

Policies and Procedures¹ **Business Department**

Introduction

These policies and procedures supplement those contained in the *Student Handbook* at <https://www.auaf.edu.af/student-life/student-handbook/>. In the event that a policy or procedure in this document varies from the University's, these policies and procedures apply. All business students are required to know these policies and procedures. Not knowing a policy does not excuse a student from having to follow it.

Mission

The mission of the Business Department is to provide state-of-the-art business education to develop leaders for economic and social development in Afghanistan. Business education is the study of how humans organize to achieve their goals.

Commitment to Study

The financial and human resources available to the Business Department at the American University of Afghanistan are limited. The University must compete for funds as well as business faculty recognizing that a worldwide shortage of qualified candidates exists.

Thus the Business Department focuses its limited resources on those students who have a commitment to study, and who hold the promise of fulfilling the Department's mission to provide leaders for economic and social development in Afghanistan.

Students are expected to perform to their highest capabilities and to be fully engaged in all aspects of the educational process.

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Contents

Section	Topic	Page
1.0	Business Department	3
2.0	Masters of Business Administration	4
2.1	MBA Course Descriptions	4
2.2	Communications Across the Curriculum	6
2.3	Professional Seminars	7
2.4	Thesis Requirement	7
2.5	Admissions Criteria	7
2.6	Academic Standards	8
2.7	Academic Advising	9
2.8	Tuition and Fees	9
2.9	Payment Options	9
3.0	Bachelor of Business Administration	10
3.1	Core Business Courses	10
3.2	Concentrations	13
3.3	Minors	16
3.4	Scheduling Classes and Advising	16
3.5	Prerequisites and Course Substitutions	17
3.6	Professional Seminars	17
4.0	Business Department Policies for Graduate and Undergraduate Business Courses	17
4.1	Grades	18
4.1.1	MBA Students	18
4.1.2	Undergraduate Business Students	18
4.2	Attendance	19

4.3	Electronic Devices in the Classroom	19
4.4	Prayer	19
4.5	Code of Conduct Violations	20
4.5.1	MBA Students	20
4.5.2	Undergraduate Business Students	20
Appendix A	MBA Thesis Requirements	21
Appendix B	Thesis Title Page Format	27

SECTION 1.0 BUSINESS DEPARTMENT

The Business Department oversees the Master of Business Administration (MBA) and the undergraduate Bachelor of Business Administration (BBA) degrees.

The Department is located in Suite 200 of the International Center for Afghan Women's Economic Development. Following is a roster of Department faculty and staff.

Name	Position
Dr. Rod Monger	Chair, Business Department Professor of Business
Dr. Sarath Dasanyaka	Professor of Management
Dr. Patricia Read-Hunter	Associate Professor of Management
Dr. Sujatha Chandarlapaty	Assistant Professor of Business
Dr. Boris Abbey	Assistant Professor of Finance
Ms. Colleen Foster	Assistant Professor of Marketing and Management
Mr. Omar Joya	Instructor of Economics
Mr. Alem Shah Ibrihami	Adjunct Instructor of Accounting
Mr. Yousef Mehrabi	Adjunct instructor of Finance
Mr. Reshad Popal	Adjunct Instructor of Accounting

SECTION 2.0 MASTERS OF BUSINESS ADMINISTRATION

The Masters of Business Administration (MBA) is a 45-credit degree that normally requires two years to complete. Each class is 3 credits. In addition, students must take a non-credit quantitative foundations course.

2.1 MBA Course Descriptions

Following are course descriptions.

