

8- Course Specification of: Soft Skills for Project Managers

Course Code (CE595)

XI. General Information About the Course:				
13.	Course Title:	Soft Skills for Project Managers		
14.	Course Code and Number:	CE595		
15.	Credit Hours:	Credit Hours		Total
		Lecture	Practical	
		4	-	-
16.	Study Level and Semester:	Second Semester		
17.	Pre-requisites (if any):	-		
18.	Co-requisites (if any):	-		
19.	Program (s) in which the course is offered:	MSc. in Engineering Project Management		
20.	Language of teaching the course:	English and/or Arabic		
21.	Study System:	Courses & Thesis		
22.	Prepared By:	Prof. Dr. Eng. Omar H. Al-Sakaf		
23.	Reviewed by:	Prof. Dr. Wael Al-Aghbari		
24.	Date of Approval:			

XII. Course Description:

This course is about transversal (also denoted as soft) skills. It discusses what is talent, and to what extent success in professional life depends on non-technical skills. Technical skills are the stones to build your professionalism, but soft skills are the cement. Soft skills form an essential component of education and training programs for students, whether they are enrolled in a degree in Engineering, Science, Economy, Law, Language, or whatever else. Students will learn how to acquire the necessary skills to be a successful engineer. In particular, non-technical (soft skills) are discussed; among them, emphasis will be given to inductive/deductive/analytical/design reasoning, to communication skills and employability. Motivated by this, the course in particular addresses the topics of project management and soft skills, cognitive/intellectual processes and soft skills, employability, learning skills, inter-personal communication, team working and leadership, and effective problem-solving and decision-making. The course will also address the issue of the new competences and professionalities required by the 4th industrial revolution (Industry 4.0).

XIII. Course Intended Learning Outcomes (CILOs):

Upon successful completion of **Soft Skills for Project Managers** Course, the graduates will be able to:

- a1 - Recognize the importance of soft skills as success skills for project managers and teams in particular and for engineers in general.
- a2 - Identify the key characteristics of soft skills.
- b1 - Develop effective approaches and solutions to solve problems, conflicts and other issues faced throughout the project life cycle.
- b2 - Create appropriate examples and culture of mutual respect, team work, active participation

and commitment, motivation and positive attitudes through project management teams and project stakeholders to contribute to project success.

- c1 - Apply soft skills effectively to a variety of professional settings throughout the project cycle.
- c2 - Exercise management and leadership skills in the conduct of programs and projects of various size, scope, and complexity.
- d1 - Become more effective through goal/target setting, self-motivation and practicing creative thinking.
- d2 - Generate a positive and flexible approach to lifelong learning and employability.

XIV. Alignment of Course Intended Learning Outcomes (CILOs) to Program Intended Learning Outcomes (PILOs)

CILOs		PILOs	
m. Knowledge and Understanding: Upon successful completion of the Soft Skills for Project Managers Course , the graduates will be able to:		M. Knowledge and Understanding: Upon successful completion of the MSc. Program in Engineering Project Management , the graduates will be able to:	
a1.	Recognize the importance of soft skills as success skills for project managers and teams in particular and for engineers in general.	A1.	Describe the various project management knowledge areas.
		A2.	Demonstrate knowledge and understanding of planning, analysis, supervision and monitoring and control of works related to the engineering disciplines.
a2.	Identify the key characteristics of soft skills.	A3.	Demonstrate knowledge and understanding of methodology, research planning, and analysis techniques.
		A4.	Demonstrate knowledge and understanding of skills and techniques of engineering and management to execute contemporary projects and operations effectively and efficiently
n. Cognitive/ Intellectual Skills: Upon successful completion of the Soft Skills for Project Managers Course , the graduates will be able to:		N. Cognitive/ Intellectual Skills: Upon successful completion of the MSc. Program in Engineering Project Management , the graduates will be able to:	
b1.	Develop effective approaches and solutions to solve problems, conflicts and other issues faced throughout the project life cycle.	B1.	Identify, analyze, formulate, and solve engineering problems that involve constrained resources considering factors such as socio-economic, environmental, health and safety.
b2.	Create appropriate examples and culture of mutual respect, team work, active	B2.	Critically evaluate decision making techniques to aid management

