projects through teams of faculty, local experts, and graduate assistants. Some of its studies and research projects include: Branding and Advertising of Kotayk Beer, market entry and business development strategy for Candle, Feasibility Study for Capacitor Plant in Gyumri, Earthquake Zone Reconstruction, Customer Satisfaction Survey, Housing Privatization Survey, etc.

CBRD will focus on developing reliable economic business and industrial information about Armenia and the region. CBRD serves as a resource for information and expertise for both local and international firms. CBRD was the first to provide "western" research and consulting services in the areas of business and management to Armenia. With this experience, CBRD has developed a unique mix of knowledge and capabilities that can apply to a wide range of problems that face Armenia.

CBRD is capable of designing and implementing a variety of studies and research projects. These include business analysis and planning, feasibility studies for business start-ups, market research and analysis, industry analysis, due diligence reviews and financial analysis, production planning and optimization, accounting conversion, and implementation of classroom and on-the-job training programs.

CBRD books and translations include: A. Aghabekyan, English-Armenian Dictionary of Business & Economics, 1998; P. Samuelson & W. Nordhaus, Economics, vol.1 and 2, 1996 and 1997; R. Heilbrowner & L. Thurow, Economics Explained, 1995; P. Drucker, Innovation and Entrepreneurship, 1994; P. Hawken, Growing a Business, 1993.

TURPANJIAN CENTER FOR POLICY ANALYSIS

The Turpanjian Center for Policy Analysis (TCPA) was established to conduct multidisciplinary applied research in a broad spectrum of contemporary social, political,

and policy areas concerning Armenia and the surrounding region. The Center's central mission is to promote greater knowledge and understanding through objective and independent research and policy analysis using Western methodologies.

The Center's long-term objective is to contribute directly to Armenia's transformation as an independent republic. This long-term goal is accomplished through multidisciplinary applied research in social and political areas, through an open-door policy for all persons involved in Armenian policy-making processes, and through educational and outreach activities which help introduce new research methods and analyses to experts and scholars in Armenia.

The Center is a non-profit and independent organization and is supported through a major donation by the Jerry Turpanjian Family and grants and contracts from organizations such as the Urban Institute, Development Associates, the World Bank, and the United States Information Agency. The Center is a member of the Transition Policy Network, a consortium of research institutes in Eastern Europe and the CIS that collaborates on policy reform projects.

In Armenia, the Center has become known as a resource for a variety of policy issues. In its various projects, the Center is able to draw on expertise from the Graduate School of Political Science and International Affair's permanent and visiting faculty. In addition to its regular staff of researchers, the Center has hosted Research Fellows and Visiting Scholars who have conducted research in areas such as nuclear energy policy and conflict resolution.

The Center hires students and graduates of the School for staff positions and as short-term assistants for research projects, thus providing students with opportunities for direct participation in research and analyses in a variety of policy areas.

The Center's staff and associated faculty have developed both formal and informal cooperative activities with the Armenian National Assembly, many of Armenia's Ministries and their staffs, the United Nations, the World Bank, the Organization for Security and Cooperation in Europe, and a variety of international non-governmental organizations working in Armenia, as well as indigenous non-governmental organizations. The Center's work has focused on research in the areas of democratic systems and local governance, housing policy, legislative processes at the national level, education policy, print and broadcast media policy, election legislation, and constitutional rights.

The Center provides full research services from the development of reliable and valid measures and indicators and sample designs to complete quantitative and qualitative data analysis and report writing. Center staff are expert in survey research and polling, focus groups, in-depth interviews, policy and legal analysis, content analysis, and the use of SPSS for statistical analysis.

LEGAL RESEARCH CENTER

The Legal Research Center (LRC) is an integral component of the Department of Law. It maintains an extensive collection of printed and electronic reference materials covering all major fields of law and concentrating on comparative and international law. Most works are in English, but the LRC also has all official Armenian law bulletins, the IRTEK electronic library of Armenian law, the GARANT electronic

library of Russian Federation law, and other materials covering the post-Soviet region and Central Europe. Additionally, the LRC subscribes to Westlaw and has access to the Internet.

The LRC's collection of books and loose-leaf services includes approximately one thousand recent titles. All are cataloged in the AUA library's Online Public Access Catalog, which is available over the AUA Intranet. To facilitate user access, the LRC maintains a start page with links to worldwide legal resources. To the extent its resources allow, the LRC is open to the legal community in Armenia and the general public.

ENVIRONMENTAL CONSERVATION AND RESEARCH CENTER

The Environmental Conservation and Research Center (ECRC) was established in 1992 to work towards AUA's mission to promote sustainable development in Armenia. Mr. Sarkis Acopian has generously endowed the Center in order to provide long-term sustainability.

EDUCATIONAL PROGRAMS AND COMMUNITY OUTREACH
The Environmental Conservation and Research Center oversees the Academic Program in Environmental Conservation and Research described elsewhere in this catalogue, and the Center also promotes improved teaching and environmental awareness throughout Armenia. ECRC has organized and hosted conferences on environmental education; provided education on occupational safety to workers in the Earthquake Recovery Zone; provided the training to establish the first GIS center for urban planning in Armenia (in Gyumri); been invited annually to give environmental health training to Peace Corps volunteers; and initiated sponsorship of the AUA Eco Club; which has organized AUA student teaching in local classrooms on aspects of ecology. ECRC also provides original research opportunities for AUA students.