Code	Title	Credits
QMB 505	Quantitative Foundations This non-credit course covers fundamental mathematics in preparation for MBA study. The course must be passed in the first term of study on a pass/fail basis. Prerequisites: N/A	0
ACC 500	Financial Accounting and Reporting This course covers accounting systems and International Financial Reporting Standards used to create financial statement, and their analysis and interpretation. Prerequisites: QMB 505, MGT 500, MGT 595	3
ACC 550	Accounting for Decision-Making (formerly Managerial Accounting) This course covers managerial accounting concepts and practices for internal decision-making. Prerequisites: ACC 500, QMB 505, MGT 500, MGT 595	3
ECO 500	Economics This course is an introduction to the principles of microeconomic analysis used in managerial decision-making. Prerequisites: QMB 505, MGT 500, MGT 595	3
FIN 550	Finance This course introduces fundamental concepts in finance that provide a framework for analyzing investment and financing decisions within the company, and also to understand the structure and	3

Code	Title	Credits
	dynamics of capital markets. Prerequisites: QMB 505, MGT 500, MGT 595, ACC 550, ECO 500	
MGT 500	Leading People and Organizations This course provides an introduction to business and organizations. Topics include developing a global leadership perspective; managing performance; culture; and leading organizational change. Students will also develop an understanding of their strengths and weaknesses as managers and leaders. Prerequisites: N/A	3
MGT 520	Technology and Operations Management This course covers concepts, tools, and techniques related to the production of goods and services, and focuses on the impact of new technologies and innovation. Prerequisites: QMB 505, MGT 500, MGT 595	3
MGT 530	Strategic Management This course develops the analytical concepts for creating competitive advantage. It focuses on managing growth and ensuring that growth is sustainable. This course serves as a capstone for the MBA program. Prerequisites: ACC 550, ACC 500, QMB 505, MGT 500	
MGT 540	Business Communications This course prepares participants to communicate effectively in writing and orally in business. Prerequisites: QMB 505, MGT 595, MGT 500	3
MGT 550	New Venture Creation This course covers new venture creation focusing on start-ups as well as new ventures within established business enterprises. Prerequisites: QMB 505, MGT 500, MGT 595	3
MGT 570	Business Law and Ethics This course introduces legal and ethical concepts in business. Prerequisites: QMB 505, MGT 500, MGT 595	3

Code	Title	Credits
MGT 595	Research Methods This course introduces qualitative and quantitative research methods. It also covers the research process, report writing, and ethics in research. Prerequisites: N/A	3
MGT 598	Thesis Proposal In this course, students write their thesis proposals. Prerequisites: QMB 505, MGT 595	3
MGT 599	Thesis Writing In this course, students conduct and write-up their research. Prerequisites: MGT 598	3
MKT 500	Marketing Management This course covers marketing as it relates to organizational strategy. Prerequisites: QMB 505, MGT 500, MGT 595	3
QMB 500	Quantitative Methods This course examines basic concepts related to the collection, analysis, and interpretation of data; emphasizing the appropriate application of different methods. Prerequisites: QMB 505, MGT 500, MGT 595	3

2.2 Communications Across the Curriculum (CAC)

MBA students participate in a mandatory, non-credit program to develop written and presentation communications skills. Courses have required CAC assignments.

Written Assignments. Once each course is completed, students must submit certain written assignments to the Business Department. These assignments will be kept as a part of the student's portfolio that will be reviewed in the graduation semester and a determination made about whether written communication skills are acceptable.

Presentation. In the last semester, each student will be required to make a presentation before a committee and a determination made about whether presentation skills are acceptable.

2.3 Professional Seminars

In addition to the academic course requirements outlined above, all MBA students are required to complete the following non-credit professional seminars.

MBA Orientation. This orientation is provided during the first week of classes for new students. It covers the requirements related to the MBA including these policies and procedures.

Career Planning and Entrepreneurship. MBA students are required to attend all sessions of the Career Planning and Entrepreneurship series as a condition of graduation. These sessions deal with preparation for careers, starting a business, and what to expect as an alumni of the MBA program.

2.4 Thesis Requirement

Every student must prepare a thesis in partial fulfillment of the requirements for the MBA degree as required by Ministry of Higher Education. The thesis is written in the student's final year of the MBA program though he or she may plan research topics in the first year of the program.