	participation and commitment, motivation and positive attitudes through project management teams and project stakeholders to contribute to project success.		judgement;
		B3.	Engage in analytical and critical thinking with respect to the planning of engineering design and development projects;
o. Professional and Practical Skills: Upon successful completion of the Soft Skills for Project Managers Course , the graduates will be able to:		O. Professional and Practical Skills: Upon successful completion of the MSc. Program in Engineering Project Management , the graduates will be able to:	
c1.	Apply soft skills effectively to a variety of professional settings throughout the project cycle.	C1.	Apply expertly several different techniques used in the management and control of projects.
c2.	Exercise management and leadership skills in the conduct of programs and projects of various size, scope, and complexity.	C2.	Collect, interpret, and use data effectively to make decisions and assess their associated impacts including socio-economic, environmental, health and safety.
		C3.	Initiate, plan, execute, and close out a project utilizing project management concepts.
p. Transferable Skills: Upon successful completion of the Soft Skills for Project Managers Course , the graduates will be able to:		P. Transferable Skills: Upon successful completion of the MSc. Program in Engineering Project Management , the graduates will be able to:	
d1.	Become more effective through goal/target setting, self-motivation and practicing creative thinking.	D1.	Prepare a complete thesis and reports, present the ideas clearly and defend them.
d2.	Generate a positive and flexible approach to lifelong learning and employability.	D2.	Balance professional and ethical responsibilities including contemporary issues and environmental awareness.
		D3.	Conduct independently and communicate research that advances and extends knowledge and scholarship in related fields.

XV. Alignment of CILOs to Teaching and Assessment Strategies

m. Alignment of Knowledge and Understanding CILOs:			
Knowledge and Understanding CILOs		Teaching Strategies	Assessment Strategies
a1.	Recognize the importance of soft skills as success skills for project managers and teams in particular and for engineers in general.	<ul style="list-style-type: none"> ▪ Lectures ▪ Demonstrations ▪ Interactive class discussions 	<ul style="list-style-type: none"> ▪ Group work ▪ Assignments ▪ Presentations ▪ Exams
a2.	Identify the key characteristics of soft skills.		

n. Alignment of Intellectual Skills CILOs:					
Intellectual Skills CILOs		Teaching Strategies		Assessment Strategies	
b1.	Develop effective approaches and solutions to solve problems, conflicts and other issues faced throughout the project life cycle.	<ul style="list-style-type: none"> ▪ Lectures ▪ Demonstrations ▪ Interactive discussion 	class	<ul style="list-style-type: none"> ▪ Assignments ▪ Presentations ▪ Exams 	
b2.	Create appropriate examples and culture of mutual respect, team work, active participation and commitment, motivation and positive attitudes through project management teams and project stakeholders to contribute to project success.				
o. Alignment of Professional and Practical Skills CILOs:					
Professional and Practical Skills CILOs		Teaching Strategies		Assessment Strategies	
c1.	Apply soft skills effectively to a variety of professional settings throughout the project cycle.	<ul style="list-style-type: none"> ▪ Lectures ▪ Demonstrations ▪ Interactive discussion 	class	<ul style="list-style-type: none"> ▪ Assignments ▪ Presentations ▪ Exams 	
c2.	Exercise management and leadership skills in the conduct of programs and projects of various size, scope, and complexity.				
p. Alignment of Transferable (General) Skills CILOs:					
Transferable (General) Skills CILOs		Teaching Strategies		Assessment Strategies	
d1.	Become more effective through goal/target setting, self-motivation and practicing creative thinking.	<ul style="list-style-type: none"> ▪ Demonstrations ▪ Interactive discussion 	class	<ul style="list-style-type: none"> ▪ Assignments ▪ Presentations. 	
d2.	Generate a positive and flexible approach to lifelong learning and employability.				