RESEARCH PROJECTS AND COLLABORATIONS
Birds of Armenia: The Birds of Armenia project operates within ECRC to document Armenia's significant diversity of bird life and to promote awareness of birds and wildlife conservation in Armenia. The Birds of Armenia project has published four major reference works including *A Field Guide to the Birds of Armenia* (both in English and Armenian) and a *Reference Map for the Birds of Armenia Project*. These works are a significant resource for building environmental awareness in Armenia, and the Birds of Armenia project is engaged in community outreach to promote birding as an avenue to a larger awareness of the problems of habitat preservation and biodiversity conservation in Armenia.

Pollution of water, air, soil, and food supply: ECRC has conducted collaborative original research projects on the ecosystem impact and public health threats from toxic metals, pathogens, and other contamination in Armenia's environment. Our work on lead pollution in Yerevan soils was the first to identify improper lead-acid car battery disposal as the primary source of soil pollution. And our student project collaborations with Yerevan State University are quantifying the source and extent of pathogen contamination in food and water.

Deforestation and Biodiversity Conservation: ECRC has conducted community focus groups and background research to establish the driving forces for deforestation in Armenia and is working in coalition with organizations around Armenia to slow the rate of deforestation and the accompanying loss of biodiversity in Armenia.

Geographical Information Systems: ECRC employs Geographical Information Systems (GIS) to manage projects and analyze data. ECRC has established the only professional training curriculum for GIS in Armenia and has employed GIS in such diverse project work as health care systems construction in Nagorno-Karabagh, soil pollution mapping, and long-term projections of deforestation in Armenia.

Project collaborators and funders: USAID; UC Santa Cruz; Muhlenberg College; the Johns Hopkins University; the Urban Institute; OSCE; NATO Science Programme; the Institute of Geosciences of Armenia; CRDF; the Caucasus Environmental NGO Network; the World Bank; the Ministry of Nature Protection of Armenia; the Tufenkian Fund; UNDP; Save Our Forests NGO; the German Embassy; the Municipality of Yerevan; World Learning; the Fund for Armenian Relief; and individual scientists in Armenia and abroad.

FACILITIES
ECRC has taken a leadership role in acquiring high-quality and up-to-date information about environmental conditions in Armenia and serving as a clearinghouse for reliable data collected by others. ECRC operates an environmental laboratory within AUA, and accesses a wide variety of facilities for environmental data collection through its collaborations.

Additional information about ECRC is available at www.aua.am/aua/research/ecrc/

EXTENSION PROGRAM

Since its inception in 1992, the AUA Extension Program serves as the University's principal interface with the community. It targets certain sectors of government, academia, and private organizations to help them fulfill professional or career goals through flexible and innovative training or continuing education programs. These may deal with issues that have local or international significance and are designed to improve understanding of social, economic, and political realities.

Topics dealing with language proficiency, business and public administration, and social sciences are offered in the form of regular classes, public lectures, or seminars. Attendees include professionals from both public and private sectors. Extension Program courses and lectures have included topics such as English language instruction, Armenian language pedagogy, translation and interpretation, environmental safety, media, library science, negotiation and settlement, accounting, banking, finance, taxation, international economic relations, business communication, office management, government, and public administration. Programs may last a few hours or run for a few months, depending on need.

The Extension Program continuously seeks to expand its programs to reach people beyond the confines of Yerevan. In that context, the Program has collaborated with the British Broadcasting Corporation and the Armenian State Television. It has also offered classes in Gyumri and Vanadzor on Accounting principles, as well as a series of courses focusing on Management, Finance, Marketing, and Accounting in Speetak, the latter with assistance from the Eurasia Foundation.

In 2000, the Extension Program established a series of English language classes in Gyumri, in response to public requests from that city. In 2002, this program was expanded to include courses on Translation. A course was also offered in collaboration with the Women's Entrepreneurship Program. By 2003, some 200 students had participated in Extension Program activities in Gyumri.

With the active cooperation of USAID and the MacArthur Foundation, the Extension Program has promoted seminars and workshops intended for the professional development of lawyers and judges, as well as a conference dealing with topics in Political Science as they apply to Transcaucasia today. Recent one-day workshops have dealt with topics as diverse as the implementation of social change utilizing means available to non-governmental organizations, the growth of the software development industry in Armenia, bar-coding in trade and commerce, computer software applications, and an article-by-article workshop on Armenia's new Criminal Code.

Furthermore, the Extension Program's Internet site seeks to interest both students and the general public in gathering information on Armenian topics. It has created, in collaboration with Armenian National Radio, a "This Day in Armenian History" feature as well as a Geography information page. For Armenians in schools across the Armenian Diaspora, it has created an on-line spelling dictionary of difficult words. The presentation is unique and aims to specifically address problems that arise in the pronunciation of Western Armenian.

It has also designed and implemented tailor-made courses for national and international organizations within their human resources professional development programs.

The Extension Program's activities are not part of the University's degree programs and are offered on a non-credit basis. Nevertheless, it is a very busy part of University and community life.

As a measure of its popularity, it has attracted some 7,000 students as of 2003.

Our address on the World Wide Web is http://www.aua.am/extens.htm

Taking the Extension Program's English Placement Test in Gyumri.

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