The thesis is equivalent to 6 credits or two courses: MGT 598 Thesis Preparation and MGT 599 Thesis Writing. Once a faculty supervisor is appointed to oversee a student's thesis writing, the student must register for MGT 599 Thesis Writing every semester (fall and spring) until the Thesis Committee approves the thesis. Each time the course is taken tuition is required for the thesis. Until the thesis is completed students will re-register in the course each semester for supervisor support.

See Appendix A: MBA Thesis Requirements.

2.5 Admissions Criteria

The MBA program has limited enrollment and admission is competitive. The following is minimum criteria for admission. The Business Department has two intakes for the MBA program each year – fall and spring. Deadlines for the 2017-2018 academic year are as follows.

Intake	Deadline
Fall 2017	August 1
Spring 2018	January 9

The minimum criteria for admission are as follows.

1. The applicant must submit a complete and accurate application for admission using the required form and pay the required non-refundable application fee.
2. The applicant must have significant professional work experience of at least 2-3 years.
3. The applicant must have acceptable TOEFL and GMAT scores.
4. The applicant must provide two letters of recommendation from senior managers who are familiar with the applicant's work experience.

All applications must be complete and submit by the due date in order for the candidate to be considered. An applicant who is accepted to the program but does not begin classes with the intake will have his or her application voided. He or she must apply again for a future intake. No refund of fees will be made.

An applicant who is rejected may apply for a future intake if he or she can demonstrate that he or she has materially improved performance on the TOEFL and GMAT examinations, or has in some other manner demonstrated readiness to undertake MBA study.

2.6 Academic Standards

A MBA student who fails a single course or who earns three C's (C+, C, C-) will be put on academic probation.

MBA students who are charged under any honor code violation (see Student Handbook, www.auaf.edu.af) which is upheld in a formal proceeding as per University policy and procedure will not have met the academic standards for the MBA program.

Students who cannot meet the academic standards described above will be expelled from the MBA program without the opportunity to re-enter the program in the future.

2.7 Academic Advising

The Business Department Coordinator handles all advising of MBA students. Students should complete a MBA Business Degree Plan and bring it to any advising discussions.

2.8 Tuition and Fees

Current tuition and fees for the MBA program are published in the University’s website (www.auaf.edu.af). Discounts and financial aid are not offered. In some cases, scholarships may be available. Students interested in scholarships should contact the Student Finance Office.

2.9 Payment Options

All fees must be paid in full on the due date. Tuition may be paid using one of the following plans. Students should contact Student Finance for details.

Single Payment Fall and Spring		
Total per Course AFS	Payment Amount AFS	Due Date
79,500	79,500	Before drop/add date
Fall Semester		
Total per Course AFS	Payment Amount AFS	Due Date
79,500	19,875	Before drop/add date
	19,875	September 28 by 4:00pm
	19,875	October 31 by 4:00pm
	19,875	November 30 by 4:00pm
Spring Semester		
Total per Course AFS	Payment Amount AFS	Due Date
79,500	19,875	Before drop/add date
	19,875	February 28 by 4:00pm
	19,875	March 29 by 4:00pm
	19,875	April 30 by 4:00pm
Summer Semester		
Total per Course AFS	Payment Amount AFS	Due Date
79,500	79,500	Before drop/add date
No payment plan in the summer session		

3.0 BACHELOR OF BUSINESS ADMINISTRATION

The Bachelor of Business Administration is based on a liberal arts curriculum. Half of the courses taken are in General Education subjects and the other half in business-related courses. General Education courses are important for expanding the student's knowledge of the world and developing a refined character that is the hallmark of business leaders.

Students are required to take the following course as part of their General Education requirements.

MGT 100	Introduction to Business
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This course introduces basic business terminology and principles, and the functions performed both by and within modern business organizations.