XVI. Course Content					
10. Theoretical Aspect					
Order	Topic List / Units	Sub -Topics List	Number of Weeks	Contact Hours	Course ILOs
1	Introduction	<ul style="list-style-type: none"> • Definition of Soft Skills • Soft Skills versus Hard Skills • Importance of Soft Skills • Purpose and process of Soft Skills 	1	4	a.1, a.2, b.1, b.2
2	Project Management and Soft Skills	<ul style="list-style-type: none"> • Project Management: a Pragmatic/logical Approach • Behavioral Models for Project Managers • The role of the Project Manager 	1	4	a.1, a.2, b.1, b.2, c.1, c.2

3	Cognitive/intellectual Processes and Soft Skills	<ul style="list-style-type: none"> • Cognitive Processes • Effective influence • Emotional intelligence • Soft Skills: Dublin Descriptors • Soft Skills: World Economic Forum WEF, skills of the future • Soft Skills – Categories • Elementary and Complex Soft Skills 	1	4	a.1, a.2, b.1, b.2, c.1, c.2, d1, d.2
4	Employability	<ul style="list-style-type: none"> • Competence; a Key to Success • Top Ten Soft Skills according to World Economic Forum WEF • Industry: Key Enabling Technologies • New Profiles: The Innovation Manager • Required transversal competences • SWOT Analysis • Enhancing Soft Skills 	1	4	a.1, a.2, b.1, b.2, c.1, c.2, d1, d2
5	Learning Skills	<ul style="list-style-type: none"> • Self-management • Critical thinking development • Reflective thinking and writing 	1	4	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
6	Exceptional Communication skills	<ul style="list-style-type: none"> • Main styles of communication • Written and spoken language skills • Presentation skills • Effective negotiating • Active listening • Academic debate • Group work • Peer-to-peer Interaction • Intercultural Communication 	2	8	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
7	Midterm Exam		1	4	a.1, a.2, b.1, b.2, c.1, c.2
8	Strong Leadership skills	<ul style="list-style-type: none"> • Leadership styles • Team motivation • Stakeholders engagement • Delivering great results 	2	8	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2

9	Effective Problem-Solving and Decision-Making	<ul style="list-style-type: none"> • Problem-solving and decision-making processes • Effective problem-solving techniques • Evaluation of solutions • Risk management • Decision-making 	2	8	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
10	Further Soft Skills for project managers and teams	<ul style="list-style-type: none"> • Conflict management • Coaching • Team Building/Coordination Skills • Prioritization • Cultural awareness/Cultural sensitivity • Strong work ethic 	3	12	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
11	Final Exam		1	4	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
Number of Weeks /and Contact Hours Per Semester			16	64	

11. Practical Aspect		NA		
Order	Practical / Tutorials topics	Number of Weeks	Contact Hours	Course ILOs
1				
2				
Number of Weeks /and Contact Hours Per Semester				

12. Tutorial Aspect:		NA		
No.	Tutorial	Number of Weeks	Contact Hours	Learning Outcomes (CILOs)
1				
2				
Number of Weeks /and Units Per Semester		15	30	

XVII. Teaching Strategies:	
<ul style="list-style-type: none"> • Formal lectures • Interactive discussions • Group work • Presentations 	

VIII. Assessment Methods of the Course:

- Group work
- Assignments
- Presentations
- Written Exams

XIX. Tasks and Assignments:

No	Assignments/ Tasks	Individual/ Group	Mark	Week Due	CILOs (symbols)
1	<ul style="list-style-type: none"> • Readings: Each week readings; based on each reading/topic, a written assignment will be issued. Students will be asked to write synthetic essays and/or complete analyses pertaining to the reading materials. These will be short (>4, <5 pages double spaced) pieces. • Each work assigned for reading will have 1 or 2 presenters assigned to it from the class. • In general students will be asked to describe the main points of the paper and to offer a critique of the contents. • Students are expected to prepare for class by reading the assigned reading prior to the class for which they are listed, and to participate in class sessions/group discussions. • By the end of the semester (Week 14), Student Groups will submit their Final Activity Report and deliver a PowerPoint presentation within a plenary session. 	Group	30	3-14	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
Total Score			30	-	-