Prerequisites: ENG 110

The overall requirements for a bachelor's degree are covered in the Student Handbook. The following requirements are specific to the Bachelor of Business Administration.

3.1 Core Business Courses

Business-related courses are divided into two groups. The first are the Core Business Courses as follows.

Code	Title and Description
ACC 200	Financial Accounting Uses of accounting information for reporting to external users; creating financial statements; and interpretation of accounting data. Prerequisites: MGT 100, MTH 110, ENG 115 (minimum grade C)
ACC 250	Accounting information for Decisions (formerly Managerial Accounting) This course covers the uses of accounting information for internal decision-making. Prerequisites: MGT 100, MTH 110, ENG 115 (minimum grade C)
ECO 200	Economics I This course introduces students to basic theories and concepts in both microeconomics. Prerequisites: MGT 100, MTH 110, ENG 115 (minimum grade C)
ECO 250	Economics II

This course introduces basic theories and concepts in macroeconomics.

Prerequisites: ECO 200, MGT 100, MTH 110, ENG 115 (minimum grade C)

FIN 200 Finance

This course introduces the basic concepts and tools of modern finance. Topics include return and risk; financial instruments; fixed income securities, options, and other derivative securities; options and other derivative securities; and financial markets.

Prerequisites: MGT 100, MTH 110, ENG 115 (minimum grade C)

MGT 300 Human Resources Management

This course covers concepts, theories, and practices related to the management of people within organizations.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

MGT 310 Business Communications

This course is a study of communication processes in business with an emphasis on effective, persuasive written and oral presentation.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C), ENG 120 (minimum grade C)

MGT 320 Information Systems

This course covers the role of information technology and information systems in businesses.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

MGT 330 International Business

This course surveys business concepts, theories, and practices in an international context.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

MGT 350 Organization Behavior

This course introduces management concepts related to the management of organizations. Topics include individual, team, organizational behaviors; organizational effectiveness; human resources management; leadership; motivation; satisfaction; communication; and decision-making.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

C)

MGT 400 Business Law and Ethics

A survey of legal concepts as applied to corporations and business.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

Note: Students may substitute one of the following three courses for MGT 400 –LGS 212 Law of Obligations I: Contracts, LGS 240 Public International Law, LGS 310/210 Commercial Law.

MGT 410 Organizational Leadership

This course introduces concepts and practices related to leadership at all levels including organizational, team and individual. Topics include the role of vision, goal setting, shared cultural values, teambuilding, recognition of success, and leadership styles.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

MGT 450 Policy and Strategy

This course provides an introduction to the theory and practice of strategic management. Topics include defining the organization's mission; conducting a resource analysis; assessing the external environment, identifying various strategic options; conducting a strategic analysis; setting long-term objectives; implementing strategic decisions; and designing performance management systems.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C), MGT 310, MGT 350, 90+ credits

MGT 460 Entrepreneurship

This course covers theories, concepts, and practices related to entrepreneurship as it relates to the launch of new businesses within an existing business and as standalone ventures.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

MKT 200 Marketing

This course covers basic marketing concepts and practices. Topics include the principles, functions, and tools of marketing, including quantitative methods.

Prerequisites: MGT 100, MTH 110, ENG 115 (minimum grade C)

STA 210 Statistics I

This course introduces statistical concepts and techniques.

STA 230 Statistics II

This course examines the concepts, theory, and application of modern statistical inference. Topics include the structure of statistical problems, probability modeling and statistical inference, data analysis and statistical computing, and linear regression modeling. Inference is developed from the viewpoint of modern Bayesian statistical science, with sampling theory methods and comparative inference.

3.2 Concentrations

Four concentrations are offered. Each concentration requires three courses as follows.

Accounting

Accounting professionals are important in almost all functions of business and government. Accountants prepare and maintain financial records and also financial data to support management decisions. Career paths also include independent auditing and internal auditing.

Accounting also prepares students to serve as independent auditors. Independent auditors express an opinion on the fairness with which organizations present financial position, results of operations, and cash flows in conformity with generally accepted accounting principles. Internal auditors work within organizations to ensure that the organization's risk management, governance and internal control systems are operating effectively.

Code	Title and Description
ACC 430	Accounting Information Systems This course is a comprehensive examination of accounting information systems with emphasis on how organizations accumulate, classify and report information for external stakeholders and internal decision makers. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)
ACC 450	Auditing and Assurance This course covers auditing and the professional responsibilities of independent and internal auditors. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade

C)

ACC 470 Taxation

This course is a comprehensive introduction to taxation as it applies to both individuals and businesses.

Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

Finance

Finance involves the management of money, banking, credit, investments, assets and liabilities that make up financial systems, as well as the study of those financial instruments. Graduates with a bachelor's in finance work in areas like commercial banking, financial planning, investment banking, money management, insurance, real estate, private equity, and trade finance.

Code	Title and Description
FIN 310	Venture Capital and Private Equity This course is a comprehensive introduction to venture capital and private equity. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)
FIN 340	Investments This course examines practical applications of investment theory in both fixed-income and equities markets. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)
FIN 420	Money and Banking The course will consist of two modules: The first is about financial system: institutions, instruments and the links between them. The second is about monetary policy, its theory and its practice as it applies to banking. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

Marketing

Marketing is "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large." Marketing is used to create, keep and satisfy the customer. Careers in marketing require knowledge of market research, consumer behavior, sales, visual arts and general marketing.

Marketing account managers and marketing account executives are just two types of marketing jobs. In these types of positions, a person would normally be the one that has the day-to-day contact with a specific customer or client and is their point of contact for any and all issues. Another job responsibility of one of these positions would be to define the marketing strategies for their company to help expand business and grow.

Code	Title and Description
MKT 300	Marketing and Consumer Behavior This course presents a framework for understanding people, businesses and organizations as consumers. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)
MKT 320	Marketing Research This course provides in introduction to the development and application of marketing research tools and procedures. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)
MKT 360	Media and Promotion Planning This course provides an understanding the role of strategic media planning in marketing and advertising decisions. Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)

Operations Management

Operations management is an area of management concerned with designing and controlling the process of production and redesigning

business operations in the production of goods or services. The duties of an operations manager vary depending on the organization, but generally include: managing quality assurance programs, supervising, hiring, and training other employees, monitoring existing processes and analyzing their effectiveness; and creating strategies to improve productivity and efficiency.

Code	Title and Description
MGT 360	<p>Technology and Operations Management I</p> <p>This course covers operations and supply chain management focused on how to design operations and improve systems that create and deliver the firm's products and services.</p> <p>Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)</p>
MGT 365	<p>Technology and Operations Management II</p> <p>This course is the second of two courses and follows MGT 360 Operations Management I. Topics include supply and demand planning and control including forecasting, sales and operations planning, inventory management, materials requirement planning, work center scheduling, and constraints.</p> <p>Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)</p>
MGT 440	<p>Project Management</p> <p>This course is a comprehensive survey of project management.</p> <p>Prerequisites: ACC 200, ACC 250, ECO 200, ECO 250, FIN 200, MKT 200, STA 210, STA 230, MGT 100, MTH 110, ENG 115 (minimum grade C)</p>

3.3 Minors

Internationally, about 20% of university students minor in another topic. At American University of Afghanistan, minors are offered in English, Law, Mathematics, and Gender Studies.

3.4 Scheduling Classes and Advising

Students are responsible for scheduling classes. However, an advisor is assigned to each student and students are encouraged to meet with their advisor as the need arises. During the sophomore year, the student should

meet with his or her advisor and develop a degree plan, especially once the student has made a decision about concentration.

3.5 Prerequisites and Course Substitutions

No prerequisite overrides will be granted for any reason including scholarships. In addition, course substitutions will not be granted.