XX. Learning Assessment:

No	Assessment Tasks	Week due	Mark	Proportion of Final Assessment	CILOs
1	Assignments	3-14	30	30%	a.1, a.2, b.1, b.2, c.1, c.2, d.1, d.2
2	Mid-Term Exam	9	20	20%	a.1, a.2, b.1, b.2, c.1, c.2, d.1
3	Final Exam	16	50	50%	

Total	100	100%	-
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VIII Learning Resources and Facilities
1- Required Textbook(s)
<ul style="list-style-type: none"> • Randall L. Englund, Alfonso Bucero, 'Complete Project Manager-Integrating People, Organizational, and Technical Skills', Management Concepts, Inc., 2012. • Barry Benator, Albert Thumann, 'Project Management and Leadership Skills for Engineering and Construction Projects', The Fairmont Press, 2003. • Irwin, Brian, 'Managing Politics and Conflict in Projects', Management Concepts, Inc., 2008.
2- Essential References
<ul style="list-style-type: none"> • Cynthia Snyder Dionisio, 'A Project Manager's Book of Tools and Techniques', John Wiley & Sons, 2018. • G. Michael Campbell, 'Communications Skills for Project Managers', AMACOM, 2009. • W. Gibb Dyer Jr, Jeffrey H. Dyer, William G. Dyer, 'Team Building-Proven Strategies for Improving Team Performance', Jossey-Bass-A Wiley Imprint, 2013.
3- Electronic Materials and Websites <i>etc.</i>
<ul style="list-style-type: none"> • Course Power Point. • Video clips. • Links to information resources.
Educational and research Facilities and Equipment Required
Technology Resources (AV, data show, Smart Board, software, etc.)
Data Show, Internet Access
Other Resources (Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)

v. الضوابط والسياسات المتبعة في المقرر Course Policies	
بعد الرجوع للوائح الجامعة يتم كتابة السياسة العامة للمقرر فيما يتعلق بالآتي:	
1	<p>سياسة حضور الفعاليات التعليمية Class Attendance:</p> <ul style="list-style-type: none"> - يلتزم الطالب بحضور 75% من المحاضرات ويحرم في حال عدم الوفاء بذلك. - يقدم أستاذ المقرر تقريراً بحضور وغياب الطلاب للقسم ويحرم الطالب من دخول الامتحان في حال تجاوز الغياب 25% ويتم اقرار الحرمان من مجلس القسم.
2	<p>الحضور المتأخر Tardy:</p> <ul style="list-style-type: none"> - يسمح للطالب حضور المحاضرة إذا تأخر لمدة ربع ساعة لثلاث مرات في الفصل الدراسي، وإذا تأخر زيادة عن ثلاث مرات يحذر شفويًا من أستاذ المقرر، وعند عدم الالتزام يمنع من دخول المحاضرة.
3	<p>ضوابط الامتحان Exam Attendance/Punctuality:</p> <ul style="list-style-type: none"> - لا يسمح للطالب دخول الامتحان النهائي إذا تأخر مقدار (20) دقيقة من بدء الامتحان - إذا تغيب الطالب عن الامتحان النهائي تطبق اللوائح الخاصة بنظام الامتحان في الكلية.
4	<p>التعيينات والمشاريع Assignments & Projects:</p> <ul style="list-style-type: none"> - يحدد أستاذ المقرر نوع التعيينات في بداية الفصل ويحدد مواعيد تسليمها وضوابط تنفيذ التكاليف وتسليمها. - إذا تأخر الطالب في تسليم التكاليف عن الموعد المحدد يحرم من درجة التكليف الذي تأخر في تسليمه.
5	<p>الغش Cheating:</p> <ul style="list-style-type: none"> - في حال ثبوت قيام الطالب بالغش في الامتحان النصفى أو النهائي تطبق عليه لائحة شؤون الطلاب. - في حال ثبوت قيام الطالب بالغش أو النقل في التكاليف والمشاريع يحرم من الدرجة المخصصة للتكليف.
6	<p>الانتحال Plagiarism:</p> <ul style="list-style-type: none"> - في حالة وجود شخص ينتحل شخصية طالب لأداء الامتحان نيابة عنه تطبق اللائحة الخاصة بذلك
7	<p>سياسات أخرى Other policies:</p> <ul style="list-style-type: none"> - أي سياسات أخرى مثل استخدام الموبايل أو مواعيد تسليم التكاليف الخ