3.6 Professional Seminars

The following non-credit professional seminars are required of all undergraduate students.

Business School Orientation – This session introduces students to business as a profession, discusses the different options for a career in business, and provides an orientation to the requirements and expectations for the Bachelor of Business Administration at the American University of Afghanistan. Non-credit. This course is a pre-requisite to all 200-level business courses.

Business Competency Examination – Students who complete all 200-level business core courses must take and pass this examination before registering for any 300/400 level business courses. A syllabus for this examination details content.

Business Professional Practice - This session covers issues related to graduation and to career after graduation including resources available to students from the University to support their life-long learning requirements. This course also covers opportunities and obligations as alumni of the business school.

4.0 BUSINESS DEPARTMENT POLICIES FOR GRADUATE AND UNDERGRADUATE BUSINESS COURSES

The following policies and procedures apply to all graduate and undergraduate business courses, and supplement the University-wide policies and procedures found in the Student Handbook at <https://www.auaf.edu.af/student-life/student-handbook/>. In cases where business policies and procedures differ from the University's the business policies and procedures take precedent. All business course instructors are required to follow these policies and procedures.

4.1 Grades

All Business Department course grades are awarded on a competitive basis. The instructor for the course provides to the Department a numeric score based on 100 points total, and the Department awards the grade taking into account the instructor's recommendation and the general guidelines for grading distributions shown below.

4.1.1 MBA Students

The distribution for an MBA class is the following.

Grade	Percentage
A	5%-10%
B	20%-80%
C	5%-10%
F	0%-5%

A MBA student with an overall average of less than 3.0 may take no more than 6 credits per semester.

4.1.2 Undergraduate Business Students

The distribution for course grades depends on the level of the course.

	Low Percentage	High Percentage
100 level		
A	7	13
B	24	32
C	37	47
D	11	19
F	2	8

	Low Percentage	High Percentage
200 level		
A	10	16
B	30	38
C	35	45
D	5	13
F	0	7

	Low Percentage	High Percentage
300 level		
A	13	19
B	32	40

C	34	44
D	02	10
F	0	6

400 level	Low	High
	Percentage	Percentage
A	16	22
B	35	43
C	31	41
D	0	8
F	0	5

Maximum credit load: Overall GPA \geq 3.75 (18 credits); 3.00 to 3.74 (16); 2.50 to 2.99 (13); 2.00 to 2.49 (10), below 2.00 only courses retaken for better grade if academically eligible.

4.2 Attendance

All students are expected to regularly attend class arriving and leaving at the scheduled times. A student who cannot follow this policy should withdraw from the course. No absence is excused.

For the first and second absence, no penalty is applied. For the third absence during the semester, the grade is lowered a full letter (e.g., from A to B), and lowered again for the fourth absence and so forth.

All instructors are required to take attendance and post attendance to the Power Campus record.

Students should not leave and return to the classroom during instruction in order to avoid disturbing the class.

4.3 Electronic Devices

Students are not permitted to have electronic devices in the classroom unless the instructor requires them as part of instruction. Having an electronic device in class including a mobile phone is treated as a Code of Conduct violation.

4.4 Prayer

For Maghrib prayer, when the prayer call is made, the instructor should stop instruction for 10 minutes. Only one time for Maghrib prayer is recognized.

Students should perform ablution before class in order to have enough time for the prayer. Class time missed due to prayer must be made up.

Students are not allowed to leave and re-enter for prayer or any reason during examinations. If a student wishes to pray, then he or she can bring a prayer rug and pray in the back of the classroom.

Classes are not dismissed nor are students excused at other prayer times.

4.5 Code of Conduct Violations

Students should be familiar with Code of Conduct violations described in the Student Handbook. These include cheating and plagiarism as well as other issues. All apply in business courses.

If a student commits a Code of Conduct violation, the instructor is required to officially report the incident according to established procedures.

If a student is held liable for the violation, then the following penalties apply.

4.5.1 MBA Students

MBA students who violate the Code of Conduct are expelled with no opportunity for readmission to the program.

4.5.2 Undergraduate Students

First Offense

The student is given an 'F' in the course and the violation is recorded on the student's transcript, suspension for a semester or expulsion. The student is limited to 12 credits in each future fall and spring semesters, and 3 credits in summer courses.

Second Offense

The student is given 'F' in the course and the violation is recorded on the student's transcript. The student is also suspended for a minimum of one full semester, or expelled. The Code of Conduct offense will also appear on the student's transcript.

Third Offense

The student is expelled from the University with no opportunity to re-enter.

A lack of knowledge of what constitutes cheating, plagiarism or other violations in the Code of Conduct is not taken into consideration. Students are fully responsible for educating themselves on violations.

Appendix A

MBA Thesis Requirements

The MBA thesis must meet the highest standards of scholarly work and make an original contribution to the field of management science. It must demonstrate the student's ability to use learning from MBA coursework to identify, diagnose, and resolve an important business issue. The thesis answers a question or proves or disproves a hypothesis related to business, markets, or organizations. All theses must include an empirical element and either collect original data and provide a measurement (such as mean, median, and mode) or test a hypothesis.

Thesis Supervisor

A qualified business faculty member is appointed with the student's consent to supervise the thesis process.

Thesis Committee

The Thesis Committee is responsible for reading and evaluating the student's thesis and deciding whether all requirements have been met. The Committee comprises the Department Chair plus two additional academically qualified business faculty members. In some cases, a qualified faculty member from outside the Business Department could serve on the Thesis Committee. The Thesis Committee also serves as the Oral Examination Committee.

Process

Though the process of writing a thesis will vary between students, the following is a general timeline.

Activity	Timing
MGT 598 Thesis Preparation	Students may take this course as soon as prerequisites are met.
Thesis Proposal	Students normally complete this at the end of the MGT 598 Thesis Preparation course.
Thesis Supervisor	When ready, the student can apply to the Thesis Coordinator to assign a supervisor. The supervisor may work with the student as soon as the student

	has registered for MGT 599 Thesis Writing.
Literature Review	The student substantially completes the literature review.
Research Design	The student determines what data is to be collected, the source of that data, and designs an instrument or methodology for collecting the data.
Data Analysis	The student analyzes the data and then writes the results.
Complete Draft	The student completes a complete draft of the thesis and submits it to his or her Thesis Supervisor for review and editing.
Final Draft	The student makes revisions required by the Thesis Supervisor and submits the final draft to the Thesis Committee. Three hardcopies are submitted in the required format. The student must also submit a signed Declaration of Authorship with the final draft and submit the draft to Turnitin.
Thesis Committee Review	The Thesis Committee reviews the thesis and decides on whether additional revisions are necessary or the thesis has met requirements.
Oral Examination	<p>The student meets with the Thesis Committee to orally defend the thesis – see Oral Examination section below. During the 20-minute examination students should present the main arguments and findings of the thesis. The Committee will deliberate and render on of the following decisions:</p> <ul style="list-style-type: none"> • Pass • Pass with Minor Revisions • Major Revisions Required; or • Fail. <p>Students who do not pass must meet with the Chair of the Business Department to determine the student’s future course of action.</p>
Submit Final Version of Thesis	Once the Thesis Committee passes the thesis, the student must submit three bound copies to the Business Department. In addition, the student must pay for the thesis to be archived in UMI/Proquest.