Academic Year:

Course Plan (Syllabus): Soft Skills for Project Managers

II. Information about Faculty Member Responsible for the Course:							
Name	Prof. Dr. Eng. Omar H. Al-Sakaf	Office Hours					
Location & Telephone No.	Faculty of Engineering Mobile: 733772328/773332328	SAT	SUN	MON	TUE	WED	THU
E-mail	oalsakaf@gmail.com oalsakaf@yahoo.com		08:0 0 - 12:0 0				

II. General Information about the Course:					
28	Course Title	Soft Skills for Project Managers			
29	Course Code and Number	CE595			
30	Credit Hours	Credit Hours			Total
		Lecture	Practical	Seminar/Tutorial	
		4	-	-	4
31	Study Level and Semester	Second Semester			
32	Pre-requisites	-			
33	Co-requisite	-			
34	Program (s) in which the course is offered	MSc. in Engineering Project Management			
35	Language of teaching the course	English and/or Arabic			
36	Location of teaching the course	Faculty of Engineering			

IX. Course Description:	
<p>This course is about transversal (also denoted as soft) skills. It discusses what is talent, and to what extent success in professional life depends on non-technical skills. Technical skills are the stones to build your professionalism, but soft skills are the cement. Soft skills form an essential component of education and training programs for students, whether they are enrolled in a degree in Engineering, Science, Economy, Law, Language, or whatever else. Students will learn how to acquire the necessary skills to be a successful engineer. In particular, non-technical (soft skills) are discussed; among them, emphasis will be given to inductive/deductive/analytical/design reasoning, to communication skills and employability. Motivated by this, the course in particular addresses the topics of project management and soft skills, cognitive/intellectual processes and soft skills, employability, learning skills, inter-personal communication, team working and leadership, and effective problem-solving and decision-making. The course will also address the issue of the new competences and professionalities required by the 4th industrial revolution (Industry 4.0).</p>	

X. Course Intended Learning Outcomes (CILOs):

Upon successful completion of **Soft Skills for Project Managers** Course, the graduates will be able to:

- a1 - Recognize the importance of soft skills as success skills for project managers and teams in particular and for engineers in general.
- a2 - Identify the key characteristics of soft skills.
- b1 - Develop effective approaches and solutions to solve problems, conflicts and other issues faced throughout the project life cycle.
- b2 - Create appropriate examples and culture of mutual respect, team work, active participation and commitment, motivation and positive attitudes through project management teams and project stakeholders to contribute to project success.
- c1 - Apply soft skills effectively to a variety of professional settings throughout the project cycle.
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- d1 - Become more effective through goal/target setting, self-motivation and practicing creative thinking.
- d2 - Generate a positive and flexible approach to lifelong learning and employability.

XII. Course Content

A – Theoretical Aspects

Order	Topics List	Week Due	Contact Hours
1	Introduction	Week 1	4
2	Project Management and Soft Skills	Week 2	4
3	Cognitive/intellectual Processes and Soft Skills	Week 3	4
4	Employability	Week 4	4
5	Learning Skills	Week 5	4
6	Exceptional Communication skills	Week 6 - 7	8
7	Midterm Exam	Week 8	4
8	Strong Leadership skills	Week 9 – 10	8
9	Effective Problem-Solving and Decision-Making	Week 11 – 12	8
10	Further Soft Skills for project managers and teams	Week 13 – 15	12
11	Final Exam	Week 16	4
Number of Weeks and Units Per Semester		16	64

7. Practical Aspect

NA

Order	Practical / Tutorials topics	Number of Weeks	Contact Hours	Course ILOs
1				
2				
Number of Weeks /and Contact Hours Per Semester				

8. Training/ Tutorials/ Exercises Aspects:		NA		
Order	Tutorials/ Exercises	Week Due	Contact Hours	
1	▪			
2	▪			
Number of Weeks /and Contact Hours Per Semester				