Selecting a Thesis Topic

1. The student should choose a thesis topic that interests him or here, plays to the student's strengths and highlights is or her intellectual competencies. For example, if the student has a particular interest in finance, he or she should choose the finance field to be the central discipline and build a thesis topic around a major questions in finance.
2. Most importantly, the student should select a topic for which there is likely to be a reasonable amount of readily available information from public or private sources.
3. The student should pay attention to the smallest factual details, checking and rechecking facts and ensuring that the data collected is robust and not marred by any errors. Poor quality data will inevitably result in a weak thesis.
4. The student may collect data in various ways. Qualitative data is typically collected from focus groups, individual interviews, and participatory interactions. Quantitative data may be collected using on-line or face-to-face surveys, experiments or polls.
5. The student should synthesize, integrate and use knowledge from different disciplines (Finance, Managerial Economics, Operations Management, Strategic Management, etc.) as much as possible. Successful theses often draw links between different fields to bring these different perspectives together to shed new light on an interesting research question.

MBA theses will be judged against international best practices for scholarly research. The student will need to present facts that are credible and verified. Therefore, the student should provide references for each claim or assertion. Failure to properly attribute and or give credit for your sources will expose you to charges of plagiarism or copyright infringement.

Format

The thesis must be 100-150 double-spaced pages at 12 point Times New Roman font with normal margins.

Thesis Structure

The thesis is organized in chapters to have a logical flow. The outline presented below provides guidance on how the thesis should be structured though individual theses may vary somewhat.

Title Page

See Appendix B for the required thesis title page.

Chapter 1. Introduction

The introductory chapter sets the stage for the thesis by providing a clear and concise statement of the research problem and the specific research question. The chapter should provide background to the problem such as a description of the industry, challenges the industry has encountered, and why the problem is important. The student should identify the central hypothesis or measurement and briefly describe how empirical data will be tested.

Chapter 2. Literature Survey

The second chapter should provide a critical review of the existing literature on the problem. Sources must be credible and academic, not from the popular media. The literature survey should answer the questions: What is known? What has been written on the topic in the academic literature? What has been written on this topic in the practitioner literature?

Chapter 3. Methodology and Research Design

This chapter will discuss the methodological approach and research design. This includes a description of the data and how you intend to collect and analyze it. Data can be quantitative or qualitative depending on the research question. The strengths and weaknesses of your chosen research design should be critically discussed. The purpose of this chapter is to convince the reader that you have chosen the correct methodology to answer

Chapter 4. Empirical Analysis and Finding

This chapter describes the empirical analysis and summarizes your key findings. For example, if the student collected quantitative data, he or she could use regression (t-test, Z-test) to test the hypothesis. If the student collected qualitative data, he or she could use chi-square tests for the hypothesis.

Chapter 5. Conclusions

The final chapter concludes by summarizing the main argument of the hypothesis or findings related to the data measurement, what has been learned from the research, and what implications the findings have for business practice.

References

All published and unpublished works should be appropriately referenced.

Appendices

The appendices include spreadsheets, computer code, survey instruments, and other materials used.

Oral Examination

The oral examination of the thesis will be carried out based on the following criteria.

1 Objectives of Research Question

Are these clear and focused?

Are they relevant to management research or practice?

Have they been achieved?

2 Methodology and Research Design

Is it appropriate to the question?

Is there a rationale behind the design?

Does it address the issues of validity, reliability and generalizability?

3 Literature Review

Is it relevant?

Are all major sources referenced?

Is there evidence of critical thinking?

4 Data Collection and Analysis

Is there appropriate use of primary and secondary data?

Is the data relevant to the research question?

How good is the quality of analysis?

5 Conclusions and Recommendations

Are the conclusions persuasive?

Are the conclusions supported by the data?

6 Internal Consistency and Logic

Is there continuity between various sections?

Is there logic in the argument?

Is there an introduction, analysis, and conclusion?

7 Style and Presentation

Is the format and use of language, tables, and figures appropriate?

Is the length of the project acceptable?

Appendix B
Thesis Title Page Format

Thesis Title (spell out all words)

By

Student Name as registered by AUAF

A Thesis Submitted in Partial Fulfillment of the
Requirement for the Degree of
Masters of Business Administration

In the

Business Department

American University of Afghanistan

Month and Year in which the thesis is accepted

© Student Name, Year