XI. Teaching Strategies:

- Formal lectures
- Interactive discussions
- Group work
- Presentations

XII. Assessment Methods of the Course:

- Group work
- Assignments
- Presentations
- Written Exams

IX. Tasks and Assignments:

No	Assignments/ Tasks	Individual/ Group	Mark	Week Due
1	<ul style="list-style-type: none"> • Readings: Each week readings; based on each reading/topic, a written assignment will be issued. Students will be asked to write synthetic essays and/or complete analyses pertaining to the reading materials. These will be short (>4, <5 pages double spaced) pieces. • Each work assigned for reading will have 1 or 2 presenters assigned to it from the class. • In general students will be asked to describe the main points of the paper and to offer a critique of the contents. • Students are expected to prepare for class by reading the assigned reading prior to the class for which they are listed, and to participate in class sessions/group discussions. • By the end of the semester (Week 14), Student Groups will submit their Final Activity Report and deliver a PowerPoint presentation within a 	Group	30	3-14

	plenary session.			
	Total Score	30	-	

XI. Learning Assessment:

No.	Assessment Tasks	Week due	Mark	Proportion of Final Assessment
1	Assignments	3-14	30	30%
2	Mid-Term Exam	9	20	20%
3	Final Exam	16	50	50%
Total			100	100%

VIII Learning Resources and Facilities

1- Required Textbook(s)

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3- Electronic Materials and Websites *etc.*

- Course Power Point.
- Video clips.
- Links to information resources.

Educational and research Facilities and Equipment Required

Technology Resources

(AV, data show, Smart Board, software, etc.)

Data Show, Internet Access

Other Resources

(Specify, e.g. if specific laboratory equipment is required, list requirements or attach a list)

.vi الضوابط والسياسات المتبعة في المقرر Course Policies	
بعد الرجوع للوائح الجامعة يتم كتابة السياسة العامة للمقرر فيما يتعلق بالآتي:	
سياسة حضور الفعاليات التعليمية Class Attendance:	1

	<p>- يلتزم الطالب بحضور 75% من المحاضرات ويحرم في حال عدم الوفاء بذلك.</p> <p>- يقدم أستاذ المقرر تقريراً بحضور وغياب الطلاب للقسم ويحرم الطالب من دخول الامتحان في حال تجاوز الغياب 25% ويتم اقرار الحرمان من مجلس القسم.</p>
2	<p>الحضور المتأخر Tardy:</p> <p>- يسمح للطالب حضور المحاضرة إذا تأخر لمدة ربع ساعة لثلاث مرات في الفصل الدراسي، وإذا تأخر زيادة عن ثلاث مرات يحذر شفويًا من أستاذ المقرر، وعند عدم الالتزام يمنع من دخول المحاضرة.</p>
3	<p>ضوابط الامتحان Exam Attendance/Punctuality:</p> <p>- لا يسمح للطالب دخول الامتحان النهائي إذا تأخر مقدار (20) دقيقة من بدء الامتحان</p> <p>- إذا تغيب الطالب عن الامتحان النهائي تطبق اللوائح الخاصة بنظام الامتحان في الكلية.</p>
4	<p>التعيينات والمشاريع Assignments & Projects:</p> <p>- يحدد أستاذ المقرر نوع التعيينات في بداية الفصل ويحدد مواعيد تسليمها وضوابط تنفيذ التكاليف وتسليمها.</p> <p>- إذا تأخر الطالب في تسليم التكاليف عن الموعد المحدد يحرم من درجة التكليف الذي تأخر في تسليمه.</p>
5	<p>الغش Cheating:</p> <p>- في حال ثبوت قيام الطالب بالغش في الامتحان النصفى أو النهائي تطبق عليه لائحة شؤون الطلاب.</p> <p>- في حال ثبوت قيام الطالب بالغش او النقل في التكاليف والمشاريع يحرم من الدرجة المخصصة للتكليف.</p>
6	<p>الانتحال Plagiarism:</p> <p>- في حالة وجود شخص ينتحل شخصية طالب لأداء الامتحان نيابة عنه تطبق اللائحة الخاصة بذلك</p>
7	<p>سياسات أخرى Other policies:</p> <p>- أي سياسات أخرى مثل استخدام الموبايل أو مواعيد تسليم التكاليف الخ</p>

